



INDOCEMENT
HEIDELBERGCEMENT Group

2021

Laporan Keberlanjutan
Sustainability Report



PATH TO GREENER AND SUSTAINABLE OPERATION

Menapak Jalan Menuju Operasi yang Lebih Hijau dan Berkelanjutan





PERNYATAAN Disclaimer

Laporan ini menyajikan rencana, proyeksi, strategi, dan tujuan Perseroan yang bukan merupakan pernyataan fakta historis dan perlu dipahami sebagai pernyataan mengenai masa depan berdasarkan hukum yang berlaku. Pernyataan mengenai masa depan tergantung pada risiko dan ketidakpastian yang dapat menyebabkan keadaan dan hasil aktual Perseroan di masa depan berbeda dari yang diharapkan atau diindikasikan. Tidak ada jaminan bahwa hasil-hasil yang diantisipasi oleh Perseroan, atau diindikasikan oleh pernyataan mengenai masa depan akan tercapai.

Tabel dan grafik pada laporan ini memaparkan data numerik dengan standar Bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar Bahasa Inggris dan Bahasa Indonesia, sesuai konteksnya. Penulisan "Indocement" dan "Perseroan" mendefinisikan PT Indocement Tunggal Prakarsa Tbk.

This report present the Company's plans, projections, strategies, and objectives, which are not historical facts and need to be understood as statements about the future using the applicable laws. Statements about the future are subject to risks and uncertainties that may cause the Company's circumstances and actual results in the future to differ from those expected or indicated. There is no guarantee that the results anticipated by the Company, or indicated by statements about the future, will be achieved.

The tables and graphs of this report describe numerical data according to Indonesian standards. Numerical exposure in the text uses English and Indonesian standards, accordingly. The word "Indocement" and the "Company" define PT Indocement Tunggal Prakarsa Tbk.



PATH TO GREENER AND SUSTAINABLE OPERATION

Menapak Jalan Menuju Operasi yang Lebih Hijau dan Berkelanjutan



Selama lebih dari 46 tahun, Indocement telah ikut membangun Indonesia melalui penyediaan semen berkualitas tinggi. Kini saatnya bagi kami untuk mempersembahkan produk dan proses yang lebih ramah lingkungan sebagai bentuk kepedulian kami pada masa depan. Kami percaya bahwa menuju bisnis yang berkelanjutan adalah sebuah proses dan untuk itu harus ada langkah awal. Maka, melanjutkan komitmen untuk tetap *smarter*, *faster*, dan *better*, kini kami menapak jalan menuju operasi yang lebih hijau dan berkelanjutan.

For more than 46 years, Indocement has participated in the development of Indonesia by providing high quality cement. This is the time for us to present products and processes that are more environmentally friendly as the realization of our concern for the future. We believe that towards a sustainable business is a process, and an initial step is a must. Therefore, in order to continue the commitment to keep *smarter*, *faster*, and *better*, we are now taking the steps to path to greener and sustainable operations.

PENGHARGAAN DAN APRESIASI 2021

Appreciation and Award 2021

| No | Tanggal Date | Penghargaan Award | Pemberi Penghargaan Organizer |
|----|--------------------------------|--|---|
| 1 | 31 Maret 2021 31 March 2021 | PR Indonesia Awards 2021 Sub Kategori Community Based Development, Bronze Winner - PROGRAM KAMPUNG BERWAWASAN LINGKUNGAN <i>Community-Based Development Sub-category, Bronze Winner- ENVIRONMENTALLY FRIENDLY VILLAGE PROGRAM</i> | PR Indonesia |
| 2 | 31 Maret 2021 31 March 2021 | PR Indonesia Awards 2021 Sub Kategori Sustainability Report, Gold Winner <i>Sustainability Report Sub-category, Gold Winner</i> | |
| 3 | 22 April 2021 | Gold Champion in CSR – Kategori Perusahaan Terbuka <i>Gold Champion in CSR – Public Company Category</i> | Bisnis Indonesia |
| | | TOP CSR Awards 2021 – #Stars 5 | Majalah Top Business - Komite Nasional Kebijakan Governance (KNKG) <i>Top Business Magazine - National Committee on Governance Policy (KNKG)</i> |
| | | TOP CSR Awards 2021 – Top Leader on CSR Commitment | |
| | | TOP CSR Awards 2021 – Penghargaan Program CSR Responsif Penanganan Pandemi COVID-19 <i>TOP CSR Awards 2021 – Award for CSR Programs Responsive to the Handling of COVID-19 Pandemic</i> | |
| | | Apresiasi dari Menteri Energi dan Sumber Daya Manusia Republik Indonesia Kategori: Siaga Bencana Banjir di Provinsi Kalimantan Selatan <i>Appreciation from the Minister of Energy and Mineral Resources of the Republic of Indonesia</i> Category: Flood Disaster Alert in South Kalimantan Province | Menteri Energi dan Sumber Daya Manusia Republik Indonesia <i>The Minister of Energy and Mineral Resources of the Republic of Indonesia</i> |
| 4 | 16 September 2021 | ASEAN Coal Awards 2021: Sustainable Use of Coal for Better Life by Reducing SO _x in Power Plant of Tarjun Factory, Indocement | ASEAN Centre for Energy (ACE) |
| 5 | 17 September 2021 | Indonesian Sustainable Development Goals Award (ISDA) 2021: Kategori: Pencapaian SDGs 13.2 – Inisiatif dalam Mitigasi dan Perubahan Iklim <i>Indonesian Sustainable Development Goals Award (ISDA) 2021: Category: Achievement of SDGs 13.2 – Initiatives in Mitigation and Climate Change</i> | Corporate Forum for CSR Development (CFCD) dengan Perencanaan Pembangunan Nasional Republik Indonesia/Badan Perencanaan Pembangunan Nasional (Bappenas) <i>Corporate Forum for CSR Development (CFCD) and National Development Planning of the Republic of Indonesia/National Development Planning Agency (Bappenas)</i> |
| 6 | 17 September 2021 | Indonesian Sustainable Development Goals Award (ISDA) 2021: Kategori: Pencapaian SDGs 14.1 – Inisiatif dalam Program Konservasi Pesisir dan Laut Berbasis Masyarakat <i>Indonesian Sustainable Development Goals Award (ISDA) 2021: Category: Achievement of SDGs 14.1 – Initiatives in Community-Based Coastal and Marine Conservation Program</i> | Corporate Forum for CSR Development (CFCD) dengan Perencanaan Pembangunan Nasional Republik Indonesia/Badan Perencanaan Pembangunan Nasional (Bappenas) <i>Corporate Forum for CSR Development (CFCD) and National Development Planning of the Republic of Indonesia/National Development Planning Agency (Bappenas)</i> |
| 7 | 17 September 2021 | Indonesian Sustainable Development Goals Award (ISDA) 2021: Kategori: Pencapaian SDGs 12.5 – Pengolahan Limbah (Organik & Non-organik) untuk Kesejahteraan Masyarakat <i>Indonesian Sustainable Development Goals Award (ISDA) 2021: Category: Achievement of SDGs 12.5 – Waste Treatment (Organic & Non-organic) for Community Welfare</i> | Corporate Forum for CSR Development (CFCD) dengan Perencanaan Pembangunan Nasional Republik Indonesia/Badan Perencanaan Pembangunan Nasional (Bappenas) <i>Corporate Forum for CSR Development (CFCD) and National Development Planning of the Republic of Indonesia/National Development Planning Agency (Bappenas)</i> |
| 8 | 28 September 2021 | Penghargaan Subroto 2021 (Kompleks Pabrik Citeureup) Kategori: Manajemen Energi di Gedung dan Industri – Inovasi Khusus <i>Subroto Award 2021 (Citeureup Factory)</i> Category: Energy Management in Buildings and Industry – Special Innovation | Kementerian Energi dan Sumber Daya Mineral (ESDM) Republik Indonesia <i>The Ministry of Energy and Mineral Resources (ESDM) of the Republic of Indonesia</i> |



| No | Tanggal Date | Penghargaan Award | Pemberi Penghargaan Organizer |
|----|--------------------------------------|--|--|
| 9 | 7 Oktober 2021 7 October 2021 | Asia's Best Employer Brand Awards | Employer Branding Institute, World HRD Congress dan Stars of the Industry Group |
| 10 | 16 November 2021 | The 13 th Global Annual CSR Awards & Summit 2021 Best Community Programme Award (Companies with market capitalization more than USD1 billion) | Pinnacle Group International |
| 11 | 18 November 2021 | Asia Sustainability Reporting - Rating Gold Kategori: Laporan Keberlanjutan yang baik berdasarkan standar Global Reporting Initiative (GRI) Category: Good Sustainability Report based on Global Reporting Initiative (GRI) Standard | National Center for Sustainability Reporting (NCSR) & Institute of Certified Sustainability Practitioners (ICSP). |
| 12 | 22 November 2021 | Penghargaan Partisipasi Aktif dalam Kebencanaan - Indocement Kompleks Pabrik Tarjun Award for Active Participation in Disaster - Indocement, Tarjun Factory | Badan Penanggulangan Bencana Daerah Kabupaten Kotabaru Regional Disaster Management Agency of Kotabaru Regency |
| 13 | 30 November 2021 | CSR IDX Channel 2021 Award Kategori: Apresiasi dalam Community and Sustainability Development Category: Appreciation in Community and Sustainability Development | IDX Channel |
| 14 | 1 Desember 2021 1 December 2021 | "Best Practice" Pembangunan SDM di Indonesia Kategori: Program Rutin Pengembangan Pendidikan dan Pelatihan Vokasi Industri di Indonesia "Best Practice" Human Resources Development in Indonesia Category: Regular Program for Development of Industrial Vocational Education and Training in Indonesia | Kementerian Perindustrian KADIN Indonesia Kementerian Koordinator Bidang Perekonomian Republik Indonesia The Ministry of Industry KADIN Indonesia The Coordinating Ministry for Economic Affairs of the Republic of Indonesia |
| 15 | 2 Desember 2021 2 December 2021 | Indonesia Industry 4.0 Readiness Index (INDI 4.0) 2021 – Pabrik Cirebon Kategori: Digitalisasi Indonesia Industry 4.0 Readiness Index (INDI 4.0) 2021 – Cirebon Factory Category: Digitalization | Kementerian Perindustrian Ministry of Industry |
| 16 | 17 Desember 2021 17 December 2021 | Penghargaan Bogor KabupatenKu Green and Clean 2021 untuk PT Indocement Tunggul Prakarsa Tbk. atas partisipasi dalam membina Kampung Ramah Lingkungan dan Sekolah Berbudaya Lingkungan/Adiwiyata Bogor KabupatenKu Green and Clean 2021 Award for PT Indocement Tunggul Prakarsa Tbk. for participation in the development of Environmentally Friendly Villages and Environmentally Cultured School/Adiwiyata Schools | Dinas Lingkungan Hidup Kabupaten Bogor Environmental Service of Bogor Regency |
| 17 | 23 Desember 2021 23 December 2021 | Penghargaan Forum Corporate Social Responsibility Jawa Barat 2021 CSR Sustainability Award Corporate Social Responsibility Forum Award of West Java 2021 CSR Sustainability Award | Pemerintah Provinsi Jawa Barat The Provincial Government of West Java |
| 18 | 28 Desember 2021 28 December 2021 | Anugerah PROPER 2021 <ul style="list-style-type: none"> • PROPER Hijau-Kompleks Pabrik Citeureup • PROPER Hijau-Kompleks Pabrik Cirebon • PROPER Hijau-Kompleks Pabrik Tarjun Anugerah PROPER 2021 <ul style="list-style-type: none"> • Green PROPER-Citeureup Factory • Green PROPER-Cirebon Factory • Green PROPER-Tarjun Factory | Kementerian Lingkungan Hidup dan Kehutanan The Ministry of Environment and Forestry |
| 19 | 28 Desember 2021 28 December 2021 | Penghargaan Bupati Cirebon Atas partisipasi dalam pembangunan daerah melalui program Corporate Social Responsibility (CSR) Tahun 2021 sebagai Perusahaan dengan Tata Kelola dan Implementasi Program CSR Terbaik The Award of the Regent of Cirebon Its participation in the local development through 2021 Corporate Social Responsibility (CSR) program as the Company with the Best CSR Program Implementation and Governance | Pemerintah Kabupaten Cirebon The Government of Cirebon Regency |

SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2021 PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

STATEMENT OF MEMBERS OF BOARD OF COMMISSIONERS ON THE RESPONSIBILITY
FOR THE 2021 SUSTAINABILITY REPORT OF PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Indocement Tunggal Prakarsa Tbk. tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan tersebut.

We the undersigned, state that all information in the Annual Report of PT Indocement Tunggal Prakarsa Tbk. for the year 2021 are presented in its entirety and we are fully responsible for the correctness of the contents in the Sustainability Report.

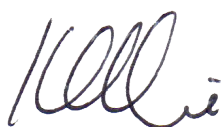
Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

Dewan Komisaris

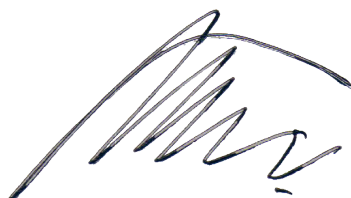
Board of Commissioners

Jakarta, 27 April 2022



Kevin Gluskie

Komisaris Utama
President Commissioner



Tedy Djuhar

Wakil Komisaris Utama/Komisaris Independen
Vice President Commissioner/
Independent Commissioner



Simon Subrata

Wakil Komisaris Utama/Komisaris Independen
Vice President Commissioner/
Independent Commissioner



Franciscus Welirang

Komisaris Independen
Independent Commissioner



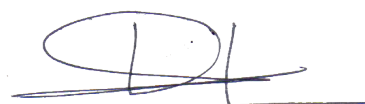
Dr. Lorenz Näger

Komisaris
Commissioner



Dr. Albert Scheuer

Komisaris
Commissioner



Juan Francisco Defalque

Komisaris
Commissioner

**SURAT PERNYATAAN ANGGOTA DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEBERLANJUTAN 2021
PT INDOCEMENT TUNGGAL PRAKARSA Tbk.**

STATEMENT OF MEMBERS OF BOARD OF DIRECTORS ON THE RESPONSIBILITY
FOR THE 2021 SUSTAINABILITY REPORT OF PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

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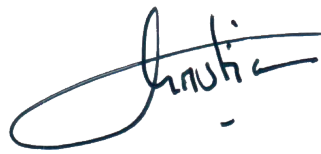
Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

Direksi

Board of Directors

Jakarta, 27 April 2022



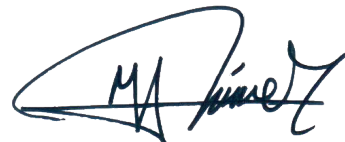
Christian Kartawijaya

Direktur Utama
President Director



Benny Setiawan Santoso

Wakil Direktur Utama
Vice President Director



Hasan Imer

Direktur
Director



Ramakanta Bhattacharjee

Direktur
Director



Troy Dartojo Soputro

Direktur
Director



David Jonathan Clarke

Direktur
Director



Oey Marcos

Direktur
Director

DAFTAR ISI

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IKHTISAR KINERJA KEBERLANJUTAN

Sustainability Performance Highlights



Mempertahankan Ekonomi yang Berkelanjutan

Maintaining a Sustainable Economy

| Uraian Description | Satuan Unit | 2021 | 2020 | 2019 |
|---|----------------------------------|--------|--------|--------|
| Volume Penjualan Sales Volume | Juta Ton Million Tons | 17.960 | 17.108 | 18.955 |
| Pendapatan Neto Net Revenues | Rp Miliar Rp Billion | 14.772 | 14.184 | 15.939 |
| Laba Tahun Berjalan Profit for The Year | | 1.788 | 1.806 | 1.835 |
| Jumlah Produk Ramah Lingkungan Total Number of Environmentally Friendly Products | Jenis Produk Type of Products | 5 | 2 | 3 |



Mengelola Lingkungan untuk Masa Depan Lebih Baik

Managing Environment for Better Future

| Uraian Description | Satuan Unit | 2021 | 2020 | 2019 |
|--|--|--------|--------|--------|
| Intensitas Emisi dari Proses Kalsinasi dan Pembakaran Emission Intensity from Calcination and Burning Process | ton CO ₂ eq/ ton semen ekuivalen ton CO ₂ eq/ ton equivalent cement | 0,582 | 0,592 | 0,608 |
| Intensitas Emisi* Emission Intensity* | ton CO ₂ eq/ ton semen ekuivalen ton CO ₂ eq/ ton equivalent cement | 0,606 | 0,623 | 0,635 |
| Pengurangan Emisi (Baseline 1990) Emission Reduction (Baseline 1990) | % | 40,2 | 38,5 | 37,3 |
| Intensitas Energi Energy Intensity | GJ/ton semen ekuivalen GJ/ton equivalent cement | 2,63 | 2,62 | 2,69 |
| Efisiensi Penggunaan Energi (Baseline 2013) Energy Reduction Efficiency (Baseline 2013) | % | 8,0 | 8,4 | 5,9 |
| Pelestarian Keanekaragaman Hayati Biodiversity Conservation | Batang pohon Trees | 34.477 | 34.377 | 33.752 |
| Intensitas Air Water Intensity | m ³ /ton klinker m ³ /ton clinker | 0,29 | 0,26 | 0,24 |
| Efisiensi Penggunaan Air (Baseline 2015) Water Reduction Efficiency (Baseline 2015) | % | 0 | 10,3 | 17,3 |

*Intensitas emisi GRK Cakupan 1

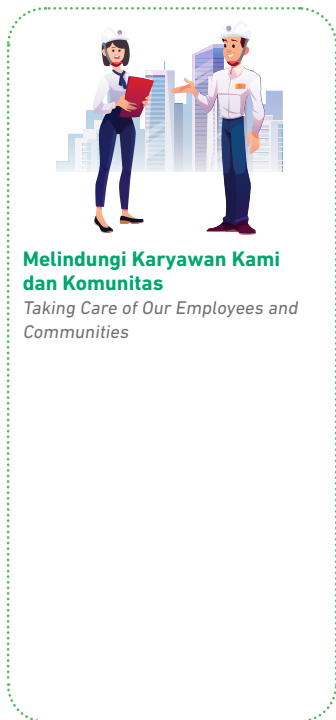
Emisi Cakupan 1 merupakan emisi yang dihasilkan oleh proses kalsinasi dan pembakaran serta emisi yang dihasilkan oleh pembangkit listrik sendiri. Emisi di atas tidak termasuk emisi cakupan yang bersumber dari penjualan maupun pembelian produk klinker.

*Scope 1 GHG emission intensity

Scope 1 GHG emission intensity from calcination and burning process as well as emission generated from own power plant. The emissions above do not include emissions generated from clinker product sales or purchases.



| Uraian Description | Satuan Unit | 2021 | 2020 | 2019 |
|---|----------------|--------|-------|-------|
| Limbah B3 <i>Hazardous and Toxic Waste</i> | ton | 15.059 | 6.905 | 9.894 |
| Pemanfaatan Limbah B3 sebagai Bahan Bakar dan Bahan Baku Alternatif <i>Utilization of Hazardous and Toxic Waste Management for Alternative Fuel and Raw Material</i> | % | 98 | 95 | 96 |
| Limbah Non-B3 <i>Non-Hazardous and Toxic Waste</i> | ton | 9.722 | 1.321 | 1.314 |
| Pemanfaatan Limbah Non-B3 sebagai Kompos dan Bahan Bakar Alternatif <i>Utilization of Non-Hazardous and Toxic Waste Management for Compost and Alternative Fuel</i> | % | 99 | 99 | 85 |



| Uraian Description | Satuan Unit | 2021 | 2020 | 2019 |
|---|-------------------------|-------|-------|-------|
| Jumlah Kecelakaan Kerja Karyawan Perseroan dan Kontraktor <i>Number of Accidents of Employees of the Company and Contractors</i> | Kejadian Incidents | 13 | 13 | 22 |
| Rata-rata Jam Pelatihan Karyawan <i>Average Employee Training Hours</i> | Jam Hours | 39,4 | 25,7 | 38,06 |
| Penyerapan Tenaga Kerja Lokal <i>Use of Local Workforce</i> | Orang Person | 3.441 | 3.590 | 3.755 |
| Realisasi Dana Pengembangan Masyarakat <i>Realization of Community Development Fund</i> | Rp Miliar Rp Billion | 12,6 | 14,2 | 21,3 |
| Jumlah Kegiatan Pemberdayaan Masyarakat <i>Number of Community Empowerment Activities</i> | Kegiatan Activities | 916 | 545 | 398 |
| Jumlah Local Hero <i>Number of Local Hero</i> | Orang Person | 61 | 61 | 66 |

SAMBUTAN DIREKSI [2-22]

Message from the Board of Directors 2021



CHRISTIAN KARTAWIJAYA

DIREKTUR UTAMA
President Director

Pemangku Kepentingan yang Terhormat,
Atas nama Direksi, saya menyampaikan penghargaan setinggi-tingginya atas dukungan anda kepada Indocement dalam menghadapi 2021 yang penuh tantangan. Secara umum, dapat kami sampaikan bahwa kinerja Perseroan selama 2021 cukup memuaskan, baik dari sisi operasional, maupun finansial. Begitu pula dengan kinerja Perseroan sebagai sebuah entitas bisnis yang beroperasi sesuai nilai-nilai tata kelola yang baik, dapat dirasakan lebih profesional. Selain itu, kami terus meningkatkan pengelolaan aspek keberlanjutan, tidak hanya ekonomi, namun juga lingkungan, sosial, dan tata kelola (LST) yang lebih seimbang.

KEBIJAKAN MERESPON TANTANGAN KEBERLANJUTAN

Pandemi COVID-19 telah mengajarkan kepada kita semua untuk beradaptasi dan bertumbuh, meskipun dalam kondisi yang serba terbatas. Menyikapi kondisi tersebut, Indocement tetap berpegang pada komitmennya untuk

Dear Honorable Stakeholders,

On behalf of the Board of Directors, I would like to express my highest appreciation for your support to Indocement in facing the year 2021, a year full of challenges. From operational and financial perspective, we can say that in general the Company's performance in 2021 is quite satisfactory. Furthermore, the Company's performance as a business entity is more professional in accordance with the good corporate governance values. In addition, we continue to improve management aspects, not only economic, but also more balanced environmental, social, and governance (ESG).

POLICIES TO RESPOND TO SUSTAINABILITY CHALLENGES

The COVID-19 pandemic has taught us that even in such limited conditions, we should all learn to adapt and grow. In responding to these conditions, Indocement remains committed to running a business that complies with all

menjalankan usaha yang patuh pada semua peraturan, serta menjaga keseimbangan kinerja ekonomi dan LST yang baik. Upaya ini terus diwujudkan melalui inovasi, pengembangan digitalisasi, dan peningkatan kualitas produk yang ramah lingkungan. Sejalan dengan 'Komitmen Keberlanjutan 2030', Perseroan meneruskan kebijakan efisiensi untuk merespon tantangan keberlanjutan melalui pengurangan timbulan emisi gas rumah kaca (GRK). Kebijakan lainnya adalah memastikan kelestarian lingkungan, meningkatkan kesejahteraan karyawan, serta bertumbuh harmonis bersama komunitas di sekitar Perseroan.

Kesungguhan Indocement dalam menerapkan nilai-nilai keberlanjutan tercermin pada dibentuknya Komite Environment, Social, and Governance (ESG) pada 2021. Komite ini akan memantau penerapan kinerja keberlanjutan dan memastikan keseimbangan aspek ESG. Kami percaya dengan adanya Komite ESG ini dapat membantu Perseroan untuk mewujudkan tercapainya Komitmen Keberlanjutan 2030 dengan menerapkan strategi usaha yang optimal dan berpedoman pada prinsip-prinsip ESG.

PENERAPAN KINERJA KEBERLANJUTAN

Selama 2021, Indocement menjalankan kegiatan usahanya dengan penerapan protokol kesehatan yang ketat tanpa mengakibatkan terjadinya penghentian produksi. Pelaksanaan vaksinasi dan adaptasi kebiasaan baru mendukung perbaikan ekonomi global dan regional setelah terjadinya disrupsi ekonomi di 2020. Berdasarkan data Asosiasi Semen Indonesia (ASI), volume konsumsi semen pada tahun 2021 mengalami kenaikan sebesar 4,3% (YoY). Naiknya konsumsi ini seiring dengan meningkatnya rasa optimisme masyarakat sehingga mendorong bertambahnya kegiatan pembangunan properti terutama rumah tapak dan infrastruktur.

Di sisi lain, Indocement mencatat adanya kenaikan produksi semen sebesar hampir sekitar 2% atau sekitar 300 ribu ton dibandingkan tahun lalu. Selain itu, produksi klinker bertambah sekitar 5% menjadi 12,5 juta ton. Namun demikian, kenaikan konsumsi semen ini masih dihadapkan pada ancaman adanya banjir dan tanah longsor di awal tahun 2021 yang mengakibatkan terhambatnya distribusi di kuartal pertama serta juga adanya kebijakan pemerintah terkait penanggulangan pandemik COVID-19 dengan menerapkan pemberlakuan pembatasan kegiatan masyarakat (PPKM).

Penerapan kinerja keberlanjutan juga ditopang dengan rencana transformasi digital selama lima tahun ke depan. Rencana ini akan diterapkan melalui penggunaan teknologi di setiap area bisnis, seperti dalam bidang pemasaran dan penjualan, keuangan dan akuntansi, logistik, dan sumber daya manusia. Pada aspek peningkatan kualitas

regulations, maintains ESG performance. This effort is continuously pursued through innovations, digitalization development, and quality of environmentally friendly product improvement. In line with the 'Sustainability Commitment 2030', the Company continues its efficiency policy to respond to sustainability challenges through reducing greenhouse gas (GHG) emissions. Other policies are to ensure environmental sustainability, improve employee welfare, and grow harmoniously with the community around the Company.

Indocement's sincerity in implementing sustainability values is reflected in the forming of Environment, Social, and Governance (ESG) Committee in 2021. This committee will monitor the implementation of sustainability performance and ensure the balance of ESG aspects. We believe this ESG Committee may assist the Company to achieve the Sustainability Commitment 2030 by implementing optimal business strategies based on the ESG principles.

SUSTAINABILITY PERFORMANCE IMPLEMENTATION

Throughout 2021, Indocement conducted its business activities with strict implementation of health protocols without causing a production stop. The vaccination programs and adaptation of new habits have supported the global and regional economic improvement after the economic disruption in 2020. Based on data of the Indonesian Cement Association (ASI), cement consumption volume in 2021 increased by 4.3% (YoY). This consumption increase is in line with community optimism grow, thus, encouraging activities of property development, especially landed houses and infrastructure.

On the other hand, Indocement recorded an increase in cement production by almost 2% or around 300 thousand tons compared to that of last year. Furthermore, clinker production increased by 5% to 12.5 million tons. However, this increase in cement consumption was still faced with the threat of flooding and landslides in early 2021, which caused delays in distribution in the first quarter, and had to deal with the government policy to overcome the COVID-19 pandemic by implementing the community activities restrictions enforcement.

The sustainability performance is also sustained by digital transformation plan for the next five years. This plan will be implemented through the use of technology in every business area, such as in marketing and sales, finance and accounting, logistics, and human resources. In terms of improving service quality for customers, the Company

pelayanan bagi pelanggan, Perseroan menggunakan aplikasi *logistic digital transformation* (LDT). Selain itu, kami juga menerapkan *pallet management and monitoring system* (PMMS) untuk meningkatkan kualitas pengemasan dan kepuasan pelanggan.

MELINDUNGI KARYAWAN KAMI DAN KOMUNITAS

Bagi kami, karyawan adalah aset utama Perseroan. Kami berupaya menyediakan sumber daya manusia yang andal untuk menjadi generasi penerus di Perseroan. Kami melakukan banyak pelatihan secara daring dan melibatkan 28.531 karyawan sebagai peserta. Selain itu, kami memastikan keselamatan dan kesehatan karyawan dengan memberlakukan berbagai kebijakan kerja, di antaranya sistem kerja bergantian untuk karyawan bagian produksi dan sistem kerja dari rumah untuk karyawan di fungsi penunjang dengan pembagian jumlah karyawan yang masuk dan yang bekerja dari rumah disesuaikan dengan tingkatan PPKM yang diterapkan oleh pemerintah.

Kami memastikan perlindungan menyeluruh bagi semua karyawan melalui percepatan program vaksinasi COVID-19 dalam lingkungan kerja. Kami adalah salah satu dari 18 perusahaan di Indonesia yang mendapatkan alokasi vaksin COVID-19 perdana dalam Program Vaksinasi Gotong Royong. Kami juga membentuk Gugus Tugas Pencegahan dan Penanganan COVID-19 untuk memantau perkembangan pandemi dan secara terus menerus memberikan sosialisasi penerapan protokol kesehatan di lingkungan Perseroan. Di sisi lain, kami tetap konsisten melaksanakan prosedur keselamatan kerja di area operasional, sehingga mencapai *zero harm* di lingkungan kerja.

Tidak hanya bagi internal Perseroan, kami berkomitmen untuk terus mendorong pengembangan lingkungan, sosial, dan kemandirian bagi dan masyarakat sekitar. Selama pandemi COVID-19, seluruh kegiatan tanggung jawab sosial dan lingkungan tetap dijalankan sesuai dengan protokol kesehatan dan mampu mencapai keberhasilan 100% untuk setiap program.

MENJAGA LINGKUNGAN DAN MEMITIGASI PERUBAHAN IKLIM

Kami menyadari bahwa karakteristik industri kami berpotensi menimbulkan dampak negatif bagi lingkungan, diantaranya polusi udara dan perubahan iklim yang ekstrim. Namun demikian, kami menerapkan inovasi teknologi terancang

uses logistic digital transformation (LDT) application. In addition, we also apply pallet management and monitoring system (PMMS) to improve packaging quality and customer satisfaction.

TAKING CARE OF OUR EMPLOYEES AND COMMUNITIES

For us, employees are the Company's main assets. We strive to provide reliable human resources for the Company's next generation. We conducted a lot of online training programs and involved 28,531 employees as participants. Moreover, we ensure employees' health and safety by implementing various work policies, among others, a shift work system for production fields' employees and a work-from-home system for employees in supporting functions by dividing the number of employees who work from office and who work from home according to the PPKM level applied by the government.

We ensure comprehensive protection for all employees by accelerating the COVID-19 vaccination program in the work environment. We are one of the 18 companies in Indonesia that received the first COVID-19 vaccine allocation of Vaksinasi Gotong Royong Program. We have also formed a COVID-19 Prevention and Handling Task Force to monitor the development of the pandemic and continuously disseminate the implementation of health protocols within the Company. On the other hand, we remain consistent in implementing safe work procedures in the operational area, and thus, achieving zero harm in the work environment.

Not only for the Company's internal, we are also committed to continuously encouraging the environmental, social, and self-reliant development for the surrounding community. We were able to achieve 100% success for each program of our entire social and environmental responsibility activities that all carried out with health protocols during the COVID-19 pandemic.

PROTECTING THE ENVIRONMENT AND MITIGATING CLIMATE CHANGE

We realize our industry's characteristic that may potentially have a negative impact on the environment such as air pollution and extreme climate change. However, we implement the most advanced technological innovation

untuk mengurangi polusi melalui proses produksi dan produk yang ramah lingkungan.

Sebagai perusahaan publik yang berorientasi pada keberlanjutan, kami memberikan perhatian besar pada aspek lingkungan, sosial, dan tata kelola (LST). Pada aspek lingkungan, Perseroan terus mengurangi jejak lingkungan dengan menurunkan jumlah emisi karbon, meningkatkan penggunaan material alternatif, dan mengelola limbah. Dalam penggunaan bahan baku, kami mengacu pada "*Material to Build Our Future*" untuk memastikan langkah-langkah terobosan baru dalam memproduksi beragam varian semen hijau.

Kami memanfaatkan teknologi dan sumber daya secara optimal untuk memproduksi semen hijau yang ramah lingkungan, seperti semen hidraulis. Proses produksi semen hidraulis mampu mengurangi pemakaian klinker sebesar 10%–13% dan jumlah energi batu bara sehingga jumlah CO₂ yang dihasilkan menjadi berkurang. Pada 2021, kami juga mengenalkan produk mortar baru, yaitu TR-10 Mortar Serbaguna, TR-15 Thinbed, dan TR-20 Plester Plus. Produk ini kami sediakan untuk menjawab kebutuhan pasar terhadap bahan bangunan yang berkualitas dan praktis.

Selain itu, melalui kerja sama dengan pemerintah Provinsi DKI Jakarta, kami berhasil meningkatkan penggunaan bahan bakar alternatif dengan memanfaatkan sumber baru, yaitu *refused derived fuel (RDF)* dari Tempat Pengolahan Sampah Terpadu Bantar Gebang. RDF adalah bahan bakar yang berasal dari sampah. Penggunaan RDF bertujuan untuk mengurangi penggunaan batu bara pada proses produksi agar mampu menurunkan emisi CO₂. Perseroan juga secara rutin melakukan evaluasi peta jalan strategi perubahan iklim untuk memastikan penurunan emisi sesuai dengan target.

Di sisi lain, Perseroan juga akan melakukan kerja sama pembangunan fasilitas pembangkit tenaga listrik menggunakan panel surya untuk meningkatkan pemakaian energi terbarukan. Saat ini, Perseroan mulai melakukan penghitungan emisi cakupan 3 serta mengurangi emisi cakupan 2 melalui pemanfaatan 35 MW *solar panel* di Kompleks Pabrik Citeureup. Inisiatif ini diharapkan mampu mendukung penerapan ekonomi rendah karbon, pengurangan biaya, dan penurunan penggunaan bahan bakar fosil. Sementara itu, kami juga terus mendukung pelestarian lingkungan dengan melakukan penggantian *electrostatic precipitator (EP)* menjadi *bag filter* yang mampu mengurangi emisi debu hingga 75%.

to reduce pollution through environmentally friendly production processes and products.

As a sustainability-oriented public company, we pay great attention to environmental, social, and governance (ESG) aspects. On the environmental aspect, the Company continues to decrease environmental footprint by reducing the amount of carbon emission, increasing the use of alternative materials, and managing waste. In using raw materials, we refer to "*Material to Build Our Future*" to ensure new breakthroughs in producing various types of green cement.

We utilize technology and resources optimally to produce green cement, which is environmentally friendly, such as hydraulic cement. The production process of hydraulic cement enables to reduce clinker use by 10%–13% and the amount of coal energy so that the amount of CO₂ produced is reduced. In 2021, we also introduced new mortar products namely, TR-10 Serbaguna, TR-15 Thinbed, and TR-20 Plester Plus. We provide these products to answer market needs for quality and practical building materials.

Furthermore, through collaboration with DKI Jakarta Provincial government, we have succeeded in increasing the use of alternative fuels by utilizing a new source, namely refused derived fuel (RDF) from Bantar Gebang Integrated Waste Management Site. RDF is fuel generated from waste. The use of RDF aims to reduce the use of coal in the production process, and thus, reduce CO₂ emissions. The Company also regularly evaluates the climate change strategy roadmap to ensure emission reductions in line with the target.

On the other hand, the Company will also cooperate in constructing power generation using solar panels to increase the use of renewable energy. Currently, the Company starts to calculate scope 3 emissions and reduce scope 2 emissions through the utilization of 35 MW solar panels at Citeureup Factory. This initiative is expected to be able to support the implementation of a low-carbon economy, cost reduction, and reduce the use of fossil fuels. Meanwhile, we also continue to support environmental conservation by replacing the electrostatic precipitator (EP) with a bag filter that be able to reduce dust emissions by up to 75%.

Berbagai upaya kami untuk melestarikan lingkungan telah mendapatkan evaluasi dari pemerintah. Hal ini ditandai dengan perolehan PROPER Hijau oleh Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun yang menunjukkan bahwa pengelolaan lingkungan tidak terbatas hanya pada yang dipersyaratkan, namun berkesinambungan dalam pemeliharaan dan pelibatan masyarakat.

Di aspek lingkungan yang lain, kami berhasil meraih prestasi melalui Penghargaan Subroto Bidang Efisiensi Energi 2021 yang merupakan penghargaan tertinggi di bidang efisiensi energi dari Kementerian Energi dan Sumber Daya Mineral (ESDM). Kami juga menjadi salah satu perusahaan yang dipilih oleh Kementerian ESDM untuk mengikuti forum lingkungan yang diadakan oleh ASEAN Coal Awards (ACA) di Brunei Darussalam dan berhasil mendapatkan penghargaan *Clean Coal Technology*. Penghargaan ini tentunya tidak terlepas dari komitmen seluruh pihak untuk menerapkan proses produksi yang ramah bagi lingkungan dan berdampak positif bagi masyarakat.

STRATEGI MENCAPAI TARGET

Dalam laporan ini, kami banyak menyampaikan target dan strategi keberlanjutan sejalan dengan pilar SC 2030. Target ini kami sesuaikan dengan peluang dan prospek usaha, serta situasi lingkungan, baik secara makro ekonomi dan kondisi Indonesia. Ke depan kami optimis bahwa pembangunan akan terus berjalan, walaupun masih menghadapi banyak tantangan. Kami juga percaya bahwa aspek LST akan menjadi dasar untuk menuju bisnis yang berkelanjutan, dan oleh karenanya Indocement terus memanfaatkan teknologi untuk menciptakan produk dan operasi yang ramah lingkungan.

Our various efforts to preserve the environment have received evaluation from the government. This is marked by the Green PROPER achievement by Citeureup Factory, Cirebon Factory, and Tarjun Factory, which shows that environmental management is not limited to what is required, but to be sustainable in maintaining and involving the community.

On other environmental aspect, we have won Subroto Award for Energy Efficiency 2021, which is the highest award in the field of energy efficiency from the Ministry of Energy and Mineral Resources (ESDM). We were also one of the companies selected by the Ministry of Energy and Mineral Resources to participate in the environmental forum held by the ASEAN Coal Awards (ACA) in Brunei Darussalam and won the Clean Coal Technology award. This award is certainly inseparable from the commitment of all parties to implement an environmentally friendly production process, which have positive impact on the community.

STRATEGY TO ACHIEVE TARGET

In this report, we convey a lot of targets and strategies for sustainability in line with SC 2030 pillars. We adjust these targets according to business opportunities and prospects, as well as the environmental situation, both macro economically and Indonesia's conditions. Going forward, we are optimistic that development will continue, even though there are still many challenges. We also believe that ESG aspects will be the basis for a sustainable business, and therefore Indocement continues to utilize technology to create environmentally friendly products and operation.

APRESIASI

Atas nama Direksi, saya mengucapkan terima kasih kepada seluruh karyawan atas kerja keras dan dedikasinya. Kami juga mengucapkan terima kasih kepada seluruh pemangku kepentingan atas dukungan dan kontribusinya dalam mendukung keseimbangan kinerja ekonomi, sosial, dan lingkungan.

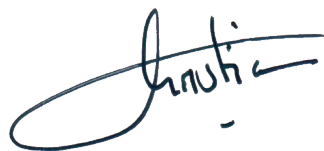
Kami menyadari bahwa keberhasilan Perseroan tidak terlepas dari dukungan proaktif dan kooperatif dari seluruh pihak. Untuk itu, kami akan terus berupaya menciptakan nilai tambah dan memberikan manfaat yang berkelanjutan bagi pemangku kepentingan. Upaya ini merupakan langkah kami untuk meniti jalan menuju kegiatan operasi yang lebih hijau dan berkelanjutan.

APPRECIATION

On behalf of the Board of Directors, I would like to extend my gratitude to all employees for their hard work and dedication. We would also like to thank all stakeholders for their support and contribution in supporting the balance of economic, social, and environmental performance.

We realize that the Company's success cannot be separated from the proactive and cooperative support from all parties. Therefore, we will continue to create added value and provide sustainable benefits for stakeholders. This effort is our step to pave the way towards greener and more sustainable operations.

Jakarta, 27 April 2022



Christian Kartawijaya
Direktur Utama
President Director

STRATEGI KEBERLANJUTAN INDOCEMENT ^[2-22]

Indocement Sustainability Strategy

SUSTAINABILITY COMMITMENT (SC) 2030 DI INDOCEMENT

Strategi Keberlanjutan Indocement sejalan dengan Sustainability Commitment (SC) 2030 HeidelbergCement Group. Berdasarkan SC 2030, Indocement kembali memetakan topik material dan prioritas dukungan pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) yang telah disesuaikan dengan kebutuhan pemangku kepentingan.

SUSTAINABILITY COMMITMENT (SC) 2030 IN INDOCEMENT

Indocement's Sustainability Strategy is in line with the Sustainability Commitment (SC) 2030 of HeidelbergCement Group. Based on SC 2030, Indocement once again mapped material topics and prioritized the support for the achievement of Sustainable Development Goals (SDGs) that have been aligned with the needs of stakeholders.

HEIDELBERGCEMENT



| Prioritas Tema SC2030 SC2030 Themes Priority | |
|---|---|
| | MENDORONG PENGUATAN EKONOMI DAN INOVASI <i>Driving Economic Strength and Innovation</i> |
| | |
| | MENCAPAI KEUNGGULAN DALAM KESELAMATAN DAN KESEHATAN KERJA <i>Achieving Excellence in Occupational Health and Safety</i> |
| | |
| | MENGURANGI JEJAK LINGKUNGAN KAMI <i>Reducing Our Environmental Footprint</i> |
| | |
| | MENERAPKAN EKONOMI SIRKULER <i>Enabling the Circular Economy</i> |
| | |
| | MENJADI TETANGGA YANG BAIK <i>Being a Good Neighbor</i> |
| | |
| | MEMASTIKAN KEPATUHAN DAN MENCIPTAKAN TRANSPARAN <i>Ensuring Compliance and Creating Transparency</i> |
| | |

| Prioritas Topik Material Material Topics Priority | |
|--|---|
| | KINERJA EKONOMI <i>Economic Performance</i> |
| | |
| | EMISI KEANEKARAGAMAN HAYATI <i>Emission Biodiversity</i> |
| | |
| | EFFLUEN DAN LIMBAH ENERGI <i>Waste and Effluent Energy</i> |
| | |
| | KESELAMATAN DAN KESEHATAN KERJA <i>Occupational Health and Safety</i> |
| | |
| | KOMUNITAS LOKAL <i>Local Communities</i> |
| | |
| | TATA KELOLA BERKELANJUTAN <i>Sustainable Governance</i> |
| | |

DUKUNGAN INDOCEMENT TERHADAP TUJUAN PEMBANGUNAN BERKELANJUTAN (TPB)

Indocement's Support for the Sustainable Development Goals (SDGs)

Selaras dengan pilar pada SC 2030, Indocement memetakan dukungannya pada Tujuan Pembangunan Berkelanjutan (TPB). [2-24]

In line with the pillars of SC 2030, Indocement mapped its support for Sustainable Development Goals (SDGs). [2-24]

1 Kinerja Ekonomi Economic Performance



MENDORONG PENGUATAN EKONOMI DAN INOVASI

Driving Economic Strength and Innovation

"Kami akan memastikan profitabilitas yang berkelanjutan melalui manajemen yang efektif dari semua proses dan sumber daya, serta inovasi produk dan layanan yang berkelanjutan."

"We will ensure sustainable profitability through effective management of all processes and resources, as well as continuous product and service innovation."



1 TARGET 2030 2030 Target

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| <ol style="list-style-type: none"> 1. Mendapatkan keuntungan di atas biaya modal. 2. Realisasi 80% dari anggaran penelitian dan pengembangan produk inovatif untuk pengembangan produk yang lebih berkelanjutan. 3. Menerapkan Sistem Manajemen Keberlanjutan Terpadu di semua lokasi untuk memastikan kemajuan ekonomi dan keberlanjutan jangka panjang. | <ol style="list-style-type: none"> 1. Achieving a profit above the cost of capital. 2. Realization of 80% of innovative product research and development budget for sustainable product development. 3. Implementing an Integrated Sustainability Management System at all locations to assure long-term economic and sustainable advancement. |
|--|---|

2 STRATEGI PENCAPAIAN TARGET Strategies to Achieve Targets

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Direksi memeriksa kinerja bisnis dari masing-masing Unit Bisnis Terpadu. 2. Penerapan sistem bonus yang mendorong individu memiliki kinerja keberlanjutan. 3. Mengembangkan sistem manajemen keberlanjutan yang terintegrasi di setiap pabrik. | <ol style="list-style-type: none"> 1. The Board of Directors examines the business performance of each Integrated Business Unit. 2. Implementation of a bonus system to encourage individuals to have sustainability performance. 3. Developing an integrated sustainable management system in all plants. |
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3 INOVASI DI 2021 Innovation in 2021

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| <p>Perseroan terus fokus pada pengendalian biaya, operasi yang efisien, pengembangan produk, dan transformasi digital pada seluruh lini bisnis Perseroan.</p> | <p>The Company continues to focus on cost control, efficient operations, product development, and digital transformation across all of the Company's business lines.</p> |
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4 PENCAPAIAN 2021 Achievements in 2021

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| <p>Perseroan meluncurkan tiga jenis produk mortar baru, yaitu TR-10 Mortar Serbaguna, TR-15 Thinbed, dan TR-20 Plester Plus.</p> | <p>The Company has launched three new mortar products, namely TR-10 Serbaguna, TR-15 Thinbed, and TR-20 Plester Plus.</p> |
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2 Pengelolaan Limbah Waste Management

Menerapkan Ekonomi Sirkuler Enabling the Circular Economy

"Kami melakukan konservasi cadangan alam dengan terus meningkatkan penggunaan sumber daya alternatif sebagai pengganti bahan baku alami."

"We conserve natural reserves by continuously increasing the use of alternative resources as substitutes for natural raw materials."



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| 1 | TARGET 2030 2030 Target | Terus meningkatkan jumlah penggantian bahan-bahan dasar produksi melalui penggunaan produk sampingan atau bahan daur ulang. | Continuously increase the replacement rate of natural base production materials through an increasing use of by-products or recycled materials. |
| 2 | STRATEGI PENCAPAIAN TARGET Strategies to Achieve Targets | <ol style="list-style-type: none"> 1. Memanfaatkan keahlian HeidelbergCement dalam menerapkan penggunaan sumber daya alternatif. 2. Menyusun rencana strategis penggunaan bahan baku alternatif yang memungkinkan. | <ol style="list-style-type: none"> 1. Utilizing HeidelbergCement's expertise in implementing the use of alternative resources. 2. Developing a strategic plan for any possible alternative raw material usage. |
| 3 | INOVASI DI 2021 Innovation in 2021 | Pemasangan titik pengumpan bahan bakar alternatif di Plant 14 yang dapat memanfaatkan RDF dari sampah rumah tangga. | Installation of alternative fuel feeding point in Plant 14 that can utilize RDF from municipal solid waste. |
| 4 | PENCAPAIAN 2021 Achievements in 2021 | Pemanfaatan RDF yang berasal dari sampah rumah tangga sebesar 230.500 ton/tahun. | Utilization of RDF generated from municipal solid waste was 230,500 ton/year. |

3 Keselamatan dan Kesehatan Kerja (K3) Occupational Health and Safety (OHS)

Mencapai Keunggulan dalam Keselamatan dan Kesehatan Kerja Achieving Excellence in Occupational Health and Safety

"Kami berkomitmen untuk terus meningkatkan kondisi keselamatan dan kesehatan kerja karyawan, kontraktor, dan pihak ketiga."

"We are committed to continuously improving the occupational health and safety of employees, contractors, and third parties."



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|---|--|---|--|
| 1 | TARGET 2030 2030 Target | <ol style="list-style-type: none"> 1. Nihil kecelakaan fatal (<i>zero fatalities</i>). 2. Nihil kehilangan hari kerja (<i>zero lost time injury</i>). 3. Integrasi manajemen keselamatan dan kesehatan kerja dalam sistem manajemen keberlanjutan. | <ol style="list-style-type: none"> 1. Zero fatalities. 2. Zero lost time injury. 3. Integration of occupational health and safety management into the sustainability management system. |
| 2 | STRATEGI PENCAPAIAN TARGET Strategies to Achieve Targets | <ol style="list-style-type: none"> 1. Memberikan pelatihan rutin untuk setiap karyawan tetap dan tidak tetap. 2. Menerapkan aturan tentang keselamatan dan kesehatan kerja bagi setiap orang yang ada di lokasi operasional. 3. Menyusun dan menerapkan rencana induk keselamatan dan kesehatan kerja berisi persyaratan organisasi, rencana pelatihan, fokus area, dan target peningkatan kinerja. 4. Membangun sistem pencatatan dan pelaporan K3 secara efisien. | <ol style="list-style-type: none"> 1. Providing routine training for each employee, both permanent and contract employees. 2. Implementing rules on occupational health and safety for every individual in operational locations. 3. Developing and implementing a master plan for occupational health and safety that clearly defines organizational requirements, training plans, focus areas, and performance improvement targets. 4. Building an efficient OHS recording and reporting system. |
| 3 | INOVASI DI 2021 Innovation in 2021 | Penambahan ketentuan tentang "Pelindung Mesin" ke dalam Peraturan Keselamatan Jiwa (<i>Life Saving Rules</i>) yang wajib dipatuhi dan diterapkan oleh seluruh karyawan Indocement, anak perusahaan, kontraktor, dan pihak ketiga yang melakukan aktivitas pekerjaan di seluruh unit operasi Indocement. | Added provision regarding "Machine Guard" to Life Saving Rules that must be obeyed and implemented by all Indocement employees, subsidiaries, contractors and third parties who carry out work activities in all operating units Indocement. |
| 4 | PENCAPAIAN 2021 Achievements in 2021 | Zero harm. | Zero harm. |

4 Energi dan Emisi Energy and Emission



Mengurangi Jejak Lingkungan Kami
Reducing Our Environmental Footprint

"Kami berkomitmen untuk memenuhi bagian dari tanggung jawab global untuk menjaga kenaikan suhu di bawah 2°C, dan kami akan terus mengurangi dampak pada udara, darat, dan air."

"We are committed to fulfilling part of our global responsibility to keep temperature rising below 2°C, and we will continue to reduce the impact on air, land, and water."

| | | |
|--|--|---|
| <p>1</p> <p>TARGET 2030 2030 Target</p> | <ol style="list-style-type: none"> Mengurangi pelepasan NO_x dan SO_x dari produksi <i>cementitious</i> sebesar 40% dan partikel sebesar 80%, sehingga pada 2030 semua emisi ke udara secara permanen akan berada di bawah rata-rata industri secara kualitatif (sebagaimana diidentifikasi oleh cement sustainability initiative/CSI). Mengganti 30% dari total konsumsi panas dari kiln semen dengan bahan bakar alternatif. | <ol style="list-style-type: none"> Reducing NO_x and SO_x emissions of cementitious production by 40% and particulate matter by 80%, so that all emissions to the air will permanently be below the qualitative industry average (as identified by the cement sustainability initiative/CSI) by 2030. Replacing 30% of total heat consumption of cement kilns by alternative fuels. |
| <p>2</p> <p>STRATEGI PENCAPAIAN TARGET Strategies to Achieve Targets</p> | <ol style="list-style-type: none"> Investasi teknologi penangkapan dan pemanfaatan karbon untuk menurunkan volume emisi CO₂ yang tinggi. Melakukan pengawasan dan evaluasi terhadap rencana pengurangan emisi CO₂ setiap lima tahun sekali. Melakukan pengukuran SO_x, NO_x, dan partikel secara terus-menerus di semua pabrik. Melakukan pengukuran jejak logam dan emisi <i>volatile organic compound</i> (VOC) di setiap lokasi produksi klinker, setidaknya sekali setahun (pengukuran di titik tertentu). | <ol style="list-style-type: none"> Investing in carbon capture and utilization technology to reduce the high volume of CO₂ emission. Monitoring and evaluating CO₂ emission reduction plan every five years. Measuring SO_x, NO_x, and particulate matter continuously at all plants. Measuring trace metals and volatile organic compound (VOC) emissions at each clinker production site, at least once per year (spot measurements). |
| <p>3</p> <p>INOVASI DI 2021 Innovation in 2021</p> | <ol style="list-style-type: none"> Pemanfaatan bahan baku alternatif. Pemanfaatan bahan bakar alternatif. | <ol style="list-style-type: none"> Alternative material utilization. Alternative fuel utilization. |
| <p>4</p> <p>PENCAPAIAN 2021 Achievements in 2021</p> | <p>Perseroan berhasil mencapai intensitas energi sebesar 2,63 GJ/ton semen ekuivalen dan intensitas emisi GRK cakupan 1 sebesar 0,606 ton CO₂ eq/ton semen ekuivalen.</p> | <p>The Company has succeeded in achieving energy intensity of 2.63 GJ/ton cement equivalent and scope 1 GHG emission intensity of 0.606 ton CO₂/ton cement equivalent.</p> |

5 Air Water



"Kami berkomitmen terhadap ketersediaan air bersih dan sanitasi yang layak."

"We are committed to the availability of clean water and proper sanitation."

| | | |
|--|--|--|
| <p>1</p> <p>TARGET 2030 2030 Target</p> | <ol style="list-style-type: none"> Mengurangi konsumsi air di seluruh pabrik hingga ke level yang layak dari segi ekonomi dan teknologi. Memiliki sistem pengelolaan dan rencana induk pengurangan air di lokasi operasional yang berada di wilayah langka air. Implementasi Rencana Strategis Global Pengurangan Konsumsi Air. | <ol style="list-style-type: none"> Reducing water consumption at all plants to the economically and technologically feasible level. Having a water management system and water reduction master plan for all operational sites located in water scarcity areas. Implementing the Global Water Consumption Reduction Strategic Plan. |
| <p>2</p> <p>STRATEGI PENCAPAIAN TARGET Strategies to Achieve Targets</p> | <ol style="list-style-type: none"> Menyusun rencana induk pengurangan air sebagai bagian dari Rencana Pengelolaan Air untuk setiap pabrik yang berlokasi di daerah kelangkaan air. Mengikuti Rencana Strategis Global Pengurangan Konsumsi Air 2030. | <ol style="list-style-type: none"> Developing water reduction master plan as part of the Water Management Plan for each plant located in water scarcity areas. Following the 2030 Global Water Consumption Reduction Strategic Plan. |
| <p>3</p> <p>INOVASI DI 2021 Innovation in 2021</p> | <ol style="list-style-type: none"> Pemasangan alat ukur volume air Pemanfaatan air hujan | <ol style="list-style-type: none"> Installation of water volume measuring tools Utilization of rainwater |
| <p>4</p> <p>PENCAPAIAN 2021 Achievements in 2021</p> | <p>Perseroan berhasil mencapai intensitas air sebesar 0,29 m³/ton klinker.</p> | <p>The Company managed to achieve water intensity of 0.29 m³/ton of clinker.</p> |

6

Keanekaragaman Hayati

Biodiversity



"Kami berkomitmen operasi pabrik sesuai dengan rencana yang disetujui otoritas dan kebutuhan masyarakat, mengupayakan dampak positif pada nilai keanekaragaman hayati di seluruh lokasi tambang."

"We are committed to operating the plants according to a plan approved by the authorities and community needs, seeking a positive impact on biodiversity values in all mining areas."



1

TARGET 2030

2030 Target

1. Memastikan operasi pabrik sesuai rencana yang disetujui otoritas dan kebutuhan masyarakat setempat.
2. Mengupayakan dampak positif pada nilai keanekaragaman hayati di seluruh lokasi tambang sesuai dengan rencana pascatambang yang alamiah.
3. Menerapkan rencana pengelolaan keanekaragaman hayati di lokasi tambang dalam atau terhubung langsung ke kawasan konservasi alam.
4. Setiap rencana pasca penggunaan lahan akan disesuaikan dengan kelestarian keanekaragaman hayati.

1. Ensuring plants operation is based on the plan approved by the respective authorities and according to the needs of local communities.
2. Seeking positive impacts on the biodiversity value in all mining areas in accordance with natural post-mining plans.
3. Implementing a biodiversity management plan inside mining areas or in direct connection to nature conservation areas.
4. Each post-land use plan will adjusted to the preservation of biodiversity.

2

STRATEGI PENCAPAIAN TARGET

Strategies to Achieve Targets

1. Membangun kebijakan penggunaan lahan tambang secara bertanggung jawab rangka memberikan nilai tambah bagi lingkungan dan sosial.
2. Mengacu kepada norma dan konsesi keanekaragaman hayati dalam implementasi rencana reklamasi.

1. Developing a policy of responsible use of mining land to provide an environmental and societal added value.
2. Referring to biodiversity norms and concessions document in the implementation of reclamation plans.

3

INOVASI DI 2021

Innovation in 2021

Indocement menjadi perusahaan semen pertama dan satu-satunya di Indonesia yang memiliki akses penggunaan sistem pangkalan data global *integrated biodiversity assessment tool* (IBAT). Indocement juga melakukan pengolahan data foto udara untuk mendukung program perlindungan keanekaragaman hayati, seperti pemantauan area penanaman di lahan pascatambang.

Indocement has become the first and only cement company in Indonesia that has access to the integrated biodiversity assessment tool (IBAT) global database system. Indocement has also processed aerial view data to support biodiversity protection programs, such as the planting area monitoring at post-mined lands.

4

PENCAPAIAN 2021

Achievements in 2021

Indocement berhasil meraih peringkat Hijau pada Penghargaan PROPER bagi tiga kompleks pabriknya dari Kementerian Lingkungan Hidup dan Kehutanan. Penghargaan ini didapatkan berdasarkan upaya-upaya yang telah dilakukan oleh Perseroan untuk pengelolaan lingkungan terbaik pada bidang daur ulang hidup, sistem manajemen lingkungan, efisiensi energi, konservasi air, pengelolaan sampah dan limbah, penurunan emisi udara dan gas rumah kaca, perlindungan keanekaragaman hayati dan pemberdayaan masyarakat.

Indocement managed to obtain a Green rating for three of its factories at the PROPER Award from the Ministry of Environment and Forestry. The award was for the efforts made by the Company to perform the best environment management of life cycles, environmental management system, energy efficiency, water conservation, waste management, greenhouse gas and air emission reduction, biodiversity protection, and community empowerment.

7

Komunitas Lokal

Local Communities



Menjadi Tetangga yang Baik bagi Masyarakat

Being a Good Neighbor

"Kami berkomitmen untuk mendukung pengembangan sosial dan ekonomi masyarakat sekitar dan memastikan komunikasi yang transparan dengan semua pemangku kepentingan."

"We are committed to supporting the social and economic development of the surrounding communities and ensuring transparent communication with all stakeholders."



1

TARGET 2030

2030 Target

1. Keterlibatan masyarakat di setiap kompleks pabrik.
2. Menambah dan mengembangkan keahlian *local hero*.
3. Mencapai 60.000 jam per tahun kegiatan *voluntary community work*.

1. Community engagement at every factory.
2. Increasing and developing local heroes' competencies.
3. Achieving 60,000 hours per year in voluntary community work.

2

STRATEGI PENCAPAIAN TARGET

Strategies for Achieving Targets

1. Menciptakan kegiatan komunitas untuk pelatihan dan pengetahuan dengan tema yang sesuai dengan keahlian dan pengalaman masing-masing karyawan, serta sesuai dengan kebutuhan masyarakat sekitar.
2. Melanjutkan kegiatan komunikasi dengan tokoh masyarakat dalam Bina Lingkungan, serta mengembangkan *local hero* untuk menularkan keahlian dan semangat perubahan kepada kelompok masyarakat di sekitarnya.
3. Membangun sistem *employee volunteering*.

1. Creating community activities for training and knowledge sharing with appropriate themes to each employee's expertise and experience, as well as according to the surrounding community's needs.
2. Continuing communication activities with community leaders in Community Development and fostering local heroes to share expertise and the spirit of change to the surrounding community groups.
3. Developing employee volunteering system.

3

INOVASI DI 2021

Innovation in 2021

1. Membuat modul-modul pelatihan pertanian, perikanan, dan peternakan untuk masyarakat.
2. Sistem pencatatan *employee volunteering*.

1. Creating agricultural training modules, fisheries, and animal husbandry for the community.
2. Employee volunteer registration system.

4

PENCAPAIAN 2021

Achievements in 2021

1. Pelatihan telah dilaksanakan di desa mitra.
2. Pencatatan *employee volunteering* sebesar 815 jam.

1. Training has been carried out for fostered villages.
2. Recording of employee volunteering for 815 hours.

8

Tata Kelola Berkelanjutan
Sustainable Governance



Memastikan Kepatuhan dan Menciptakan Transparansi
Ensuring Compliance and Creating Transparency

"Kami mematuhi hak asasi manusia (HAM) internasional, antikorupsi dan standar tenaga kerja, serta bekerja sama secara proaktif, terbuka, dan transparan dengan seluruh pemangku kepentingan."

"We comply with international human rights, anti-corruption, as well as labor standards, and we cooperate proactively, openly, and transparently with all stakeholders."



| | | |
|--|---|---|
| <p>1</p> <p>TARGET 2030 2030 Target</p> | <ol style="list-style-type: none"> 1. Karyawan Indocement mematuhi Hak Asasi Manusia (HAM), antikorupsi dan standar tenaga kerja internasional dari HeidelbergCement. 2. Pemasok mematuhi Kode Etik Pemasok HeidelbergCement/HeidelbergCement Supplier Code of Conduct. 3. Semua laporan insiden yang masuk akan ditanggapi dalam dua hari kerja. 4. Semua laporan insiden akan dipelakukan secara profesional dan diselesaikan dalam waktu tiga bulan. | <ol style="list-style-type: none"> 1. Employees of Indocement comply with the human rights, anti-corruption, and HeidelbergCement's labor standards. 2. Suppliers comply with the HeidelbergCement's Supplier Code of Conduct. 3. All incoming incident reports will be responded within two business days. 4. All incident reports will be treated professionally and resolved within three months. |
| <p>2</p> <p>STRATEGI PENCAPAIAN TARGET Strategies to Achieve Targets</p> | <ol style="list-style-type: none"> 1. Menyediakan pelatihan reguler wajib terkait dengan hak asasi manusia, antikorupsi, dan ketenagakerjaan bagi semua karyawan yang terkait. 2. Mengelola kepatuhan pemasok dengan mengacu kepada Standar Rantai Pasokan Berkelanjutan dari HeidelbergCement sebagai bagian yang integral dari pendekatan manajemen terpadu. 3. Menyediakan sistem pelaporan insiden secara anonim. 4. Berpartisipasi aktif dalam World Business Council for Sustainable Development, Cement Sustainability Initiative, UN Global Compact, dan kelompok lain yang sesuai; baik secara langsung maupun melalui HeidelbergCement. 5. Sedapat mungkin mengembangkan jejaring dengan organisasi nirlaba dan lembaga swadaya masyarakat yang relevan; baik nasional maupun multinasional. 6. Menjalin kerja sama aktif dengan organisasi advokasi industri yang dapat berperan dalam peningkatan profil keberlanjutan Perseroan. | <ol style="list-style-type: none"> 1. Providing regular mandatory training in human rights, anti-corruption, and labor to all related employees. 2. Managing the compliance of our suppliers by referring to HeidelbergCement's Sustainable Supply Chain Standard as integral part of integrated management approach. 3. Providing a system for reporting incidents anonymously. 4. Actively participating in the World Business Council for Sustainable Development, the Cement Sustainability Initiative, the UN Global Compact, and other applicable groups; both directly and through HeidelbergCement Group. 5. Whereas possible, developing networks with both national and multinational relevant non-profit organizations and non-governmental organizations. 6. Establishing active cooperation with industrial advocacy organizations that can play a role in improving the Company's sustainability profile. |
| <p>3</p> <p>INOVASI DI 2021 Innovation in 2021</p> | <p>Membuat Pedoman Tata Kelola yang Baik serta mensosialisasikannya sebagai acuan bagi insan Perseroan dalam keseharian pekerjaan.</p> | <p>Developed Good Corporate Governance Guidelines and socialized it, therefore being the daily reference to Company's personnel.</p> |
| <p>4</p> <p>PENCAPAIAN 2021 Achievements in 2021</p> | <p>Sosialisasi telah dilakukan kepada seluruh divisi dan plant.</p> | <p>Socialization has been carried out to all divisions and plants.</p> |

TENTANG LAPORAN KEBERLANJUTAN [2-2] [2-3] [2-4] [2-5]

About the Sustainability Report

Indocement menerbitkan Laporan Keberlanjutan 2021 yang mencakup kinerja pada aspek ekonomi, sosial, dan lingkungan untuk periode 1 Januari hingga 31 Desember 2021. Laporan ini diterbitkan setiap tahun dan berkesinambungan dengan laporan sebelumnya yang diterbitkan sebelumnya pada tanggal 16 Juni 2021. Dalam penyusunan Laporan Keberlanjutan, Indocement mengikuti ketentuan POJK Nomor 51/POJK.03/2017, ditambah dengan merujuk pada Global Reporting Initiatives (GRI) Standards 2021, serta Standard Accounting Sustainability Board (SASB): Construction Material Sector 2018.

Sumber data keuangan yang disajikan mengacu dari laporan keuangan konsolidasian yang mencakup seluruh kinerja pabrik, 24 entitas anak, dan 4 entitas asosiasi Perseroan yang dapat dilihat pada Laporan Keuangan dalam Laporan Tahunan 2021. Selain data keuangan, Laporan ini menyajikan informasi yang berdampak signifikan pada kantor pusat dan ketiga kompleks pabrik Indocement, yaitu Kompleks Pabrik Citeureup, Bogor, Jawa Barat; Kompleks Pabrik Cirebon, Jawa Barat; dan Kompleks Pabrik Tarjun, Kotabaru, Kalimantan Selatan. Adapun data kecelakaan kerja yang disampaikan mencakup karyawan dan mitra kerja.

Selama 2021, tidak ada perubahan signifikan yang terjadi. Namun, terdapat beberapa pernyataan kembali pada bagian total kapitalisasi pasar saham, total emisi gas rumah kaca (GRK) yang dihasilkan, intensitas emisi, dan intensitas energi.

Direktur yang membawahi Corporate Human Resources dan General Affairs (HRGA) mengawasi penyusunan Laporan Keberlanjutan dan meninjau kembali sebelum diajukan kepada Dewan Komisaris. Laporan ini belum diverifikasi melalui penjaminan (*assurance*) oleh pihak independen. Namun, Perseroan memastikan kualitas isi Laporan melalui sumber data yang relevan dan dapat dipertanggungjawabkan, serta penyajian informasi telah sesuai dengan prinsip-prinsip keberlanjutan. Pembuatan Laporan ini juga telah diketahui dan disetujui oleh Direksi Perseroan.

IDENTIFIKASI DAN MENENTUKAN PRIORITAS TOPIK [3-1]

Indocement mengidentifikasi topik-topik yang relevan berdasarkan karakteristik industri semen dan konstruksi, serta pengaruhnya terhadap pemangku kepentingan dan mempertimbangkan aspek-aspek dalam SC2030

Indocement published the 2021 Sustainability Report covering the performance of economic, social, and environmental aspects in the period from 1 January to 31 December 2021. This report is published annually. The 2021 Sustainability Report is a continuation of the previous report that was published on 16 June 2021. In preparing the Sustainability Report, Indocement has complied with the provisions of POJK No. 51/POJK.03/2017 as well as referred to the Global Reporting Initiative (GRI) Standards 2021 and the Standard Accounting Sustainability Board (SASB): Construction Material Sector 2018.

The financial data source presented in this report refers to the consolidated financial statements covering all performances of factories, 24 subsidiaries, and 4 associated companies of the Company, which can be seen in the Financial Statements in the 2021 Annual Report. Apart from financial data, this report presents material topics that have a significant impact on the head office and the three factories of Indocement, which are Citeureup Factory, Bogor, West Java; Cirebon Factory, West Java; and Tarjun Factory, Kotabaru, South Kalimantan. The submitted occupational accident data includes that of employees and work partners.

In 2021, there were no significant changes made. However, there were several restatements on total stock market capitalization, total greenhouse gas (GHG) emissions generated, emission intensity, and energy intensity.

The Director who is in charge of Corporate Human Resources and General Affairs (HRGA) supervised the writing of Sustainability Reports and reviewed them before submitting them to the Board of Commissioners. This report has not been verified by an independent assurance body. Nevertheless, the Company ensures this Sustainability Report content quality through relevant and accountable data sources, and the presentation of information is in accordance with sustainability principles. The preparation of this Report has also been acknowledged and approved by the Company's Board of Directors.

IDENTIFYING AND PRIORITIZING TOPICS [3-1]

Indocement identified relevant topics based on the characteristics of cement and construction industries as well as their impact on stakeholders and by considering the aspects in HeidelbergCement's SC2030. The determination

HeidelbergCement. Dasar penentuan topik material adalah diskusi internal, relevansi, telaah terhadap topik-topik tahun sebelumnya, dan hasil survei topik material yang melibatkan pemangku kepentingan pada 2020 yang dinilai masih relevan untuk disampaikan.

Penentuan prioritas pembahasan dan relevansi topik material juga telah mempertimbangkan pencapaian Perseroan pada 2021, termasuk paparan terkait energi, tantangan, dan peristiwa penting yang terjadi, harapan untuk tahun depan, serta perhatian pemangku kepentingan periode berjalan. Proses penentuan topik dan isu keberlanjutan ini dilakukan melalui diskusi internal pada 3 November 2021.

Proses penentuan topik material mengacu pada prinsip pelibatan pemangku kepentingan, konteks keberlanjutan, materialitas, dan kelengkapan. Sementara itu, kualitas isi Laporan memenuhi prinsip keseimbangan, komparabilitas, akurasi, ketepatan waktu, kejelasan, dan keandalan. Aspek material dalam Laporan kemudian divalidasi dan disetujui oleh jajaran Direksi.

TOPIK MATERIAL [3-1][3-2]

Protokol kesehatan dan upaya pemutusan rantai COVID-19 dilakukan dengan ketat dan menjadi isu signifikan di 2021 ini. Dalam upaya untuk mempertahankan mutu produk hingga proses produksi di tengah kondisi pandemi COVID-19 dan menerapkan K3 dengan maksimal, Indocement tetap beroperasi tanpa mengesampingkan kelestarian lingkungan. Indocement melaporkan kinerja lingkungan internal dan proyek, mencakup pemenuhan dokumen lingkungan sebelum proses konstruksi, dampak ekologi pada lingkungan, pengelolaan energi, emisi, air, dan limbah.

Terdapat sembilan topik material yang menjadi prioritas Indocement untuk disampaikan sebagai respons atas kebutuhan pemangku kepentingan. Pokok pembahasan utama mengenai manajemen *Quality, Health, Safety, & Environment* (QHSE) yang optimal akan mendukung mutu pekerjaan, keselamatan dan kesehatan pekerja, serta keamanan pelaksanaan pekerjaan yang menumbuhkan kepercayaan pelanggan untuk menggunakan produk Perseroan. Seluruh materi pembahasan dalam Laporan Keberlanjutan ini diidentifikasi pengaruhnya terhadap kelangsungan usaha Perseroan maupun dampaknya pada aspek ekonomi, sosial, dan lingkungan.

of material topics was based on internal discussions, relevance, study of previous topics, and the results of material topic survey with the participation of stakeholders in 2020 that was still considered as relevant.

Discussion prioritization and material topic relevance were determined by considering the Company's achievements in 2021, including statements on energy, challenges, important events that happened, expectations for the coming year, as well as the interest of stakeholders for the current period. The process of determining sustainability topics and issues was carried out through internal discussions on 3 November 2021.

The process of determining material topics referred to the principles of stakeholder's engagement, sustainability context, materiality, and completeness. Meanwhile, the report content quality has met the principles of balance, comparability, accuracy, timeliness, clarity, and reliability. Material aspects in the report were then validated and approved by the Board of Directors.

MATERIAL TOPICS [3-1][3-2]

The health protocol and efforts to block the COVID-19 transmission were rigidly implemented and became significant issues in 2021. In order to maintain product quality and production processes in the midst of the COVID-19 pandemic as well as implement OHS optimally, Indocement continued to operate without disregarding environmental conservation. Indocement reports internal and project environmental performance, including the completion of documents on environmental matters before the construction process, ecological impact on the environment, energy management, emissions, water, and wastes.

There are nine material topics that have become Indocement's priority to be delivered as responses to the needs of stakeholders. The main topic of discussion is optimum Quality, Health, Safety, and Environment (QHSE) management that will support the quality of work, workers' health and safety, as well as the safety of task completion that builds customer trust in using the Company's products. All discussion materials in this Sustainability Report have been identified their impacts on the continuity of the Company's business as well as economic, social, and environmental aspects.



Topik material dalam Laporan Keberlanjutan 2021 mengalami penambahan topik Air, sejalan dengan penguatan Komitmen Keberlanjutan 2030 untuk mengurangi jejak lingkungan serta relevansinya dengan isu keberlanjutan pada industri semen saat ini. Meskipun demikian, topik-topik lain tetap disampaikan dalam laporan ini. Selain perubahan topik material, tidak ada perubahan periode laporan, cakupan, dan batasan topik keberlanjutan dalam Laporan ini.

The topic of Water is added to the material topics in the 2021 Sustainability Report, which is in line with the strengthening of the 2030 Sustainability Commitment to reduce environmental footprint and relevant to the sustainability issue within the cement industry at the moment. Even so, other topics are still presented in this report. Apart from a change in material topics, there are no changes in the reporting period, coverage, and limitations of the sustainability topics in this Report.

Tanggapan Umpan Balik Laporan Tahun Sebelumnya

Kami mengucapkan terima kasih atas input yang kami terima dari Laporan Keberlanjutan Tahun Buku 2020. Sebagian besar input yang kami terima dari pemangku kepentingan ini menyarankan agar Indocement dapat menyampaikan upaya pada penguatan tata kelola, pengurangan emisi, terus meningkatkan efisiensi, serta inovasi teknologi. Semua saran ini sejalan dengan apa yang sudah dan sedang dilakukan oleh Indocement, dan oleh karenanya dalam laporan ini kami banyak menyampaikan apa yang telah kami lakukan dan yang menjadi target ke depan. Kami mengundang pemangku kepentingan lain untuk memberikan umpan balik atas Laporan Keberlanjutan tahun 2021.

Responses to Feedback on the Report for the Previous Year

We extend our gratitude for the inputs that we have received on the 2020 Sustainability Report. Most of the inputs from stakeholders were suggestions for Indocement to convey the efforts to strengthen governance, reduce emissions, improve efficiency, and promote technological innovation. All those suggestions are in line with what Indocement has done and has been doing, and therefore we state most of the work done and our next targets in this report. We invite other stakeholders to provide feedback on the 2021 Sustainability Report.

Kontak Pelaporan [2-3]

Oey Marcos
Direktur dan Sekretaris Perusahaan
Director and Corporate Secretary



Gadang Wardono
Corporate Social Responsibility
and Security Division Manager

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KETERLIBATAN PEMANGKU KEPENTINGAN [2-29][3-3]

Stakeholder Engagement

Pemangku kepentingan berperan penting bagi kelangsungan bisnis, oleh sebab itu Perseroan berupaya membangun dan menjaga hubungan yang menguntungkan bagi kedua belah pihak. Pemangku kepentingan utama ditentukan berdasarkan tingkat kedekatan (*proximity*) dan tingkat kepentingan (*level of interest*). Indocement mengidentifikasi pemangku kepentingan, yaitu pihak-pihak yang berhubungan dengan kegiatan usaha dan mempengaruhi keberlanjutan Perseroan maupun sebaliknya secara signifikan. Interaksi dengan pemangku kepentingan dikelola secara kolektif oleh berbagai unit, di antaranya divisi CSRSD, CHRD, CORSELA, Investor Relation, dan divisi lainnya.

Stakeholders play an important role for sustainability business, therefore the Company seeks to build and maintain a mutually beneficial relationship for both parties. Key stakeholders are determined based on level of proximity and level of interest. Indocement identifies stakeholders, namely parties related to business activities and affect the sustainability of the Company or vice versa significantly. Interaction with stakeholders are managed collectively by various units, including the CSRSD, CHRD, CORSELA, Investor Relations, and other divisions.

PEMANGKU KEPENTINGAN INTERNAL Internal Stakeholders

PEMANGK SAHAM
Shareholders

| Metode Pendekatan dan Pengelolaan <i>Management Approach and Method</i> | Respons Kebutuhan Pemangku Kepentingan <i>Stakeholder Needs Response</i> |
|---|---|
| <p>Sarana Pelibatan dan Frekuensi <i>Facilities for Engagement and Frequency</i></p> <ul style="list-style-type: none"> • RUPS secara berkala minimal satu tahun sekali atau insidental • Diskusi secara berkala sesuai kebutuhan • Menyampaikan laporan kinerja Perseroan <p>Topik Signifikan dan Kebutuhan Pemangku Kepentingan <i>Significant Topics and Stakeholder Needs</i></p> <ul style="list-style-type: none"> • Peningkatan nilai investasi dan dividen • Keterbukaan informasi • Kinerja Perseroan yang baik • Pelaporan | <ul style="list-style-type: none"> • Mengadakan RUPS • Mengadakan Paparan Publik • Membuat dan mempublikasikan Laporan Tahunan, Laporan Keberlanjutan, dan Laporan Keuangan Perseroan • Pengungkapan laporan kinerja dan laporan yang bersifat insidental melalui media (situs web, pengumuman, laporan) <ul style="list-style-type: none"> • Conducting GMS • Conducting Public Expose • Preparing and Publishing Reports and publish the Company's Annual Reports, Sustainability Reports, and Financial Statements • Disclosure of performance reports and incidental reports through the media (websites, announcements, reports) |

KARYAWAN
Employees

| Metode Pendekatan dan Pengelolaan <i>Management Approach and Method</i> | Respons Kebutuhan Pemangku Kepentingan <i>Stakeholder Needs Response</i> |
|---|--|
| <p>Sarana Pelibatan dan Frekuensi <i>Facilities for Engagement and Frequency</i></p> <ul style="list-style-type: none"> • Forum Bipartit dan Tripartit yang diselenggarakan minimal satu bulan sekali • Komunikasi dengan Serikat Pekerja yang diselenggarakan minimal setiap minggu <p>Topik Signifikan dan Kebutuhan Pemangku Kepentingan <i>Significant Topics and Stakeholder Needs</i></p> <ul style="list-style-type: none"> • Pemenuhan hak-hak dan kesejahteraan karyawan • Kesetaraan kesempatan berkarir, remunerasi, dan fasilitas kerja • Penerapan Keselamatan dan Kesehatan Kerja (K3) • Keterlibatan dalam kinerja ekonomi, lingkungan, dan sosial yang unggul | <ul style="list-style-type: none"> • Bipartite and Tripartite Forum held at least once a month • Communications with Trade Unions, at least weekly <ul style="list-style-type: none"> • Regular meetings with Labor Unions, related to CLAs and employee remuneration. • Socialization of the Company's policies related to welfare employee. • Discussion on employee development in development programs employee. • Training provided and implemented by HR for capacity development and increase employee insight. |

● **PEMANGKU KEPENTINGAN EKSTERNAL**
External Stakeholders

PELANGGAN
Customer

Metode Pendekatan dan Pengelolaan
Management Approach and Method

Sarana Pelibatan dan Frekuensi

Tools of Engagement and Frequency

- Kunjungan rutin Tim Penjualan dan Tim Technical Support (mingguan, bulanan, dan dua bulanan)
- Melakukan survei kepuasan pelanggan rutin dengan metode *Customer Experience Survey*
- Membuka saluran komunikasi melalui layanan panggilan, media sosial, dan situs web.
- Membangun komunitas tukang bangunan (alumni sekolah tukang)
- Sales Team and Technical Support Team regular visits (weekly, monthly, and two monthly)
- Conduct a regular customer satisfaction survey with *Customer Experience Survey Method*
- Opening communication channels via call service, social media, and websites.
- Establish masonry community (school masonry alumni)

Topik Signifikan dan Kebutuhan Pemangku Kepentingan

Important Topics and Stakeholder Needs

- Jaminan kualitas dan ketersediaan produk
- Ketersediaan informasi produk yang lengkap dan pendampingan teknologi penggunaan produk
- Pusat Pelayanan keluhan
- Menghasilkan produk ramah lingkungan
- Harga kompetitif
- Kebutuhan informasi dan edukasi selama proses membangun atau merenovasi rumah
- Update informasi dan teknologi material bangunan dan konstruksi bagi para tukang bangunan dan mandor
- Quality assurance and product availability
- Availability of complete product information and technology assistance of product use
- Complaint Service Center Producing environmentally friendly products
- Competitive price
- Information and education needs during the building process or house renovation
- Updating information and technology of building and construction materials for mason and foreman

Respons Kebutuhan Pemangku Kepentingan
Stakeholder Needs Response

- Meluncurkan berbagai varian produk dengan kualitas terjamin dan konsisten
- Menjamin ketersediaan produk pada area pemasaran produk
- Menyediakan pendampingan dari Tim Technical Support untuk penerapan teknologi semen dan beton
- Menyediakan saluran keluhan pelanggan melalui berbagai media
- Sekolah Tukang Semen Tiga Roda
- Survei kepuasan pelanggan
- Memberikan edukasi produk melalui program 'Toko Care'
- Membangun Masterumah.id sebagai wadah komunikasi untuk komunitas masyarakat dalam mencari inspirasi, membangun, merenovasi, dan mendekor rumah.
- Meluncurkan *Customer Centricity Culture* untuk mendapat masukan guna meningkatkan pelayanan dan mutu produk Indocement, khususnya untuk pelanggan semen curah.
- *Launching various types of product with guaranteed and consistent quality*
- *Ensuring product availability in the product marketing area*
- *Providing assistance from the Technical Support Team for application of cement and concrete technology*
- *Providing channels for customer complaints through various media*
- *Semen Tiga Roda Mason Course*
- *Customer satisfaction survey*
- *Providing product education through the 'Toko Care' program*
- *Developing Masterumah.id as a communication platform for community in seeking inspiration, building, renovating, and decorating houses.*
- *Launching the Customer Centricity Culture to get feedback to improve service and quality of Indocement products, especially for bulk cement customers.*

PEMERINTAH
Government

Metode Pendekatan dan Pengelolaan
Management Approach and Method

Sarana Pelibatan dan Frekuensi

Tools of Engagement and Frequency

- Pertemuan forum tripartit dan kunjungan kerja sesuai dengan kebutuhan
- Kerja sama kegiatan CSR yang dilaksanakan sesuai kebutuhan
- Konsultasi dan koordinasi dengan Regulator (Kementerian, OJK, dan lembaga lainnya)
- Tripartite forum meeting and working visit accordingly
- Cooperating with CSR activities that implemented as needed
- Consultation and coordination with regulators (Ministry, OJK, and other institutions)

Topik Signifikan dan Kebutuhan Pemangku Kepentingan

Important Topics and Stakeholder Needs

- Kepatuhan terhadap perundang-undangan dan peraturan yang berlaku
- Tata kelola yang baik
- Pelaksanaan CSR dan pelaporan berkala
- Pembayaran pajak
- Mengendalikan emisi dan polutan
- Menjaga keanekaragaman hayati
- Meningkatkan efisiensi energi
- Pengelolaan limbah
- Mengembangkan budaya keselamatan
- Compliance with applicable laws and regulations
- Good corporate governance
- Implementation of CSR and periodic reporting
- Payment of taxes
- Controlling emissions and pollutants
- Maintaining biodiversity
- Improving energy efficiency
- Waste management
- Developing safety culture

Respons Kebutuhan Pemangku Kepentingan
Stakeholder Needs Response

- Mematuhi peraturan yang berlaku
- Melaksanakan kewajiban pajak
- Menerapkan program CSR
- Menyampaikan laporan yang diperlukan terkait dengan isu sosial, lingkungan, dan operasional lainnya
- *Complying with applicable regulations*
- *Carrying out tax obligations*
- *Implementing CSR programs*
- *Submitting necessary reports related to social issues, environment, and other operations*

Metode Pendekatan dan Pengelolaan

Management Approach and Method

Sarana Pelibatan dan Frekuensi

Tools of Engagement and Frequency

- Pelaksanaan kegiatan CSR sesuai kebutuhan
- Pertemuan bilikom minimal empat bulan sekali setiap desa
- Implementation of CSR activities as needed
- Bilikom meeting at least once every four months in every village

Topik Signifikan dan Kebutuhan Pemangku Kepentingan

Important Topics and Stakeholder Needs

- Kemitraan dan pemberdayaan masyarakat
- Pengelolaan sampah untuk bahan bakar alternatif
- Tingkat kesejahteraan
- Mengendalikan emisi dan polutan
- Menjaga keanekaragaman hayati
- Meningkatkan efisiensi energi
- Partnership and community empowerment
- Waste management for alternative fuels
- Prosperity level
- Controlling emissions and pollutants
- Maintaining biodiversity
- Improving energy efficiency

Respons Kebutuhan Pemangku Kepentingan

Stakeholder Needs Response

- Penerapan program CSR di desa mitra
- Mendukung Bumdes dalam pemanfaatan sampah
- Implementation of CSR programs in partner villages
- Supporting Bumdes in waste utilization

Metode Pendekatan dan Pengelolaan

Management Approach and Method

Sarana Pelibatan dan Frekuensi

Tools of Engagement and Frequency

- Menjalin komunikasi intensif melalui pertemuan rutin sesuai kebutuhan
- Pemasangan iklan produk sesuai kebutuhan
- Penggunaan media sosial
- Maintaining intensive communication through regular meetings as needed
- Product advertisements as needed
- Using of social media

Topik Signifikan dan Kebutuhan Pemangku Kepentingan

Important Topics and Stakeholder Needs

- Keterbukaan informasi
- Kerja sama pelaksanaan program terkait media
- Informasi produk dan kegiatan promosi
- Information disclosure
- Cooperation in implementing media-related programs
- Product information and promotional activities

Respons Kebutuhan Pemangku Kepentingan

Stakeholder Needs Response

- Publikasi baik melalui iklan, situs web, dan media sosial
- Diskusi dan gathering dengan media
- Penyampaian siaran pers
- Promosi produk melalui media sosial, televisi, dan radio
- Publication through advertisements, website and social media
- Discussions and gatherings with media
- Submission of press releases
- Product promotion through social media, television, and radio

BATASAN TOPIK MATERIAL DAN PENDEKATAN MANAJEMEN [2-25][3-3]

Material Topic Boundaries and Management Approaches

| Topik Material Material Topics | Pentingnya Topik Material dan Identifikasi Dampak The Significance of Material Topics and Identification of Impacts | Dampak pada Pemangku Kepentingan Impacts on Stakeholders | | Upaya Mengelola Dampak Efforts to Manage the Impact |
|---------------------------------------|--|---|---|---|
| | | Internal | Eksternal External | |
| Emisi Emission | <p>Emisi dihasilkan dari kegiatan pembakaran pada proses produksi semen berupa emisi debu partikulat maupun emisi gas rumah kaca (GRK) yang mengakibatkan penurunan kualitas udara dan kesehatan lingkungan di sekitar wilayah operasi Perseroan. Keterlibatan Perseroan dalam mengurangi emisi GRK juga menjadi upaya mitigasi dampak perubahan iklim.</p> <p><i>Emissions are generated from combustion activities in the cement production process in the form of dust particles and greenhouse gas (GHG) that result in a decrease in air quality and environmental health around the Company's operational areas. The Company's involvement in reducing GHG emissions is also an effort to mitigate the impact of climate change.</i></p> | Karyawan Employee | Masyarakat Lokal, Pemerintah Local Communities, Government | <ol style="list-style-type: none"> 1. Produksi semen hidraulik mampu mengurangi pemakaian klinker hingga 12%–13% sehingga mengurangi emisi CO₂. 2. Pemanfaatan RDF dari Tempat Pengolahan Sampah Terpadu Bantar Gebang. 3. Memaksimalkan penggunaan energi alternatif dari limbah untuk mengurangi emisi CO₂. 4. Memanfaatkan <i>flue gas desulfurization</i> untuk menurunkan kadar SO₂ pada pembangkit listrik bersumber batu bara. <p><i>1. Producing hydraulic cement that enables a reduction in clinker usage up to 12%–13%, which leads to a decrease in CO₂ emission.</i></p> <p><i>2. Utilizing RDF from Bantar Gebang Integrated Waste Management Site.</i></p> <p><i>3. Maximizing the use of alternative fuels derived from wastes to reduce CO₂ emission</i></p> <p><i>4. Utilizing flue gas desulfurization to reduce the level of SO₂ at coal-fired power plant.</i></p> |
| Efisiensi Energi Energy Efficiency | <p>Penggunaan energi merupakan komponen biaya terbesar dalam produksi, terutama saat harga batu bara dan bahan bakar mengalami kenaikan. Keterlibatan Perseroan dalam efisiensi energi juga menjadi upaya mitigasi dampak perubahan iklim.</p> <p><i>Energy consumption is the greatest component of production costs, especially when coal and fuel prices are increasing. The Company's engagement in energy efficiency is also an effort to mitigate the impact of climate change.</i></p> | Karyawan Employee | Masyarakat Lokal, Pemerintah Local Communities, Government | <ol style="list-style-type: none"> 1. Membentuk tim manajemen energi dan menyusun rencana strategis terkait efisiensi energi dan bahan bakar alternatif. 2. Produksi semen hidraulik dapat mengurangi jumlah pemakaian batu bara. 3. Penggunaan bahan bakar alternatif yang mengurangi 15% penggunaan batu bara. <p><i>1. Forming an energy management team and developing strategic plans in regard to energy efficiency and alternative fuels.</i></p> <p><i>2. Producing hydraulic cement that can reduce the amount of coal used.</i></p> <p><i>3. Using alternative fuels that decreases coal consumption by 15%.</i></p> |

| Topik Material Material Topics | Pentingnya Topik Material dan Identifikasi Dampak <i>The Significance of Material Topics and Identification of Impacts</i> | Dampak pada Pemangku Kepentingan <i>Impacts on Stakeholders</i> | | Upaya Mengelola Dampak <i>Efforts to Manage the Impact</i> |
|---|---|--|--|--|
| | | Internal | Eksternal External | |
| Keanekaragaman Hayati <i>Biodiversity</i> | <p>Keterlibatan Perseroan dalam melestarikan keanekaragaman hayati menjadi penting, karena keanekaragaman hayati yang lestari dapat membantu ketersediaan air dan udara bersih bagi lingkungan, karyawan, dan masyarakat sekitar.</p> <p><i>The Company's engagement in conserving biodiversity is important because preserved biodiversity can assist the provision of fresh air and clean water for environments, employees, and surrounding communities.</i></p> | Karyawan <i>Employee</i> | Masyarakat Lokal, Pemerintah <i>Communities, Government</i> | <ol style="list-style-type: none"> Perseroan berupaya meminimalkan dampak negatif operasi terhadap keanekaragaman hayati, serta meningkatkan nilai indeks keanekaragaman hayati. Perseroan menjalankan kegiatan penanaman pohon dan non penanaman sesuai Rencana Strategis periode 2017–2021. Kegiatan penanaman meliputi penanaman pohon di kawasan <i>buffer zone</i> dan pohon multi-spesies di lahan pascatambang kuari batu kapur, dan budidaya spesies pohon lokal. Kegiatan non-penanaman, antara lain pelatihan keanekaragaman hayati untuk praktisi non biologi dan masyarakat. <ol style="list-style-type: none"> <i>The Company has striven to minimize the negative impact of operations on biodiversity and to increase the value of the biodiversity index.</i> <i>The Company has performed tree planting and non-planting activities according to the Strategic Plan for the period from 2017-2021.</i> <i>The planting activities included the planting of trees in buffer zone areas, multi-species of trees at post-mined lands in limestone quarries, and the culture of local tree species.</i> <i>The non-planting activities included, among others, training in biodiversity for non-biological practitioners and the community.</i> |
| Air <i>Water</i> | <p>Penggunaan air di seluruh lokasi operasi menjadi penting mengingat keterlibatan Perseroan dalam melaksanakan inisiatif-inisiatif efisiensi penggunaan air untuk mengurangi jejak lingkungan.</p> <p><i>Water consumption at all operational locations has become important considering the Company's involvement to implement initiatives aimed at improving the efficiency of water usage to reduce environmental footprint.</i></p> | Karyawan <i>Employee</i> | Masyarakat, Pemerintah <i>Communities, Government</i> | <ol style="list-style-type: none"> Keseluruhan kompleks pabrik telah memiliki Surat Izin Pengambilan dan Pemanfaatan Air (SIPPA) untuk memenuhi kebutuhan air yang berasal dari sumber air permukaan, air tanah, dan air hujan. Memanfaatkan kolam pengendapan (embung) di sekitar lokasi pabrik untuk memenuhi kebutuhan operasional Perseroan dan masyarakat setempat. <ol style="list-style-type: none"> <i>All factories already have Water Extraction and Utilization Permit (SIPPA) to meet water needs from surface water, groundwater, and rainwater sources.</i> <i>Utilizing sediment pools (embung) around factory locations to meet the needs of the Company's operations and local communities.</i> |
| Pengelolaan Limbah <i>Waste Management</i> | <p>Limbah yang tidak diolah dengan baik akan berdampak negatif pada lingkungan. Di sisi lain, limbah dapat didayagunakan oleh Perseroan menjadi bahan baku alternatif dan bahan bakar alternatif.</p> <p><i>Wastes that are not properly processed will have a negative impact on the environment. On the other hand, wastes can be utilized by the Company as alternative raw materials and alternative fuels.</i></p> | Karyawan <i>Employee</i> | Masyarakat Lokal, Pemerintah <i>Communities, Government</i> | <ol style="list-style-type: none"> Menyediakan tempat penyimpanan sementara (TPS) limbah B3 berizin dan instalasi pengolahan limbah cair. Mengelola dan mengolah limbah menggunakan pendekatan ekonomi sirkuler. Perseroan tidak hanya mengelola limbah yang berasal dari dalam Indocement, namun juga limbah dari industri lain dan masyarakat. <ol style="list-style-type: none"> <i>Providing a licensed hazardous and toxic waste temporary storage area (TPS) and liquid waste treatment plant.</i> <i>Managing and processing wastes using circular economic approach.</i> <i>The Company has managed not only wastes from within Indocement but also wastes from other industries and communities.</i> |

| Topik Material Material Topics | Pentingnya Topik Material dan Identifikasi Dampak The Significance of Material Topics and Identification of Impacts | Dampak pada Pemangku Kepentingan Impacts on Stakeholders | | Upaya Mengelola Dampak Efforts to Manage the Impact |
|--|---|---|--|--|
| | | Internal | Eksternal External | |
| Keselamatan dan Kesehatan Kerja <i>Occupational Health and Safety</i> | <p>Karakteristik industri semen yang melaksanakan kegiatan di tambang, pabrik, dan terminal memiliki potensi risiko K3 dan dapat memengaruhi keberlanjutan operasi.</p> <p><i>The characteristic of the cement industry that conducts activities at quarries, plants, as well as terminals has a potential risk of OHS and may affect the continuity of operations.</i></p> | Karyawan <i>Employee</i> | Pemerintah <i>Government</i> | <ol style="list-style-type: none"> Menciptakan lingkungan kerja yang aman, selamat, sehat, dan ramah lingkungan. Mematuhi peraturan perundang-undangan dan standar yang relevan. Mengelola risiko, peluang, dan isu-isu yang relevan untuk keberlangsungan usaha. Meningkatkan program masyarakat untuk menciptakan nilai bersama dan solusi lebih baik. Membudayakan kegiatan perbaikan berkelanjutan untuk peningkatan kinerja dan sistem manajemen. <p><i>1. Creating secure, safe, healthy, and environmentally friendly working environments.</i></p> <p><i>2. Complying with the laws and regulations as well as relevant standards.</i></p> <p><i>3. Managing risks, opportunities, and relevant issues for the sake of business sustainability.</i></p> <p><i>4. Improving community programs to foster common values and develop better solutions.</i></p> <p><i>5. Developing a culture of sustainable improvement to boost performance and refine the management system.</i></p> |
| Komunitas Lokal <i>Local Communities</i> | <p>Komunitas lokal yang berada di sekitar wilayah operasi menjadi mitra penting Indocement dalam menjalankan program-program yang mendukung pembangunan berkelanjutan.</p> <p><i>Local communities around operational areas have become Indocement's important partners in implementing programs that support sustainable development.</i></p> | Karyawan <i>Employee</i> | Masyarakat Lokal, Pemerintah <i>Local Communities, Government</i> | <p>Keterlibatan Perseroan bersama masyarakat sekitar dijalankan di antaranya melalui perekrutan karyawan setempat, pasokan bahan bakar alternatif, pelaksanaan konservasi di lahan reklamasi, dan implementasi program CSR.</p> <p><i>The Company's involvement with the surrounding communities can be seen, among others, in the recruitment of local workforce, supply of alternative fuels, conservation activities on reclaimed lands, and implementation of CSR programs.</i></p> |
| Kinerja Ekonomi <i>Economic Performance</i> | <p>Kinerja ekonomi menjadi penting karena pengaruhnya terhadap kestabilan kegiatan operasi dan distribusi nilai manfaat bagi pemangku kepentingan, terutama pemegang saham.</p> <p><i>Economic performance is important due to its effects on the stability of operational activities and the distribution of benefit value to stakeholders, particularly shareholders.</i></p> | Karyawan, Pemegang Saham <i>Employee, Shareholders</i> | Pelanggan, Media <i>Customer, Media</i> | <p>Indocement meningkatkan efisiensi di berbagai bidang, terutama pada masa pandemi COVID-19, memperkenalkan produk mortar baru dan semen hidrolik. Semen hidrolik masuk sebagai kategori semen hijau, lebih meningkatkan penetrasi pasar, dan kerja sama jangka panjang dengan perusahaan mitra internasional</p> <p><i>Indocement has increased efficiency in various areas, especially during the COVID-19 pandemic, introduced hydraulic cement that is categorized as green cement, to achieve greater market penetration, and to foster long-term cooperation with international partner companies.</i></p> |

| Topik Material Material Topics | Pentingnya Topik Material dan Identifikasi Dampak <i>The Significance of Material Topics and Identification of Impacts</i> | Dampak pada Pemangku Kepentingan <i>Impacts on Stakeholders</i> | | Upaya Mengelola Dampak <i>Efforts to Manage the Impact</i> |
|--|---|--|---|--|
| | | Internal | Eksternal External | |
| Tata Kelola Keberlanjutan <i>Sustainable Governance</i> | <p>Tata Kelola Perusahaan yang Baik (GCG) merupakan landasan bagi Indocement menjalankan tiga pilar keberlanjutan yang terdiri atas aspek ekonomi, lingkungan, dan sosial secara seimbang serta terintegrasi pada seluruh kegiatan operasi.</p> <p><i>Good Corporate Governance (GCG) is the foundation for Indocement to implement the three pillars of sustainability, consisting of economic, environmental, and social aspects in a balanced and integrated manner in all operational activities.</i></p> | Karyawan, Pemegang Saham <i>Employee, Shareholders</i> | Pemerintah, Media <i>Government, Media</i> | <p>Kualitas penerapan GCG terus ditingkatkan mengacu pada hukum dan standar yang berlaku, serta pedoman yang dikeluarkan oleh HeidelbergCement Group. Pada 2021, Indocement telah memiliki Komite Environment, Social and Corporate (ESG) untuk mengintegrasikan strategi keberlanjutan di berbagai bidang. Indocement juga telah menerbitkan Pedoman Program Kepatuhan dan implementasi Tata Kelola yang Baik, serta terus meningkatkan peningkatan kompetensi pada karyawan dalam hal anti monopoli, antikorupsi, dan ketenagakerjaan lainnya. Indocement juga terus meningkatkan pengelolaan whistleblowing system, yaitu <i>SpeakUp</i> bagi pemangku kepentingan.</p> <p><i>The quality of GCG implementation is continuously improved by referring to applicable laws and standards as well as the guidelines issued by HeidelbergCement Group. In 2021, Indocement has established the Environmental, Social, and Governance Committee (ESG) to integrate the sustainability strategy into various areas. Indocement has also released Guidelines on Compliance Programs and Good Governance Implementation as well as continued to increase employees' competence in anti-monopoly, anti-corruption, and other labor related matters. Indocement has also kept improving whistleblowing system management, which is <i>SpeakUp</i> for stakeholders.</i></p> |

SEKILAS INDOCEMENT [2-1]

Indocement at a Glance

Profil Perseroan

Indocement akan terus mengambil peluang dan meningkatkan kinerjanya dalam berbagai aspek, sistem manajemen, modal, sumber daya manusia, pengembangan inovasi, hingga penggunaan teknologi tertinggi. Keberadaan Indocement telah berdampak signifikan pada pembangunan nasional, hingga dapat mendukung perekonomian negara. Tak hanya itu, dampak keberadaan Indocement saat ini juga diarahkan untuk mendukung program pencapaian Tujuan Pembangunan Berkelanjutan (TPB).

Company Profile

Indocement will always seize opportunities and improve its performance in various aspects, from management systems, capitals, human resources, innovation development, to the use of the highest technology. The existence of Indocement has a significant impact on the national development, so that it can support the economy of the country. Moreover, the impact of Indocement's existence is currently directed towards supporting programs that aim to achieve Sustainable Development Goals (SDGs).

NAMA PERUSAHAAN

COMPANY NAME

PT Indocement Tunggul Prakarsa Tbk.

TANGGAL MULAI BEROPERASI

DATE OF COMMENCED OPERATION

4 Agustus 1975
August 4, 1975

BIDANG USAHA

BUSINESS ACTIVITY

Industri Semen
Cement Industry

MEREK DAGANG

BRAND

- Tiga Roda Semen
- Rajawali
- Duracem
- TR-10 Mortar Serbaguna
- TR-15 Thinbed Perekat Bata Ringan
- TR-20 Plester Plus Plester Bata Ringan
- TR-30 Acian Putih Mortar Berkualitas

ALAMAT KANTOR PUSAT

HEAD OFFICE ADDRESS

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Faksimili/Facsimile: +6221 879 41166
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Situs web/Website: www.indocement.co.id

KODE SAHAM

SHARE CODE

INTP

DASAR HUKUM PENDIRIAN

LEGAL BASIS OF ESTABLISHMENT

Akta pendirian Nomor 227 tanggal 16 Januari 1985, Notaris Ridwan Suselo, S.H., dengan perubahan terakhir atas Anggaran Dasar dalam Akta Notaris Kumala Tjahjani Widodo, S.H., M.H., M.Kn., Nomor 2 tanggal 4 Agustus 2021, dan telah mendapatkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0043810.AH.01.02.TAHUN 2021 tanggal 12 Agustus 2021, dan yang perubahannya telah diterima dan dicatat sesuai Surat Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0436786 tanggal 12 Agustus 2021.

Deed of Incorporation No. 227 dated 16 January 1985, by Notary Ridwan Suselo, S.H., with its last amendments to the Articles of Association in a Notarial Deed of Kumala Tjahjani Widodo, S.H., M.H., M.Kn. No. 2 dated 4 August 2021, and has obtained the Decision Letter of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0043810.AH.01.02.TAHUN 2021 dated 12 August 2021 and whose amendments have been accepted and recorded in accordance with the Letter of the the Ministry of Law and Human Rights No. AHU-AH.01.03-0436786 dated 12 August 2021.

WILAYAH OPERASIONAL

REGIONAL OPERATIONS

Kompleks pabrik Indocement bertokasi di Citeureup, Bogor, Jawa Barat; Cirebon, Jawa Barat; dan Tarjun, Kotabaru, Kalimantan Selatan, Indonesia. Indocement tidak memiliki wilayah operasi di luar negeri.

Indocement's factories are located in Citeureup, Bogor, West Java; Cirebon, West Java; and Tarjun, Kotabaru, South Kalimantan, Indonesia. Indocement does not have operational areas abroad.

PEMEGANG SAHAM

SHAREHOLDERS

- Birchwood Omnia Ltd. (HeidelbergCement Group): 51,00%
- Masyarakat | Public: 45,48%
- Saham dalam Tresuri | Shares in treasury: 3,52%*

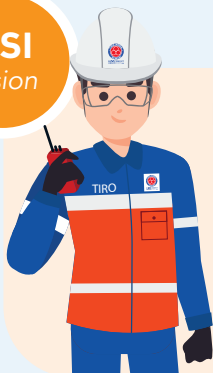
*Saham dalam Tresuri disebabkan karena pada 31 Desember 2021, Perseroan sedang melakukan pembelian saham kembali saham dalam pasar yang berfluktuatif, sebagaimana disampaikan dalam keterbukaan informasi Nomor 1265/ITP-CORSELA/CLCC/XII/2021 tanggal 3 Desember 2021 yang akan berakhir sampai dengan 4 Maret 2022 atau jika dana yang dialokasikan telah habis dan/atau jumlah saham yang akan dibeli telah terpenuhi.

*Treasury Shares resulted from the buyback program carried out by the Company on 31 December 2021. The Company bought back its shares because of the fluctuating market condition, as stated in the Information Disclosure No. 1265/ITP-CORSELA/CLCC/XII/2021 dated 3 December 2021. The program will end on 4 March 2022 or when the allocated fund is used up and/or the number of shares to be bought is reached.

VISI, MISI, DAN NILAI INTI ^[2-1]

Vision, Mission, and Core Values

VISI Vision



Semen: Menjadi Produsen Semen Terkemuka dan Pilihan Pelanggan di Indonesia;
Beton Siap-pakai: Pemain RMC Unggul di Jawa dan Memiliki Jaringan di Sumatera dan Kalimantan Timur;
Agregat dan M-Sand: Pemain Agregat Ternama di Jabodetabek dengan Jaringan hingga ke Jawa Tengah;
Mortar: Pemain Mortar yang Terdepan di Jawa Bagian Barat

Cement: A Prominent Cement Producer and Customer's Choice in Indonesia;
RMC: A Prominent RMC Player in Java, and Footprints in Sumatra and East Kalimantan;
Aggregates and M-Sand: The Reputable Aggregates Player in Jabodetabek and Footprints in Central Java;
Mortar: An Aspiring Mortar Player in Western Java

MISI Mission



Kami berkecimpung dalam bisnis penyediaan semen dan bahan bangunan bermutu tinggi yang mengutamakan solusi untuk pelanggan dengan mengedepankan aspek lingkungan, sosial, dan tata kelola (ESG).

We are in the business of providing quality cement and building materials with customer centric focus solutions, in a way that drives environmental, social, and governance (ESG).

NILAI INTI Core Values



TANGGUNG JAWAB ACCOUNTABILITY

Kewajiban dan keinginan individu untuk menerima dan melaksanakan tugas serta mengemban tanggung jawab dengan berpikir dan bertindak jangka panjang.
The desire to accept and carry out duties and responsibilities with full accountability by thinking and acting long term for today and tomorrow.

KERJASAMA TEAMWORK

Semangat untuk bekerja sama sebagai sebuah tim dan mengesampingkan konflik pribadi untuk menghadapi tantangan dan membangun solusi masa depan.
The passion to work as a team and put aside personal differences/conflicts to face future challenge and develop solution of tomorrow.

MENCAPAI HASIL TERBAIK STRIVE FOR EXCELLENCE

Semangat untuk bekerja melebihi apa yang diharapkan agar mencapai hasil terbaik dengan inovasi tanpa batas.
The spirit to work beyond what is expected to achieve the best results by unleashing innovation.

SIAP MELAYANI SERVICE-MINDEDNESS

Kemauan untuk melayani, berorientasi pada pelanggan dan melebihi harapan pelanggan.
The will to serve, focus on customer oriented and deliver solution that exceed customer expectation.

INTEGRITAS INTEGRITY

Keyakinan untuk bertindak secara benar, jujur, transparan dan penuh integritas.
The conviction to act correctly, truthfully and transparently with full integrity.

**MATERIAL TO BUILD
OUR FUTURE**

MOTO Motto

Skala Organisasi [2-1]

Scale of the Organization [2-1]

| Uraian Description | Satuan Unit | 2021 | 2020 | 2019 |
|---|--------------------------|--------|---------|--------|
| Jumlah Karyawan Tetap Segmen Semen Number of Permanent Employees of Cement Segment | Orang Persons | 3.454 | 3.473 | 3.615 |
| Jumlah Pabrik dalam Tiga Kompleks Pabrik Number of Plants in Three Factories | Pabrik Plants | 13 | 13 | 13 |
| Total Pendapatan Bersih Net Revenue | | 14.772 | 14.184 | 15.939 |
| Total Kapitalisasi Pasar Saham Total Stock Market Capitalization | | 42.953 | 53.286* | 70.035 |
| Total Liabilitas Total Liabilities | Rp Miliar Rp Billion | 5.515 | 5.168 | 4.627 |
| Total Ekuitas Total Equity | | 20.621 | 22.176 | 23.080 |
| Total Aset Total Asset | | 26.136 | 27.345 | 27.708 |
| Produksi Semen Cement Production | Juta Ton Million Tons | 16,8 | 16,4 | 18,1 |

*Pernyataan kembali informasi | Restatement [2-4]

Keanggotaan dalam Asosiasi [2-28]

Association Membership [2-28]

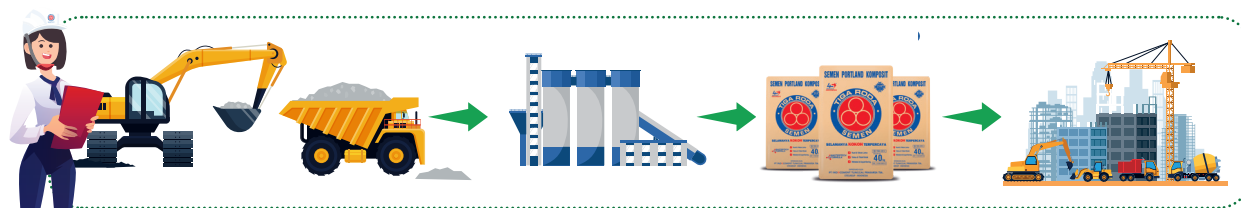
| Nama Asosiasi Association | Posisi Position |
|--|--------------------|
| Nasional National | |
| Asosiasi Semen Indonesia (ASI) Indonesian Cement Association | Anggota Member |
| Asosiasi Pengusaha Indonesia (Apindo) Indonesian Issuers Association | Anggota Member |
| Asosiasi Emiten Indonesia (AEI) Indonesian Limited Companies Association | Anggota Member |
| Indonesia Corporate Secretary Association (ICSA) | Anggota Member |
| Kamar Dagang dan Industri Indonesia (Kadin) Indonesian Chamber of Commerce and Industry | Anggota Member |
| Green Product Council Indonesia (GPCI) | Pendiri Founder |
| Internasional International | |
| Cement Sustainability Initiative (CSI) | Anggota Member |

Rantai Pasokan dan Inovasi [2-6]

Perseroan secara konsisten mengimplementasikan strategi untuk membangun daya saing yang unggul di sepanjang rantai pasokan dengan membangun sinergi antar-entitas anak Perseroan dan kerja sama pemasok barang dan jasa. Semua pemasok harus memenuhi kriteria kode etik dan peraturan yang disyaratkan. Dalam rantai pasoknya, Indocement juga memproduksi agregat dan beton siap-pakai melalui entitas anak.

Supply Chain and Innovations [2-6]

The Company consistently implements strategies to build excellent competitiveness along the supply chain by establishing synergy between the Company's subsidiaries as well as fostering cooperation with suppliers of goods and services. All suppliers must fulfill the criteria of the Code of Conduct and required regulations. In its supply chain, Indocement also produces aggregates and ready-mix concrete through its subsidiaries.



| Pertambangan dan Produksi <i>Mining and Production</i> | | Distribusi dan Logistik <i>Distribution and Logistic</i> | Pelanggan <i>Customers</i> |
|--|--|--|---|
| Bahan Baku Tambang <i>Mining Raw Materials</i> | Produksi Semen <i>Cement Production</i> | Penjualan Semen <i>Cement Sales</i> | |
| Batu kapur, tanah liat, dan trass <i>Limestone, clay, and trass</i> | Semen <i>Cement</i> | Semen kantong dan semen curah <i>Bagged cement and bulk cement</i> | Pemerintah (sektor publik), perusahaan (sektor komersial), dan masyarakat umum (pelanggan pribadi) <i>The government (public sector), companies (commercial sector), and general public (individual customers)</i> |
| <p>Mengoperasikan sendiri area pertambangan di tiga kompleks pabrik, yaitu Kompleks Pabrik Citeureup yang terdiri dari 11 pabrik; Kompleks Pabrik Cirebon yang terdiri dari 2 pabrik, dan Kompleks Pabrik Tarjun yang terdiri dari 1 pabrik dengan total kapasitas terpasang 25,5 juta ton semen/tahun.</p> <p><i>Self-operate mining areas in the three factories, namely Citeureup Factory with 11 plants, Cirebon Factory with 2 plants, and Tarjun Factory with 1 plant, and with the total installed capacity of 25.5 million tons cement/year.</i></p> | | <ul style="list-style-type: none"> Memiliki 8 terminal dan 3 land silo yang tersebar di Pulau Jawa, Kalimantan, Sumatera, dan Nusa Tenggara. Perseroan juga memiliki 13 Gudang Semen, 1 Gudang Palet, dan 1 Gudang Peti Kemas. <i>Own 8 terminals and 3 land silos that are distributed through the Islands of Java, Kalimantan, Sumatra, and Nusa Tenggara.</i> <i>The Company also has 13 Cement Warehouses, 1 Pallet Warehouse, and 1 Container Yard.</i> | |

Pabrik dan Terminal Semen

Cement Factories and Terminals

| Lokasi Kompleks Pabrik <i>Factory Location</i> | Jumlah Pabrik <i>Number of Plant</i> | Kapasitas Terpasang (juta ton/tahun) <i>Installed Capacity (million tons/year)</i> |
|---|---|---|
| Citeureup, Bogor Jawa Barat <i>West Java</i> | 11 | 18,4 |
| Cirebon, Cirebon Jawa Barat <i>West Java</i> | 2 | 4,3 |
| Tarjun, Kotabaru Kalimantan Selatan <i>South Kalimantan</i> | 1 | 2,8 |
| Jumlah <i>Total</i> | 13 | 25,5 |

TERMINAL YANG BEROPERASI

1. Terminal Tanjung Priok
2. Terminal Surabaya
3. Terminal Lombok
4. Terminal Pontianak
5. Terminal Palembang
6. Terminal Lampung
7. Terminal Konawe
8. Terminal Samarinda
9. Land Silo Sepanjang
10. Land Silo Cigading
11. Land Silo Dawuan

OPERATING TERMINALS

1. Tanjung Priok Terminal
2. Surabaya Terminal
3. Lombok Terminal
4. Pontianak Terminal
5. Palembang Terminal
6. Lampung Terminal
7. Konawe Terminal
8. Samarinda Terminal
9. Sepanjang Land Silo
10. Cigading Land Silo
11. Dawuan Land Silo



Pada 2021, kinerja Perseroan berjalan baik. Permintaan semen juga meningkat dari tahun sebelumnya sebesar 4,3%, dan Indocement mampu menyediakan permintaan semen hingga 17.960 juta ton. Untuk meningkatkan daya saing atas persaingan usaha, Indocement menghadirkan inovasi-inovasi produk semen dengan harga yang lebih bersaing dan terjangkau dibandingkan kompetitor, meningkatkan penetrasi produk ke wilayah baru di Indonesia, serta meningkatkan jumlah ekspor produk ke Brunei Darussalam. Perluasan pangsa pasar ini menjadikan Indocement sebagai salah satu perusahaan semen terbesar di Indonesia dengan pangsa pasar 25,4%.

Lebih lanjut, Perseroan mengimplementasikan aplikasi *Logistic Digital Transformation* pada rantai pasokan untuk memudahkan proses pesanan secara daring, pengecekan barang di gudang, dan proses pengiriman. Perseroan juga

In 2021, the Company gave a good performance. The demand for cement also increased from the previous year by 4.3%, and Indocement managed to supply the demand for cement up to 17,960 million tons. In order to improve the competitive advantage over competitors, Indocement has introduced innovations of cement products with more competitive and affordable prices, increased product penetration in new areas in Indonesia, as well as boosted total product export to Brunei Darussalam. The expansion of this market share has made Indocement one of the largest cement companies in Indonesia with a 25.4% market share.

Furthermore, the Company implements Logistic Digital Transformation application in its supply chain to ease the process of online order, stocktaking in warehouses, and delivery process. The Company also implements the

menerapkan palet management and monitoring system (PMMS) pada proses pengemasan. Fungsi utama PMMS yaitu untuk melakukan kontrol dan pengawasan palet, baik secara kuantitas maupun kualitas sebelum melakukan pemuatan semen di pabrik serta mengurangi kerusakan kantong semen akibat kondisi palet.

pallet management and monitoring system (PMMS) in the packing process. The main function of PMSS is to control and monitor pallets, in both quantity and quality, before loading the cement at factories as well as to reduce the number of cement bags breakage due to pallet conditions.

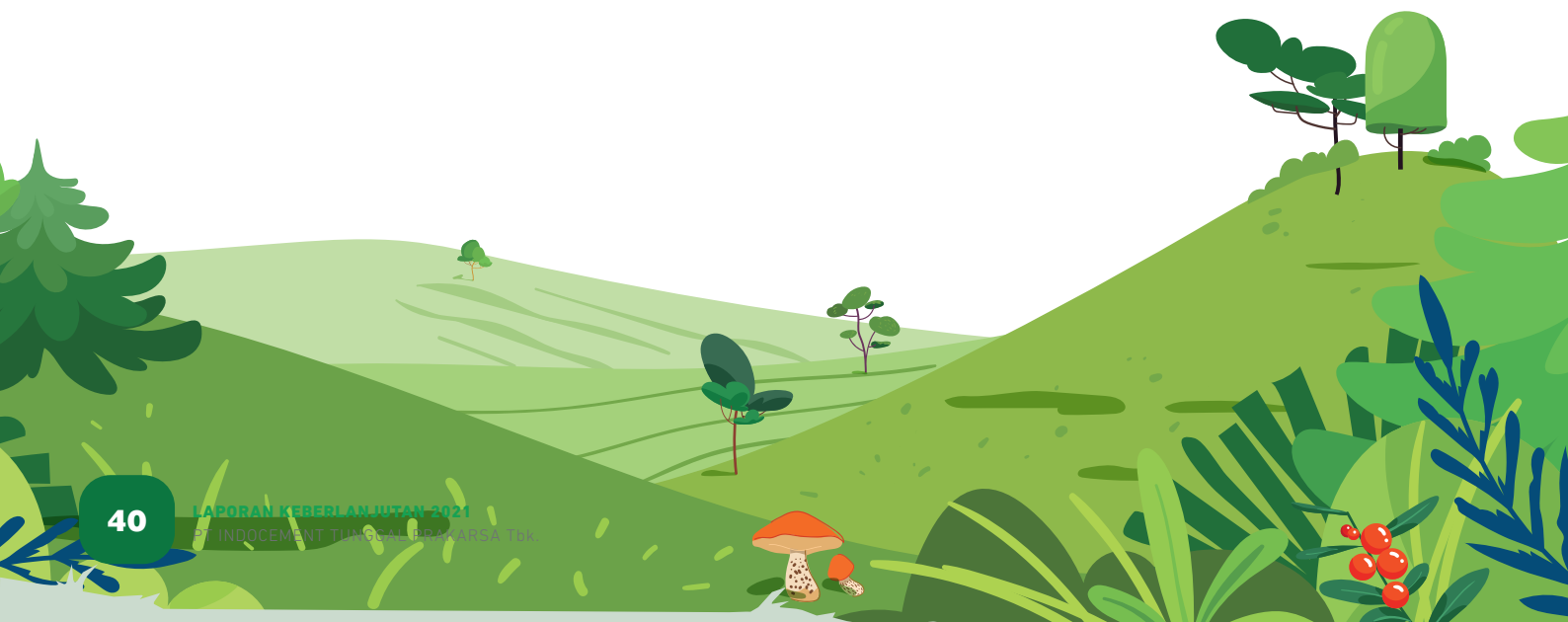
| Inovasi Sepanjang Rantai Pasokan <i>Innovations along the Supply Chain</i> | |
|--|---|
| Pertambangan dan Produksi <i>Mining and Production</i> | |
| Optimalisasi pabrik-pabrik untuk mencapai biaya produksi yang efisien <i>Optimization of plants to have the most efficient production costs</i> | <ol style="list-style-type: none"> 1. Mengoptimalkan operasi Plant 14 yang merupakan <i>plant</i> paling efisien, dengan utilisasi sebesar 98%. 2. Pemanfaatan survei <i>drone</i> untuk pemantauan lahan operasi penambangan serta perencanaan dan evaluasi penambangan bahan baku. 3. Pengembangan <i>solar panel</i> di Kompleks Pabrik Citeureup untuk efisiensi biaya dan mengurangi bahan bakar fosil. 4. Menurunkan rasio klinker dengan menggunakan bahan aditif, salah satunya adalah <i>granulated blast furnace slag</i> yang termasuk kategori limbah B3 dari industri logam dan <i>dry fly-ash</i> dari hasil pembangkit listrik yang memakai batu bara. Penggunaan bahan ini dapat membantu mengurangi timbulan limbah, sekaligus menghemat penggunaan sumber daya alam dan dapat menurunkan emisi CO₂. <ol style="list-style-type: none"> 1. <i>Optimizing the operation of Plant 14, the most efficient plant, by reaching 98% utilization.</i> 2. <i>Conducting drone surveys to monitor mining areas as well as to plan and evaluate the mining of raw materials.</i> 3. <i>Developing solar panels in Citeureup Factory to achieve cost efficiency and to reduce fossil fuel costs.</i> 4. <i>Reducing clinker ratio by using additive materials, such as granulated blast furnace slag, which is categorized as hazardous and toxic waste from the metal industry, and dry fly-ash from coal-fired power plants. Utilization of these materials can reduce wastes, decrease the use of natural resources, and lower the emission of CO₂.</i> |
| Inovasi dan diversifikasi produk <i>Product innovation and diversification</i> | Produksi semen hidraulis mampu mengurangi pemakaian klinker hingga 12%–13% dan mengurangi penggunaan batu bara, sehingga mampu mengurangi jumlah CO ₂ yang dikeluarkan. Produksi semen hidraulis pada 2021 mencapai 211,7 ribu ton semen. <i>The production of hydraulic cement can reduce clinker use up to 12%–13% and decrease coal use, and therefore the amount of CO₂ emitted can be reduced. The production of hydraulic cement in 2021 reached 211.7 thousand tons of cement.</i> |
| Pemanfaatan bahan bakar alternatif <i>Alternative fuel utilization</i> | <ol style="list-style-type: none"> 1. Memanfaatkan sampah atau limbah domestik sebagai <i>refused derived fuel</i> (RDF) sebagai energi alternatif sekaligus mengurangi timbulan limbah di lingkungan. 2. Memanfaatkan RDF dari Tempat Pengolahan Sampah Terpadu Bantar Gebang. <ol style="list-style-type: none"> 1. <i>Utilizing garbage or domestic waste as refused derived fuel (RDF) for an alternative energy while reducing waste generation in the environment.</i> 2. <i>Utilizing RDF from Bantar Gebang Integrated Waste Management Site.</i> |
| Distribusi dan Logistik <i>Distribution and Logistics</i> | |
| Optimalisasi operasi terminal dan gudang <i>Optimization of terminal and warehouse operations</i> | <ol style="list-style-type: none"> 1. Indocement mengoperasikan terminal apung di Konawe sejak Mei 2020 yang melayani distribusi semen curah untuk <i>project smelter</i> nikel di Sulawesi Tenggara, dengan total <i>output</i> di 2020 sebanyak 177 Kton. 2. Indocement mengoperasikan Gudang Pethek di Semarang sejak Maret 2020 dengan kapasitas gudang 1.200 ton untuk meningkatkan distribusi kantong semen ke daerah Jawa Tengah menggunakan moda transportasi kereta api, dengan total <i>output</i> di tahun 2020 sebanyak 48 Kton. <ol style="list-style-type: none"> 1. <i>Indocement operated a floating terminal in Konawe since May 2020, which serves bulk cement distribution for the nickel smelter project in Southeast Sulawesi, with a total output of 177 Kton in 2020.</i> 2. <i>Indocement operated Pethek Warehouse in Semarang since March 2020 with a warehouse capacity of 1,200 tons to increase the distribution of cement bags to Central Java area using trains as a mode of transportation, with a total output of 48 Kton in 2020.</i> |
| Inovasi logistik <i>Logistics innovation</i> | <ol style="list-style-type: none"> 1. Indocement mengoperasikan palet management and monitoring system (PMMS) sejak Mei 2020 dengan perputaran sebanyak ±150.000 palet per bulan. 2. Indocement mengimplementasikan aplikasi <i>Logistic Digital Transformation</i> untuk memudahkan proses pesanan secara daring, pengecekan barang di gudang, dan proses pengiriman. <ol style="list-style-type: none"> 1. <i>Indocement implemented the pallet management and monitoring system (PMMS) since May 2020 with a turnover of ±150,000 pallets per month.</i> 2. <i>Indocement implemented the Logistic Digital Transformation application to ease the process of online order, stocktaking in warehouses, and the delivery process.</i> |

SERTIFIKASI

Certifications

Secara berkala, Indocement melakukan pembaruan sertifikasi penilaian operasional pabrik maupun sertifikasi terhadap produk-produk semen yang diproduksi. Hal ini dilakukan untuk memastikan standar operasi Perseroan dan kualitas produk terus terjaga. Daftar sertifikasi dapat dilihat pada lampiran atau Laporan Tahunan 2021.

Indocement periodically renews the certifications for the assessment of factory operations as well as the certifications for produced cement products. It is done to ensure the Company's operational standard and to maintain product quality. The list of certifications can be found in the appendix or the 2021 Annual Report.



MENGEMBANGKAN SUMBER DAYA MANUSIA

Developing Human Resources

KOMPOSISI KARYAWAN [2-7]

Perseroan berkomitmen untuk menjunjung tinggi hak asasi manusia dan menerapkan anti-diskriminasi pada praktik ketenagakerjaan, yaitu perlakuan yang sama atau tidak membedakan suku, agama, dan ras pada seluruh karyawan. Seluruh karyawan (100%) Perseroan juga telah dilindungi dalam Perjanjian Kerja Bersama (PKB). Pada 2021, Perseroan mempekerjakan 3.454 karyawan pada segmen semen, dengan komposisi 3.336 karyawan tetap dan 118 karyawan kontrak. Perseroan mendukung keterlibatan perempuan dalam kegiatan operasi industri semen, meskipun saat ini komposisi karyawan didominasi oleh karyawan laki-laki dikarenakan karakteristik industri semen yang membutuhkan lebih banyak tenaga kerja di lapangan.

EMPLOYEE COMPOSITION [2-7]

The Company is committed to upholding human rights and implementing an anti-discrimination policy in labor practices, which is giving equal treatment to all employees regardless of ethnicity, religion, and race. All of the Company's employees (100%) are also protected in the Collective Labor Agreement (CLA). In 2021, the Company had 3,454 employees in the cement segment, consisting of 3,336 permanent employees and 118 contract employees. The Company supports female participation in operational activities of the cement industry, even though the current employee composition is dominated by male due to the characteristic of the cement industry, which requires more field workers.



Dari total pekerja Perseroan, tidak ada karyawan yang bekerja berdasarkan musim. Perseroan juga memastikan tidak ada karyawan tetap maupun kontrak yang termasuk pekerja anak atau pekerja di bawah umur. Di sisi lain, Perseroan memastikan tidak adanya praktik kerja paksa pada semua kegiatan.

Perseroan juga memastikan bahwa remunerasi karyawan telah mengikuti peraturan Upah Minimum Regional (UMR) yang berlaku.

There are no employees who work by season out of the total employees of the Company. The Company also ensures that there are no permanent or contract employees that include child labor or underage workers. On the other hand, the Company ensures that there is no forced labor in all activities.

The Company also ensured that employee remuneration followed the applicable regional minimum wage (UMR) regulations.

Data mengenai karyawan pada laporan diolah berdasarkan database Divisi Sumber Daya Manusia. Adapun rincian komposisi karyawan berdasarkan rincian status ketenagakerjaan, wilayah dan jenis kelamin, kelompok usia, tingkat pendidikan, dan eselon disajikan di lampiran komposisi pekerja pada lampiran halaman 126.

Perseroan juga berkomitmen untuk memberikan kesempatan yang sama bagi seluruh karyawan dalam penempatan, pengembangan, dan promosi sesuai dengan kinerja dan kompetensinya, tanpa membedakan jenis kelamin, agama, dan wilayah asal. Komitmen ini tertuang dalam Kebijakan Etika Indocement. Sepanjang 2021, Perseroan telah merealisasikan sebesar Rp2.2 miliar untuk biaya pelatihan dan peningkatan kompetensi karyawan. Sebanyak 28.531 peserta telah mengikuti 138.822 jam pelatihan, dengan rata-rata pelatihan per karyawan mencapai 39,4 jam.

Data on employees in the report is processed based on the database of Human Resources Division. Details of the employee composition based on the employment status, region and gender, age group, educational level, and echelon are presented in the appendix on page 126.

The Company is also committed to providing equal opportunities for all employees in placement, development, and promotion according to their performance and competence, without discriminating against gender, religion, and region of origin. This commitment is stipulated in the Indocement's Code of Conduct. Throughout 2021, the Company has spent Rp2,2 billion on training and employee competence development activities. There were 28,531 participants who attended 138,822 training hours, with an average of 39.4 hours per employee.

Peserta dan Jam Pelatihan 2021 [404-1]
Participants and Training Hours of 2021

| No | Wilayah Area | Peserta Participants | Jam Pelatihan Training Hours | Rata-rata Jam Pelatihan Setiap Peserta Average Training Hours per Participant |
|--------------|---|----------------------|------------------------------|---|
| 1 | Kantor Pusat Head Office | 6.973 | 28.541 | 4 |
| 2 | Kompleks Pabrik Citeureup Citeureup Factory | 14.251 | 60.529 | 4,25 |
| 3 | Kompleks Pabrik Cirebon Cirebon Factory | 3.392 | 20.267 | 5,97 |
| 4 | Kompleks Pabrik Tarjun Tarjun Factory | 3.915 | 29.485 | 7,53 |
| Total | | 28.531 | 138.822 | 4,87 |

Pekerja Lain Bukan Karyawan

Perseroan juga memiliki pekerja lain yang bukan karyawan. Mereka adalah pekerja kontraktor/vendor/pemasok, yang bekerja berdasarkan kontrak yang telah disepakati. Namun, dalam laporan ini belum menyertakan jumlah karyawan lain yang bukan karyawan Perseroan, mengingat dinamisnya jumlah pergerakan di antara mereka. [2-8]

Other Workers Non-Employees

The Company also has other workers who are not employees. They are contractors/vendors/suppliers who work based on contracts that have been agreed upon. However, this report has not included the number of other workers who are not the Company's employees, as the number dynamically changes. [2-8]

Kesejahteraan bagi Karyawan Purna Karya [201-3] [404-2]

Kebijakan pensiun yang berlaku di Indocement yaitu bagi karyawan yang usianya sudah mencapai 55 tahun. Bagi karyawan yang telah memasuki masa menjelang purna karya di usia 53 tahun, telah tersedia program Masa Persiapan Pensiun (MPP). Program ini bertujuan agar mereka dapat terus berkarya dan berdaya secara mandiri di usia pensiun nanti. Topik-topik yang dibahas antara lain adalah aspek psikologi, motivasional, kesehatan, manajemen keuangan

The Welfare of Retired Employees

Indocement implements a retirement policy for employees who have reached 55 years of age. Employees who enter pre-retirement period at the age of 53 are eligible for the Retirement Preparation Period MPP program provided by the Company. The program aims to make them independent and capable of working in their retirement. The topics discussed, among others, are psychological aspect, motivation, health, family financial management,

keluarga, dan kewirausahaan skala mikro. Sepanjang 2021, terdapat 94 orang yang pensiun.

Melindungi Karyawan di Masa Pandemi COVID-19

Pada 2021, Perseroan masih menghadapi kondisi pandemi COVID-19. Untuk memastikan lingkungan kerja yang layak dan aman, serta melindungi karyawan yang bekerja, Indocement tetap menerapkan beberapa penyesuaian bagi karyawan. Tim Gugus Tugas COVID-19 yang dipimpin oleh Direktur juga terus memastikan komunikasi serta implementasi kebijakan dan pedoman di Perseroan tetap terlaksana dengan baik. Hal ini bertujuan agar Perseroan dapat tetap beroperasi di tengah masa pandemi ini dengan prosedur kesehatan yang ketat.

Perseroan menerapkan kebijakan 50% karyawan *Work from Home* (WFH) dan 50% karyawan *Work from Office* (WFO) bagi karyawan *supporting function*. Perseroan juga membagi karyawan *main function* dalam tiga *shift* yang bersifat permanen agar tidak ada pertemuan antar masing-masing *shift* dan larangan bertukar *shift*. Selain itu, setiap karyawan wajib untuk mendeklarasikan kegiatannya selama akhir pekan dan kondisi kesehatan diri, termasuk keluarga kepada atasannya setiap hari. Untuk menunjang pelaksanaan tugas dan tanggung jawab karyawan WFH, Perseroan mengembangkan sistem I-Work sebagai pengganti absensi, serta untuk mendeskripsikan apa saja yang dikerjakan selama WFH.

Bagi karyawan yang bekerja secara WFO, Indocement memberlakukan protokol kesehatan yang ketat sesuai anjuran pemerintah. Perseroan menyediakan berbagai fasilitas di lokasi operasi, seperti tempat cuci tangan, *hand sanitizer*, masker, dan berbagai fasilitas lainnya sebagai upaya mitigasi terhadap penyebaran virus COVID-19. Perseroan juga memiliki personel tenaga kesehatan sendiri untuk memantau kondisi karyawan dan memberikan layanan konsultasi kesehatan bagi karyawan.

Perseroan secara aktif menginformasikan informasi terbaru terkait pandemi COVID-19, mengadakan program Vaksinasi Gotong Royong, serta memberikan perhatian dan perawatan kepada karyawan dan keluarganya yang terpapar COVID-19.

and micro scale entrepreneurship. In 2021, there were 94 retired employees.

Protecting Employees during the COVID-19 Pandemic

In 2021, the Company was still facing the COVID-19 pandemic condition. In order to ensure a decent and safe work environment as well as to protect working employees, Indocement has continued to implement several adjustments for employees. The COVID-19 Task Force led by a Director has also continued to ensure good communication as well as smooth implementation of policies and guidelines in the Company. The purpose was to enable the Company to maintain operations in the midst of this pandemic through stringent health protocol.

The Company has implemented the policy of having 50% employees to Work from Home (WFH) and 50% employees to Work from Office (WFO) for employees with supporting functions. The Company has also divided employees of main functions into three different shifts permanently to prevent workers from meeting other shift workers and no changing shifts. In addition, all employees have had to declare their activities at weekends as well as the health condition of themselves and their family members to their superiors every day. In order to support the execution of WFH employees' duties and responsibilities, the Company has developed I-Work system to replace clocking in/out, as well as to describe the activities during WFH.

For WFO employees, Indocement has implemented a stringent health protocol based on the government's recommendations. The Company has provided various facilities in the locations of operations, such as washbowls, hand sanitizers, masks, and other facilities as efforts to mitigate the transmission of COVID-19 virus. The Company also has had its own health workers to monitor employees' conditions and to provide health consultations for employees.

The Company actively provides the latest information on the COVID-19 pandemic, conducted Gotong Royong Vaccination program, as well as gives attention and care to employees and their families who are infected with COVID-19.



Informasi lebih lengkap mengenai pengelolaan SDM, pengembangan karir dan kompetensi, serta pemenuhan hak karyawan dapat dibaca pada Laporan Tahunan 2021.

Complete information on HR management, career and competence development, as well as the fulfillment of employees' rights can be found in the 2021 Annual Report.

KINERJA **KEBERLANJUTAN** KAMI

Our Sustainability Performance





1

Menjaga Ekonomi Berkelanjutan dan Bisnis yang Bertanggung Jawab

Maintaining a Sustainable Economy and Responsible Business

2

Mengelola Lingkungan untuk Masa Depan yang Lebih Baik

Managing Environment for Better Future

3

Melindungi Karyawan Kami dan Komunitas

Taking Care of Our Employees and Communities

Dalam setiap pertemuan Direksi maupun rapat gabungan antara Direksi dengan Dewan Komisaris dan komite di bawahnya, tim manajemen selalu melakukan peninjauan kinerja keberlanjutan yang mencakup aspek ekonomi, sosial, dan lingkungan. Tinjauan ini juga mendiskusikan dampak, risiko, dan peluang terhadap bisnis Indocement.

Kami juga terus berupaya untuk membangun budaya keberlanjutan di internal Perseroan.

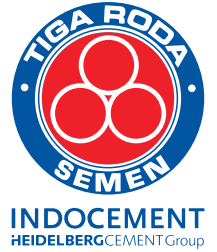
In every Board of Directors Meeting or joint meeting between the Board of Directors and Board of Commissioners as well as the committees under them, the management team always reviews sustainability performance consisting of economic, social, and environmental aspects. The review also discusses impacts, risks, and opportunities related to Indocement's business.

We also continue to build a sustainability culture within the Company.

MENJAGA EKONOMI BERKELANJUTAN DAN BISNIS YANG BERTANGGUNG JAWAB

*Maintaining a Sustainable Economy
and Business Responsibility*





PENDEKATAN MANAJEMEN [3-3]

Management Approach



KEBIJAKAN DAN KOMITMEN

Policies and Commitment

- Sustainability Commitment 2030 HeidelbergCement Group.
- Rencana Kerja Anggaran Belanja (RKAB).
- Peraturan perundangan yang berlaku, di antaranya Peraturan Otoritas Jasa Keuangan Nomor 51 Tahun 2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik.
- HeidelbergCement Group's Sustainability Commitment 2030.
- Work Plan and Budget (RKAB).
- Applicable laws and regulations, such as the Financial Services Authority Regulation No. 51 of 2017 on Sustainable Finance Implementation for Financial Services Institutions, Issuers, and Public Companies.

STRATEGI 2021

2021 Strategies

- Perluasan penetrasi pasar melalui inovasi produk yang ramah lingkungan, serta produk dengan harga yang terjangkau dan dapat bersaing dengan kompetitor.
- Memperkuat *brand equity* melalui berbagai program pemasaran yang relevan bagi masyarakat, baik melalui saluran media konvensional maupun media digital, menggunakan pendekatan *Marketing Corporate Social Initiatives*.
- Meningkatkan ekspor dan menjalin kerja sama jangka panjang dengan perusahaan mitra di luar negeri.
- Memenuhi peningkatan permintaan semen sebesar 13% dari total pertumbuhan pasar domestik.
- Konsistensi pelayanan yang optimal kepada pelanggan melalui *Sales is a Science (SiaS)*, penggunaan TIRO *Sales Force Automation System* berbasis digital, yang membantu proses penjualan dan distribusi secara waktu nyata.
- Melakukan *Logistic Digital Transformation* yang dilengkapi dengan dashboard yang menyajikan data secara waktu nyata.
- Meluncurkan *Customer Centricity Culture*, yang dilakukan dengan metode *Net Promotor Score* melalui survei pelanggan untuk mendapatkan masukan guna meningkatkan pelayanan dan mutu produk Indocement.
- Improving market penetration through innovations of environmentally friendly products as well as products with affordable prices that have competitive advantages over competitors.
- Strengthening brand equity by means of various marketing programs that are relevant to the community, through either conventional or digital media, using Marketing Corporate Social Initiatives approach.
- Increasing export and fostering long-term cooperation with partner companies abroad.
- Meeting the demand for cement that increased by 13% of the total domestic market growth.
- Providing consistent optimum services to customers through Sales is a Science (SiaS) and utilization of TIRO digital-based Sales Force Automation System, which helps the process of sales and distribution real time.
- Carrying out Logistic Digital Transformation equipped with a dashboard that presents data in real time.
- Launching Customer Centricity Culture, which was developed using Net Promotor Score method through customer surveys to get inputs in order to improve Indocement's services and product quality.



EVALUASI PENDEKATAN MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN

Evaluation of Management Approaches and Stakeholder Engagement

- Pemantauan kinerja ekonomi secara terintegrasi dimulai dari pengadaan melalui *internal control system* dan dipantau oleh Komite Audit.
- Pelaporan kinerja ekonomi Perseroan kepada pemangku kepentingan melalui Laporan Keuangan yang mengacu pada Standar Akuntansi Keuangan.
- The integrated economic performance monitoring is started from procurement through the internal control system and observed by the Audit Committee.
- The Company's economic performance is reported to stakeholders through Financial Statements that refer to Financial Accounting Standards.



KINERJA EKONOMI 2021

Economic Performance 2021

Pada 2021, pemulihan ekonomi terjadi karena peningkatan mobilitas dan kegiatan masyarakat di era new normal. Hal ini juga didukung dengan diberlakukannya percepatan vaksinasi bagi seluruh rakyat Indonesia. Kondisi ini juga memberikan peluang bagi Indocement untuk memenuhi permintaan semen yang meningkat dibandingkan tahun sebelumnya yang sebesar 4,3%.

Untuk mempertahankan *margin* yang sehat, Indocement berfokus pada *operational excellence program*, pengurangan biaya tetap, mengelola pemanfaatan *kiln* yang efisien, dan transformasi digital pada kegiatan operasional. Perseroan mencatatkan peningkatan produksi semen sebesar 2,4%, serta pertumbuhan volume penjualan sepanjang 2021 mencapai 4,7%. Melalui pencapaian tersebut, Indocement berhasil mendapatkan pendapatan bersih sebesar Rp14.772 miliar atau meningkat 4,1% dibandingkan tahun sebelumnya yang sebesar Rp14.184 miliar. Perseroan mencapai Rp1.788 miliar laba bersih atau mengalami penurunan sebesar 1,0% dibandingkan tahun sebelumnya sebesar yang sebesar Rp1.806 miliar.

Kami menyadari bahwa nilai ekonomi merupakan dampak dari pengelolaan risiko LST. Oleh karenanya risiko ini kami kelola dan sepanjang 2021, belum ada dampak yang signifikan atas perubahan iklim yang ekstrem, yang memengaruhi kegiatan operasional. Pada saat yang sama, Indocement juga tidak menerima bantuan finansial dari Pemerintah. [201-1] [201-2] [201-4]

In 2021, economic recovery occurred due to the increasing mobility and community activity in the new normal era. It was also supported by the acceleration of vaccination programs for all Indonesian people. This condition also provided Indocement with opportunities for fulfilling the demand for cement that has increased compared to that of the previous year, which was at 4.3%.

In order to maintain a healthy margin, Indocement focused on the operational excellence program, reduction in fixed costs, efficient kiln usage, and digital transformation in operational activities. The Company recorded an increase of 2.4% in cement production as well as the growth of sales volume throughout 2021 that was at 4.7%. Through those achievements, Indocement managed to earn net revenues of Rp14,772 billion, increased by 4.1% compared to that of the previous year that was at Rp14,184 billion. The Company generated net profit of Rp1,788 billion, decreased by 1.0% compared to that of the previous year that was at Rp1,806 billion.

We realize that economic values are impact of the ESG risk management. Therefore, we have managed those risks, and there was no significant impact of extreme climate change that affected operational activities in 2021. At the same time, Indocement also did not receive financial aid from the Government. [201-1] [201-2] [201-4]

Nilai Ekonomi Dihasilkan dan Didistribusikan (dalam Miliar Rupiah) [201-1]

Economic Value Generated and Distributed (in Billion Rupiah)

| Uraian Description | 2021 | 2020 | 2019 |
|--|--------|--------|--------|
| Nilai Ekonomi yang Dihasilkan <i>Economic Values Generated</i> | | | |
| Pendapatan Revenues | | | |
| • Pendapatan Neto Net Revenues | 15.010 | 14.508 | 16.316 |
| • Pendapatan Keuangan Finance Income | | | |
| • Bagian atas Laba Bersih Entitas Asosiasi – Neto Share of Net Profit of Associates - Net | | | |

Nilai Ekonomi Dihasilkan dan Didistribusikan (dalam Miliar Rupiah) [201-1]
Economic Value Generated and Distributed (in Billion Rupiah)

| Uraian <i>Description</i> | 2021 | 2020 | 2019 |
|--|---------------|---------------|---------------|
| Distribusi Nilai Ekonomi <i>Economic Value Distributed</i> | | | |
| Biaya Operasi <i>Operating Costs</i> | 6.550 | 5.271 | 6.932 |
| Gaji, Upah, dan Kesejahteraan Karyawan <i>Salary, Wages, and Employee Benefits</i> | 1.499 | 1.589 | 1.615 |
| Pembayaran kepada Penyandang Dana <i>Funding Payments</i> | | | |
| • Pembayaran Dividen Kas <i>Payments of Cash Dividends</i> | 1.881 | 2.720 | 2.032 |
| • Pembayaran Beban Bunga dan Beban Keuangan Lainnya <i>Payments of Interest Expense and Other Financial Charges</i> | | | |
| Pembayaran kepada Pemerintah <i>Payments to the State</i> | | | |
| • Pembayaran Pajak Penghasilan Badan <i>Payments of Corporate Income Taxes</i> | 1.769 | 1.641 | 1.399 |
| • Pembayaran Pajak Lainnya <i>Payments of Other Taxes</i> | | | |
| Investasi untuk Pengembangan Komunitas <i>Investment for Community Development</i> | 13 | 14 | 21 |
| Jumlah Nilai Ekonomi yang Didistribusikan <i>Total Economic Values Distributed</i> | 11.712 | 11.235 | 11.999 |
| Nilai Ekonomi yang Ditahan <i>Economic Values Retained</i> | 3.298 | 3.273 | 4.317 |

Keterangan:

- Kinerja ekonomi Perseroan disampaikan secara konsolidasi sesuai laporan keuangan yang diaudit, tidak disampaikan berdasar wilayah, area, atau produk.
- Penghitungan nilai ekonomi yang disajikan pada Laporan Keberlanjutan menggunakan metode *cash basis* sesuai yang disarankan GRI Standard, sehingga angka yang disajikan dapat saja berbeda dengan *Audited Financial Statement*.

Notes:

- The Company's economic performance is reported in a consolidated manner according to the audited financial statements. It is not reported based on the region, area, or product.
- The calculation of economic values presented in the Sustainability Report used the cash basis method as recommended by the GRI Standard, and therefore the numbers presented may differ from the Audited Financial Statements.

INOVASI PRODUK DAN LAYANAN PELANGGAN YANG BAIK

Product Innovation and Excellence Customer Service

INOVASI PRODUK 2021

Indocement memastikan seluruh (100%) produknya telah memenuhi kriteria kesehatan dan keselamatan pelanggan dengan diperolehnya sertifikat standar nasional Indonesia (SNI) dari Balai Besar Bahan dan Barang Teknik (B4T-LSPr). Sebagai pemenuhan sertifikasi produk dan upaya mengendalikan potensi dampak yang ditimbulkan produk, Perseroan mencantumkan informasi spesifik pada kemasan. Informasi spesifik tersebut berupa lambang/logo Indocement, nama produk, nomor SNI, berat dalam kemasan, jenis semen, petunjuk penggunaan, serta nomor layanan konsumen bila ada keluhan atau pengaduan.

Selain itu, selama tahun 2021, tidak ada produk Perseroan yang ditarik kembali.

SEMEN HIJAU

Sejalan dengan konsep konstruksi yang kuat, tahan lama, dan ramah lingkungan, Perseroan berkomitmen untuk memproduksi "Semen Hijau" yang diwujudkan melalui peta jalan hingga tahun 2025. Tujuan Perseroan pada 2025 mampu mengurangi emisi cakupan 1 sampai dengan 0,575 ton CO₂ eq/ton semen ekuivalen. Emisi cakupan 1 ini mencakup emisi yang bersumber dari proses produksi dan emisi dari pembangkit listrik yang dimiliki oleh Perseroan. Maka dari itu, Perseroan melakukan beberapa hal, yaitu:

1. Menaikkan pemakaian bahan bakar alternatif sampai dengan 25% pada tahun 2025.
2. Pemakaian lebih banyak bahan baku alternatif menggantikan klinker untuk konservasi energi.
3. Memperkenalkan Semen Portland Komposit (PCC), Semen Portland Pozzolan (PPC), Semen *Slag*, dan Semen Hidraulis (Semen Hijau) untuk menggantikan *Ordinary Portland Cement* (OPC).

PRODUCT INNOVATION OF 2021

Indocement ensures that all (100%) its products meet the criteria for customer health and safety by getting Indonesian national standard (SNI) certificates from the center for materials and technical goods (B4T-LSPr). In order to meet the requirements for product certifications and to manage potential impact of products, the Company provides specific information on the packaging. The specific information includes Indocement's logo/symbol, product name, SNI number, weight in the packaging, type of cement, instructions for use, and customer service numbers for complaints.

In addition, during 2021, no products were recalled.

GREEN CEMENT

In line with the concept of solid, durable, and environmentally friendly constructions, the Company is committed to produce "Green Cement", which is demonstrated through the road map until 2025. The Company's goal by 2025 is to reduce scope 1 emissions to 0.575 ton CO₂ eq/ton equivalent cement. The scope 1 emissions include emissions generated from the production process and emissions from the power plants owned by the Company. Therefore, the Company implements the following:

1. Increasing alternative fuel usage to 25% by 2025.
2. Using more alternative raw materials to replace clinkers in order to conserve energy.
3. Introducing Portland Composite Cement (PCC), Portland Pozzolan Cement (PPC), Slag Cement, and Hydraulic Cement (Green Cement) to replace Ordinary Portland Cement (OPC).

4. Penggunaan energi terbarukan untuk sumber listrik (turbin gas dan panel surya).

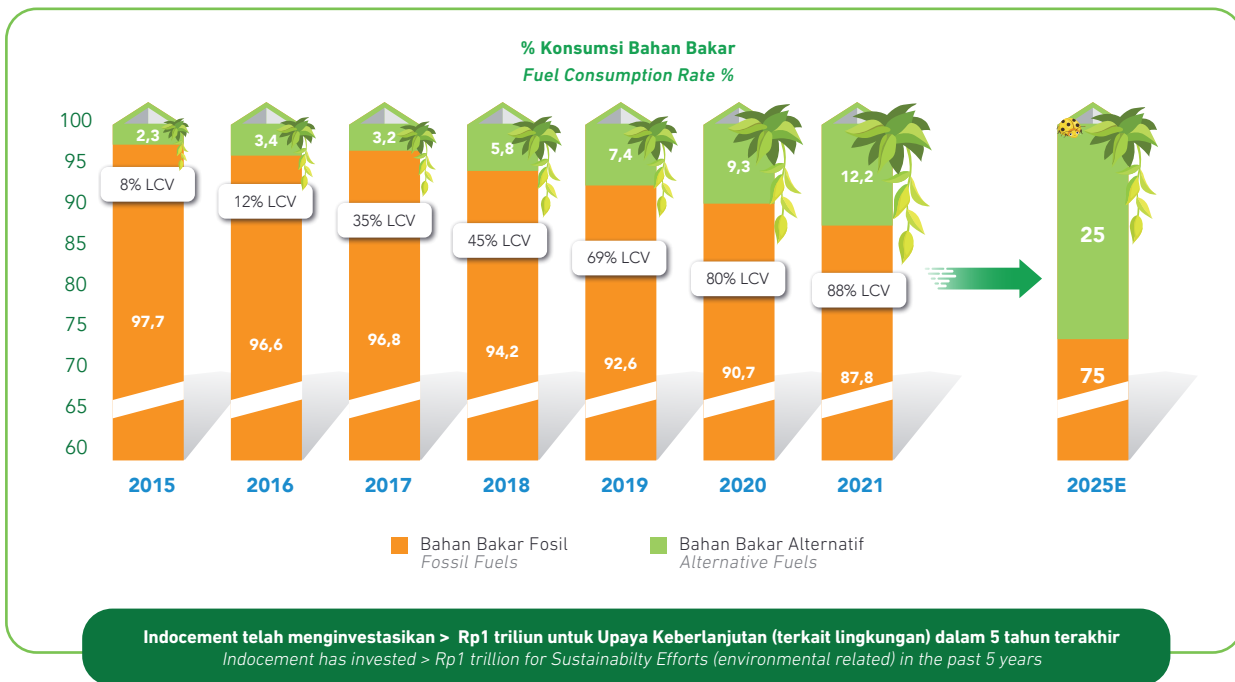
4. Using renewable energy as a source of electricity (gas turbine and solar panel).

PETA JALAN PENGURANGAN BAHAN BAKAR FOSIL INDOCEMENT

INDOCEMENT'S FOSSIL FUEL REDUCTION ROAD MAP

Peningkatan Bahan Bakar Alternatif Menggantikan Bahan Bakar Fosil Alternative Fuel Increase to Replace the Fossil Fuels

Efisiensi biaya berkelanjutan pada bahan bakar alternatif dan penggunaan batubara berkalori rendah (LCV) yang lebih tinggi
 Continuous cost efficiency on alternative fuels and higher LCV use



Terdapat beberapa produk semen hijau yang diproduksi oleh Perseroan, yaitu Semen Portland Komposit (PCC), Portland Slag Cement (Duracem), dan Semen Hidraulis (Hydraulic Cement). Produk semen hijau memiliki beberapa keunggulan, di antaranya proses yang lebih ramah lingkungan, mengurangi emisi CO₂, dan ketahanan yang lebih baik. Produksi semen hijau juga sesuai dengan Instruksi Menteri Pekerjaan Umum dan Perumahan Rakyat (PUPR) Nomor 04/IN/M/2020, tentang Penggunaan Semen Non-Ordinary Portland Cement yang lebih ramah lingkungan pada Pekerjaan Konstruksi di Kementerian PUPR. Semen hijau juga dapat menurunkan emisi gas rumah kaca, mengoptimalkan penggunaan material konstruksi yang ramah lingkungan, dan semen non-OPC memiliki manfaat dari sisi lingkungan dengan spesifikasi sesuai pekerjaan konstruksi.

The Company produces several green cement products, namely Portland Composite Cement (PCC), Portland Slag Cement (Duracem), and Hydraulic Cement. Green cement products have several advantages, such as having more environmentally friendly processes, reducing CO₂ emission, and having better durability. The production of green cement is in line with the Instruction of the Minister of Public Works and Housing No. 04/IN/M/2020 on the Utilization of Non-Ordinary Portland Cement, which is more environmentally friendly, in Construction Work within the Ministry of Public Works and Housing. Green cement can also lower greenhouse gas emissions and optimize the usage of environmentally friendly construction materials; non-OPC cement also has environmental benefits with specifications that match that of construction work.

Semen hijau merupakan produk yang relatif baru bagi masyarakat dan perlu terus disosialisasikan karena lebih ramah lingkungan. Dengan dukungan penuh dari Pemerintah, khususnya Kementerian PUPR melalui perubahan spesifikasi pada dokumen tender, maka semen hijau menjadi produk masa depan yang ramah lingkungan.

Pada 2021, Indocement mulai memperkenalkan semen hijau melalui produk semen hidraulis. Semen hidraulis merupakan semen yang lebih ramah lingkungan yang dapat menurunkan emisi CO₂ dari produksinya serta tingkat rasio klinker yang lebih rendah dari OPC. Selain itu, semen hidraulis bisa dipakai pada air laut, dan memiliki temperatur yang sangat rendah sehingga baik untuk cor. Dengan rasio klinker yang relatif lebih rendah, semen hidraulis menghasilkan emisi karbon lebih rendah 80–100 kg/ton semen dibandingkan dengan OPC.

Green cement is a product that is relatively new to the public, and it needs to be continuously promoted because it is more environmentally friendly. With the full support from the Government, especially the Ministry of Public Works and Housing through the changes made to tender documents, green cement becomes an environmentally friendly product of the future.

In 2021, Indocement started introducing green cement through the hydraulic cement product. Hydraulic cement is a more environmentally friendly cement that can lower CO₂ emission from its production, and it has a lower clinker ratio compared to OPC. In addition, hydraulic cement can be used in seawater, and it has a very low temperature, making it good for casting. With a relatively lower clinker ratio, hydraulic cement generates a lower carbon emission by 80–100 kg/ton cement compared to OPC.

PRODUK MORTAR BARU

Meningkatnya permintaan masyarakat terhadap produk mortar yang berkualitas baik, dapat diandalkan, dan memiliki harga yang kompetitif mendorong Indocement untuk meluncurkan tiga jenis produk mortar baru, yaitu produk TR-10 Mortar Serbaguna, TR-15 Thinbed, dan TR-20 Plester Plus.

Melalui peluncuran ketiga produk mortar baru, Indocement menjawab permintaan konsumen terhadap produk semen yang digunakan untuk aplikasi pemasangan bata merah dan bata ringan, dan pelapis serta perekat bata ringan. Tiga produk mortar baru ini menambah jenis mortar yang telah diproduksi oleh Perseroan sebelumnya yaitu Mortar TR-30 Acian Putih. Mortar TR-30 Acian Putih dapat menghasilkan permukaan acian yang halus, mengurangi retak, berdaya rekat tinggi serta mudah diaplikasikan. Produk Mortar TR-30 Acian Putih memiliki keunggulan dari sisi kualitas karena Indocement memiliki bahan baku semen dan *limestone* kualitas terbaik.

Perseroan telah mengeluarkan investasi sebesar Rp45,5 miliar untuk peluncuran tiga produk mortar baru yang seluruhnya berasal dari kas Perseroan. Sumber bahan baku berasal dari sumber internal, yaitu tambang Indocement di Citeureup, Bogor, termasuk *limestone* (CaCO₃). Perseroan memiliki target dari kapasitas produksi mortar sebesar 180 ribu ton/tahun.

Sampai dengan 2021, ketiga jenis mortar baru hanya tersedia di daerah Jakarta, Bogor, Depok, Tangerang, dan Bekasi (Jabodetabek), Provinsi Jawa Barat, dan Provinsi Banten. Namun demikian, Perseroan berencana melakukan ekspansi ke daerah lain jika konsumen merespons dengan baik.

NEW MORTAR PRODUCTS

The increasing public demand for mortar products of good quality that are reliable and have competitive prices motivated Indocement to launch three new mortar products, namely TR-10 Mortar Serbaguna, TR-15 Thinbed, and TR-20 Plester Plus.

The launch of these three new mortar products was Indocement's answer to the consumer demand for cement products application for red bricks and lightweight bricks as well as to plaster lightweight bricks. These three new mortar products added to the types of mortar products produced by the Company, Mortar TR-30 Acian Putih. TR-30 Acian Putih can produce smooth skim coat and reduce cracks. It has a high adhesive power, and it is easy to be applied. TR-30 Acian Putih has advantages in terms of quality because Indocement has cement raw materials and *limestone* of the best quality.

The Company has invested Rp45.5 billion in the launch of three new mortar products that entirely came from the Company's cash. Raw materials are sourced from internal sources, which are Indocement's quarries in Citeureup, Bogor, including *limestone* (CaCO₃). The Company has set a target of 180 thousand ton/year for mortar production capacity.

As of 2021, the three types of the new mortar were only available in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas, West Java Province, and Banten Province. However, the Company has planned for expansion to other areas if the customers give good responses.

MEMBERIKAN LAYANAN SETARA DAN OPTIMAL BAGI PELANGGAN

Indocement berkomitmen untuk memberikan layanan yang setara dan optimal kepada pelanggan dengan memastikan komunikasi dua arah dengan pelanggan. Komunikasi yang terjalin dengan baik dapat meningkatkan mutu layanan bagi pelanggan, melalui:

1. Menyediakan situs web sebagai sarana informasi utama bagi pelanggan mengenai produk dan jaringan distribusi Perseroan.
2. Akun media sosial Perseroan yang secara aktif berkomunikasi dua arah dengan pelanggan.
3. Program SETARA dan komunitas Alumni SETARA untuk meningkatkan kualitas dari pekerja bangunan agar menghasilkan pekerjaan yang lebih baik bagi pelanggan-pelanggan mereka.
4. Layanan dukungan teknis untuk membantu pelanggan dalam menggunakan semen di lapangan.
5. Kunjungan rutin tenaga penjualan untuk memberikan pelayanan terbaik atas kebutuhan pelanggan.
6. Survei rutin kepuasan pelanggan dengan memberikan solusi dan perbaikan berdasarkan masukan dari pelanggan.

Melalui program *Sales is a Science* (SiaS), Perseroan dapat meningkatkan penjualan dan menciptakan nilai bagi pelanggan. Implementasi program SiaS diwujudkan melalui restrukturisasi divisi penjualan secara bertahap untuk meningkatkan fleksibilitas dan kemudahan bergerak dalam memenuhi kebutuhan pelanggan. Melalui SiaS, Indocement dapat mendekati diri kepada pelanggan dengan menekankan pada tiga pilar utama, yaitu *market knowledge*, *structure selling*, dan *capability building*.

Sepanjang 2021, Indocement telah melaksanakan 17 modul pelatihan intensif dengan 20 *batch* pelatihan yang diikuti oleh sekitar 200 peserta yang berasal dari Tim Penjualan Indocement dan tenaga penjualan distributor. Pelatihan intensif tersebut meliputi *SiaS Refreshment*, *Customer Centricity Program*, *Sales Supervisory*, *1 on 1 Coaching Management*, dan lain-lain. Indocement juga membangun portal *tiroacademy.id* sebagai media pembelajaran bagi seluruh Tim Penjualan.

Transformasi digital pada proses distribusi dan penjualan pada pelanggan diimplementasikan melalui sistem digital *Sales Force Automation* (SFA). Tahun 2021 merupakan tahun optimalisasi dari penerapan SFA. Di tengah kondisi pandemi COVID-19, platform digital SFA mampu memastikan proses bisnis penjualan tetap berjalan secara optimal, serta manajemen pelanggan menjadi lebih cepat, terstruktur, dan efisien. Sejak akhir 2020, semua distributor Indocement di Indonesia telah menggunakan TIRO SFA.

PROVIDING CUSTOMERS WITH EQUAL AND OPTIMUM SERVICES

Indocement is committed to offer equal and optimum services to customers by ensuring two-way communication with them. Good communication can increase service quality for customers, through:

1. Providing websites as the main facility to disseminate information to customers about the Company's products and distribution networks.
2. The Company's social media that are actively used to have two-way communication with customers.
3. SETARA program and SETARA Alumni communities to improve the quality of construction workers to produce better works for their customers.
4. Technical support services to assist customers in using cement in the field.
5. Routine visits from sales force to provide the best service for customer's needs.
6. Routine customer-satisfaction survey to offer solutions and improvements based on customers' feedback.

The Company has managed to increase sales and give values to customers through the *Sales is a Science* (SiaS) program. SiaS program is implemented through a gradual restructuring of sales division to improve flexibility and ease of movement in fulfilling customers' needs. Through SiaS, Indocement can be closer to customers by emphasizing three main pillars, namely *market knowledge*, *structure selling*, and *capability building*.

Throughout 2021, Indocement has provided intensive training with 17 modules and 20 batches of participants. It was attended by around 200 participants from Indocement's Sales Teams and distributor sales force. The intensive training included *SiaS Refresher Course*, *Customer Centricity Program*, *Sales Supervisory*, *1 on 1 Coaching Management*, and others. Indocement has also developed *tiroacademy.id* portal as a means of learning for all Sales Teams.

The digital transformation in the process of sales and distribution to customers has been made through the *Sales Force Automation* (SFA) digital system. The implementation of SFA was optimized in 2021. In the midst of the COVID-19 pandemic, the SFA digital platform has been able to ensure the sales business process runs optimally as well as make customer management faster, more structured, and more efficient. Since the end of 2020, all Indocement's distributors in Indonesia have used the TIRO SFA.

Indocement juga membuka jalur pengaduan pelanggan serta portal pertanyaan atau informasi terkait produk dan layanan melalui telepon, surel, SMS, aplikasi WhatsApp, dan melalui tenaga penjualan yang mengunjungi *retailer* dan pelanggan. Sepanjang 2021, terdapat 7.329 laporan pelanggan yang terdiri dari laporan mengenai informasi produk, pengaduan dan pertanyaan, yang mana 100% dari laporan tersebut telah diselesaikan oleh unit terkait.

Indocement has also opened channels for customer complaints as well as portals for receiving questions and providing information related to products and services, through phone calls, e-mail, SMS, WhatsApp application, and sales force who visit retailers and customers. Throughout 2021, there were 7,329 reports from customers about product information, complaints, and questions. All of them (100%) have been processed by related units.



Keluhan Pelanggan Customer Complaint

| Kategori Laporan <i>Report Category</i> | 2021 | Persentase <i>Percentage</i> | 2020 | 2019 |
|--|--------------|---------------------------------|--------------|---------------|
| Informasi <i>Information</i> | 6.660 | 90,88% | 7.076 | 10.281 |
| Pengaduan <i>Complaint</i> | 337 | 4,60% | 472 | 640 |
| Permintaan dan Pertanyaan <i>Request and Question</i> | 332 | 4,52% | 476 | 526 |
| Jumlah Total | 7.329 | 100% | 8.024 | 11.447 |

| Status Laporan Pengaduan dan Permintaan <i>Status of Complaints and Request Reports</i> | 2021 | Persentase <i>Percentage</i> | 2020 | 2019 |
|--|--------------|---------------------------------|--------------|---------------|
| Selesai <i>Settled</i> | 7.329 | 100% | 8.024 | 11.436 |
| Dalam Proses <i>In Progress</i> | - | 0% | - | 11 |
| Jumlah Laporan Total Reports | 7.329 | 100% | 8.024 | 11.447 |

TATA KELOLA KEBERLANJUTAN

Sustainability Governance

Struktur tata kelola Indocement terdiri atas Rapat Umum Pemegang Saham (RUPS) yang merupakan organ tertinggi dalam struktur tata kelola, Dewan Komisaris yang memiliki tugas dan tanggung jawab mengawasi serta memberikan nasihat kepada Direksi, serta Direksi yang memiliki tugas dan tanggung jawab mengelola operasional untuk mencapai tujuan Perseroan. Pengelolaan ini meliputi kinerja ekonomi, lingkungan, sosial, dan tata kelola.

Indocement mewajibkan Dewan Komisaris, Direksi, pejabat Perseroan, karyawan, dan pihak-pihak yang berelasi untuk bertindak dengan tanggung jawab, integritas, kepercayaan, rasa hormat dan loyalitas; serta mematuhi kewajiban hukum yang berlaku. Komitmen tersebut kami wujudkan dengan tidak adanya sanksi denda maupun sanksi hukum lain selama periode pelaporan, baik dari lembaga berwenang dalam pengelolaan industri manufaktur, maupun dari Otoritas Jasa Keuangan dan Bursa Efek Indonesia. [2-27]

STRUKTUR TATA KELOLA DAN KEBIJAKAN REMUNERASI

Sesuai Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, struktur tata kelola Indocement terdiri atas Rapat Umum Pemegang Saham (RUPS) sebagai tata kelola tertinggi, Direksi sebagai pengurus Perseroan, dan Dewan Komisaris sebagai pengawas. Nominasi dan pengangkatan Direksi serta Dewan Komisaris menjadi kewenangan pemegang saham, dan disahkan dalam RUPS. Pengungkapan informasi lengkap mengenai RUPS, Direksi, Dewan Komisaris, Komite-komite di bawah Dewan Komisaris dan Fungsi-fungsi di bawah Direksi, serta proses nominasi dan seleksi anggota Direksi maupun Dewan Komisaris, disampaikan dalam Laporan Tahunan 2021 Indocement. [2-9][2-10]

Kami memastikan tidak ada hubungan semenda di antara anggota Direksi dan Dewan Komisaris, maupun antar-mereka, yang dapat menimbulkan benturan kepentingan. Tidak ada pemegang saham yang memiliki hubungan langsung maupun tidak langsung dengan pemasok maupun rantai pasok Perseroan. Selama periode pelaporan, tidak ada hal-hal yang mengindikasikan terjadinya benturan kepentingan dalam setiap keputusan yang dibuat Indocement. [2-15]

Indocement's governance structure consists of the General Meeting of Shareholders (GMS) that is the highest organ in the governance structure, the Board of Commissioners that has the roles and responsibilities to supervise and provide advice to the Board of Directors, as well as the Board of Directors that has the roles and responsibilities to manage operations in order to achieve the Company's goals. This operational management includes economic, environmental, social, and governance performances.

Indocement requires that the Board of Commissioners, Board of Directors, the Company's officials, employees, and related parties act with responsibility, integrity, trust, respect, and loyalty as well as comply with applicable legal obligations. We demonstrate the commitment by not having fines or other legal sanctions imposed on us during the reporting period by either authorized institutions in the manufacture industry or the Financial Services Authority and Indonesia Stock Exchange. [2-27]

GOVERNANCE STRUCTURE AND REMUNERATION POLICY

In accordance with the Law No. 40 of 2007 on Limited Liability Company, Indocement's governance structure consists of the General Meeting of Shareholders (GMS) as the highest level of governance, the Board of Directors as the Company's management, and the Board of Commissioners as the supervisor. The nomination and appointment of the Board of Directors and Board of Commissioners are under the authority of shareholders, and approved in the GMS. Disclosures of complete information about the GMS, Board of Directors, Board of Commissioners, Committees under the Board of Commissioners, and Functions under the Board of Directors as well as the process of nomination and selection of members of the Board of Directors and Board of Commissioners are presented in the 2021 Annual Report of Indocement. [2-9][2-10]

We ensure that there are no family relationships among members of the Board of Directors and members of the Board of Commissioners as well as between members of the Board of Directors and Board of Commissioners, which can cause conflicts of interests. There are no shareholders who have direct or indirect relationship with suppliers or the Company's supply chain. During the reporting period, there were no indications of conflict of interest in every decision made by Indocement. [2-15]

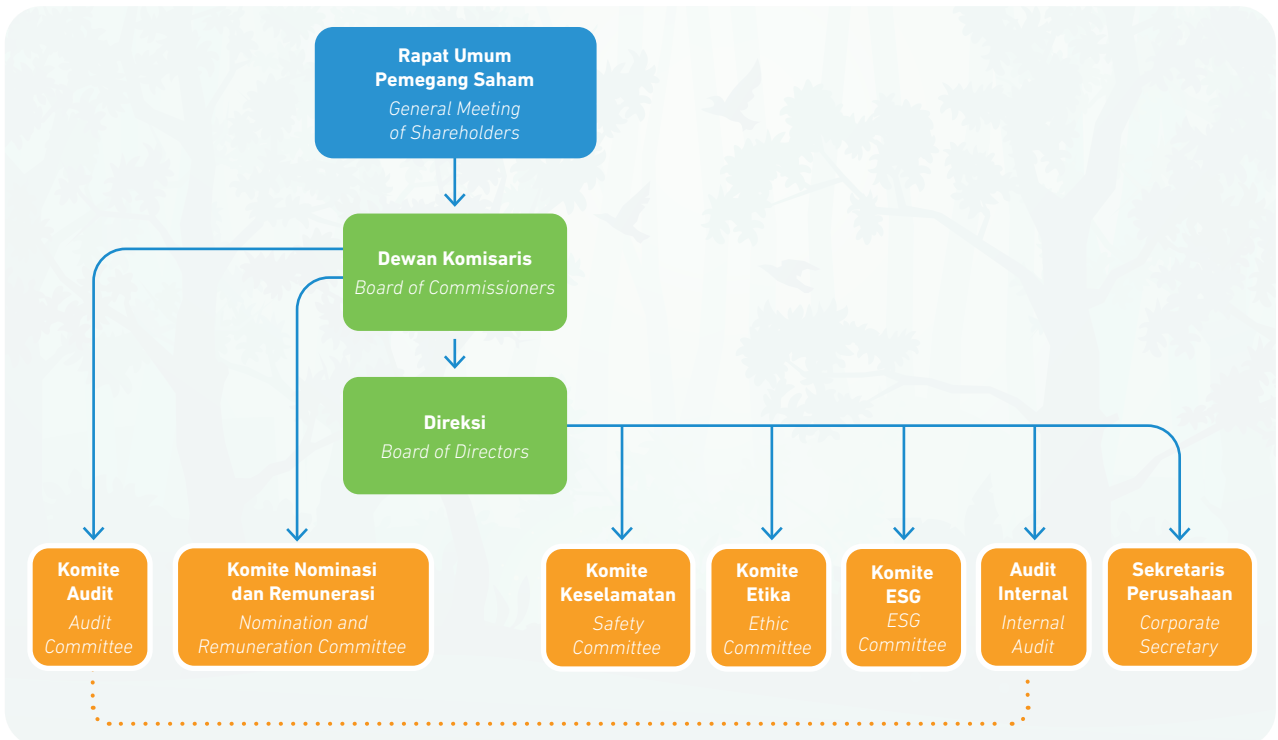
Penetapan remunerasi Dewan Komisaris dan Direksi dilakukan melalui RUPS. Sesuai RUPS Tahunan yang diadakan pada 8 Juli 2021, diputuskan besaran remunerasi anggota Dewan Komisaris dan Direksi adalah Rp75,9 miliar.

The remuneration of the Board of Commissioners and Board of Directors is determined through the GMS. Based on the Annual GMS which held on 8 July 2021, the remuneration of members of the Board of Commissioners and Board of Directors was Rp75.9 billion.

RUPS mendelegasikan kewenangan kepada Dewan Komisaris untuk menentukan jumlah dan remunerasi bagi Direksi, dengan mempertimbangkan rekomendasi Komite Nominasi dan Remunerasi Perseroan. Pemegang saham menjadi satu-satunya pemangku kepentingan yang terlibat dalam proses penetapan remunerasi Dewan Komisaris dan Direksi. Pengungkapan informasi tentang rasio remunerasi Direksi dan Dewan Komisaris disampaikan pada Laporan Tahunan 2021 Perseroan. [2-19][2-20][2-21]

The GMS delegates its authority to the Board of Commissioners to determine the amount and remuneration for the Board of Directors by considering recommendations from the Company's Nomination and Remuneration Committee. Shareholders are the only stakeholder involved in the process of determining the remuneration of the Board of Commissioners and Board of Directors. The disclosure of information about the ratio of the Board of Directors' remuneration to the Board of Commissioners' remuneration is presented in the Company's 2021 Annual Report. [2-19][2-20][2-21]

Struktur Tata Kelola Perseroan [2-9]
Company's Governance Structure



Informasi struktur tata kelola Perseroan secara komprehensif dapat dilihat pada Laporan Tahunan Indocement 2021.
Information on the Company's governance structure is presented comprehensively in the 2021 Annual Report of Indocement.

Pada 2021, Indocement telah membentuk Komite Environment, Social, and Corporate Governance (ESG). Upaya ini merupakan respons Perseroan dalam mengelola risiko terkait keberlanjutan, serta merespons isu lingkungan, sosial, dan tata kelola (ESG) dan yang bertanggung jawab dalam pelaporan keberlanjutan. [2-6] [2-14]

Pengelolaan program Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility/CSR*), serta pelaksanaan konsultasi dan komunikasi dengan pemangku kepentingan terkait pemenuhan tanggung jawab sosial dan lingkungan (TJSL) dilaksanakan oleh CSR & Security Division yang bertanggung jawab langsung kepada Direktur yang membawahi HRGA. Sesuai pendelegasian kewenangan, pengelolaan aspek-aspek keberlanjutan juga didukung beberapa fungsi terkait, di antaranya Corporate Human Resource Division (CHRD), Corporate Safety, Health & Environment Division (CSHED), Corporate Legal, Communication dan General Affair Division (CORSELA). [2-11][2-12]

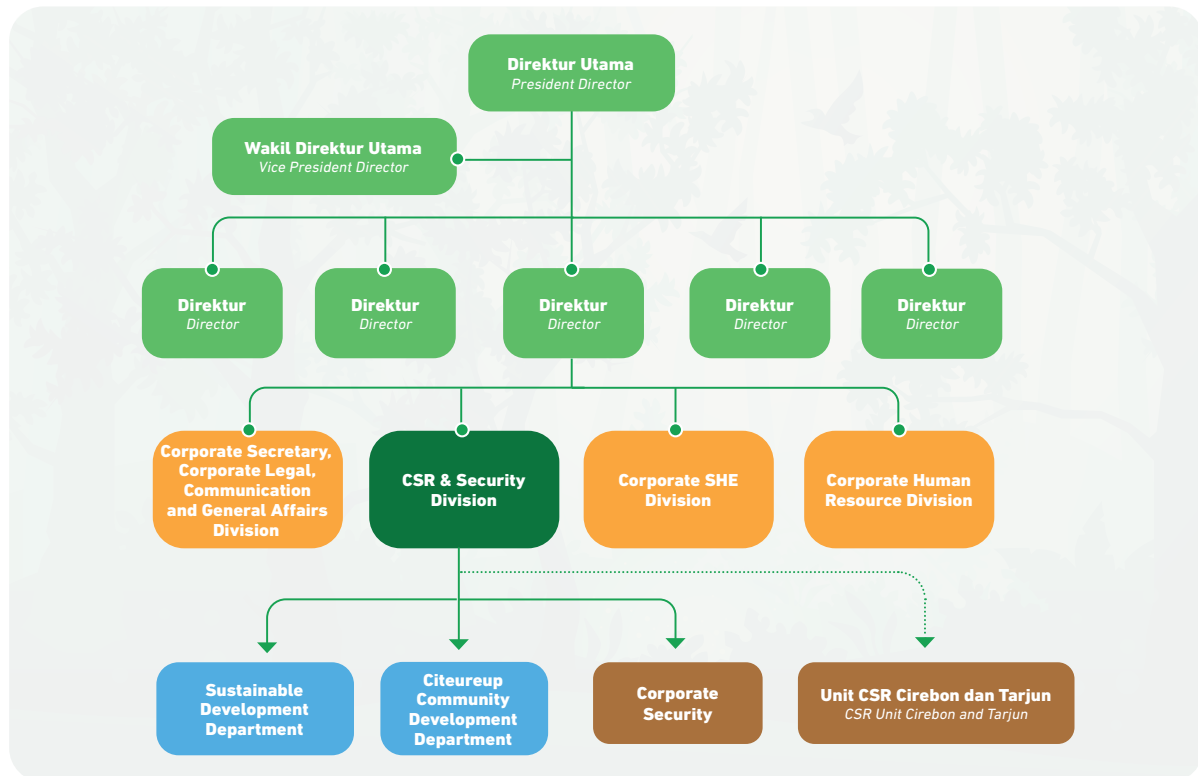
Dalam penerapan tata kelola keberlanjutan termasuk pengelolaan lingkungan, sosial dan tata kelola (LST), Direksi melakukan konsultasi dengan para pemangku kepentingan melalui beberapa metode pendekatan. Konsultasi langsung dilaksanakan anggota Direksi, sementara konsultasi tidak langsung dilakukan melalui pendelegasian kewenangan kepada pejabat Perseroan yang ditunjuk sesuai topik-topik yang menjadi materi konsultasi. Dalam pemenuhan tanggung jawab sosial dan lingkungan (TJSL), Direksi mendelegasikan kewenangan kepada CSR & Security Division dalam melakukan konsultasi dan komunikasi dengan pemangku kepentingan. [2-13]

In 2021, Indocement established the Environmental, Social, and Governance (ESG) Committee. This effort is the Company's response to the management of sustainability related risks as well as environmental, social, and governance (ESG) issues. The ESG Committee is responsible for reporting sustainability-related matters. [2-6] [2-14]

Corporate Social Responsibility (CSR) program management as well as consultation and communication with stakeholders in relation to the fulfillment of social and environmental responsibilities (TJSL) are carried out by the CSR & Security Division, which directly answers to the Director who is in charge of HRGA. According to the delegation of authority, the management of sustainability aspects is also supported by several related functions, among others, are the Corporate Human Resource Division (CHRD); Corporate Safety, Health & Environment Division (CSHED); Corporate Legal Division, Communication and General Affair Division (CORSELA). [2-11][2-12]

In implementing sustainability governance, including the management of environment, social, and governance (ESG), the Board of Directors holds consultations with stakeholders through several methods of approach. Direct consultations are held by members of the Board of Directors, and indirect consultations are held through the delegation of authority to appointed Company's officials according to the topics of consultation materials. In fulfilling social and environmental responsibilities (TJSL), the Board of Directors delegates its authority to the CSR & Security Division to hold consultations and communicate with stakeholders. [2-13]

Struktur Divisi CSR & Security
CSR & Security Division's Structure



Untuk meningkatkan pemahaman insan Indocement terkait keberlanjutan, Perseroan melibatkan karyawan termasuk manajemen untuk mengikuti beberapa pelatihan terkait keberlanjutan. Pada 2021, Direksi Indocement, yang diwakili oleh Christian Kartawijaya sebagai Direktur Utama; Benny S. Santoso sebagai Wakil Direktur Utama; Hasan Imer sebagai Direktur; dan Troy Dartojo Saputro sebagai Direktur mengikuti beberapa pelatihan terkait keberlanjutan, di antaranya terkait perubahan iklim dan risiko LST. [2-17]

In order to improve the understanding of Indocement's personnel about sustainability, the Company engages the employees including the management to participate in several training courses in sustainability. In 2021, Indocement's Board of Directors, represented by Christian Kartawijaya as a President Director, Benny S. Santoso as a Vice President Director, Hasan Imer as a Director, and Troy Dartojo Saputro as a Director, attended several training courses with sustainability related materials, such as climate change and ESG risks. [2-17]

Perseroan juga melibatkan 2.421 karyawan dalam 74 program pelatihan terkait keberlanjutan, dengan total jam pelatihan sebesar 11.826,5 jam. Adapun topik pelatihan yang diberikan yaitu mengenai pengelolaan sistem manajemen lingkungan, emisi, keanekaragaman hayati, energi, limbah B3 dan non-B3, dan sebagainya.

The Company also had 2,421 employees participate in 74 sustainability-related training programs, with a total training hour of 11,826.5 hours. The topics of the training provided are on the management of environmental management systems, emissions, biodiversity, energy, B3 and non-B3 waste, and others.

PENCEGAHAN RISIKO [2-25][3-3]

Prinsip-prinsip pencegahan diterapkan dengan melakukan pengelolaan risiko. Penerapan manajemen risiko Indocement meliputi identifikasi, pengukuran, pemantauan, dan pengendalian risiko. *Due diligence* dilakukan pada seluruh aspek rantai nilai, meliputi pemasok, input (bahan baku, tenaga kerja, uang, waktu, pengetahuan, dan kompetensi), proses (fungsi manajemen, termasuk kondisi fisik pabrik maupun kantor), produk (barang dan jasa), dan konsumen. Hasil *due diligence* menjadi dasar pertimbangan dalam meningkatkan dampak positif sekaligus mengurangi dampak negatif dari kegiatan Perseroan.

RISK PREVENTION [2-25][3-3]

Prevention principles can be applied by performing risk management. Indocement's risk management includes risk identification, measurement, monitoring, and control. Due diligence is conducted in all aspects of the value chain, including suppliers, inputs (raw materials, labor, money, time, knowledge, and competencies), process (management function, including the physical condition of factories and offices), products (goods and services), and consumers. The due diligence results become the basis for consideration in increasing positive impacts while reducing negative impacts of the Company's activities.

Pengelolaan risiko menjadi tanggung jawab semua lini di Perseroan, mulai dari Dewan Komisaris, Direksi, Komite Audit, Audit Internal, Audit Eksternal, hingga karyawan di level operasional.

Risk management is the responsibility of all lines within the Company, from the Board of Commissioners, Board of Directors, Audit Committee, Internal Audit, External Audit, to employees at operational level.

Pengelolaan Beberapa Risiko Prioritas terkait Keberlanjutan

Management of Priority Risks Related to Sustainability

| Jenis Risiko <i>Types of Risks</i> | Pengelolaan Risiko <i>Risk Management</i> |
|---|---|
| Ekonomi <i>Economics</i> | |
| Risiko harga komoditas <i>Commodity price risk</i> | <p>Kebijakan Perseroan untuk meminimalkan risiko yang berasal dari fluktuasi harga komoditas adalah dengan mengadakan kontrak pembelian dengan para pemasok, menjaga tingkat optimal persediaan gipsum, batu bara, dan bahan bakar untuk produksi yang berkelanjutan. Selain itu, Perseroan juga berusaha mengurangi risiko tersebut dengan cara mengalihkan kenaikan harga kepada pelanggannya.</p> <p><i>The Company's policy is designed to minimize risks arising from fluctuations in commodity prices by entering into purchase contracts with suppliers as well as maintaining optimal levels of inventories of gypsum, coal, and fuel for sustainable production. Furthermore, the Company also reduces such risks by transferring price increase to its customers.</i></p> |
| Risiko pasar <i>Market risk</i> | <p>Perseroan membatasi jumlah eksposur risiko pasar sesuai dengan batasan yang diizinkan, memantau tingkat volatilitas harga pasar instrumen keuangan yang dimiliki dan melakukan perubahan posisi sesuai dengan batasan <i>risk appetite</i> Perseroan.</p> <p><i>The Company limits the amount of market risk exposure in accordance with the permitted limits, monitors the volatility level of market prices of the financial instruments held, and changes the position according to the Company's risk appetite limits.</i></p> |
| Lingkungan <i>Environmental</i> | |
| Debu dan bising <i>Dust and noise</i> | <ul style="list-style-type: none"> • Menindaklanjuti semua keluhan dari masyarakat. • Koordinasi dengan bagian operasional terhadap keluhan masyarakat <p><i>• Follow up all complaints from the community.</i></p> <p><i>• Coordinate with operation to handle community's complaints.</i></p> |
| Sosial <i>Social</i> | |
| Tenaga kerja <i>Labor</i> | <ul style="list-style-type: none"> • Pengelolaan masyarakat melalui program lima pilar dan SDP. • Pelatihan untuk meningkatkan pengetahuan dan keterampilan masyarakat, seperti pelatihan terkait UMKM, garment, pertanian, perikanan, dan peternakan. <p><i>• Community development through five pillars programs and SDPs.</i></p> <p><i>• Training to increase the community's knowledge and skills, such as training in MSME, garment, agriculture, fishery, and animal husbandry.</i></p> |

EFEKTIVITAS PROSES PENGELOLAAN RISIKO ATAS PENERAPAN KEBERLANJUTAN

Penerapan manajemen risiko melibatkan Direksi dan Dewan Komisaris. Pengelolaan risiko oleh Direksi didukung fungsi-fungsi pelaksana di manajemen, yakni Manajemen Risiko, Manajemen Lini, dan Internal Audit. Pengelolaan risiko diawasi Dewan Komisaris. Secara berkala, Direksi dan Dewan Komisaris melakukan pertemuan di antaranya membahas pengelolaan risiko. Dengan demikian, pengelolaan risiko termasuk atas penerapan keberlanjutan pada 2021 dan dipastikan berjalan efektif. [2-16] [2-18]

THE EFFECTIVENESS OF THE RISK MANAGEMENT PROCESS IN IMPLEMENTING SUSTAINABILITY

Risk management is performed with the involvement of the Board of Directors and Board of Commissioners. Risk management performed by the Board of Directors is supported by implementing functions in the management, namely the Risk Management, Line Management, and Internal Audit. Risk management is supervised by the Board of Commissioners. The Board of Directors and Board of Commissioners periodically hold meetings to discuss, among others, the management of risks. Therefore, risk management was included in the application of sustainability in 2021, and it was ensured to be performed effectively. [2-16] [2-18]

MEMASTIKAN KEPATUHAN DAN TRANSPARANSI

Ensuring Compliance and Transparency

KODE ETIK PERSEROAN DAN PEMASOK [2-23]

Indocement memiliki kode etik yang berlaku sejak 2003, dan telah diperbarui pada Maret 2021. Pedoman Etika di Indocement menjadi pedoman dalam pelaksanaan kegiatan bisnis dan operasional di seluruh area kerja dan berlaku bagi seluruh karyawan, termasuk Dewan Komisaris, Direksi, dan manajemen. Sosialisasi terkait Kebijakan Etika secara konsisten terus dilakukan. Pada 2021, sosialisasi dilakukan secara daring kepada seluruh *plant* dan divisi. Sosialisasi ini telah diikuti oleh seluruh karyawan Perseroan. Pada saat sosialisasi Pedoman Etika, setiap karyawan wajib menandatangani surat pernyataan komitmen kepatuhan terhadap Kebijakan Etika Indocement.

Pedoman Etika Indocement terdiri dari etika bisnis dan etika kerja. Etika bisnis merupakan standar perilaku dalam menjalin hubungan dengan pemangku kepentingan internal maupun eksternal. Etika kerja merupakan sistem nilai untuk melaksanakan kerja sehari-hari, di antaranya menciptakan kondisi kerja yang aman, sehat dan selamat, serta ramah lingkungan. Indocement juga memastikan pihak ketiga, dalam hal ini pemasok untuk menjalankan bisnis yang beretika. Indocement memastikan pihak ketiga untuk menandatangani komitmen terhadap kode etik pemasok di setiap proses kontrak kerja.

Kode Etik Pemasok di Indocement disusun berdasarkan Kode Etik Pemasok HeidelbergCement Group yang memuat kepatuhan kepada hukum dan peraturan dalam hal pelestarian lingkungan, keamanan produk, dan hal-hal mengenai kesejahteraan sosial. Kode Etik Pemasok juga memenuhi Standar Akuntabilitas Sosial Internasional SA8000, Standar Lingkungan ISO 14001, dan Organisasi Buruh Internasional (ILO) di dalam rantai pasokan hulu.

ANTIKORUPSI [205-2]

Pedoman Etika Indocement juga mencakup kebijakan persaingan usaha dan antikorupsi. Indocement berkomitmen untuk memelihara kebijakan antikorupsi dan meningkatkan budaya antikorupsi untuk mencegah kerugian, baik materil maupun non-materil yang dapat mengganggu kelangsungan usaha atau bisnis Perseroan. Indocement mewajibkan karyawan eselon 1 hingga eselon 4 yang memiliki risiko terkait isu persaingan usaha dan antikorupsi untuk mengikuti pelatihan *e-c@mpus* yang terdiri dari tiga modul, yaitu *competition law*, *compliance*

CODE OF CONDUCT OF THE COMPANY AND SUPPLIERS [2-23]

Indocement's Code of Conduct has been enforced since 2003, and it has been updated in March 2021. The Code of Conduct in Indocement has become guidelines in conducting business and operational activities in all working areas, and it applies to all employees, including the Board of Commissioners, Board of Directors, and management. The Code of Conduct is consistently disseminated. In 2021, the dissemination was performed online to all plants and divisions. It was attended by all employees of the Company. Every employee was required to sign a statement of commitment to comply with Indocement's Code of Conduct during the dissemination of the Code of Conduct.

Indocement's Code of Conduct consists of business ethics and work ethics. Business ethics is a standard of behavior in establishing relationships with internal and external stakeholders. Work ethics is a value system for carrying out daily work, including creating working conditions that are secure, healthy, safe, and environmentally friendly. Indocement always ensures the third party, in this regard, the suppliers conduct ethical businesses. Indocement ensures the third party sign a commitment to the supplier's code of conduct in every contract made.

The Supplier Code of Conduct in Indocement is formulated based on the HeidelbergCement Group's Supplier Code of Conduct, which includes compliance with laws and regulations in terms of environmental preservation, product safety, and matters of social welfare. The Supplier Code of Conduct also meets the International Social Accountability Standard SA8000, Environmental Standard ISO 14001, and International Labor Organization (ILO) in the upstream supply chain.

ANTI-CORRUPTION [205-2]

Indocement's Code of Conduct also includes anti-corruption and business competition policies. Indocement is committed to maintain and foster anti-corruption policies that aim to prevent material and immaterial losses that may interfere with the Company's operations/business continuity. Indocement requires echelon 1 to 4 employees who are at risk for business competition and anti-corruption related issues to attend *e-c@mpus* training, which consists of three modules, namely competition law, compliance basic, and preventing corruption. This training program is organized every two years. The next

basic, dan *preventing corruption* yang dilakukan setiap dua tahun sekali. Program pelatihan selanjutnya akan dilaksanakan pada 2022.

Di sisi lain, Perseroan juga senantiasa memberikan pelatihan dan penyegaran terkait aspek hukum dalam operasional Perseroan dan hal-hal terkait dengan tugas tanggung jawab karyawan. Pada 2021, Perseroan mengadakan kembali *Legal Compliance Week* yang ketiga pada 23-24 September 2021. Program ini merupakan bentuk komitmen Indocement dalam mematuhi peraturan perundangan yang berlaku.

WHISTLEBLOWING SYSTEM (WBS) [2-26]

Dalam upaya untuk meningkatkan keterlibatan pemangku kepentingan, Perseroan memberlakukan sistem pelaporan pelanggaran (*Whistleblowing System*) dengan nama "SpeakUp", yang bertujuan untuk menciptakan lingkungan kerja yang nyaman, dengan mengelola pengaduan atau pengungkapan kejadian yang dapat mengakibatkan kerugian keuangan dan non-keuangan, termasuk penurunan citra Perseroan.

SpeakUp dapat diakses melalui www.speakupfeedback.eu/web/heidelbergcement atau saluran telepon khusus untuk setiap negara. Sistem ini dapat digunakan oleh setiap insan Perseroan maupun pihak eksternal dalam melaporkan pelanggaran peraturan perundang-undangan maupun Pedoman Etika Indocement yang berlaku. Pengelolaan *platform* ini berada di bawah tanggung jawab manajemen Perseroan, bekerja sama dengan HeidelbergCement Group. Segala bentuk pelaporan kemudian dikelola dan ditindaklanjuti sesuai prosedur yang berlaku dengan tetap menjamin kerahasiaan data pelapor atau pihak pengadu (*whistleblower*).

Perseroan menempatkan informasi terkait SpeakUp melalui *banner* yang dipasang pada setiap lokasi operasional Perseroan dan juga terminal Perseroan serta melalui intranet dan situs web Perseroan untuk memudahkan karyawan maupun pemangku kepentingan dalam menyampaikan berbagai insiden pelanggaran terkait kepatuhan.

Sepanjang 2021, hanya terdapat satu laporan keberatan mengenai prosedur penerapan prosedur yang berlaku terkait Keselamatan dan Kesehatan Kerja (*Health and Safety Regulation*), yaitu mengenai larangan adanya penumpang di samping pengemudi selama masa pandemi COVID-19.

training program will be carried out in 2022.

On the other hand, the Company also always provides training and refresher courses on legal aspect in the Company's operations and matters related to employees' duties and responsibilities. In 2021, the Company organized the third Legal Compliance Week on 23–24 September 2021. This program is a form of Indocement's commitment to comply with applicable laws and regulations.

WHISTLEBLOWING SYSTEM (WBS) [2-26]

In order to increase the engagement of stakeholders, the Company implements a Whistleblowing System named "SpeakUp", which is aimed at creating a comfortable work environment, by managing complaints or disclosures of events that may result in financial and non-financial losses, including a deterioration of the Company's image.

The SpeakUp can be accessed through www.speakupfeedback.eu/web/heidelbergcement or special telephone lines for each country. This system can be used by all of the Company's personnel and external parties to report violations of applicable laws and regulations or Indocement's Code of Conduct. The management of this platform is under the responsibility of the Company's management, in cooperation with HeidelbergCement Group. All forms of reporting are then managed and followed up according to applicable procedures by maintaining the confidentiality of whistleblowers' data.

The Company places banners with information related to SpeakUp at every operational location and terminal of the Company as well as uploads that information the Company's intranet and websites to make it easier for employees and stakeholders to convey various incidents of compliance related violations.

In 2021, there was only one report of an objection against the implementation of a procedure related to Occupational Health and Safety (Health and Safety Regulation), which was the prohibition of having a passenger next to the driver during the COVID-19 pandemic.



Penjelasan lebih lanjut mengenai penerapan Tata Kelola dapat dilihat dalam Laporan Tahunan Indocement 2021.

Further explanation of Governance implementation can be found in Indocement's 2021 Annual Report.

HUBUNGAN INDUSTRIAL

Perseroan mendukung kebebasan karyawan dalam berserikat dengan terbentuknya Serikat Pekerja di seluruh kompleks pabrik Indocement, untuk menjaga hubungan industrial yang positif. Bersama Serikat Pekerja, Perseroan juga menyusun kebijakan ketenagakerjaan yang dirumuskan dalam Perjanjian Kerja Bersama (PKB) IX periode 2020–2021 yang meliputi seluruh unit kerja. PKB ini memuat hasil perundingan mengenai ketentuan umum, penerimaan, pengangkatan, promosi, demosi dan penilaian karyawan, pengupahan, keselamatan, kesehatan kerja dan lingkungan hidup, tata tertib karyawan, sanksi atas pelanggaran, jam kerja dan waktu istirahat, jaminan sosial, pendidikan dan pengembangan sumber daya, fasilitas ibadah, olahraga, koperasi karyawan, rekreasi, kesehatan ibu dan anak, izin, cuti tahunan dan hari libur, pemutusan hubungan kerja, uang pesangon, pengunduran diri, penghargaan, penyelesaian keluhan, serta ketentuan pelaksanaan PKB. Seluruh (100%) karyawan tetap terikat pada PKB dan Kode Etik Indocement. [2-30]

INDUSTRIAL RELATIONS

The Company supports employees' freedom of association with the establishment of Trade Unions in all Indocement's factories to maintain positive industrial relations. Together with the Trade Unions, the Company has also developed employment policy formulated in the Collective Labor Agreement (CLA)/PKB IX for the 2020–2021 period covering all work units. The CLA consists of results of discussion on general provisions; acceptance, appointment, promotion, demotion, and assessment of employees; wage; occupational health and safety; the environment; regulations on employees; sanctions for violations; working hours and rest periods; social security; resource development and education; worship facilities; sport; employee cooperatives; recreation; mother and child health; leave, annual leave, and holidays; termination of employment; severance pay; resignation; rewards; complaint handling; and provisions for CLA enforcement. The CLA and Indocement's Code of Conduct are binding on all (100%) of permanent employees. [2-30]

MENGELOLA LINGKUNGAN UNTUK MASA DEPAN LEBIH BAIK

Managing Environment for a Better Future





PENDEKATAN MANAJEMEN [3-3]

Management Approaches

Pengelolaan lingkungan di Indocement mengacu pada sistem manajemen lingkungan (SML) ISO 14001:2015. Perseroan mengelola setiap potensi risiko pencemaran lingkungan yang timbul dari kegiatan operasional melalui pendekatan atau prinsip pencegahan untuk menghindari kerugian Perseroan. Indocement menjaga kepatuhan terhadap seluruh peraturan, standar, dan pedoman yang berlaku terkait perlindungan dan pengelolaan lingkungan hidup. Pengelolaan potensi dan risiko lingkungan berdasarkan proses Analisis Mengenai Dampak Lingkungan (AMDAL), Mekanisme Pelaporan Dokumen Lingkungan (RKL-RPL), serta mendukung capaian tujuan pembangunan berkelanjutan (TPB).

Sepanjang tahun pelaporan, Indocement tidak mendapat sanksi atau hukuman akibat pelanggaran terhadap kepatuhan hukum dan undang-undang yang berlaku di Indonesia. Selain itu, Indocement telah merealisasikan biaya pengelolaan dan pemantauan lingkungan sebesar Rp247 miliar.

The management of environment in Indocement refers to the environmental management system (EMS) ISO 14001:2015. The Company manages every potential risk of environmental pollution caused by operational activities through the precautionary principle or approach to prevent the Company from suffering losses. Indocement maintains compliance with all applicable regulations, standards, and guidelines in relation to environmental protection and management. The management of environmental potential and risks is based on the Environmental Impact Assessment Analysis (AMDAL) and Environmental Document Reporting Mechanism (RKL-RPL), as well as supporting the achievement of Sustainable Development Goals (SDGs).

Throughout the reporting year, there were no sanctions or punishments imposed on Indocement due to violations against compliance with applicable laws and regulations in Indonesia. In addition, Indocement has spent Rp247 billion on environmental management and monitoring costs.



KEBIJAKAN DAN KOMITMEN *Policies and Commitments*

- Sustainability Commitment 2030 HeidelbergCement Group, diaplikasikan melalui Master Plan Development for SC2030 Actions in Indocement.
- Document Code Q-POL-INCEM yang ditetapkan oleh Direktur Utama pada 9 September 2019 mengenai Pengelolaan Emisi.
- Peraturan Presiden Nomor 61 tahun 2011 mengenai Rencana Aksi Nasional Menurunkan Emisi GRK dan Kondisi Operasional Pabrik.
- ISO 14001:2015.
- Peraturan Presiden Nomor 98 Tahun 2021 tentang Penyelenggaraan Ekonomi Karbon untuk Pencapaian Target Kontribusi yang Diterapkan Secara Nasional dan Pengendalian Emisi Gas Rumah Kaca dalam Pembangunan Nasional.
- HeidelbergCement Group's Sustainability Commitment 2030, applied through the Master Plan Development for SC2030 Actions in Indocement.
- Document Code Q-POL-INCEM set by the President Director on 9 September 2019 concerning Emission Management.
- Presidential Regulation No. 61 of 2011 on the National Action Plan for Reducing Greenhouse Gas Emissions and Factory Operational Conditions.
- ISO 14001:2015.
- Presidential Regulation No. 98 of 2021 on the National Implementation of Carbon Economy to Reach Contribution Targets and Greenhouse Gas Emission Control in National Development.

PENGENDALIAN EMISI

Emission Control

PENDEKATAN MANAJEMEN [3-3] [EM-CM-110A.2]

MANAGEMENT APPROACHES [3-3] [EM-CM-110A.2]



STRATEGI 2021 2021 Strategies



- Identifikasi sumber emisi.
- Melakukan integrasi Continuous Emission Monitoring System (CEMS) ke Sistem Informasi Pemantauan Emisi Industri Kontinyu (SISPEK) milik Kementerian Lingkungan Hidup dan Kehutanan (KLHK) sebagai sarana transparansi data emisi ke pemerintah, di mana data emisi dari pabrik dapat dilihat langsung secara waktu nyata di KLHK.
- Melakukan kalibrasi eksternal CEMS dengan metode *Cylinder Gas Audit* (CGA) untuk memastikan kehandalan pembacaan alat CEMS.
- Melanjutkan penggunaan bahan baku dan bahan bakar alternatif untuk menurunkan emisi GRK dalam kerangka program CDM.
- Memanfaatkan peranti *flue gas desulfurization* untuk menurunkan emisi SO_x pada pembangkit listrik bersumber batu bara di Kompleks Pabrik Tarjun.
- Melakukan berbagai modifikasi peralatan proses produksi yang berdampak pada penurunan emisi GRK.

- Identifying sources of emissions.
- Integrating Continuous Emission Monitoring System (CEMS) into the Continuous Industrial Emission Monitoring Information System (SISPEK) owned by the Ministry of Environment and Forestry (KLHK) as a means of showing emission data transparency to the government, where emission data from the plants can be seen real-time at KLHK.
- Performing external calibration of CEMS by using *Cylinder Gas Audit* (CGA) method to ensure the reliability of CEMS readings.
- Continuing the utilization of alternative materials and alternative fuels to reduce GHG emissions within the framework of the CDM program.
- Utilizing the flue gas desulfurization device to reduce SO_x emission in the coal-fired power plant in Tarjun Factory.
- Modifying production process equipment that has impact on GHG emission reduction.



EVALUASI PENDEKATAN MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN

Evaluation of Management Approaches and Stakeholder Engagement

- Evaluasi pengurangan emisi diawasi oleh Direksi, General Manager Operation, dan *plant* melalui *Monitoring and Reporting System Development for SC2030 Implementation*.
- Pemantauan dan verifikasi emisi yang dihasilkan oleh pabrik dilakukan secara internal setiap enam bulan sekali, pelaporan eksternal diserahkan kepada KLHK dalam RKL-RPL.
- Hasil pemantauan dan verifikasi digunakan sebagai dasar dalam langkah perbaikan secara berkelanjutan (*continuous improvement*).

Emisi yang dihasilkan dari Perseroan berasal dari *industry process and product use* (IPPU), pembakaran bahan bakar (*direct emission*), dan penggunaan listrik (*indirect emission*). Indocement secara proaktif mengidentifikasi sumber-sumber emisi internal melalui serangkaian metode pemantauan sesuai jenis emisi yang dihasilkan.

- The evaluation of emission reduction is supervised by the Board of Directors, General Manager Operation, and plants through the *Monitoring and Reporting System Development for SC2030 Implementation*.
- Internal assessments are performed every six months to monitor and verify emissions produced by the factories, while external reporting is submitted to the KLHK through RKL-RPL.
- The results of monitoring and verification are used as the basis for continuous improvement.

Emissions generated by the Company come from the *industry process and product use* (IPPU), fuel combustion (*direct emission*), and electricity consumption (*indirect emission*). Indocement proactively identifies sources of internal emissions through a series of monitoring methods based on the types of emissions generated.



Metode Pemantauan Emisi Internal
Internal Emissions Monitoring Methods

| Jenis Emisi <i>Type of Emission</i> | Metode Pemantauan <i>Monitoring Method</i> |
|---|--|
| Debu <i>Dust</i> | <ul style="list-style-type: none"> • Alat pemantauan <i>Continuous Particulate Monitoring (CPM)</i> • Pengamatan secara visual melalui kamera CCTV • Pemantauan <i>grab sampling</i> menggunakan metode <i>gravimetric</i> dan <i>isokinetic</i> • Integrasi CEMS ke KLHK (SISPEK) <ul style="list-style-type: none"> • <i>Continuous Particulate Monitoring (CPM) device</i> • <i>Visual observation through CCTV cameras</i> • <i>Grab sampling monitoring with gravimetric and isokinetic methods</i> • <i>CEMS Integration to KLHK (SISPEK)</i> |
| SO ₂ dan NO ₂ <i>SO₂ and NO₂</i> | <ul style="list-style-type: none"> • Alat pemantauan <i>Continuous Gas Monitoring (CGM)</i> • Integrasi CEMS ke KLHK (SISPEK) <ul style="list-style-type: none"> • <i>Continuous Gas Monitoring (CGM) Device</i> • <i>CEMS Integration to KLHK (SISPEK)</i> |
| CO ₂ | <p>Perhitungan GRK meliputi gas CO₂ berdasarkan standar Cement CO₂ dan Energy Protocol version 3.1 dari World Business Council Sustainable Development (WBCSD).</p> <p><i>GHG calculations include CO₂ based on the Standard of Cement CO₂ and Energy Protocol version 3.1 of the World Business Council Sustainable Development (WBCSD).</i></p> |
| Kebisingan <i>Noise</i> | <p>Pengukuran dengan <i>sound level meter (SLM)</i></p> <p><i>Measurement with sound level meter (SLM)</i></p> |

Sejak 2017, Indocement menjadi percontohan bagi perusahaan semen dan non-semen lainnya dalam menerapkan SISPEK KLHK menggunakan CEMS. Hingga akhir 2021, pemantauan langsung dilakukan secara daring melalui sistem CEM oleh KLHK dan telah dilakukan di Plant 4, Plant 8, Plant 9, Plant 10, dan Plant 14.

Pengendalian Emisi Gas Rumah Kaca (GRK)

Dalam Laporan Keberlanjutan 2021, Indocement melaporkan Emisi GRK Langsung (Cakupan 1), yaitu emisi yang berasal dari dari proses manufaktur atau kegiatan lain yang dimiliki, dikendalikan, dan dikelola oleh Indocement, misalnya emisi dari pembakaran batu bara atau gas alam di *boiler*, kiln, dan transportasi. Selain itu juga, Indocement melaporkan emisi GRK tidak langsung (Cakupan 2) yang bersumber dari energi yang didapat dari pihak eksternal, misalnya listrik yang bersumber dari PLN.

Perhitungan emisi GRK dilakukan di seluruh wilayah operasi setiap bulan, dengan mengacu pada standar Cement CO₂ dan Energy Protocol version 3.1 dari World Business Council Sustainable Development (WBCSD). Emisi GRK cakupan 1 mencakup emisi yang bersumber dari pembangkit listrik yang dimiliki oleh Perseroan untuk kebutuhan produksi dan pendukung. Perseroan belum menghitung emisi tidak langsung lainnya (Cakupan 3) yang bersumber dari konsumsi energi *downstream* serta emisi perusak ozon (ODS). Perhitungan tidak termasuk perdagangan GRK, seperti pembelian, penjualan, pengalihan *offset*, dan pertukaran. [305-3][305-6]

Since 2017, Indocement has been appointed to become a pilot for other cement and non-cement companies in implementing KLHK's SISPEK by using the CEMS. By the end of 2021, direct online monitoring through CEM system by KLHK has been performed in Plant 4, Plant 8, Plant 9, Plant 10, and Plant 14.

Greenhouse Gas (GHG) Emission Control

In the 2021 Sustainability Report, Indocement reports Direct GHG Emissions (Scope 1), which are emissions generated from manufacturing processes or other activities that are owned, controlled, and managed by Indocement, such as emissions from burning coal or natural gas in the boiler, kiln, and transportation. In addition, Indocement reports indirect GHG emissions (Scope 2) that come from the energy sourced from external parties, for example the electricity purchased from PLN.

The Company calculates GHG emissions at all operational areas every month, by referring to the Cement CO₂ and Energy Protocol version 3.1 from the World Business Council Sustainable Development (WBCSD) standard. Scope 1 GHG Emissions include emissions generated from power plants owned by the Company to meet production and supporting needs. The Company has not calculated other indirect emissions (Scope 3) that come from downstream energy consumption and emissions that destroy ozone (ODS). The calculation does not include GHG trading, such as purchases, sales, offsets, and exchanges. [305-3][305-6]

Pada 2021, intensitas emisi GRK Cakupan 1 yang berasal dari proses kalsinasi dan pembakaran serta emisi yang dihasilkan oleh pembangkit listrik sendiri sebesar 0,606 ton CO₂ eq/ton semen ekuivalen berkurang 2,7% dibandingkan tahun sebelumnya sebesar 0,623 ton CO₂ eq/ton semen ekuivalen. Hal ini disebabkan oleh upaya Perseroan untuk memakai lebih banyak bahan bakar alternatif dan mengurangi jumlah pemakaian bahan bakar fosil.

In 2021, scope 1 GHG emission intensity from calcination and burning process as well as emission generated from own power plant was 0.606 ton CO₂ eq/ton equivalent cement, 2.7% decline compared to that of the previous year of 0.623 ton CO₂ eq/ton equivalent cement. It was due to the Company's effort to use more alternative fuels and reduce fossil fuel usage.

Intensitas Emisi GRK (Ton CO₂eq/Ton Semen Ekuivalen) [305-1][305-2][305-4] [EM-CM-110a.1]
GHG Emission Intensity (Ton CO₂eq/Ton Equivalent Cement)

| Uraian Description | 2021 | 2020 | 2019 |
|--|--------------|--------------|--------------|
| Intensitas Emisi Bruto GRK Langsung (Cakupan 1) Direct GHG Gross Emission Intensity (Scope 1) | | | |
| Kompleks Pabrik Citeureup Citeureup Factory | 0,616 | 0,623 | 0,640 |
| Kompleks Pabrik Cirebon Cirebon Factory | 0,524 | 0,562 | 0,572 |
| Kompleks Pabrik Tarjun* Tarjun Factory | 0,688 | 0,707 | 0,703 |
| Intensitas Emisi GRK Langsung Direct GHG Emission Intensity | 0,606 | 0,623 | 0,635 |
| Intensitas Emisi Bruto GRK Tidak Langsung (Cakupan 2) Indirect GHG Gross Emission Intensity (Scope 2) | | | |
| Kompleks Pabrik Citeureup Citeureup Factory | 0,057 | 0,049 | 0,055 |
| Kompleks Pabrik Cirebon Cirebon Factory | 0,088 | 0,087 | 0,083 |
| Kompleks Pabrik Tarjun Tarjun Factory | 0 | 0 | 0 |
| Intensitas Emisi GRK Tidak Langsung Indirect GHG Emissions Intensity | 0,057 | 0,049 | 0,053 |
| Total Intensitas Emisi GRK* Total GHG Emissions Intensity | 0,663 | 0,672 | 0,688 |
| Produksi Clinker (Juta Ton) Clinker Production (Million Ton) | 12,49 | 11,87 | 13,56 |
| Emisi GRK yang Dihasilkan (Juta Ton CO₂eq)* GHG Emissions Generated (Million Ton CO₂eq) | 12,07 | 11,50 | 13,18 |

Keterangan | Notes:

*Pernyataan Kembali | Restatement [2-4]

Kinerja Aktual [305-1][305-2][305-4]

Actual Performance [305-1][305-2][305-4]

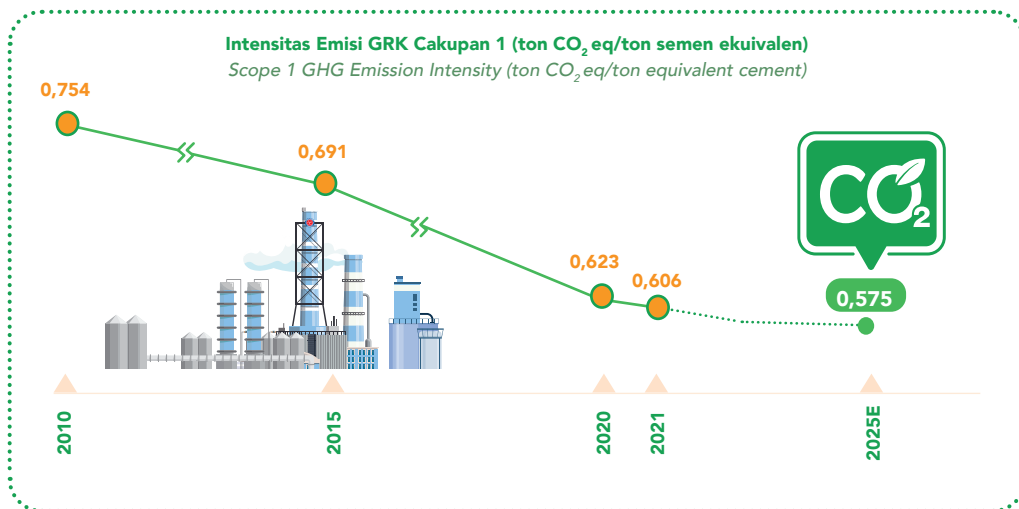
| Emisi GRK* GHG Emissions* | Unit | 2021 | 2020 | 2019 |
|--|---|-------|-------|-------|
| Total Emisi GRK Cakupan 1 Total Scope 1 GHG Emission | Juta ton CO ₂ Million Ton(s) of CO ₂ | 11,10 | 10,64 | 12,14 |
| Total Emisi GRK Cakupan 2 Total Scope 2 GHG Emission | | 0,97 | 0,86 | 1,04 |
| Total Emisi GRK Cakupan 1 dan 2 Total Scope 1 and 2 GHG Emission | | 12,07 | 11,50 | 13,18 |
| Intensitas Emisi GRK Cakupan 1 Scope 1 GHG Emission Intensity | ton CO ₂ eq/ton semen ekuivalen | 0,606 | 0,623 | 0,635 |
| Intensitas Emisi GRK Cakupan 1 dan 2 Scope 1 and 2 GHG Emission Intensity | ton CO ₂ eq/ton equivalent cement | 0,663 | 0,672 | 0,688 |

| Emisi GRK* GHG Emissions* | Unit | 2021 | 2020 | 2019 |
|--|---|-------|-------|-------|
| Intensitas Emisi GRK Cakupan 1 Scope 1 GHG Emission Intensity | ton CO ₂ /ton cementitious material | 0,624 | 0,630 | 0,644 |
| Intensitas Emisi GRK Cakupan 1 dan 2 Scope 1 and 2 GHG Emission Intensity | ton CO ₂ /ton cementitious materials | 0,679 | 0,655 | 0,666 |

*Penyajian kembali | Restatement [2-4]

Keterangan | Notes:

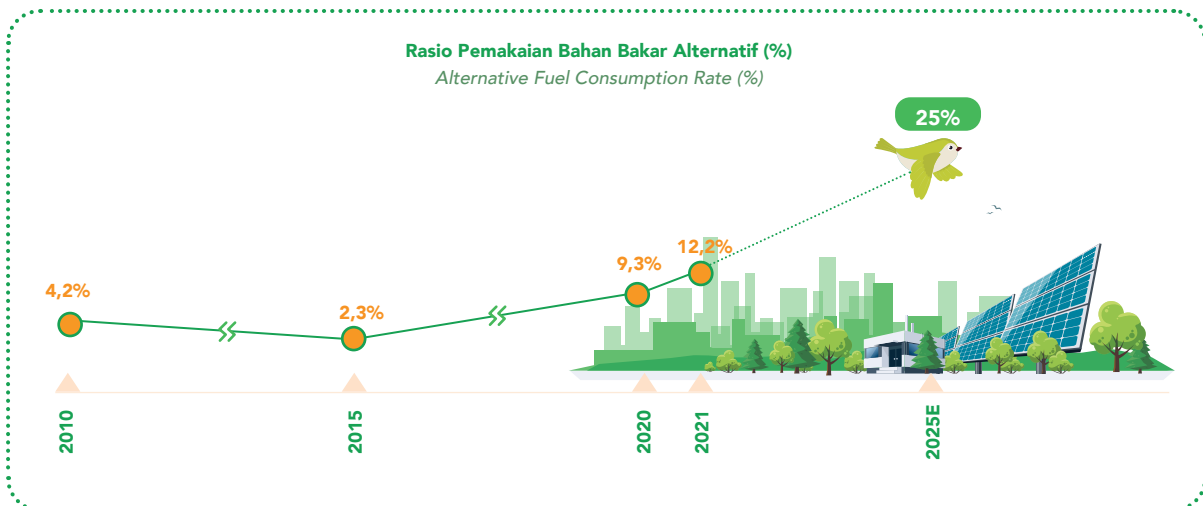
- Emisi Gas Rumah Kaca Indocement dihitung berdasarkan standar pelaporan internasional yang ditetapkan oleh WBCSD Cement Sustainability Initiative. Strategi keberlanjutan Indocement fokus kepada perlindungan iklim. Tujuan kami pada 2025 adalah untuk mengurangi emisi cakupan 1 menjadi 0,575 ton CO₂ eq/ton semen ekuivalen.
- Emisi cakupan 1 termasuk emisi yang dihasilkan oleh pembangkit listrik sendiri. Emisi di atas tidak termasuk emisi cakupan yang bersumber dari penjualan maupun pembelian produk klinker. Restatement cakupan 2 dikarenakan ada perubahan faktor emisi dari pembelian listrik dari pihak eksternal.
- Intensitas emisi mencakup cakupan 1 dan 2, tidak termasuk emisi cakupan yang bersumber dari penjualan maupun pembelian produk klinker.
- Indocement's Greenhouse Gas emissions are calculated based on the international reporting standards defined by WBCSD Cement Sustainability Initiative. Indocement's sustainability strategies focus on climate protection. Our goal by 2025 is to reduce scope 1 emissions to 0.575 ton CO₂ eq/ton equivalent cement.
- Scope 1 emissions include emissions emitted by the Company's own power plants. The emissions above do not include emissions generated from clinker product sales or purchases. Scope 2 restatement was due to the change in the emission factor in electricity purchased from external parties.
- The emission intensity includes scope 1 and 2, excluding the scope of emissions that come from clinker product sales or purchases.



*Penyajian kembali | Restatement [2-4]

Keterangan | Notes:

- Emisi cakupan 1 merupakan emisi yang dihasilkan oleh proses kalsinasi dan pembakaran serta emisi yang dihasilkan oleh pembangkit listrik sendiri. Emisi di atas tidak termasuk emisi cakupan yang bersumber dari penjualan maupun pembelian produk klinker.
- Scope 1 GHG emission intensity from calcination and burning process as well as emission generated from own power plant. The emissions above do not include emissions generated from clinker product sales or purchases.



UPAYA PENGURANGAN EMISI CO₂ [305-5]

Upaya pengurangan emisi GRK Cakupan 1 di Indocement terus dilakukan untuk mencapai pengurangan intensitas emisi CO₂ di tahun 2025 hingga mencapai 0,575 ton CO₂ eq/ton semen ekuivalen, salah satunya dengan menaikkan penggunaan bahan bakar alternatif hingga 25% di 2025. Bahan bakar alternatif yang digunakan berupa *biomassa* yang merupakan CO₂-*neutral* untuk proses pembakaran di kiln, antara lain sekam padi, cangkang kelapa sawit, dan serbuk gergaji yang mampu mengurangi penggunaan batu bara.

Selain *biomassa*, Perseroan juga menggunakan bahan bakar alternatif berupa limbah non-*biomassa*. Selaku pemilik izin pengelolaan limbah sebagai bahan bakar alternatif, Perseroan turut serta mengurangi volume limbah dengan memanfaatkan limbah B3 dan non-B3 sebagai bahan bakar alternatif pengganti batu bara. Sampah rumah tangga yang dikelola menjadi RDF merupakan salah satu fokus Perseroan saat ini. Dengan memanfaatkan sampah menjadi bahan bakar, Perseroan turut aktif dalam membantu mengurangi permasalahan yang ditimbulkan akibat tingginya volume sampah rumah tangga dan dapat mengurangi emisi GRK.

Upaya lainnya yang dilakukan oleh Perseroan adalah menggunakan bahan baku alternatif untuk mensubstitusi kandungan klinker dalam produk semen. Bahan baku alternatif yang digunakan berupa *fly-ash* dan *granulated blast furnace slag* yang diumpungkan melalui *cement mill*. Dengan memakai bahan baku alternatif ini, Perseroan dapat mengurangi volume limbah, termasuk limbah bahan berbahaya dan beracun (B3) serta emisi GRK tanpa mengurangi kualitas produk semen yang dihasilkan.

Perseroan juga berupaya mengurangi emisi dari proses pendistribusian semen dengan mengalihkan pendistribusian menggunakan kereta api yang sebelumnya menggunakan truk. Sepanjang 2021, sebanyak 1,3 juta ton semen didistribusikan dengan menggunakan kereta api dari Kompleks Pabrik Citeureup dan Kompleks Pabrik Cirebon melalui tiga stasiun pemuatan, yaitu Stasiun Nambo, Bogor; Stasiun khusus kontainer Tanjung Priok, Jakarta; dan Stasiun Arjawinangun, Cirebon. Proses pendistribusian semen dengan kereta api ini dapat menurunkan intensitas emisi CO₂ menjadi sebesar 3,53 kg CO₂ eq/ton semen, lebih rendah 88,84% dibandingkan penggunaan truk yaitu sebesar 31,65 kg CO₂ eq/ton semen.

REDUCTION OF CO₂ EMISSIONS [305-5]

Efforts to reduce GHG Scope 1 emissions in Indocement are continuously made to achieve a reduction in CO₂ emission intensity in 2025, so that it will reach 0.575 ton CO₂ eq/ton equivalent cement, one of which is by increasing alternative fuel use to 25% in 2025. Alternative fuels used are CO₂-neutral biomass for the combustion process in the kilns, such as rice husks, palm kernel shells, and sawdust, which are able to reduce the use of coal.

Other than biomass, the Company also uses non-biomass wastes as alternative fuels. As the license holder for managing wastes as an alternative fuels, the Company takes part in reducing waste volume by utilizing B3 and non-B3 wastes as the alternative fuels to replace coal. Municipal wastes processed into RDF are one of the Company's focuses at the moment. By utilizing wastes as fuels, the Company is active in reducing problems caused by the high volume of municipal wastes, and it can reduce GHG emissions as well.

The other effort made by the Company is to use alternative raw materials as substitute for clinker content in cement products. The alternative raw materials used are fly-ash and granulated blast furnace slag, which are fed through cement mills. By using these alternative raw materials, the Company can reduce the volume of wastes, including hazardous and toxic wastes (B3) as well as GHG emissions without reducing the quality of cement products produced.

The Company also seeks to reduce emissions from the process of cement distribution by replacing trucks with trains as a mode of transport. Throughout 2021, 1.3 million tons of cement were distributed by train from Citeureup Factory and Cirebon Factory through three loading stations, namely Nambo Station, Bogor; Tanjung Priok container-only Station, Jakarta; and Arjawinangun Station, Cirebon. This process of distributing cement by train managed to reduce the intensity of CO₂ emissions to 3.53 kg CO₂ eq/ton cement, 88.84% lower than using trucks that was of 31.65 kg CO₂ eq/ton cement.

Sejak 2021, Perseroan mengembangkan *solar panel* di Kompleks Pabrik Citeureup untuk efisiensi biaya dan mengurangi bahan bakar fosil, mengoptimalkan produksi semen ramah lingkungan, serta mengupayakan fasilitas baru guna meningkatkan pemakaian bahan baku dan bahan bakar alternatif.

Since 2021, the Company is developing solar panels in Citeureup Factory for cost efficiency and reducing fossil fuels, optimizing the production of environmentally friendly cement, and striving new facilities to increase the use of alternative materials and alternative fuels.

PENGENDALIAN EMISI KONVENSIONAL

Indocement mengidentifikasi emisi SO_2 , NO_x , dan partikulat sebagai emisi konvensional yang berasal dari proses pembuatan semen. Indocement berupaya mempertahankan pengelolaan emisi yang sesuai dengan baku mutu yang telah ditetapkan oleh pemerintah. Pada 2021, hasil pengukuran menunjukkan penurunan emisi Perseroan telah sesuai target, yaitu berada di bawah baku mutu. Penurunan emisi ini tercapai melalui berbagai inisiatif yang dilakukan Perseroan, di antaranya penggunaan *bag filter* serta pelaksanaan operasi yang baik dan sesuai dengan *standard operation procedure* (SOP) yang ditetapkan. [305-7]

CONVENTIONAL EMISSION CONTROL

Indocement identifies SO_2 , NO_x , and particulates as conventional emissions generated from the process of cement production. Indocement strives to maintain emission management that meets quality standards set by the government. In 2021, the measurement results showed that the Company's emission reduction has met the target, which was under the quality standard. This emission reduction was made through various initiatives conducted by the Company, among others, were use of bag filters as well as proper operations and according to the established standard operation procedure (SOP). [305-7]

| Parameter | Baku Mutu Pemerintah* Government Quality Standard* | Hasil Pengukuran 2021 Monitoring Result of 2021 |
|-----------------------|---|--|
| Kiln Dust Emission | 60 mg/Nm ³ | 21,9 mg/Nm ³ |
| Duration out of range | 5,0%** | 0,51% |
| SO ₂ | 650 mg/Nm ³ | 325 mg/Nm ³ |
| NO _x | 850 mg/Nm ³ | 224 mg/Nm ³ |

* Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/ SETJEN/NUM.1/2/2017, tentang Baku Mutu Emisi Bagi Usaha dan, atau Kegiatan Industri Semen Lampiran 1, halaman 21

** Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/ SETJEN/NUM.1/2/2017, tentang Baku Mutu Emisi Bagi Usaha dan, atau Kegiatan Industri Semen Pasal 12, halaman 11

* The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/ SETJEN/NUM.1/2/2017, on Emission Quality Standards for Businesses and, or Activities of the Cement Industry, Appendix 1, page 21

** The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/ SETJEN/NUM.1/2/2017, on Emission Quality Standards for Businesses and, or Activities of the Cement Industry, Article 12, page 11

Pemantauan Emisi NO_x, SO₂, dan Partikulat (mg/m³) [305-7][EM-CM-120a.1]
Monitoring of NO_x, SO₂, and Particulate Emissions (mg/m³)

| Kompleks Pabrik Factory | Parameter | Baku Mutu Quality Standard | | | Nilai Tertinggi Highest Level | | |
|----------------------------|---------------------------|-------------------------------|-----|-----|----------------------------------|-------|-------|
| | | A | B | C | 2021 | 2020 | 2019 |
| Citeureup | NO _x | 800 | 800 | 800 | 540 | 566,0 | 524,0 |
| | SO ₂ | 650 | 650 | 650 | 394 | 405,0 | 486,0 |
| | Partikulat Particulate | 75 | 70 | 60 | 47,9 | 46,0 | 580 |
| Cirebon | NO _x | 800 | 800 | 800 | 380,7 | 337,3 | 380 |
| | SO ₂ | 650 | 650 | 650 | 501,2 | 524,0 | 355,3 |
| | Partikulat Particulate | 75 | 70 | 60 | 25 | 29,0 | 21,0 |
| Tarjun | NO _x | 800 | 800 | 800 | 293,39 | 315,1 | 342,5 |
| | SO ₂ | 650 | 650 | 650 | 418,7 | 404,4 | 223,7 |
| | Partikulat Particulate | 75 | 70 | 60 | 52,83 | 56,4 | 44,6 |

Keterangan Baku Mutu Emisi:

- A. Bagi industri semen beroperasi sebelum tahun 1990
- B. Bagi industri semen beroperasi tahun 1990 sampai dengan 2013
- C. Bagi industri semen mulai beroperasi tahun 2014

Notes of Emission Quality Standard:

- A. For cement industry operated before 1990
- B. For cement industry operated from 1990 to 2013
- C. For cement industry started operating in 2014

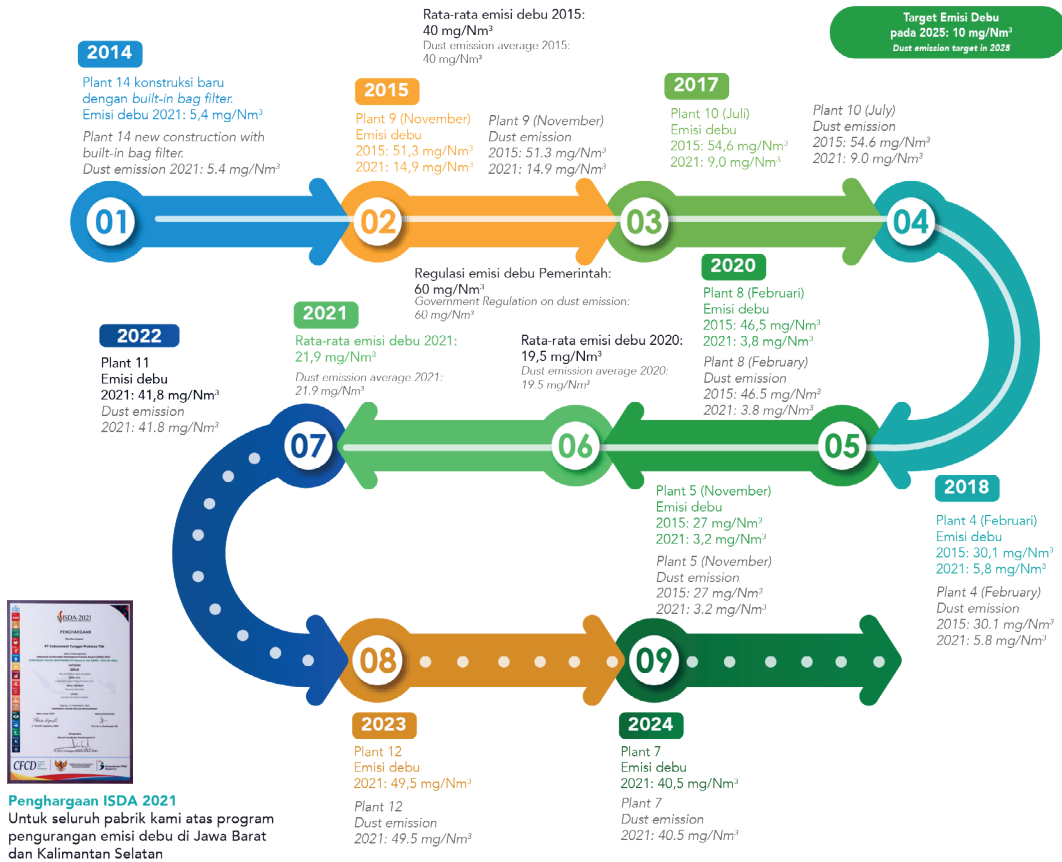
PENGENDALIAN EMISI DEBU DAN KEBISINGAN [305-5]

Emisi debu yang dihasilkan berasal dari kegiatan operasional. Perseroan selalu memastikan emisi debu yang dihasilkan tidak melewati ambang batas baku mutu yang telah ditetapkan oleh pemerintah, melalui perawatan fasilitas operasi secara rutin dan sesuai dengan SOP yang berlaku.

DUST EMISSION AND NOISE CONTROL [305-5]

Generated dust emissions come from operational activities. The Company always ensures that the generated dust emissions do not exceed the threshold of the quality standard determined by the government through routine operational facility maintenance in accordance with the applicable SOP.

Sejak 2015 Indocement terus mengurangi emisi debu dengan memasang bag filter untuk menggantikan electrostatic precipitator
Since 2015 Indocement has continued to reduce dust emission by installing bag filter to replace electrostatic precipitator



ISDA 2021 Award
Applied for all our factories on dust emission reduction programs in West Java and South Kalimantan

Catatan: Pengukuran mengacu pada standar setempat (Peraturan Menteri LHK Nomor 19 tahun 2017)
Emisi Debu (mg/Nm³)-(25°C, 1,013 hPa) terkait dengan 10% oksigen
Note: The measurement refers to local standard (Peraturan Menteri LHK No. 19 tahun 2017)
Dust Emission (mg/Nm³) (25°C, 1,013 hPa) related to 10% oxygen

— Selesai Completed
••• Rencana Jadwal Utama Master Plan Schedule

Sejak 2015, Perseroan mengimplementasikan pemasangan bag filter untuk mengurangi emisi debu di lingkungan pabrik. Hingga akhir 2021, telah terpasang enam bag filter yang berlokasi di Plant 4, Plant 5, Plant 8, Plant 9, Plant 10 dan Plant 14. Pemasangan bag filter berkontribusi terhadap pengurangan emisi debu sebesar 18 mg/m³ hingga akhir 2021, atau 45% dengan baseline 2015. Bag filter juga lebih efektif untuk menurunkan emisi debu dibandingkan electrostatic precipitator (EP) hingga 75%.

Pada proses pengemasan produk, Perseroan menerapkan Pallet Management and Monitoring System (PMMS) yang mampu meningkatkan kualitas pengemasan semen agar tidak mudah rusak pada saat proses pengiriman, sehingga mampu mengurangi emisi debu semen yang dikeluarkan dari kemasan yang robek. Implementasi PMMS secara keseluruhan telah meningkatkan efisiensi dengan estimasi sebesar Rp8,2 miliar selama PMMS beroperasi sejak Juni 2020.

Since 2015, the Company has installed bag filters to reduce dust emissions in the factory environment. By the end of 2021, six bag filters have been installed at Plant 4, Plant 5, Plant 8, Plant 9, Plant 10 and Plant 14. The installation of bag filters has contributed to the reduction in dust emissions of 18 mg/m³ until the end of 2021, or 45% against the 2015 baseline. Bag filter is more effective in lowering dust emissions compared to the electrostatic precipitator (EP) by 75%.

In the process of product packaging, the Company implements Pallet Management and Monitoring System (PMMS) that can improve the quality of cement packaging so that it will not be easily damaged during the delivery process, and therefore the cement dust emitted from ripped packaging can be reduced. Overall, the implementation of the PMMS has increased efficiency with an estimation of Rp8.2 billion since June 2020 when PMMS came into operation.

Di lingkungan pabrik, Perseroan juga mengurangi polusi debu dari proses produksi dengan penanaman pohon-pohon yang dapat menjadi *windbreaker* atau *shelterbelt*. Selain menghambat persebaran debu, pepohonan juga dapat membantu penyerapan CO₂, meningkatkan suplai oksigen, dan menurunkan temperatur udara.

Selain emisi debu, emisi lain berupa kebisingan juga dihasilkan dari getaran saat penggunaan peralatan produksi dan mesin pabrik, serta pengoperasian *belt conveyor* untuk transportasi material dari dan menuju Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun. Sejak 2020, Perseroan telah melakukan penggantian *roller belt conveyor* menggunakan *roller* berbahan teflon (*green roller*) secara bertahap untuk mengurangi dampak kebisingan dari *belt conveyor*. Perseroan memastikan rata-rata kebisingan di kompleks pabrik tidak melewati ambang batas yang dipersyaratkan dalam peraturan.

Untuk menanggulangi kebisingan, Perseroan melakukan pemantauan dan pengukuran secara rutin menggunakan *sound level meter* dan pemeriksaan audiometri, untuk kemudian dilakukan analisis kebisingan dan pengendalian teknis lainnya. Selain itu, Perseroan juga memastikan perlindungan karyawan dari kebisingan dengan melaksanakan pelatihan pengendalian kebisingan, dan melengkapi alat pelindung diri seperti *ear plug* dan *ear muff*.

In the factory environment, the Company also reduces dust pollution from the production process by planting trees that can function as a windbreak or shelterbelt. Aside from curbing the spread of dust, trees can also help absorb CO₂, increase oxygen supply, and lower air temperatures.

Apart from the dust emission, other emissions, such as noise is also generated from the vibrations created by the operation of production equipment and machinery at the factories as well as the operation of conveyor belts to transport materials from and to Citeureup Factory and Tarjun Factory. Since 2020, the Company has gradually replaced conveyor belt rollers with rollers made from teflon (*green rollers*) to reduce the noise emitted by conveyor belts. The Company ensures the average noise in factories does not to exceed the threshold required in the regulation.

To overcome the noise, the Company conducts routine monitoring and measurement using sound level meters and audiometric checks, to then carries out noise analysis and other technical controls. In addition, the Company also ensures the protection of employees from noise by providing noise control training and completing employees with personal protective equipment such as ear plugs and ear muffs.

Rata-rata Tingkat Kebisingan di Kompleks Pabrik
Average Level of Noise in Factory

| Ambang Batas (dBA)* Threshold (dBA)* | Kompleks Pabrik Factory | | | | | | | | |
|---|----------------------------|------|------|---------|------|------|--------|------|------|
| | Citeureup | | | Cirebon | | | Tarjun | | |
| | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 |
| 85 | 83,2 | 82,4 | 82,2 | 80,4 | 82,7 | 83,5 | 56,7 | 56,4 | 80,3 |

*Perhitungan berdasarkan Peraturan Menteri Tenaga Kerja Nomor 5 Tahun 2018 tentang K3 Lingkungan Kerja.

*The calculation is based on the Regulation of the Minister of Manpower No. 5 of 2018 on OHS of Work Environment.



EFISIENSI ENERGI

Energy Efficiency

PENDEKATAN MANAJEMEN [3-3]

MANAGEMENT APPROACH [3-3]



STRATEGI 2021 2021 Strategies

Tim Manajemen Energi bertugas untuk menetapkan dan mengembangkan program konservasi energi, melakukan komunikasi, dan mengkoordinasikan pelaksanaan program, serta menyusun rencana strategis dalam efisiensi energi dan bahan bakar alternatif.

The Energy Management Team has duties to establish and develop energy conservation programs, communicate and coordinate program implementation, as well as to formulate strategic plans for energy efficiency and alternative fuel.



EVALUASI PENDEKATAN MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN

Evaluation of Management Approaches and Stakeholder Engagement



- Audit energi internal yang dilakukan oleh tim manajemen energi dipimpin oleh manajer dan auditor energi bersertifikasi BNSP setiap tahun.
- Audit energi eksternal dengan melibatkan Kementerian Energi dan Sumber Daya Mineral (ESDM) setiap tiga tahun.
- Hasil audit energi disampaikan ke Kementerian ESDM setiap tahunnya dalam Pelaporan Online Manajemen Energi (POME).

- Internal energy audit is conducted annually by the energy management team led by managers and BNSP certified energy auditors.
- External energy audit is conducted every three years by engaging the Ministry of Energy and Human Resources (ESDM).
- The results of energy audit are submitted to the Ministry of ESDM every year through the Energy Management Online Reporting (POME).

Target Program Konservasi Energi 2021
Target of Energy Conservation Program 2021

| Indikator Utama Main Indicator | Nilai Indikator Indicator Value | Target | 2021 | 2020* | 2019* |
|--|--|--|--------|--------|--------|
| Specific Heat Consumption | kCal/kg klinker kCal/kg clinker | Penurunan 0,5% per tahun 0.5% decrease per year | 797,36 | 784,82 | 792,94 |
| Specific Power Consumption | kWh/t semen ekuivalen kWh/t equivalent cement | Penurunan 0,5% per tahun 0.5% decrease per year | 88,99 | 89,66 | 91,99 |
| Konsumsi Listrik Fasilitas Pendukung Electricity Consumption of Supporting Facilities | GWh | Penurunan 1% per tahun 1% decrease per year | 71,7 | 66,0 | 76,5 |

*Pernyataan kembali informasi | Restatement [2-4]

Keterangan:

Specific power consumption merupakan energi listrik per ton semen ekuivalen yang dipakai di fasilitas produksi semen dari proses penambangan hingga pengepakan.

Note:

Specific power consumption is the electrical energy per ton of equivalent cement used in cement production facilities from mining to packaging process.

Penggunaan Energi [302-1][302-2]

Energi yang digunakan Indocement berasal dari bahan bakar minyak berupa solar untuk transportasi di pertambangan dan distribusi, listrik untuk operasional

Energy Consumption [302-1][302-2]

Energy used by Indocement generated from oil fuel is diesel for transportation in the quarries and distribution, electricity for factory operations and other domestic needs

pabrik dan kebutuhan domestik lain yang bersumber dari PLN dan panel surya, batu bara untuk memanaskan tanur dan sumber energi pembangkit listrik di Kompleks Pabrik Tarjun dengan kapasitas 55 MW, serta limbah B3 sebagai alternatif bahan bakar pada produksi semen guna mengurangi penggunaan batu bara. Di sisi lain, terdapat pembangkit listrik menggunakan gas dan bahan bakar minyak di Kompleks Pabrik Citeureup dengan kapasitas 317,5 MW.

Sepanjang 2021, Perseroan berhasil menurunkan intensitas penggunaan energi sebesar 0,3% dibandingkan tahun sebelumnya dalam proses produksi maupun dengan fasilitas pendukung. Total penggunaan energi di 2021 mencapai 47,8 juta GJ.

sourced from PLN and solar panels, coal to heat kilns and as a source of energy for the power plant in Tarjun Factory with a capacity of 55 MW, as well as hazardous and toxic wastes as alternative fuels in the cement production to reduce coal consumption. On the other hand, there is a power plant that uses gas and oil as fuels in Citeureup Factory with a capacity of 317.5 MW.

Throughout 2021, the Company managed to reduce the intensity of energy use by 0.3% compared to that of the previous year either in the production process or with supporting facilities. The total energy use in 2021 reached 47.8 million GJ.

Penggunaan Energi Berdasarkan Sumber [302-1][302-2][302-3]

Use of Energy Based on Sources

| Uraian Description | Satuan Unit | 2021 | 2020 | 2019 |
|--|--|-------------------|-------------------|-------------------|
| Energi Terbarukan <i>Renewable Energy</i> | | | | |
| Kegiatan Penambangan, Produksi, dan Penunjang <i>Mining, Production, and Supporting Activities</i> | | | | |
| Bahan Bakar Alternatif <i>Alternative Fuel</i> | GJ | 5.069.172 | 3.646.272 | 3.313.401 |
| Energi Tidak Terbarukan <i>Non-renewable Energy</i> | | | | |
| Kegiatan Penambangan, Produksi, dan Penunjang <i>Mining, Production, and Supporting Activities</i> | | | | |
| Batu Bara <i>Coal</i> | GJ | 37.054.715 | 35.835.992 | 41.967.087 |
| Kegiatan Penunjang <i>Supporting Activities</i> | | | | |
| Listrik dari PLN <i>Electricity from PLN</i> | GJ | 4.042.998 | 3.664.819 | 4.538.023 |
| Minyak dan Gas <i>Oil and Gas</i> | | 1.625.738 | 1.617.624 | 1.786.765 |
| Jumlah Penggunaan Energi <i>Total Energy Use</i> | | 47.792.623 | 44.764.707 | 51.605.276 |
| Intensitas Pemakaian Energi <i>Energy Consumption Intensity</i> | | | | |
| Jumlah Produksi <i>Total Production</i> | Juta Ton <i>Million Tons</i> | 16,8 | 16,4 | 18,1 |
| Intensitas Pemakaian Energi <i>Energy Consumption Intensity</i> | GJ/Ton Semen Ekuivalent GJ/Tons Equivalent Cement | 2,63 | 2,62* | 2,69 |

* Pernyataan kembali informasi | Restatement [2-4]

Pemakaian Energi [302-1][302-2][EM-CM-130a.1]

Energy Consumption

| Kompleks Pabrik Factory | 2021 | 2020 | 2019 |
|----------------------------|-------------------|-------------------|-------------------|
| Citeureup | 30.496.094 | 28.582.357 | 36.091.355 |
| Cirebon | 9.809.027 | 9.714.320 | 10.180.990 |
| Tarjun | 7.487.502 | 6.040.816 | 5.062.987 |
| Total | 47.792.623 | 44.339.512 | 51.335.332 |

Sepanjang 2021, Indocement juga melaksanakan kegiatan konservasi energi lainnya sebagai komitmen dalam pengurangan energi yang mendukung mitigasi perubahan iklim.

Throughout 2021, Indocement also performed other energy conservation activities as a commitment to reducing energy that support climate change mitigation.

Program Efisiensi Energi 2021 [302-4] [302-5]
2021 Energy Efficiency Programs

| No. | Program Efisiensi Efficiency Programs | Peluang Penghematan Potential Saving | Pencapaian Achievements (GJ) |
|---|---|--|------------------------------------|
| Kegiatan di Proses Produksi Activities in the Production Process | | | |
| 1 | Manajemen plant/pabrik atau fasilitas produksi yang inefisien di Kompleks Pabrik Citeureup <i>Inefficient management of plants or production facilities in Citeureup Factory</i> | 0,2 GJ/Ton Klinker <i>0.2 GJ/Ton of Clinker</i> | 125.805 |
| 2 | Implementasi sistem auto pada controller injeksi bahan bakar di Calciner Kiln Plant 14 <i>Implementation of an automation system in the fuel injection controller at Plant 14's Calciner Kiln</i> | | 185.390 |
| 3 | Optimalisasi proses penggilingan raw mill Plant 14 dengan perubahan pengaturan <i>pressure hydraulic</i> <i>Optimization of the milling process at Plant 14's raw mills by changing the hydraulic pressure settings</i> | | 21.680 |
| 4 | Pembuatan jalur <i>bypass rotary dryer</i> ke <i>additive bin</i> untuk meminimalisasi operasi <i>rotary dryer finish mill</i> Plant 3-4 <i>Building a bypass from the rotary dryer to the additive bin to minimize the operation of the rotary dryer in Plant 3-4 finish mill</i> | 0,02 GJ/Ton Klinker <i>0.02 GJ/Ton of Clinker</i> | 139.923 |
| 5 | Implementasi sistem penggilingan batu bara secara simultan dan optimasi kiln main burner plant 4 untuk utilisasi batu bara kualitas rendah (tinggi kadar air dan kalori rendah) <i>Implementation of simultaneous coal grinding system and optimization of the kiln main burner in Plant 4 for the utilization of low quality coal (high moisture content and low calorific value)</i> | | 1.217 |
| 6 | Waste heat recovery di <i>finish mill</i> Plant 14 <i>Waste heat recovery in Plant 14's finish mill</i> | | 36.641 |
| 7 | Retrofit <i>reversible belt conveyor</i> menjadi <i>two way chute</i> pada jalur transportasi batu bara pada Plant 7, Plant 8, dan Plant 11 <i>Retrofit reversible belt conveyors to become two-way chutes on the coal transportation routes at Plant 7, Plant 8, and Plant 11</i> | | 13.489 |
| 8 | Konversi <i>electrostatic precipitator</i> menjadi <i>bag house filter</i> Plant 4 <i>Conversion of electrostatic precipitators into bag house filters at Plant 4</i> | | 387.447 |
| 9 | Manajemen operasi penggilingan produk spesial pada <i>finish mill</i> Plant 3-4 Unit Citeureup <i>Special product grinding operational management in the finish mills at Plant 3-4 of Citeureup Unit</i> | | 4.823 |
| 10 | Pemodelan efisiensi energi pada motor induksi dengan metode torsi keluaran pada pabrik semen Plant 11 Unit Citeureup <i>Energy efficiency modeling in induction motors using output torque methods in Plant 11 of Citeureup Unit's Cement Factory</i> | 0,03 GJ/Ton Semen <i>0.03 GJ/Ton of Cement</i> | 5.236 |
| 11 | Konversi <i>electrostatic precipitator</i> menjadi <i>bag house filter</i> Plant 5 <i>Conversion of electrostatic precipitators into bag house filters at Plant 5</i> | | 561 |
| 12 | Konversi <i>electrostatic precipitator</i> menjadi <i>bag house filter</i> Plant 8 <i>Conversion of electrostatic precipitators into bag house filters at Plant 8</i> | | 6.840 |
| 13 | Penurunan energi spesifik pada penggilingan akhir Plant 14 dengan manajemen ekstraksi klinker silo <i>Specific energy reduction at Plant 14's finish mill through silo clinker extraction management</i> | | 13.488,9 |
| 14 | Rekayasa luasan area pada <i>riser duct suspension preheater</i> kiln Plant 8 untuk meningkatkan penggunaan alternatif bahan bakar <i>Riser duct area manipulation of Plant 8's suspension preheater kiln to increase the use of alternative fuels</i> | | 7.854 |

Program Efisiensi Energi 2021 [302-4] [302-5]
2021 Energy Efficiency Programs

| No. | Program Efisiensi Efficiency Programs | Peluang Penghematan Potential Saving | Pencapaian Achievements (GJ) |
|--|--|---|------------------------------------|
| Kegiatan di Fasilitas Pendukung Activities in the Supporting Facility | | | |
| 15 | Upgrade Boiler for Steam Turbine Waste Heat Recovery (WHR) 14,8 MVA di Utility Division <i>Upgrade Boiler for Steam Turbine Waste Heat Recovery (WHR) 14.8 MVA at the Utility Division</i> | 0,03 GJ/Ton Semen <i>0.03 GJ/Ton of Cement</i> | 76,63 |
| 16 | Penggantian lampu konvensional non-LED menjadi solar cell lighting dengan lampu LED di area tambang batu kapur <i>Replacing non-LED conventional lamps by solar cell lighting with LED lamps in the Limestone Quarry Areas</i> | | 13,98 |
| 17 | Green Energy Office pada Area Perkantoran Housing 3 <i>Green Energy Office in the Office Area of Housing 3</i> | | 11.692 |
| 18 | Rekayasa jumlah penggerak utama conveyor limestone pada area pertambangan Unit Citeureup <i>Manipulation of the number of limestone conveyor main controllers in Citeureup Unit's quarry area</i> | | 302,57 |
| 19 | Rekayasa kombinasi kompresi udara pada jalur mesin pembuatan kantong semen di area PBD Unit Citeureup <i>Manipulation of air compression combination in the cement bag production machine line at Citeureup Unit's PBD area</i> | | 1.868,35 |



MELESTARIKAN KEANEKARAGAMAN HAYATI

Natural Environment Reservation

PENDEKATAN MANAJEMEN [3-3]

MANAGEMENT APPROACH [3-3]



| Aktivitas Kami <i>Our Activities</i> | Dampak Kami <i>Our Impacts</i> |
|--|--|
| <ol style="list-style-type: none"> 1. Merawat area budidaya dengan melakukan pemupukan dan pembersihan terhadap spesies <i>invasive</i>. 2. Mempromosikan nilai-nilai indeks keanekaragaman hayati melalui budidaya pohon yang bisa menarik kehidupan liar dan menjaga habitatnya. 3. Merawat dan mengawasi kualitas air dengan mengambil sampel di Mata Air dan Sungai Cikukulu, Sungai Cikarang, dan Sungai Cijere yang berada di area tambang batu kapur. 4. Menjaga dan mengawasi kualitas tanah di area budidaya. 5. <i>Quarry Open Day</i>. 6. Pelatihan keanekaragaman hayati untuk non-ahli biologi. <ol style="list-style-type: none"> 1. <i>Maintain of cultivation area by fertilizing and clearing invasive species.</i> 2. <i>Promote the biodiversity index value by planting trees that can attract wildlife and preserving their habitats.</i> 3. <i>Maintain and monitor the quality of water by taking samples from Cikukulu spring and River, Cikarang River, and Cijere River at limestone quarries.</i> 4. <i>Maintain and monitor the soil quality in the cultivation area.</i> 5. <i>Quarry Open Day.</i> 6. <i>Biodiversity training for Non-Biologist.</i> | <ol style="list-style-type: none"> 1. Total luas area budidaya di tambang batu kapur dan tanah mencapai 102,09 hektar. 2. Budidaya 200 Pohon Teureup (<i>Artocarpus elasticus</i>) untuk mengembalikan spesies lokal. 3. Burung pemangsa ditemukan saat periode migrasi (contoh: Burung Sikep-Madu Asia). 4. Keberadaan burung lahan basah, seperti Cekakak Jawa dan Cekakak Sungai di lahan basah. 5. Kualitas lingkungan yang secara umum berada dalam kondisi baik mengindikasikan bahwa Indocement memenuhi baku mutu air dan tanah yang ditetapkan oleh pemerintah. 6. <i>Quarry Open Day</i> memberikan pengkayaan ilmu pengetahuan untuk komunitas lokal dan institusi akademik. 7. Pelatihan keanekaragaman hayati untuk karyawan yang tidak berlatar belakang ilmu biologi atau ekologi untuk mendapatkan pemahaman lebih baik mengenai keanekaragaman hayati. <ol style="list-style-type: none"> 1. <i>Total cultivation area in limestone and clay quarries reached 102.09 hectares.</i> 2. <i>Cultivation of 200 Teureup trees (<i>Artocarpus elasticus</i>) to restore local species.</i> 3. <i>Raptors are found during the migration period (e.g. Oriental Honey-buzzard).</i> 4. <i>Existence of wetland birds, such as Javan Kingfisher and Collared Kingfisher around wetlands areas.</i> 5. <i>Good environmental quality in general indicates that Indocement complies with the water and soil quality standards set by the government</i> 6. <i>Quarry Open Day provides knowledge enhancement for local communities and academic institution.</i> 7. <i>Biodiversity trainings for FTE who have no biology or ecology background to have better understanding about biodiversity.</i> |

KEBIJAKAN DAN KEPATUHAN PENGELOLAAN KEANEKARAGAMAN HAYATI

Biodiversity Management Policies and Compliance

- Peraturan Menteri ESDM Nomor 26 Tahun 2018 dan Nomor 7 Tahun 2014.
- Komitmen Keberlanjutan 2030.
- Dokumen lingkungan, seperti AMDAL, RKL/RPL, dan RKAB.
- Dokumen Rencana Reklamasi.
- Kebijakan terkait tata guna lahan dan keanekaragaman hayati Indocement tertuang dalam dokumen Nomor P12/GMO-SML/08 dan secara efektif digunakan sejak 5 Juli 2017.
- Rencana Strategis Perlindungan Keanekaragaman Hayati 2017-2021.
- The Minister of Energy and Mineral Resources Regulation No. 26 of 2018 and No. 7 of 2014.
- The 2030 Sustainability Commitment.
- Environmental documents, such as AMDAL, RKL/RPL, and RKAB.
- Reclamation Plan Documents.
- Policies related to Indocement's land use and biodiversity are contained in document No. P12/GMO-SML/08 and have been effectively enforced since 5 July 2017.
- Strategic Plan for the Protection of Biodiversity 2017-2021.

Target dan Pencapaian Lahan Reklamasi 2021

2021 Land Reclamation Targets and Achievements

| Kinerja Reklamasi Reclamation Performance | Target 2021 2021 Targets | Pencapaian 2021 2021 Achievements |
|---|-----------------------------|--------------------------------------|
| Kegiatan reklamasi lahan pascatambang dan buffer zone Reclamation activities of post-mining lands and buffer zones | 95% | 95% |
| Peruntukan lahan konservasi untuk perlindungan keanekaragaman hayati Allocation of land conservation for biodiversity protection | 75% | 75% |
| Nilai indeks keanekaragaman hayati (indeks Shannon-Wiener) Biodiversity index value (Shannon-Wiener index) | 2,67 | 2,71 |

RENCANA STRATEGIS 2017-2021

Strategic Plan 2017-2021

- Meningkatkan mutu kawasan perlindungan keanekaragaman hayati.
- Meningkatkan nilai ekologi dan ekonomi lahan pasca tambang dan pasca operasional pabrik untuk melindungi keanekaragaman hayati.
- Mengembangkan wawasan dan kesadaran akan perlindungan keanekaragaman hayati bagi karyawan khususnya dan masyarakat pada umumnya.
- Enhancing the quality of biodiversity conservation areas.
- Increasing ecological and economic value of post-mining and post-operational areas to preserve biodiversity.
- Improving insights and awareness of biodiversity protection, for employees in particular and public in general.

EVALUASI PENDEKATAN MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN

Evaluation of Management Approaches and Stakeholder Engagement

- Pemantauan pengelolaan keanekaragaman hayati secara internal dilakukan oleh Mining Division dan Corporate Social Responsibility Division yang bertanggung jawab langsung kepada Direksi.
- Pemantauan secara eksternal dilakukan melalui laporan kinerja keanekaragaman hayati setiap tahun ke KLHK.
- Penilaian dalam Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER) tahunan. Pada 2021, ketiga kompleks pabrik berhasil meraih peringkat Hijau.
- Biodiversity management is monitored internally by Mining Division and Corporate Social Responsibility Division, which directly responsible to the Board of Directors.
- External monitoring is carried out through annual biodiversity performance reports submitted to KLHK.
- Assessment in the annual Performance Rating Program in Environmental Management (PROPER). In 2021, all three factories successfully achieved a Green rating.

UPAYA PEMULIHAN LAHAN DAN PERLINDUNGAN KEANEKARAGAMAN HAYATI

Wilayah pertambangan Perseroan telah memiliki izin lingkungan melalui Surat Keputusan Bupati Bogor Nomor 541.39/15/Kpts-KL/TL-DLH/2021 dari Dinas Lingkungan Hidup Kabupaten Bogor pada setiap pabrik.

EFFORTS TO RECOVER LANDS AND PROTECT BIODIVERSITY

The Company's mining areas already have an environmental permit through the Decision Letter of the Regent of Bogor No. 541.39/15/Kpts-KL/TL-DLH/2021 issued by the Environmental Agency of Bogor Regency for each

Perolehan izin tersebut memastikan penggunaan dan pengelolaan lahan telah sesuai dengan semua izin yang diperoleh dan peraturan perundangan yang berlaku.

Total seluruh konsesi pertambangan Indocement yaitu 5.281,50 Ha (hanya lingkup Citeureup). Wilayah operasi penambangan Perseroan berada di Citeureup, Bogor. Terdapat area seluas 712 Ha dengan Izin Pinjam Pakai Kehutanan yang memiliki potensi keanekaragaman hayati. Pada lokasi tersebut telah dilakukan pemantauan rutin indeks keanekaragaman avifauna dengan nilai 2,7 pada pemantauan tahun 2021. [304-1]

Perseroan menyadari kegiatan pertambangan yang dilakukan berpotensi menimbulkan dampak bagi lingkungan. Dampak tersebut hadir dari proses pembukaan lahan dan pengupasan dan penggalian material batu kapur, serta pengangkutan material tambang. Potensi dampak yang terjadi berupa perubahan rona alam dan ekosistem di atasnya, peningkatan emisi debu dan partikulat, erosi, serta penurunan kualitas air permukaan. Oleh sebab itu, Perseroan selalu berupaya untuk mengurangi dampak kerusakan lahan melalui rencana pengelolaan dan pemantauan lingkungan sesuai dengan Analisis Mengenai Dampak Lingkungan (AMDAL) dan rencana reklamasi lahan pascatambang. [3-3] [304-2]

Salah satu upaya Perseroan dalam pemulihan habitat yang terganggu ialah dengan melakukan kegiatan reklamasi pascatambang. Hingga akhir 2021, Perseroan telah menanam pohon multi spesies sebanyak 134.897 di tiga lokasi pabrik. Perawatan lahan reklamasi dilakukan secara berkala di Kompleks Pabrik Citeureup, dan dievaluasi dengan hasil peningkatan indeks keanekaragaman hayati dari hasil pemantauan selama 2021 untuk flora senilai 1,7 dan untuk fauna senilai >2. Upaya pemulihan habitat ini diharapkan tidak hanya memberikan manfaat secara ekologis, namun juga dapat mendatangkan manfaat ekonomi bagi masyarakat sekitar melalui Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M) dan Gerakan Tani Mandiri. [304-2] [304-3]

Upaya perlindungan keanekaragaman hayati lainnya melalui pendirian 3Roda Edu-Green Park sebagai tempat wisata edukasi bagi masyarakat. 3Roda Edu-Green Park berdiri di atas lokasi pascatambang Indocement di Kuari Hambalang seluas 10 Ha. Kegiatan yang dilaksanakan pada 3Roda Edu-Green Park meliputi pertanian, perikanan, peternakan, dan pemanfaatan lahan terbatas di area pemukiman serta pengetahuan umum lain mengenai energi alternatif dan proses pembuatan semen.

plant. Obtaining such permit ensures the land use and management have complied with all permits attained as well as applicable laws and regulations.

The total of all Indocement's mining concessions is 5,281.50 Ha (only within Citeureup). The Company's mining area is located in Citeureup, Bogor. There is an area of 712 Ha with Borrow-to-Use Permit of Forest Areas that have potential biodiversity. The avifauna biodiversity index in that location has been routinely monitored, and the monitoring result in 2021 was 2.7. [304-1]

The Company realizes that mining activities conducted have potential impact on the environment. The impact is created from the process of land clearing, overburden removal, and excavation of limestone material, as well as the hauling of mined materials. The potential impacts can be in the form of changes to the ecosystem and natural setting above the mines, increases in dust and particulate emissions, erosion, as well as reductions in surface water quality. Therefore, the Company always strives to reduce the impact of land degradation through environmental monitoring and management plans based on the Environmental Impact Assessment (AMDAL) and post-mining land reclamation plans. [3-3] [304-2]

One of the Company's efforts to restore the disrupted habitats is by performing post-mining reclamation activities. As of the end of 2021, the Company has planted 134,897 multi-species trees at three factory locations. The reclaimed land at Citeureup Factory is maintained periodically. It is also evaluated with the results of monitoring during 2021 showing an increase in biodiversity index, which were 1.7 for flora and >2 for fauna. These habitat restoration activities are expected to provide not only ecological benefits but also economic benefits to the surrounding communities through the Community Research Training and Empowerment Center (P4M) and the Independent Farmers Movement. [304-2] [304-3]

Another effort to protect biodiversity is the establishment of 3Roda Edu-Green Park as an educational tourist attraction for the community. 3Roda Edu-Green Park stands on the post-mining site of Indocement in Hambalang Quarry, covering an area of 10 Ha. Activities conducted at 3Roda Edu-Green Park include agriculture, fishery, husbandry, and limited land use in residential areas, as well as other general knowledge of alternative energy and the cement manufacturing process.

Selain kegiatan edukasi, Indocement juga mengadakan kegiatan penanaman di 3Roda Edu-Green Park. Pada 2021, kegiatan penanaman meliputi budidaya buah melon emas, budidaya tanaman hias *Philodendron*, revegetasi Pohon Teureup, dan penanaman 100 pohon di area konservasi Mata Air Cikukulu dalam rangka peringatan Hari Lingkungan Hidup Sedunia. Indocement juga melibatkan masyarakat melalui pembinaan masyarakat lokal Gerakan Tani Mandiri. Pembinaan kelompok tani tersebut mencakup budidaya tanaman, peternakan dan perikanan, pemantauan keanekaragaman flora dan fauna (termasuk burung, kupu-kupu, mamalia, dan herpetofauna di Kuari D dan Hambalang), dan pemantauan Mata Air Cikukulu. [304-2]

Aside from educational activities, Indocement also conducts planting activities at 3Roda Edu-Green Park. In 2021, the planting activities included the golden melon fruit cultivation program, *Philodendron* ornamental plant cultivation, Teureup Tree revegetation, and the planting of 100 trees at Cikululu Spring conservation area to celebrate World Environment Day. Indocement also engages the community by developing local communities through the Independent Farmers Movement. The farmer group development consists of plant cultivation, animal husbandry, fisheries, monitoring of flora and fauna diversity (including birds, butterflies, mammals, and herpetofauna in D Quarry and Hambalang Quarry), as well as the monitoring of Cikululu Spring. [304-2]

PEMANTAUAN DAN PERLINDUNGAN SATWA

Salah satu keunikan keanekaragaman hayati di Indocement ialah adanya satwa-satwa khas yang teridentifikasi di setiap kompleks pabrik, di antaranya Cekakak Jawa (*Halcyon cyanoventris*) di Kompleks Pabrik Citeureup, Gelatik Jawa (*Padda oryzivora*) di Kompleks Pabrik Cirebon, dan Bekantan (*Nasalis larvatus*) di Kompleks Pabrik Tarjun. Untuk menjaga kelestarian spesies khas, serta fauna lainnya di kawasan operasional, Indocement melaksanakan serangkaian kegiatan pemantauan dan perlindungan satwa di sekitar wilayah operasional. Adapun biaya yang telah dikeluarkan untuk pelestarian jenis satwa langka di area konservasi sebesar Rp402 juta pada 2021.

FAUNA MONITORING AND PROTECTION

One of the uniqueness of biodiversity at Indocement is the existence of endemic species identified in each of the factories. The species among others are Javan Kingfisher (*Halcyon cyanoventris*) at Citeureup Factory, Java Sparrow (*Padda oryzivora*) at Cirebon Factory, and Proboscis Monkey (*Nasalis larvatus*) at Tarjun Factory. In order to maintain the preservation of endemic species as well as other faunas in the operational areas, Indocement has performed a series of animal protection and monitoring activities around the operational areas. As for the costs paid to preserve endangered species in conservation areas reached Rp402 million in 2021.

Evaluasi atas keberadaan flora dan fauna di Kompleks Pabrik Citeureup dari indeks keanekaragaman hayati, yaitu: untuk flora senilai 1,7 dan untuk avifauna senilai >2 yang berarti Perseroan memperhatikan keberadaan flora dan fauna di lingkungan kompleks pabrik.

The results of flora and fauna evaluations at Citeureup Factory based on the biodiversity index were 1.7 for flora and >2 for avifauna, which showed that the Company pays attention to the existence of flora and fauna in the environment of the factories.

Tercatat beberapa spesies yang terpantau dan dikelola perlindungannya oleh Indocement di tiga kompleks pabrik sebagai berikut:

Indocement monitors and manages the protection of the following species at its three factories:

Nama dan Status Fauna yang Dilindungi di Indocement [304-4]

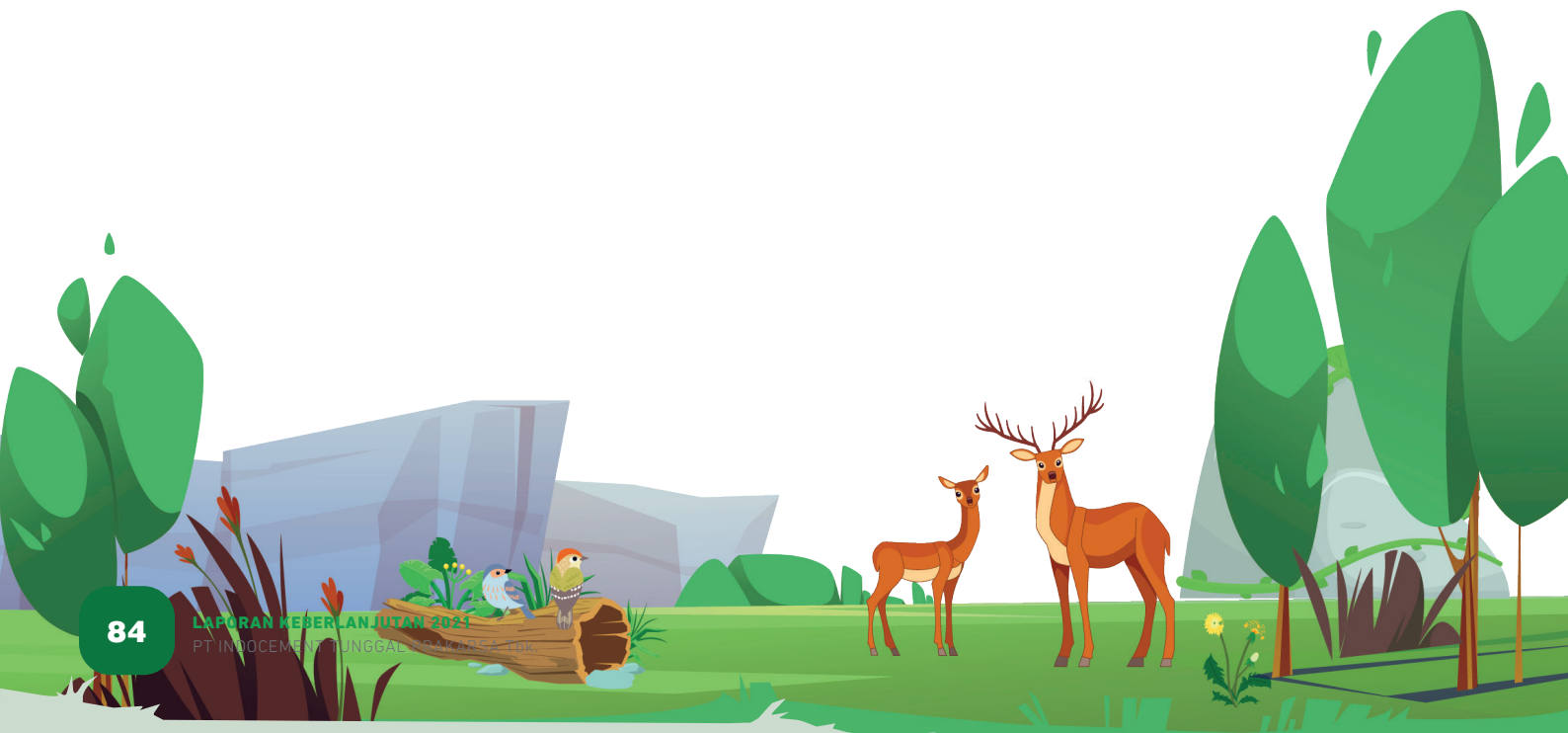
Name and Status of Protected Fauna in Indocement

| Nama Lokal <i>Local Name</i> | Nama Ilmiah <i>Scientific Name</i> | Status Konservasi <i>Conservation Status</i> | | |
|--|---------------------------------------|---|---------------------------------------|-------|
| | | P.106/2018 | IUCN | CITES |
| Kompleks Pabrik Citeureup <i>Citeureup Factory</i> | | | | |
| Sikep Madu Asia | <i>Pernis ptilorhynchus</i> | Dilindungi <i>Protected</i> | Risiko Rendah <i>Least Concern</i> | II |
| Takur Tohtor | <i>Psilopogon armillaris</i> | Dilindungi <i>Protected</i> | Risiko Rendah <i>Least Concern</i> | - |

Nama dan Status Fauna yang Dilindungi di Indocement [304-4]

Name and Status of Protected Fauna in Indocement

| Nama Lokal <i>Local Name</i> | Nama Ilmiah <i>Scientific Name</i> | Status Konservasi <i>Conservation Status</i> | | |
|---|---------------------------------------|---|---|-------|
| | | P.106/2018 | IUCN | CITES |
| Paok Pancawarna | <i>Pitta guajana</i> | Dilindungi <i>Protected</i> | Risiko Rendah <i>Least Concern</i> | I |
| Kompleks Pabrik Cirebon <i>Cirebon Factory</i> | | | | |
| Elang Ular Bido <i>Crested Serpent Eagle</i> | <i>Spilornis cheela</i> | Dilindungi <i>Protected</i> | Risiko Rendah <i>Least Concern</i> | II |
| Alap-alap Sapi <i>Spotted Kestrel</i> | <i>Falco moluccensis</i> | Dilindungi <i>Protected</i> | Risiko Rendah <i>Least Concern</i> | II |
| Alap-alap Kawah <i>Peregrine Falcon</i> | <i>Falco peregrinus</i> | Dilindungi <i>Protected</i> | Risiko Rendah <i>Least Concern</i> | I |
| Gelatik Jawa <i>Java Sparrow</i> | <i>Padda oryzivora</i> | - | Rentan <i>Vulnerable</i> | II |
| Kerak Kerbau <i>Javan Myna</i> | <i>Acridotheres javanicus</i> | - | Rentan <i>Vulnerable</i> | - |
| Perenjak Jawa <i>Bar-winged Prinia</i> | <i>Prinia familiaris</i> | - | Hampir Terancam <i>Near Threatened</i> | - |
| Kompleks Pabrik Tarjun <i>Tarjun Factory</i> | | | | |
| Owa-Owa | <i>Hylobates muelleri</i> | Dilindungi <i>Protected</i> | Terancam <i>Endangered</i> | - |
| Bekantan <i>Proboscis Monkey</i> | <i>Nasalis larvatus</i> | Dilindungi <i>Protected</i> | Terancam <i>Endangered</i> | - |
| Rusa Sambar <i>Sambar Deer</i> | <i>Cervus unicolor</i> | Dilindungi <i>Protected</i> | Rentan <i>Vulnerable</i> | - |



KONSUMSI AIR YANG EFISIEN

Efficient Water Consumption

PENDEKATAN MANAJEMEN [3-3]

MANAGEMENT APPROACHES [3-3]

EVALUASI PENDEKATAN MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN *Evaluation of Management Approaches and Stakeholder Engagement*

- Pengelolaan air berada di bawah Fungsi Utility Division yang bertanggung jawab langsung kepada Direktur Teknik.
- Evaluasi atau audit penggunaan air dilakukan melalui *production meeting* setiap minggu.
- Pelaporan kinerja pengelolaan air dilakukan melalui laporan bulanan kepada Plant/Division Manager setiap bulan.
- Hasil evaluasi digunakan untuk bahan perencanaan dan inovasi selanjutnya.

- Water management is under the Utility Division function that directly answers to the Technical Director
- Water usage evaluation or audit is conducted through production meetings every week
- Water management performance is informed to the Plant/Division Managers through monthly reports.
- Evaluation results are used as material for further planning and innovation.

PENGUNAAN AIR

Perseroan memanfaatkan air yang berasal dari sumber air permukaan, air tanah, dan air hujan untuk kegiatan operasional seperti proses semen dan pendinginan mesin produksi, serta kebutuhan domestik untuk konsumsi karyawan. Keseluruhan kompleks pabrik telah memiliki Surat Izin Pengambilan dan Pemanfaatan Air (SIPPA), sehingga Perseroan memastikan proses pengambilan air tidak mengganggu kelestarian sumber air tanah dan air permukaan, dan berdampak negatif bagi lingkungan. Di sisi lain, Perseroan berupaya mengelola limpasan agar tidak membawa beban nutrisi dan polusi, serta dampak negatif lainnya pada badan air setempat. [303-1]

Perseroan menjaga ketersediaan sumber air dengan membangun kolam pengendapan (embung) air hujan di sekitar lokasi pabrik. Di sisi lain, air dari kolam pengendapan ini dimanfaatkan oleh 33.620 orang penerima manfaat di sekitar kompleks pabrik untuk kegiatan rumah tangga sehari-hari. [303-1]

WATER USAGE

The Company utilizes water that comes from surface water, groundwater, and rainwater sources for operational activities, such as cement processes and cooling production machines, as well as domestic needs for employees' consumption. All factories have obtained Water Extraction and Utilization Permit (SIPPA); therefore, the Company ensures that the water extraction process does not disrupt the preservation of groundwater and surface water sources as well as does not have negative impact on the environment. On the other hand, the Company makes efforts to manage runoff to prevent it from carrying nutrition and pollution burden as well as other negative impacts into local bodies of water. [303-1]

The Company maintains the availability of water sources by building sediment ponds (embung) of rainwater around the factory locations. On the other hand, this sediment pond water is used for daily household activities by 33,620 beneficiaries around the factories [303-1]

Ketersediaan Air di Kompleks Pabrik Melalui Kolam Endapan
Water Availability in Factories through Sediment Ponds

| Citeureup | | Cirebon | Tarjun |
|------------------------|------------------------|------------------------|------------------------|
| Hambalang | Quarry-D | | |
| 223.800 m ³ | 159.700 m ³ | 270.000 m ³ | 404.640 m ³ |

Perseroan berkomitmen untuk mematuhi perundangan dan peraturan terkait perlindungan sumber daya air. Perseroan berupaya memastikan pengambilan dan pelepasan air dari kegiatan operasi tidak membahayakan badan air. Perseroan melakukan *assessment* secara berkala untuk mengetahui kualitas air tanah dan permukaan di seluruh fasilitas, serta mengevaluasi risiko terkait air. Indocement bekerja sama dengan pihak ketiga untuk melakukan studi dan penilaian risiko terkait pengambilan air dan pelepasan air, sehingga menjadi dasar bagi Perseroan untuk memprioritaskan upaya pengelolaan air yang berkelanjutan. [303-2]

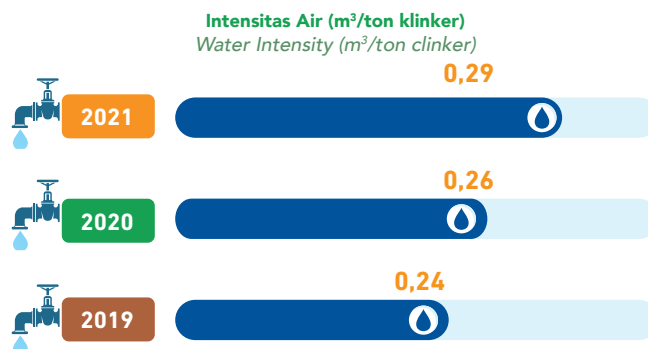
The Company is committed to complying with laws and regulations concerning the protection of water resources. The Company makes efforts to ensure water withdrawal and water discharge from operational activities do not pose danger to bodies of water. The Company conducts periodic assessments to measure the quality of groundwater and surface water in all facilities, as well as to evaluate water related risks. Indocement collaborates with third parties to carry out studies and assessments of risks related to water withdrawal and water discharge, which will become the Company's basis for prioritizing sustainable water management efforts. [303-2]

Pada 2021, total debit penarikan air di tiga kompleks pabrik sebesar 3.561.788 m³. Sumber air tersebut berasal dari air permukaan, air tanah, air hujan, dan PDAM. Adapun intensitas penggunaan air pada 2021 mencapai 0,29 m³/ton. [303-3]

In 2021, the total volume of water withdrawal in three factories was 3,561,788 m³. The sources of water were surface water, groundwater, rainwater, and PDAM. Meanwhile, the intensity of water utilization in 2021 reached 0.29 m³/ton. [303-3]

Jumlah Pemakaian Air (m³) [303-3] [303-5] [EM-CM-140a.1]
Table of Water Usage (m³)

| Kompleks Pabrik Factory | Sumber Air Water Source | 2021 | 2020 | 2019 |
|----------------------------|--------------------------------|------------------|------------------|------------------|
| Citeureup | Air Permukaan Surface Water | 2.329.895 | 1.867.751 | 2.058.991 |
| | Air Tanah Groundwater | 8.743 | 11.524 | 9.102 |
| Cirebon | Air Permukaan Surface Water | 790.046 | 646.030 | 702.060 |
| | Air Hujan Rainwater | 19.440 | 33.316 | 40.861 |
| | PDAM | 0 | 0 | 0 |
| Tarjun | Air Permukaan Surface Water | 413.664 | 477.497 | 476.382 |
| Total | | 3.561.788 | 3.036.118 | 3.287.396 |



Keterangan:

Berdasarkan Aqueeduct Water Risk Atlas yang diterbitkan oleh World Resources Institute, lokasi Kompleks Pabrik Citeureup berada pada status *low to medium water stress area*, adapun lokasi Kompleks Pabrik Cirebon dan Kompleks Pabrik Tarjun termasuk dalam *medium to high water stress area*.

Notes:

Based on the Aqueeduct Water Risk Atlas published by the World Resources Institute, the location of Citeureup Factory is in the *low to medium water stress area*, while the locations of Cirebon Factory and Tarjun Factory are in the *medium to high water stress area*.

Pengolahan efluen dari kegiatan operasional dilaksanakan pada instalasi pengelolaan air limbah (IPAL) serta *wastewater garden* untuk pengelolaan air limbah domestik. Total volume olahan efluen yang dilepaskan ke badan air mencapai 77.984 m³/tahun. Perseroan memastikan hasil olahan efluen tidak mencemari lingkungan dengan melakukan pemantauan di *upstream* dan *downstream* Sungai Cileungsi yang merupakan badan air tujuan pelepasan efluen. [303-1] [303-2] [303-4]

The effluents from operational activities are processed in the wastewater treatment plant (WWTP) and the *wastewater garden* for domestic wastewater treatment. The total volume of processed effluents discharged to the body of water reached 77,984 m³/year. The Company ensures the processed effluents do not pollute the environment by conducting monitoring at *upstream* and *downstream* of Cileungsi River that is the waterbodies as the destination of effluent discharge. [303-1] [303-2] [303-4]

Jumlah Penarikan Air 2021 (dalam megaliter/ml) [303-3]
Total Water Withdrawal in 2021 (in megaliters/ml)

| Debit Penarikan Air <i>Water Withdrawal Volume</i> | Kompleks Pabrik Citeureup <i>Citeureup Factory</i> | Kompleks Pabrik Cirebon <i>Cirebon Factory</i> | Kompleks Pabrik Tarjun <i>Tarjun Factory</i> |
|--|--|--|--|
| Penarikan Air Berdasarkan Sumber <i>Water Withdrawal by Sources</i> | | | |
| Air Permukaan <i>Surface Water</i> | | | |
| Freshwater (≤1,000 mg/L Total Dissolved Solids) | 2.585,6 | 800,1 | 451 |
| Air Tanah <i>Groundwater</i> | | | |
| Freshwater (≤1,000 mg/L Total Dissolved Solids) | 8,7 | N/A | N/A |
| Air Terproduksi <i>Produced Water</i> | | | |
| Freshwater (≤1,000 mg/L Total Dissolved Solids) | N/A | 19,4 | N/A |
| Total Penarikan Air <i>Total Water Withdrawal</i> | | | |
| Air permukaan (total) + air tanah (total) + air terproduksi (total) <i>Surface water (total) + groundwater (total) + produced water (total)</i> | 2.594,3 | 819,5 | 451 |

Jumlah Pelepasan Air 2021 (dalam megaliter/ml) [303-4]
Total Water Discharge in 2021 (in megaliters/ml)

| Debit Pelepasan Air <i>Water Discharge Volume</i> | Kompleks Pabrik Citeureup <i>Citeureup Factory</i> | Kompleks Pabrik Cirebon <i>Cirebon Factory</i> | Kompleks Pabrik Tarjun <i>Tarjun Factory</i> |
|--|--|--|--|
| Pelepasan Air Berdasarkan Tujuan <i>Water Discharge Based on Types of Destination</i> | | | |
| Air Permukaan <i>Groundwater</i> | 139,1 | 0,8 | 37,3 |
| Air dari Pihak Ketiga <i>Third-party Water</i> | 116,6 | 9,2 | N/A |
| Total Pelepasan Air <i>Total Water Discharge</i> | | | |
| Air permukaan (total) + air pihak ketiga (total) <i>Surface water (total) + third-party water (total)</i> | 255,7 | 10 | 37,3 |
| Pelepasan Air Berdasarkan Freshwater dan Air Lainnya <i>Water Discharge Based on Freshwater and Other Waters</i> | | | |
| Freshwater (≤1,000 mg/L Total Dissolved Solids) | 255,7 | 10 | 37,3 |

Konsumsi Air 2021 (dalam megaliter/ml) [303-5]
Water Consumption in 2021 (in megaliters/ml)

| Debit Penarikan Air <i>Water Withdrawal Volume</i> | Kompleks Pabrik Citeureup <i>Citeureup Factory</i> | Kompleks Pabrik Cirebon <i>Cirebon Factory</i> | Kompleks Pabrik Tarjun <i>Tarjun Factory</i> |
|---|--|--|--|
| Total konsumsi air <i>Total water consumption</i> | 2.338,6 | 809,5 | 413,7 |

Selain itu, air bekas pakai dari proses produksi dimanfaatkan kembali melalui mekanisme daur ulang dengan sistem sirkulasi tertutup. Air olahan kemudian dimanfaatkan untuk kegiatan pendinginan mesin produksi. Adapun air bekas pakai dari kegiatan domestik diolah di fasilitas IPAL untuk dimanfaatkan kembali sebagai penyiraman jalan dan tanaman.

In addition, used water from the production process is reused through a recycling mechanism with a closed circulation system. The processed water is then used for cooling production machines. Used water from domestic activities is treated at the WWTP facility and reused for watering roads and plants.

Pengukuran Kualitas Air Limbah Domestik
Domestic Wastewater Quality Measurement

| Kompleks Pabrik <i>Factory</i> | Parameter | Satuan <i>Unit</i> | Baku Mutu <i>Quality Standard</i> | Nilai Tertinggi <i>Highest Level</i> | | |
|-----------------------------------|--|-----------------------|--------------------------------------|---|-------|--------|
| | | | | 2021 | 2020 | 2019 |
| Citeureup | Derajat Keasaman <i>Acidity Degree</i> | pH | 6-9 | 7 | 8,25 | 8,84 |
| | BOD | mg/lt | 30 | 29,1 | 26,4 | 8,84 |
| | COD | mg/lt | 100 | 67,8 | 66,7 | 89,9 |
| | TSS | mg/lt | 30 | 29,0 | 28,0 | 29 |
| | Minyak dan Lemak <i>Oils and Grease</i> | mg/lt | 5 | 2,2 | 1,2 | 2,3 |
| | Ammonia (NH ₃ -N) | mg/lt | 10 | 2,77 | 7,25 | 8,4 |
| | Total Coliform | mg/lt | 3.000 | 2.800 | 2.400 | 2.800 |
| Cirebon | Derajat Keasaman <i>Acidity Degree</i> | pH | 6-9 | 8,75 | 8,08 | 8,0 |
| | BOD | mg/lt | 30 | 23,94 | 28,75 | 28,7 |
| | COD | mg/lt | 100 | 77,22 | 90,80 | 73,8 |
| | TSS | mg/lt | 30 | 28,00 | 26,00 | 27,0 |
| | Minyak dan Lemak <i>Oils and Grease</i> | mg/lt | 5 | 4,00 | 2,00 | 1,0 |
| | Ammonia (NH ₃ -N) | mg/lt | 10 | 5,48 | 6,74 | 7,0 |
| | Total Coliform | mg/lt | 3.000 | 920 | 920 | 920 |
| Tarjun | Derajat Keasaman <i>Acidity Degree</i> | pH | 6-9 | 8,3 | 8 | 7,79 |
| | BOD | mg/lt | 30 | 27,31 | 33,50 | 41,19 |
| | COD | mg/lt | 100 | 68,25 | 55,4 | 105,03 |
| | TSS | mg/lt | 30 | 21 | 121 | 104 |
| | Minyak dan Lemak <i>Oils and Grease</i> | mg/lt | 5 | 1,8 | 1,8 | 1,8 |
| | Ammonia (NH ₃ -N) | mg/lt | 10 | 1.053 | 1,45 | N/A |
| | Total Coliform | mg/lt | 3.000 | 2.300 | 2.700 | 2.500 |

PENGELOLAAN DAN PENDAYAGUNAAN LIMBAH

Management and Utilization of Waste

PENDEKATAN MANAJEMEN [3-3]

MANAGEMENT APPROACHES [3-3]

STRATEGI 2021 2021 Strategies

- Identifikasi sumber limbah.
 - Program pengelolaan limbah sesuai ketentuan perizinan, di mulai dari penyimpanan, pemanfaatan, dan pengelolaan.
 - Pengawasan pengelolaan limbah.
 - Membuat neraca limbah.
 - Mendokumentasikan limbah sesuai ketentuan.
 - Melakukan pengujian kualitas air limbah.
- Identifying sources of wastes.
 - Waste management programs in accordance with permit provisions, from storage to utilization and management.
 - Waste management monitoring.
 - Making waste balance sheet report.
 - Documenting wastes according to provisions.
 - Testing wastewater quality.

EVALUASI PENDEKATAN MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN

Evaluation of Management Approaches and Stakeholder Engagement

- Pengelolaan limbah, baik dari internal maupun eksternal Perseroan dipantau oleh Fungsi Alternative Fuel and Raw Material (AFR) serta General Services yang bertanggung jawab langsung kepada Direksi.
 - Adanya alur pendataan dan *monitoring* timbulan sampah setiap bulan melalui Environment Department dan HRGAS Department.
 - Pelaporan hasil pengelolaan limbah dilakukan melalui Sistem Pelaporan Elektronik (SIMPEL KLHK).
- The Company's internal and external waste management are monitored by the Alternative Fuel and Raw Material (AFR) Function as well as General Services, which directly answer to the Board of Directors.
 - Indocement also has a flow of data collection and monitoring of monthly waste generation through the Environment Department and HRGAS Department.
 - Waste management results are reported through the Electronic Reporting System (KLHK's SIMPEL).

KEPATUHAN HUKUM *Legal Compliance*

Pengelolaan dan pengolahan limbah B3 di lingkungan Indocement telah dilakukan sesuai izin dari Kementerian Lingkungan Hidup, dengan rincian:

- Kompleks Pabrik Citeureup: Nomor SK 518/MenLH-Setjen/2015 juncto KepmenLHK Nomor SK 288/MenLH-Setjen/PLB3/6/2018.
- Kompleks Pabrik Cirebon: Nomor SK 400/MenLH-Setjen/2015 juncto KepmenLHK Nomor SK 355/MenLH-Setjen/PLB3/8/2018.
- Kompleks Pabrik Tarjun: Nomor SK 381/MenLH-Setjen/5/2016 juncto KepmenLHK Nomor SK 380/MenLH-Setjen/PLB3/9/2018.

The hazardous and toxic waste in Indocement's environment is managed and processed according to the permits issued by the Ministry of Environment, with the following details:

- Citeureup Factory: No. SK 518/MenLH-Setjen/2015 in conjunction with the Decision of Minister of Environment and Forestry No. SK 288/MenLH-Setjen/PLB3/6/2018.
- Cirebon Factory: No. SK 400/MenLH-Setjen/2015 in conjunction with the Decision of Minister of Environment and Forestry No. SK 355/MenLH-Setjen/PLB3/8/2018.
- Tarjun Factory: No. SK 381/MenLHSetjen/5/2016 in conjunction with the Decision of Minister of Environment and Forestry No. SK 380/MenLH-Setjen/PLB3/9/2018.

Pengelolaan Limbah melalui Sirkuler Ekonomi

[306-1] [306-2]

Indocement menggunakan pendekatan sirkuler ekonomi dalam pengelolaan dan pengolahan limbah. Melalui sirkuler ekonomi, Perseroan dapat mengurangi penggunaan bahan baku dari sumber daya alam dengan memanfaatkan kembali limbah dari berbagai sumber sebagai bahan baku produksi dan bahan bakar alternatif yang berkontribusi secara tidak langsung dalam pengurangan emisi karbon.

Indocement memanfaatkan teknologi dan inovasi dalam pendayagunaan dan pengelolaan limbah, di antaranya melalui:

1. Pembangunan instalasi RDF di Plant 14 yang dapat memanfaatkan sampah sebesar 230.500 ton/tahun.
2. Pencampuran bahan baku alternatif dan mensubstitusi kandungan klinker dalam produk semen sebesar 278.000 ton. Bahan baku alternatif yang digunakan adalah *copper slag*, *bottom ash*, *fly-ash*, dan *granulated blast furnace slag* yang diumpukan melalui *raw mill* dan *cement mill*.

Waste Management through Circular Economy

[306-1][306-2]

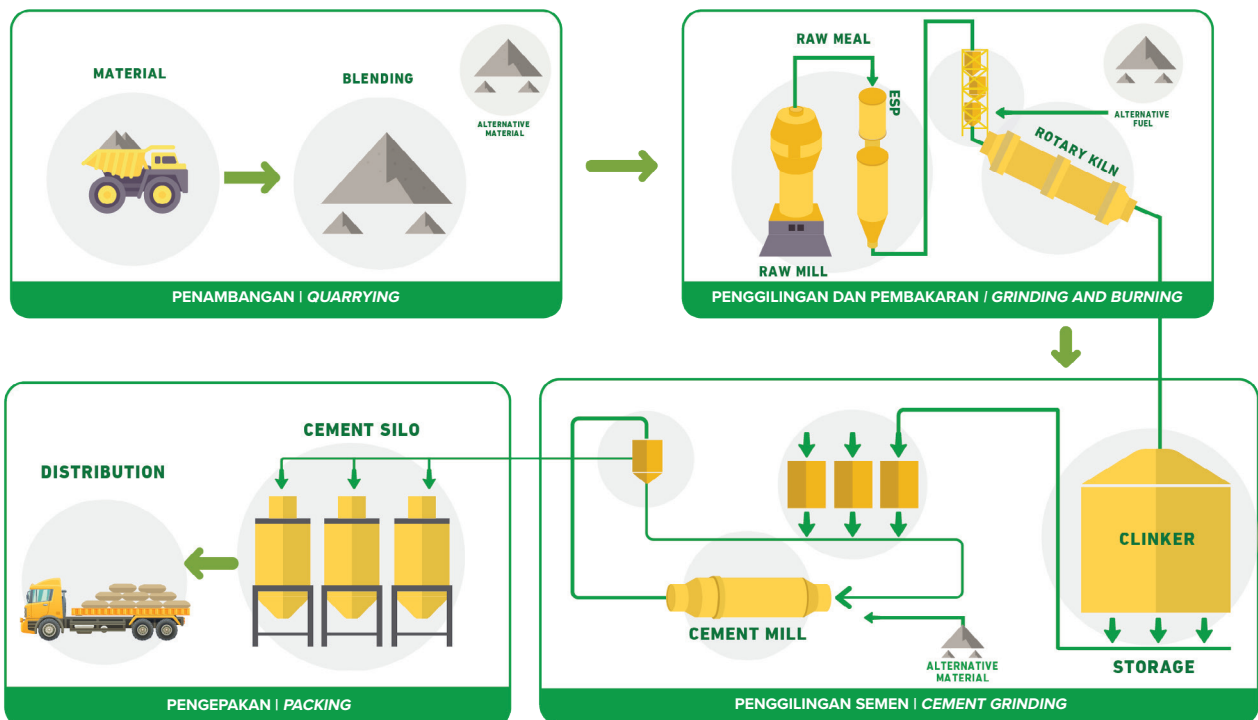
Indocement has adopted a circular economy approach in waste management and treatment. Through circular economy, the Company can reduce the use of raw materials from natural resources by reusing wastes from various sources as alternative production raw materials and fuels that contribute indirectly to the reduction of carbon emissions.

Indocement utilizes technologies and innovation in leveraging and managing wastes, among others, through the following:

1. Construction of RDF installation in Plant 14 that can utilize 230,500 ton of waste/year.
2. Mixing alternative fuels and substituting clinker content in cement products as many as 278,000 ton. The alternative raw materials used are copper slag, bottom ash, fly-ash, and granulated blast furnace slag, which are fed through the raw mills and cement mills.

Pemanfaatan Bahan Baku Alternatif dan Bahan Bakar Alternatif

Alternative Material and Alternative Fuel Utilization



Indocement menginvestasikan sejumlah Rp353 miliar pada pembangunan RDF *Feeding Facility* dan *Hotdisc Facility* untuk meningkatkan pemakaian bahan bakar alternatif ke dalam sistem proses produksi semen. Upaya ini dilakukan untuk mengurangi emisi yang dihasilkan dari bahan bakar fosil, dan diharapkan dapat mengurangi dampak negatif proses produksi terhadap lingkungan.

RDF FEEDING FACILITY

RDF *Feeding Facility* merupakan salah satu fasilitas pabrik yang digunakan untuk sistem pembakaran pada proses produksi klinker semen yang menunjang pemakaian aneka bahan bakar alternatif seperti RDF, plastik, *shoe waste/rubber*, sekam padi, serbuk gergaji, *palm kernel (biomass)*, dan *municipal solid waste*. RDF *Feeding Facility* mencakup beberapa fasilitas, antara lain penerimaan bahan bakar alternatif dari truk, penyimpanan, peralatan transportasi, serta peralatan konsumsi bahan bakar alternatif ke dalam sistem pembakaran.

RDF *Feeding Facility* akan digunakan di tiga lokasi Pabrik Indocement Citeureup, yaitu Plant 8, Plant 11, dan Plant 14. Hingga akhir 2021, RDF *Feeding Facility* Plant 14 sudah beroperasi, sedangkan RDF *Feeding Facility* di Plant 8 dan Plant 11 masih dalam tahap *commissioning* dan persiapan pembangunan.

Perseroan menginvestasikan sejumlah Rp194 miliar untuk fasilitas tersebut. Plant 14 menjadi *plant* prioritas untuk mengonsumsi RDF. Pada tahun keempat setelah proyek selesai, kemampuan RDF yang bisa dikonsumsi oleh Plant 14 diperkirakan dapat mencapai 367 ton/hari. Dengan fasilitas ini, diharapkan target Perseroan untuk mencapai 25% pemakaian bahan bakar alternatif pada 2025 akan tercapai.

HOTDISC FACILITY

Perseroan berkomitmen untuk terus mengurangi emisi GRK, salah satunya adalah dengan meningkatkan pemakaian bahan bakar alternatif. Untuk mencapai target tersebut, tentunya fasilitas harus diupayakan agar *plant* mampu membakar bahan bakar alternatif dalam jumlah besar. *Hotdisc Facility* merupakan proyek yang diinvestasikan di Plant 11. Konsep dari *Hotdisc Facility* ini adalah untuk memberikan fleksibilitas dan memudahkan proses pembakaran bahan bakar alternatif terutama RDF yang belum tercacah dalam jumlah besar. *Hotdisc Facility* atau *short combuster* ini ditempatkan di antara *calciner* dan sisi masuk dari kiln. Dengan pemasangan *Hotdisc Facility*, pemakaian bahan bakar alternatif ke dalam sistem pembakaran dapat ditingkatkan kapasitasnya hingga 35%.

Hotdisc Facility hingga akhir 2021 tengah memasuki tahap persiapan pembangunan. Perseroan menginvestasikan sejumlah Rp159 miliar untuk fasilitas ini.

Indocement has invested Rp353 billion in the construction of RDF *Feeding Facility* and *Hotdisc Facility* to increase alternative fuel usage in the cement production process system. This effort is made to lower emissions generated from fossil fuels, and it is expected to reduce negative impacts of the production process on the environment.

RDF FEEDING FACILITY

RDF *Feeding Facility* is one of the factory facilities used for the burning system of cement clinker production process that supports the usage of various alternative fuels, such as RDF, plastics, shoe wastes/rubber, rice husks, sawdust, palm kernels (biomass), and municipal solid wastes. RDF *Feeding Facility* consists of several facilities, such as the reception of alternative fuels from trucks, storage, transportation equipment, and alternative fuel consumption equipment into the burning system.

The RDF *Feeding Facility* will be used in three locations of Indocement's Citeureup Factory, namely Plant 8, Plant 11, and Plant 14. By the end of 2021, the RDF *Feeding Facility* in Plant 14 has operated, meanwhile the ones in Plant 8 and Plant 11 were still in the phase of *commissioning* and preparation for construction.

The Company has invested Rp194 billion on that facility. Plant 14 has become a priority in terms of RDF consumption. In the fourth year after the project is completed, Plant 14's capacity to consume RDF is estimated to reach 367 tons/day. With this facility, it is expected that the Company's target to reach 25% alternative fuel usage by 2025 will be achieved.

HOTDISC FACILITY

The Company is committed to continuously reducing GHG emissions by increasing the alternative fuel usage, among others. In order to achieve that target, the facility should be managed so that the plants will be able to burn alternative fuels in high amounts. *Hotdisc Facility* is a project that the Company has invested in at Plant 11. The concept of this *Hotdisc Facility* is to provide flexibility and to ease the combustion process of alternative fuels, especially RDF that has not been shredded in a huge amount. This *Hotdisc Facility* or *short combuster* is placed between the *calciner* and the entrance side of the kiln. By installing the *Hotdisc Facility*, the capacity of alternative fuel usage in the combustion system can be increased by 35%.

By the end of 2021, the *Hotdisc Facility* was entering the phase of preparation for construction. The Company has invested Rp159 billion for this facility.

Pengelolaan Limbah [306-1][306-2]

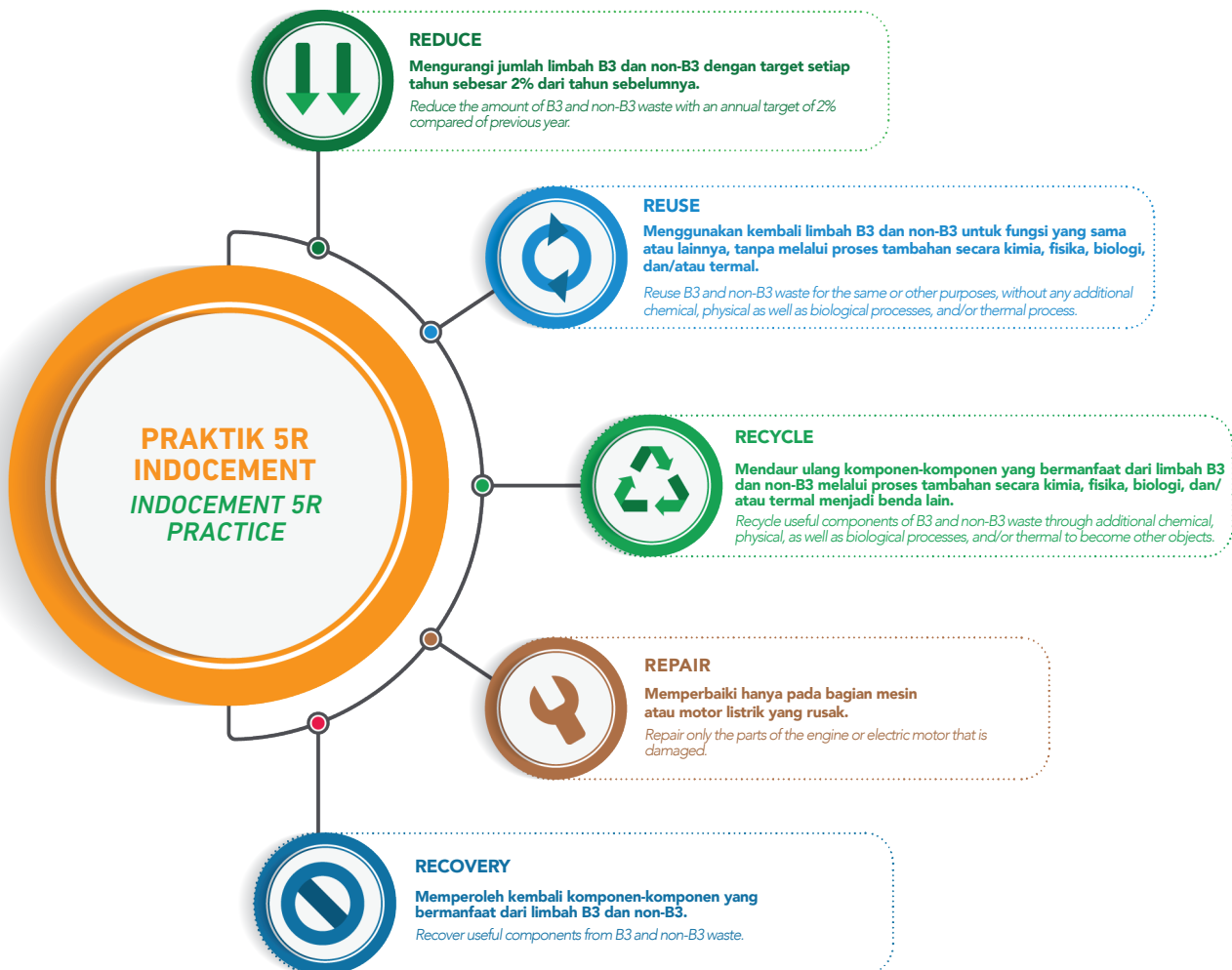
Indocement telah memiliki tempat penyimpanan sementara (TPS) limbah B3 berizin serta telah mendapatkan izin pengelolaan limbah, mulai dari penyimpanan, pengumpulan, dan pengangkutan yang berada pada ketiga kompleks pabrik. Pengelolaan limbah, baik internal maupun eksternal dipantau oleh Fungsi Alternative Fuel and Raw Material (AFR) serta General Services yang bertanggung jawab langsung kepada Direksi. Dalam operasionalnya, Perseroan lebih banyak mengelola limbah yang berasal dari eksternal untuk dimanfaatkan kembali menjadi bahan baku atau bahan bakar alternatif. Indocement juga telah menggunakan pendekatan ekonomi sirkuler dalam pengelolaan dan pengolahan limbah sebagai berikut:

Waste Management [306-1][306-2]

The Company already has a licensed hazardous and toxic waste temporary storage area (TPS) and has obtained a waste management permit, starting from storage to collection and transportation in the three factories. The internal and external waste management are monitored by the Alternative Fuel and Raw Material (AFR) Function as well as General Services, which directly answer to the Board of Directors. In its operations, the Company manages more external wastes to be reused as alternative raw materials or alternative fuels. Indocement has also adopted a circular economy approach in waste management and treatment, which is as follows:

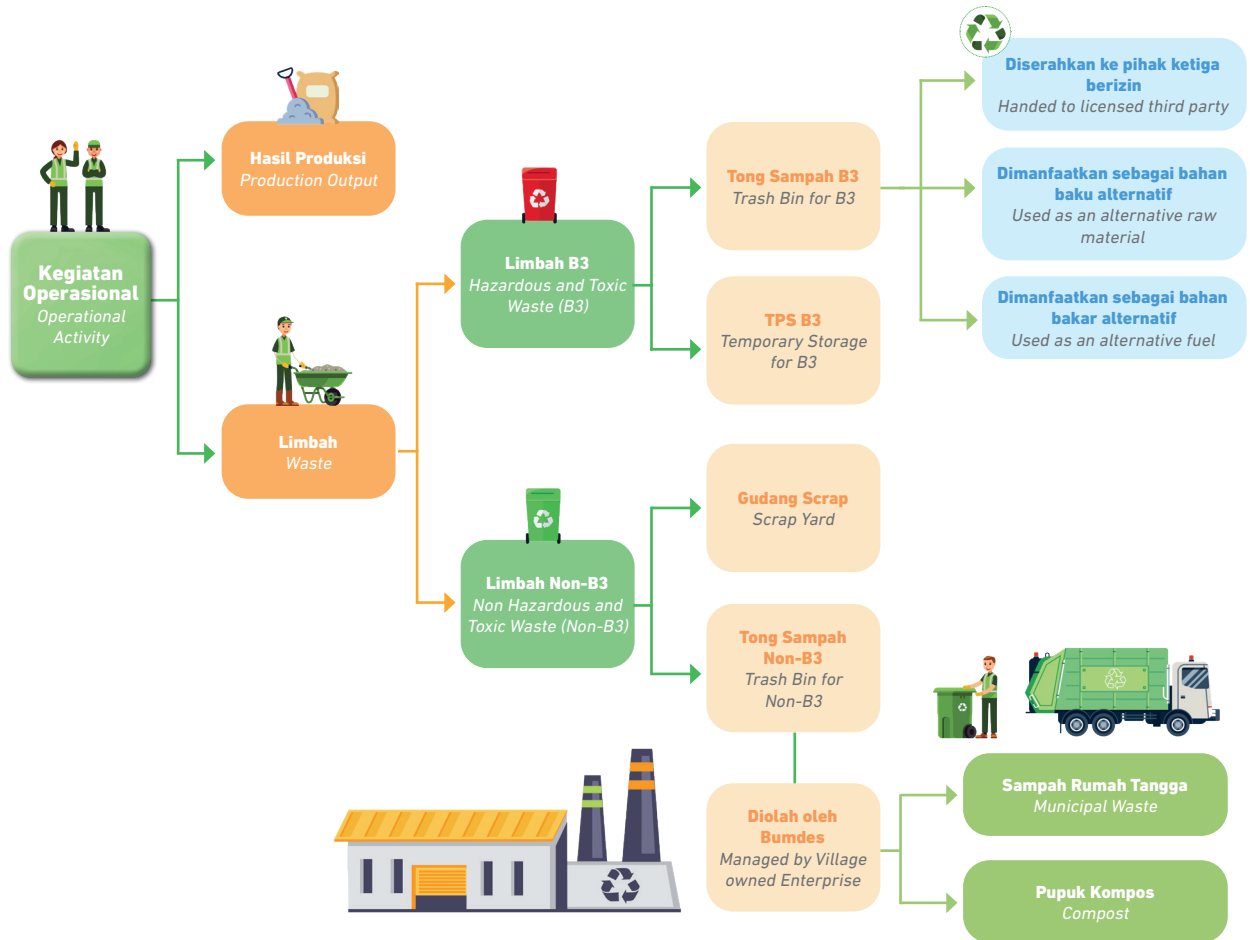
PENDEKATAN EKONOMI SIRKULER

CIRCULAR ECONOMY APPROACH



ALUR PENGELOLAAN LIMBAH

WASTE MANAGEMENT FLOW



Pada 2021, tercatat jumlah timbulan limbah B3 sebesar 15.059 ton dan limbah non-B3 sebesar 9.722 ton. Perseroan memanfaatkan kembali limbah B3 sebagai bahan bakar alternatif sebesar 25.673 ton. Di sisi lain, limbah non-B3 yang dimanfaatkan kembali sebagai bahan bakar alternatif sebesar 329.512 ton. [306-4]

In 2021, the Company recorded the amount of B3 waste generated at 15,059 tons and non-B3 waste at 9,722 tons. The Company reused 25,673 tons of B3 waste as alternative fuels. On the other hand, it reused 329,512 tons of non-B3 waste as alternative fuels. [306-4]

Limbah B3 (Ton) [306-2][306-3][EM-CM-150a.1]
B3 Waste (Tons)

| Kompleks Pabrik Factory | Jumlah Limbah Dihasilkan Waste Generated | | | Pengelolaan Management | | | | | | | | |
|----------------------------|---|--------------|--------------|---------------------------|--------------|----------|----------------------------|--------------|--------------|--|---------------|------------|
| | | | | Disimpan Stored | | | Dimanfaatkan* Utilized* | | | Diserahkan ke Pihak Ketiga Transported to Third Party | | |
| | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 |
| Citeureup | 1.900 | 2.806 | 3.055 | 0 | 0 | 0 | 1.764 | 2.641 | 2.929 | 136 | 165 | 125 |
| Cirebon | 742 | 436 | 356 | 11 | 2 | 1 | 595 | 268 | 190 | 136 | 167 | 165 |
| Tarjun | 12.417 | 3.663 | 6.483 | 14 | 1.306 | 2 | 12.395 | 3.648 | 6.406 | 9 | 13.083 | 74 |
| Total | 15.059 | 6.905 | 9.894 | 25 | 1.308 | 3 | 14.754 | 6.557 | 9.525 | 281 | 13.415 | 364 |

*Dimanfaatkan sebagai bahan baku alternatif dan bahan bakar alternatif.

*Utilized as alternative raw materials and alternative fuels.

Limbah Non-B3 (Ton) [306-2][306-3]
Non-B3 Waste (Tons)

| Kompleks Pabrik Factory | Limbah Dihasilkan Waste Generated | | | Pengelolaan Management | | | | | | | | |
|----------------------------|--------------------------------------|--------------|--------------|---------------------------|----------|----------|----------------------------|--------------|--------------|--|-----------|------------|
| | | | | Disimpan Stored | | | Dimanfaatkan* Utilized* | | | Diserahkan ke Pihak Ketiga Transported to Third Party | | |
| | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 |
| Citeureup | 687 | 841 | 521 | 0 | 0 | 0 | 687 | 841 | 521 | 0 | 0 | 0 |
| Cirebon | 247 | 375 | 557 | 0 | 0 | 0 | 243 | 370 | 548 | 4 | 5 | 9 |
| Tarjun | 8.788 | 105 | 236 | 0 | 0 | 0 | 8.788 | 99 | 45 | 0 | 6 | 181 |
| Total | 9.722 | 1.321 | 1.314 | 0 | 0 | 0 | 9.718 | 1.310 | 1.114 | 4 | 11 | 190 |

*Dimanfaatkan sebagai kompos
*Utilized as compost

Pemanfaatan Limbah B3 sebagai Bahan Bakar Alternatif (Ton) [306-4]
Utilization of B3 Waste as Alternative Fuel (Tons)

| Kompleks Pabrik Factory | Periode Pelaporan Reporting Period | | |
|----------------------------|---------------------------------------|----------------|-----------------|
| | 2021 | 2020 | 2019 |
| Citeureup | 22.811 | 71.664 | 60.388,3 |
| Cirebon | 235,5 | 24.793 | 5.023,6 |
| Tarjun | 2.626,5 | 17.909 | 906,4 |
| Total | 25.673 | 114.336 | 66.318,3 |

Keterangan | Notes:

Limbah B3 meliputi sludge oil, sloop oil, waste fuel, paint, dan high carbon.
Hazardous and toxic waste consist of sludge oil, sloop oil, waste fuel, paint, and high carbon.

Pemanfaatan Limbah Non-B3 sebagai Bahan Bakar Alternatif (Ton) [306-4]
Utilization of Non-B3 Waste as Alternative Fuels (Tons)

| Sumber Limbah Sources of Waste | Periode Pelaporan Reporting Period | | |
|---|---------------------------------------|---------|---------|
| | 2021 | 2020 | 2019 |
| Bahan Bakar Alternatif dari Limbah Biomassa Alternative Fuel from Biomass | | | |
| Cangkang Kopi dan Kelapa Sawit Coffee Shell and Palm Kernel Shell | 58 | 1.995 | 5.537 |
| Sekam Padi Rice Husk | 153.761 | 120.479 | 118.209 |
| Serbuk Gergaji Saw Dust | 12.613 | 10.185 | 25.088 |
| Kertas, Karton Paper, Cardboard | 949 | 74 | 83 |
| Biji Jarak Jatropha | 0 | 2 | 2 |
| Biomassa Biomass | 3.089 | 2.516 | 1.702 |
| Bahan Bakar Alternatif dari Limbah Lainnya Alternative Fuel from Other Waste Sources | | | |
| Ban Bekas Scrap Tire | 24.828 | 16.486 | 10.078 |
| Plastik Plastic | 4.004 | 9.229 | 5.387 |

Pemanfaatan Limbah Non-B3 sebagai Bahan Bakar Alternatif (Ton) [306-4]

Utilization of Non-B3 Waste as Alternative Fuels (Tons)

| Sumber Limbah <i>Sources of Waste</i> | Periode Pelaporan <i>Reporting Period</i> | | |
|---|--|----------------|----------------|
| | 2021 | 2020 | 2019 |
| Tekstil <i>Textile</i> | 1.390 | 2.326 | 468 |
| Sampah Rumah Tangga <i>Municipal Waste</i> | 6.349 | 1.313 | 5.984 |
| Lainnya <i>Others</i> | 122.561 | 3.542 | 0 |
| Total | 329.512 | 168.106 | 172.539 |

Pemanfaatan kembali limbah oleh Perseroan telah berhasil mensubstitusi 2,65% kebutuhan bahan baku di *raw mill*, 1,77% substitusi bahan baku klinker dalam *cementitious*, dan 12,2% kebutuhan bahan bakar. Melalui penerapan teknologi dan sumber daya yang memadai, Perseroan dapat meningkatkan pencapaian ini dibandingkan tahun sebelumnya sebesar 2,48% untuk substitusi bahan baku dan 9,3% untuk substitusi bahan bakar alternatif.

The Company has successfully substituted 2.65% of raw material needs at the raw mills, 1.77% of clinker raw materials in *cementitious*, and 12.2% of fuel needs. Through the application of efficient technologies and utilization of advanced resources, the Company managed to improve this achievement compared to that of the previous year by 2.48% for the substitution of raw materials and 9.3% for the substitution of alternative fuels.

98%

Pemanfaatan limbah B3 internal.
Utilization of internal B3 waste.

1,77%

Substitusi bahan baku klinker dalam *cementitious*.
*Clinker raw material substitution in *cementitious*.*

99%

Pemanfaatan limbah Non-B3 internal.
Utilization of internal Non-B3 waste.

12,2%

Pemanfaatan limbah mensubstitusi kebutuhan bahan bakar.
Utilization of wastes to substitute for fuel needs.

2,65%

Pemanfaatan limbah mensubstitusi kebutuhan bahan baku alternatif.
Utilization of wastes as alternative raw materials.

MENJAGA KARYAWAN DAN KOMUNITAS KAMI

Taking Care of Our Employees and Communities





SMARTER FASTER
BETTER



INDOCEMENT
HEIDELBERGCEMENT Group



PENDEKATAN MANAJEMEN [3-3]

Management Approaches

PENCAPAIAN DI 2021 *Achievements in 2021*

Nihil kecelakaan kerja fatal.
Zero occupational fatalities.

KEBIJAKAN DAN KOMITMEN *Policies and Commitment*

- Sustainability Commitment 2030 HeidelbergCement.
- Kebijakan Keselamatan dan Kesehatan Kerja (K3) Indocement yang ditetapkan pada 9 September 2019 oleh Direktur Utama Perseroan.
- Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan dan Kesehatan Kerja.
- Peraturan Menteri Tenaga Kerja Nomor 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja dan Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Pedoman Penerapan SMK3. [403-1]
- ISO 45001:2018.
- Pedoman Global Cement and Concrete Association (GCCA).
- HeidelbergCement's Sustainability Commitment 2030.
- Indocement's Occupational Health and Safety (OHS) policy established on 9 September 2019 by the Company's President Director.
- Law of the Republic of Indonesia No. 1 of 1970 on Occupational Health and Safety.
- Regulation of the Minister of Manpower No. 5 of 1996 on Occupational Health and Safety Management System (OHSMS) as well as Government Regulation (PP) No. 50 of 2012 on Guidelines for Implementation of OHSMS. [403-1]
- ISO 45001:2018.
- Global Cement and Concrete Association (GCCA) Guidelines.

STRATEGI 2021 [403-7] *2021 Strategies*

- Secara konsisten meningkatkan budaya K3 karyawan maupun kontraktor melalui pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3).
- Pelaksanaan Bulan K3 Nasional.
- Pelatihan di Indocement Safety Health Environment Learning Center (I-SHELTER).
- Pelaksanaan Minggu Keselamatan (*Safety Week*).
- Penerapan *Contractor Safety Management System* (CSMS).
- Penegakkan Peraturan Keselamatan Jiwa (*Life Saving Rules*).
- Penerapan *Permit to Work*.
- Pencegahan risiko penyakit kerja yang berbahaya melalui pelaksanaan program preventif, promotif, kuratif, dan rehabilitatif.
- Consistently fostering the culture of OHS among employees and contractors through the establishment of the Occupational Health and Safety Advisory Committee (P2K3).
- Organizing National OHS Month.
- Training at Indocement-Safety Health Environment Learning Center (I-SHELTER).
- Organizing Safety Week
- Implementing Contractor Safety Management System (CSMS).
- Enforcing Life Saving Rules.
- Applying Permit to Work.
- Preventing risks of dangerous occupational diseases through the implementation of preventive, promotive, curative, and rehabilitative programs.

EVALUASI PENDEKATAN MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN

Evaluation of Management Approaches and Stakeholder Engagement

- Pengelolaan K3 karyawan berada di bawah tanggung jawab masing-masing pimpinan unit operasi, dibantu Unit Safety dengan koordinasi Corporate SHE Division dan diawasi langsung oleh Direktur Sumber Daya Manusia.
- SMK3 Perseroan mencakup 100% karyawan pada setiap unit operasi dan telah diaudit secara internal dan eksternal. Pengelolaan K3 karyawan berada di bawah tanggung jawab masing-masing pimpinan unit operasi dibantu Unit Safety dengan koordinasi Corporate SHE Division dan diawasi langsung oleh Direktur Sumber Daya Manusia. [403-8]
- The management of employees' OHS is under the responsibility of each operating unit head, assisted by the Safety Unit in coordination with the Corporate SHE Division and supervised directly by the Director of Human Resources.
- The Company's OHSMS covers all (100%) employees in every operating unit, and it has been audited internally and externally. The management of employees' OHS is under the responsibility of each operating unit head assisted by the Safety Unit in coordination with the Corporate SHE Division and supervised directly by the Director of Human Resources. [403-8]

PENANGANAN DAN MITIGASI DAMPAK PANDEMI COVID-19 [3-3]

Response and Impact Mitigation of COVID-19 Pandemic

Perseroan secara konsisten tetap menerapkan protokol kesehatan yang ketat beserta beragam penyesuaian di setiap wilayah operasional untuk mengendalikan penyebaran COVID-19. Indocement mengutamakan keselamatan dan kesehatan karyawan, serta tetap mengupayakan lingkungan kerja yang sehat dan aman untuk mendukung kelancaran operasional Perseroan. Perseroan menerapkan strategi mitigasi infeksi COVID-19 berdasarkan kajian ilmiah, seperti mengkaji ulang penggunaan semprotan disinfektan ke seluruh tubuh saat memasuki area kerja. [403-1]

Secara rutin, Indocement masih secara aktif memberikan sosialisasi informasi terkait COVID-19 bagi seluruh karyawan serta keluarga karyawan, baik melalui media webinar, spanduk, poster, dan intranet. Perseroan secara konsisten mengimplementasikan protokol kesehatan ketat berupa pengukuran suhu di pintu masuk bagi setiap karyawan, kontraktor, dan tamu yang memasuki wilayah operasional, kewajiban untuk mengenakan masker bagi semua orang, kewajiban mengisi *self assessment* risiko COVID-19 bagi seluruh karyawan, *screening* rutin dengan pemeriksaan swab antigen bagi pekerja yang berisiko tinggi tertular COVID-19, serta tidak diperbolehkannya karyawan dan kontraktor yang sedang sakit untuk memasuki area kerja. [403-7]

Perseroan juga menerapkan kebijakan 50% *work from office* (WFO) dan 50% *work from home* (WFH) dengan intensitas empat hari WFO dan satu hari WFH bagi karyawan *non-production operation*. Indocement berupaya menghadirkan *work-life balance* bagi karyawan selama pandemi, yaitu dengan memberikan fleksibilitas waktu dalam bekerja bagi karyawan agar memiliki lebih banyak waktu bersama keluarga. Di sisi lain, jika ada pegawai yang melakukan isolasi mandiri, Perseroan tidak memberikan beban kerja yang terlalu banyak.

The Company has consistently implemented stringent health protocol as well as various adjustments in each operational area to control the spread of COVID-19. Indocement prioritizes employees' health and safety while keeps creating a healthy and safe work environment to support the Company's smooth operations. The Company has implemented a strategy to mitigate COVID-19 infection based on scientific studies, such as review the spraying of disinfectant all over the body before entering working areas. [403-1]

The Company still actively disseminates information related to the COVID-19 to all employees and employees' families through webinars, banners, posters, and intranet routinely. The Company has implemented stringent health protocol consistently, such as measuring temperatures of every employee, contractor, and visitor entering the operational areas; requiring everyone to wear masks; requiring all employees to complete a self-assessment of the COVID-19 risk; conducting routine screening with antigen swab test for workers who are at high risk of contracting COVID-19; and preventing ill employees and contractors from entering the work area. [403-7]

The Company has also implemented the policy of having 50% employees to Work from Home (WFH) and 50% employees to Work from Office (WFO) with four days for WFO and one day for WFH for non-production operation employees. Indocement always seeks to create work-life balance for employees during the pandemic, which is by giving employees time flexibility in working so that they can have more time with their families. On the other hand, the Company will reduce the workload of employees who self-isolate.

PENGELOLAAN KESELAMATAN DAN KESEHATAN KERJA (K3)

Occupational Health and Safety (OHS) Management

IDENTIFIKASI BAHAYA, PENILAIAN RISIKO, DAN INVESTIGASI INSIDEN

Indocement memetakan dan mengaudit pekerjaan dengan kategori berisiko tinggi berdasarkan SMK3 dan *Life Saving Rules* (LSR) setiap dua kali setahun. Perseroan mengelola pekerjaan dengan risiko kecelakaan kerja yang telah teridentifikasi sesuai dengan LSR, yang selanjutnya diterapkan bagi seluruh karyawan, karyawan kontraktor, dan semua tamu yang berada di wilayah kerja Perseroan. Indocement juga melibatkan karyawan untuk ikut secara aktif memantau risiko atau kemungkinan kecelakaan kerja di wilayah operasi melalui *platform* SHE on My Hand. [403-1][403-2][403-4]

Monitoring dan mitigasi risiko K3 di wilayah kerja Perseroan dilaksanakan setiap hari oleh Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di setiap kompleks pabrik dan sub P2K3 di setiap divisi/*plant*. Anggota P2K3/sub-P2K3 terdiri dari 50% tingkat perwakilan manajemen Perseroan dan 50% tingkat karyawan yang diwakili pengurus serikat pekerja di masing-masing kompleks pabrik. Melalui P2K3, setiap pekerja dapat memberikan atau mendapatkan informasi terbaru mengenai implementasi K3 di lapangan. Sesuai dengan prosedur keselamatan, setiap pekerja juga dapat menolak suatu pekerjaan apabila situasi tempat bekerja dianggap berbahaya. [403-4]

Pengelolaan Beberapa Pekerjaan dengan Risiko Kecelakaan Kerja sesuai *Life Saving Rules* [403-2]

[403-3][403-7]

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

Indocement maps and audits the types of work with high-risk categories based on OHSMS and Life Saving Rules (LSR). Audit activities are performed twice per year. The Company manages work with the identified risks of occupational accidents in accordance with the LSR, which is then applied to all employees, contractor employees, and all visitors who are in the Company's work areas. Indocement also involves employees in monitoring risks or potential occupational accidents actively in the operational areas through SHE on My Hand platform. [403-1][403-2][403-4]

The OHS risk monitoring and mitigation in the Company's working areas are performed every day by the Occupational Health and Safety Advisory Committee (P2K3) in each factory and by P2K3 sub-units in each division/*plant*. P2K3/sub-P2K3 members consist of 50% of the Company's management representatives and 50% of employees, represented by trade union members in each factories. Through P2K3, every employee can provide or get the latest information related to OHS implementation on site. Each worker may also refuse to do a job if the situation in the place they work is dangerous, as stated in safety procedures. [403-4]

Management of Some Works with Occupational Accident Risk in Accordance with the Life Saving Rules [403-2][403-3][403-7]



BEKERJA DI KETINGGIAN Working at Heights

- Memiliki surat izin "Bekerja di Ketinggian".
- Menggunakan perlengkapan pengaman jatuh (*fall protection equipment*) yang memenuhi standar internasional.
- Melakukan inspeksi dan pemeliharaan berkala terhadap perlengkapan pengaman jatuh.
- Menggunakan material dan perlengkapan perancah yang memenuhi standar internasional.
- Menggunakan tangga vertikal bongkar-pasang dalam kondisi aman atau stabil dari pergeseran pada bagian atas maupun bawah dan harus diperiksa sebelum digunakan, serta penerapan rasio 4:1.
- Having a "Working at Heights" permit.
- Using fall protection equipment that complies with international standards.
- Performing periodic inspections and maintenance of fall safety equipment.
- Using materials and scaffolding equipment that meets international standards.
- Using vertical ladders for unloading that are in a safe or stable condition, preventing movement at the top and bottom, checking before use, as well as applying a 4:1 ratio.

MEMASUKI RUANG TERBATAS Confined Space Entry

- Memiliki Surat Izin "Ruang Terbatas".
 - Dilakukan oleh petugas ruang terbatas yang berkompeten untuk melaksanakan pekerjaan sesuai peran dan tanggung jawabnya.
 - Melakukan isolasi energi terhadap semua potensi sumber energi.
 - Melakukan pengukuran kondisi/kandungan udara sebelum bekerja dan secara berkala.
 - Berkoordinasi dengan petugas rescue sebelum pekerjaan berlangsung, dan menjaga komunikasi antar petugas ruang terbatas.
 - Mendahulukan evakuasi keluar dari ruang terbatas saat terjadi keadaan darurat.
- *Having a "Limited Space" permit.*
 - *Conducted by a limited space officer who is competent in carrying out the work in accordance with its roles and responsibilities.*
 - *Conducting energy isolation of all potential energy sources.*
 - *Conducting measurement of the air condition/content before work and periodically.*
 - *Coordinating with the rescue officers before the work takes place, and maintaining communication in the limited spaces.*
 - *Prioritizing evacuation out of the confined space during an emergency.*

2



3



BEKERJA DI AREA PANAS DAN PEKERJAAN PANAS Working at Hot Areas and Hot Work

- Memiliki Surat Izin "Area Panas".
 - Melakukan identifikasi potensi bahaya dan penilaian risiko terhadap potensi material/gas panas dan menentukan pengendalian risikonya.
 - Memasang rambu, membatasi akses, menyalakan tanda bahaya, dan menentukan jalur evakuasi.
 - Melakukan isolasi terhadap semua sumber energi.
 - Memastikan tidak ada pekerjaan paralel/bersamaan saat akan dilakukannya pembersihan sumbatan material.
 - Menggunakan Alat Pelindung Diri (APD) khusus area panas.
 - Dilakukan oleh petugas yang berkompeten dan dilakukan pengawasan oleh penanggung jawab lokasi.
- *Having a "Hot Area" permit.*
 - *Identifying potential hazards and risk assessment of the potential of hot materials/gasses and determining risk control.*
 - *Installing signs, restricting access, turning on the alarm, and determining the evacuation path.*
 - *Conducting isolation of all energy sources.*
 - *Ensuring no parallel/concurrent work is done when cleaning material blockages.*
 - *Wearing special hot area Personal Protective Equipment (PPE).*
 - *Conducted by a competent officer and supervised by the person in charge of the location.*

KESELAMATAN MENGENEMUDI Driving Safety

- Memiliki surat izin Mengemudi (SIM) sesuai kendaraan yang dikemudikan.
 - Memastikan pengemudi dalam kondisi sehat.
 - Menggunakan sabuk pengaman/keselamatan.
 - Memastikan jumlah penumpang tidak melebihi spesifikasi rancangan pabrik.
 - Mematuhi rambu-rambu dan marka lalu lintas.
- *Having a driver's license according to the vehicle being driven.*
 - *Ensuring driver is in good health.*
 - *Wearing safety/security seat belts.*
 - *Ensuring passenger numbers do not exceed manufacturer's design specifications.*
 - *Obeying the signs and traffic markings.*

4



Perseroan juga memiliki Program Virtual Inspection yang dilakukan dengan menunjuk salah satu karyawan untuk melakukan inspeksi area pabrik menggunakan kamera. Dengan cara ini, Corporate SHE Division dapat memantau kondisi terkini di lokasi dan memberikan arahan jika terjadi kesalahan.

The Company also has a Virtual Inspection Program carried out by appointing one of the employees to inspect the plant area while using a camera. In this way, Corporate SHE Division team can monitor the latest condition in the location and provide guidance when a mistake occurs.

KINERJA KESELAMATAN DAN KESEHATAN INDOCEMENT [403-9]

Indocement Health and Safety Performance

Berdasarkan hasil audit dan evaluasi K3, kinerja K3 pada 2021 relatif sama dengan tahun sebelumnya, yaitu terdapat 13 kasus kecelakaan kerja. Jenis cedera yang berhubungan dengan pekerjaan selama 2021 didominasi oleh terpukul/terbentur benda bergerak pada saat pekerjaan *maintenance*. Selain itu, jumlah jam kerja selamat pada 2021 sebesar 7.451.447,5 jam.

Based on the results of OHS audits and evaluations, the OHS performance in 2021 was relatively the same as that of the previous year, which was 13 cases of occupational accidents. The types of occupational-related injuries during 2021 were dominated by bumping against/colliding with moving objects during maintenance work. In addition, the number of safe working hours in 2021 was 7,451,447.5 hours.

Jumlah Kecelakaan Kerja di Operasi Perseroan dan Kontraktor Rekanan
Total Occupational Accident at Company's Operations and Partner Contractors

| Tingkat Kecelakaan Kerja <i>Occupational Accident Rate</i> | 2021 | 2020* | 2019* |
|---|-----------|-----------|-----------|
| Ringan <i>Minor</i> | 12 | 12 | 17 |
| Sedang dan Serious <i>Medium and Serious</i> | 1 | 1 | 5 |
| Fatal | 0 | 0 | 0 |
| Jumlah Total | 13 | 13 | 22 |

Keterangan | Notes:

*Insiden kecelakaan kerja hanya dialami oleh karyawan laki-laki.

*The occupational accidents were only experienced by male employees.

Jumlah Jam Kerja Hilang Karena Kecelakaan Kerja
Total Lost Working Hours Due to Occupational Accidents

| Uraian <i>Description</i> | 2021 | 2020 | 2019 |
|--|--------------------|--------------------|--------------------|
| Kompleks Pabrik Citeureup <i>Citeureup Factory</i> | 0 | 0 | 0 |
| Kompleks Pabrik Cirebon <i>Cirebon Factory</i> | 24 | 0 | 24 |
| Kompleks Pabrik Tarjun <i>Tarjun Factory</i> | 0 | 0 | 264 |
| Jam Kerja Hilang <i>Lost Working Hour</i> | 24 | 0 | 288 |
| Jumlah Jam Kerja Selamat <i>Number of Safe Working Hour</i> | 7.451.447,5 | 7.880.881,5 | 8.425.826,0 |

Tingkat Kecelakaan Kerja Berdasarkan Kompleks Pabrik [EM-CM-320a.1]
Occupational Accident Rate Based on Factory

| Uraian Description | Citeureup | | | Cirebon | | | Tarjun | | |
|--|-----------|------|------|---------|------|------|--------|------|------|
| | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 |
| Operasi Perseroan Company's Operation | | | | | | | | | |
| Frekuensi Frequency Rate | 0 | 0 | 0 | 1,22 | 0 | 0,9 | 0 | 0 | 0,7 |
| Tingkat Keparahan Severity Rate | 0 | 0 | 0 | 3,7 | 0 | 0,9 | 0 | 0 | 7,8 |
| Kehilangan Waktu Kerja Lost Time Injury (LTI) | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 1 |
| Kehilangan Hari Kerja Lost Working Days (LWD) | 0 | 0 | 0 | 3 | 0 | 1 | 0 | 0 | 11 |
| Perawatan Medis Karena Cedera Medical Treatment for Injury (MTI) | 9 | 9 | 12 | 2 | 1 | 1 | 1 | 2 | 2 |
| Kontraktor Rekanan Partner Contractors | | | | | | | | | |
| Kehilangan Waktu Kerja Lost Time Injury (LTI) | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |

PELATIHAN DAN PENINGKATAN BUDAYA K3

[403-5]

Perseroan secara konsisten meningkatkan pemahaman K3 setiap karyawan, di antaranya dilakukan dengan pelatihan, terutama melalui pelatihan melalui I-SHELTER yang dilakukan secara daring. Perseroan melibatkan seluruh karyawan, termasuk jajaran Direksi dan Plant/Division Manager dalam setiap kegiatan pelatihan.

Kegiatan pelatihan mengenai K3 berpusat di I-SHELTER yang ada di seluruh kompleks pabrik Perseroan. I-SHELTER adalah pusat pelatihan yang berfokus pada keselamatan kerja dan lingkungan. I-SHELTER memiliki berbagai fasilitas pendukung seperti simulasi alat pelindung diri, simulasi kiln dan simulasi berkendara, serta sejumlah program pelatihan seperti bekerja di ruang terbatas, ketinggian, perancah dan area panas (*hot work*), LOTOTO (*Lock Out, Tag Out, Try Out*), Izin Kerja Berbahaya, kegawatdaruratan, pekerjaan *refractory*, dan *e-learning*. Melalui I-SHELTER, Perseroan berupaya memastikan adanya pemahaman yang sama antara karyawan dan setiap kontraktor mengenai budaya keselamatan yang mencakup prinsip, panduan, dan prosedur keselamatan, kesehatan kerja, dan lingkungan (K3L).

Sampai dengan 2021, Perseroan telah mengadakan pelatihan dan kompetensi K3 yang diikuti 2.147 karyawan serta 1.324 kontraktor dan karyawan entitas anak secara daring. Perseroan juga mengadakan pelatihan atau kegiatan penyebaran informasi khusus mengenai penanganan pandemi COVID-19, yang dilakukan sebagai salah satu upaya mengurangi risiko penyebaran COVID-19.

OHS TRAINING AND CULTURE DEVELOPMENT

[403-5]

The Company has consistently improved employees' understanding of OHS by, among others, giving training, especially the online training provided through I-SHELTER. The Company involves all employees, including the Board of Directors and Plant/Division Managers in every training activity.

OHS related training activities are concentrated in I-SHELTERS that exist in all of the Company's factories. I-SHELTER is a training center that focuses on occupational safety and the environment. I-SHELTER has various supporting facilities such as personal protective equipment simulation, kiln simulation, and driving simulation as well as a number of training programs such as working in confined spaces, at heights, scaffolding and hot areas (*hot work*), LOTOTO (*Lock-Out, Tag-Out, Try-Out*), Hazardous Work Permit, emergencies, refractory work, and e-learning. Through I-SHELTER, the Company strives to ensure that there is a level understanding between employees and every contractor about the culture of safety that includes principles, guidelines, as well as occupational health and safety procedures, and environment (OHSE).

In 2021, the Company organized online OHS training and competence programs attended by 2,147 employees as well as 1,324 contractors and subsidiaries' employees. The Company also provided training or conducted information dissemination activities specifically regarding the handling of COVID-19 pandemic, which is one of the efforts made to reduce the risk of COVID-19 transmission.

Sepanjang 2021, Perseroan juga melaksanakan serangkaian aktivitas strategis untuk meningkatkan budaya K3 bagi seluruh karyawan dan kontraktor, di antaranya:

1. Pelaksanaan Bulan K3 Nasional 2021 dengan tema “Penguatan Sumber Daya Manusia yang Unggul dan Berbudaya K3 pada Semua Sektor Usaha” serta tema bulan K3 internal Indocement “Penguatan Kompetensi dalam Mengidentifikasi serta Menilai Potensi Bahaya dan Risiko dengan Menerapkan Perilaku Hidup Sehat Demi Keberlanjutan Usaha”.
2. Board of Directors SHE Walk secara virtual sebagai upaya pengawasan penerapan K3 di lapangan oleh Direksi Perseroan, serta untuk memperkuat *Safety Leadership* bagi jajaran Direksi dan *Plant/Division Manager*.
3. Pelaksanakan *Indocement Safety Forum* (ISF) secara daring.
4. Evaluasi penerapan *contractor safety management system* (CSMS).

PROMOSI KESEHATAN DAN FASILITAS K3 BAGI KARYAWAN [403-3] [403-5] [403-6] [403-7] [403-10]

Melalui berbagai upaya baik promosi dan pencegahan melalui pemeriksaan kesehatan, Indocement berupaya untuk memastikan kesehatan dan kebugaran kondisi fisik setiap karyawan dan kontraktor. Sebagai bentuk mitigasi terhadap risiko penyakit akibat kerja (PAK), penyakit degeneratif, dan penyakit infeksi, Perseroan mewajibkan seluruh karyawan dan mitra kerja untuk melakukan pemeriksaan kesehatan berkala (*Medical Check Up/MCU*) setiap tahunnya.

Berkaitan dengan pandemi COVID-19, kegiatan MCU untuk sementara waktu ditiadakan karena adanya potensi peningkatan penyebaran COVID-19, baik dari sisi pengumpulan karyawan maupun dari jenis pemeriksaan yang akan dilaksanakan. Supaya tidak menghilangkan hak karyawan dan agar tetap dapat mengontrol kesehatan karyawan, Perseroan tetap mengundang karyawan untuk melaksanakan pemeriksaan sebatas pemeriksaan fisik dan laboratorium. Selama periode pelaporan, terdapat 304 karyawan yang telah melakukan pemeriksaan. Dengan adanya keterbatasan pemeriksaan yang dilakukan, identifikasi atau penelusuran terkait penyakit akibat kerja (PAK) di 2021 tidak dapat dilakukan.

Throughout 2021, the Company also performed a series of strategic activities to foster the culture of OHS aimed at all employees and contractors, among others:

1. Organizing 2021 National OHS Month with the theme “Strengthening Excellent Human Resources with OHS Culture in All Business Sectors” as well as Indocement’s internal OHS Month theme “Improving Competences in Identifying and Assessing Potential Dangers and Risks by Reinforcing Healthy Life Behavior for the Business Sustainability”.
2. Having Board of Directors’ virtual SHE Walk as an effort to supervise OHS implementation in the field by the Company’s Board of Directors as well as to improve the *Safety Leadership* of the Board of Directors and *Plant/Division Managers*.
3. Organizing online Indocement Safety Forum (ISF).
4. Evaluating the implementation of *contractor safety management system* (CSMS).

HEALTH PROMOTION AND OHS FACILITIES FOR EMPLOYEES [403-3] [403-5] [403-6] [403-7] [403-10]

Indocement strives to ensure the health and fitness of employees and contractors through various efforts, both promotion and preventive activities by conducting health checks. In order to mitigate the risks of occupational diseases, degenerative diseases, and infectious diseases, the Company requires that all employees and work partners have periodic *Medical Check-Up/MCU* every year.

In relation to the COVID-19 pandemic, the MCU activity has been suspended due to the potential of increasing the COVID-19 transmission, either the gathering of employees or the types of examination to be performed. In order to preserve employees’ rights and to maintain control of employees’ health, the Company still invites employees to have check-ups that are limited to physical examinations and laboratory tests. During the reporting period, there were 304 employees who had check-ups. Due to the limitation of health examinations conducted in 2021, occupational diseases could not be identified or traced.

Perseroan juga menyediakan program kesehatan lainnya bagi karyawan berupa pelatihan dan penyuluhan kesehatan. Sebagai bentuk penyesuaian terhadap kondisi pandemi COVID-19, pelatihan kesehatan dilakukan secara daring melalui *e-learning* dan kegiatan dalam kelas yang dikelola oleh Corporate People Development Department (CPDD). Jenis pelatihan kesehatan di antaranya ergonomik, penyakit akibat kerja bising, penyakit akibat kerja debu, penanggulangan penderita gawat darurat, dan respon kegawatdaruratan.

Indocement menyediakan fasilitas kesehatan berupa klinik umum, klinik gigi, klinik kesehatan ibu dan anak serta KB, apotek, serta unit ruang tindakan yang melayani keadaan gawat darurat selama 24 jam. Selain itu juga, Perseroan memberikan fasilitas asuransi kesehatan yang mencakup kacamata, gigi, psikolog, dan psikiater. Jumlah karyawan yang memanfaatkan fasilitas pelayanan pengobatan selama 2021 tercatat sebanyak 16.616 kunjungan atau mengalami kenaikan 34,38% dibandingkan 2020 sebanyak 12.385 kunjungan.

The Company also offers other health programs to employees in the form of health training and education. As a form of adjustment to the COVID-19 pandemic situation, health training activities are carried out virtually through e-learning and in-class activities managed by the Corporate People Development Department (CPDD). The types of health training include ergonomics, noise-related occupational diseases, dust-related occupational diseases, emergency management for patients, and emergency responses.

Indocement provides health facilities that include general clinics, dental clinics, maternal and child health, as well as family planning clinics, pharmacies, and units that serve emergencies for 24 hours. In addition, the Company also provides health insurance facilities that cover glasses, dental treatment, psychologist services, and psychiatrist services. The recorded number of employees who utilized health-care facilities in 2021 was 16,616 visits, an increase of 34.38% compared to that of 2020 that was 12,385 visits.

MENJADI TETANGGA YANG BAIK [413-1][413-2]

Being a Good Neighbor

PENDEKATAN MANAJEMEN [3-3]

MANAGEMENT APPROACHES [3-3]

PENCAPAIAN DI 2021

Achievements in 2021

- Forum Bina Lingkungan.
- Pengukuran SROI di wilayah operasi dengan nilai sebesar 3,36 sampai dengan 5,29.
 - a. Kompleks Pabrik Citeureup "Kampung Inspirasi Cilengkrang" sebesar 3,36.
 - b. Kompleks Pabrik Cirebon "Batik Ciwaringin Cirebon" sebesar 5,16.
 - c. Kompleks Pabrik Tarjun "Juragan Kambing Desa (JUKAD)" sebesar 5,29.
- Terlaksananya 192 kegiatan Bilikom pada 27 desa mitra dan 1 dusun mitra di tiga wilayah kompleks pabrik.
- Pencapaian Program CSR:
 - a. Kompleks Pabrik Citeureup: 99%
 - b. Kompleks Pabrik Cirebon: 86%
 - c. Kompleks Pabrik Tarjun: 88%
- Mendapatkan penghargaan Indonesia Sustainable Development Goals Award (ISDA-2021) dengan tingkat Gold atas kinerja pengelolaan kegiatan CSR.
- Community Development Forum.
- SROI measurement at operational areas with values from 3.36 to 5.29.
 - a. Citeureup Factory "Cilengkrang Inspirational Village" at 3.36.
 - b. Cirebon Factory "Batik of Ciwaringin Cirebon" at 5.16.
 - c. Tarjun Factory "Village Goat Skipper (JUKAD)" at 5.29.
- The Company conducted 192 Bilikom activities in 27 partner villages and 1 partner hamlet in three locations of factories.
- Achievements of CSR Programs:
 - a. Citeureup Factory: 99%
 - b. Cirebon Factory: 86%
 - c. Tarjun Factory: 88%
- Receiving Indonesia Sustainable Development Goals Award (ISDA-2021) with Gold rating for the performance of CSR activity management.

KEBIJAKAN DAN KOMITMEN

Policies and Commitment

- Sustainability Commitment 2030 HeidelbergCement Group.
- Undang-undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan Pemerintah Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan.
- ISO 26000 Guidance on Social Responsibility.
- HeidelbergCement Group's Sustainability Commitment 2030.
- Law No. 40 of 2007 on Limited Liability Company and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility.
- ISO 26000 Guidance on Social Responsibility

STRATEGI 2021

2021 Strategies

- Realisasi pembiayaan program pemberdayaan masyarakat (termasuk penanganan pandemi COVID-19) sebesar Rp12,6 miliar.
- Selain program pemberdayaan masyarakat, Perseroan memberikan kesempatan berupa pelibatan masyarakat melalui kontraktor dari lingkungan senilai Rp47 miliar.
- Pemetaan sosial yang dilaksanakan setiap empat tahun sekali untuk memperbarui informasi mengenai kondisi sosial ekonomi masyarakat yang telah dilaksanakan pada 2020.
- The realization of community empowerment program financing (including the handling of the COVID-19 pandemic) was Rp12.6 billion.
- In addition to the community development program, the Company provides an opportunity in the form of community engagement by selecting local contractors with a value of Rp47 billion.
- The social mapping, which is performed every four years, was carried out in 2020 to update the information on the communities' socioeconomic conditions.

Evaluasi Pendekatan Manajemen dan Pelibatan Pemangku Kepentingan

1. Pengelolaan kegiatan tanggung jawab sosial dan lingkungan Perseroan berada di bawah Divisi CSR yang bertanggung jawab langsung kepada Direktur.
2. Pelibatan masyarakat secara langsung dalam pengawasan dan evaluasi program melalui forum Bina Lingkungan Komunikasi (Bilikom). Forum dilaksanakan setiap empat bulan sekali untuk menangani berbagai isu, pengaduan, ekspektasi, dan menerima masukan dari pemangku kepentingan. Masukan yang didapatkan pada forum menjadi salah satu dasar pertimbangan dalam perencanaan dan pelaksanaan program pemberdayaan masyarakat.

Evaluation of Management Approaches and Stakeholder Engagement

1. The Company's social and environmental responsibility activity management is under the CSR Division that directly answers to the Director.
2. The community is directly involved in monitoring and evaluation program through the Community Communication Development Forum (Bilikom). The forum is organized every four months to manage various issues, complaints, and expectations as well as to receive inputs from the stakeholders. The stakeholders' inputs then become one of the basis for considerations in the community empowerment program planning and implementation.

VISI, MISI, DAN FILOSOFI CSR

VISI CSR | CSR VISION

Menjadi perusahaan yang dikenal menjalankan kegiatan untuk meningkatkan kemandirian masyarakat dan kelestarian lingkungan di sekitarnya secara konsisten sehingga tercipta hubungan yang harmonis dan berkelanjutan.

To become a company that is known to run activities to increase communities' self-reliance and consistently conserve the surrounding environment, to create harmonious and sustainable relationships.

CSR VISION, MISSION, AND PHILOSOPHY

MISI CSR | CSR MISSION

Menjalankan kegiatan usaha dengan menjaga keseimbangan dimensi yang menerapkan konsep ramah lingkungan, kesejahteraan komunitas, dan keberlanjutan usaha.

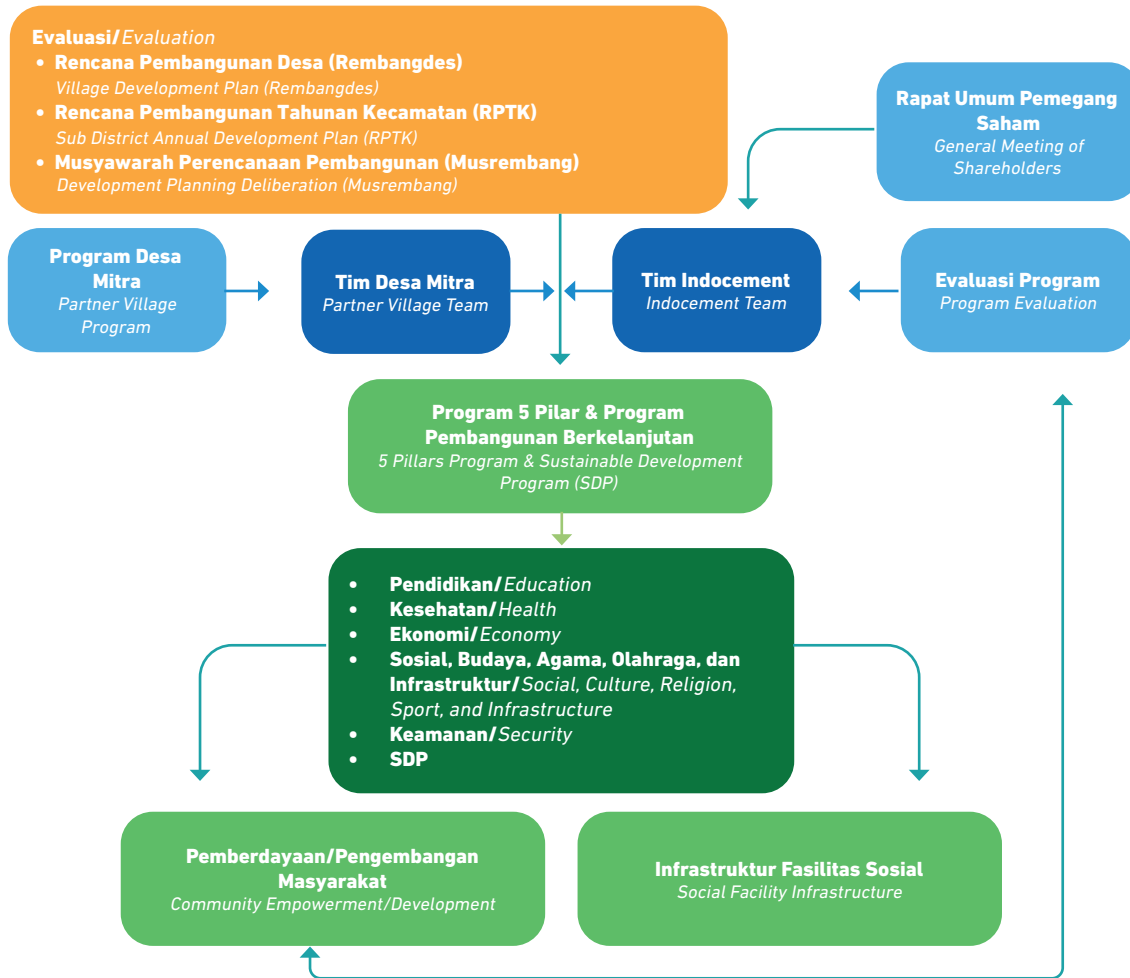
Conducting business activities by maintaining a balance between the concepts of environmentally friendly, community welfare, and business sustainability.

FILOSOFI CSR | CSR PHILOSOPHY

Perseroan memandang kegiatan CSR sebagai bagian yang tidak terpisahkan dalam mencapai keberlanjutan usahanya dan sebagai upaya mitigasi risiko komunitas; dengan menjunjung tinggi akuntabilitas usaha (*business accountability*) terhadap masyarakat sekitar, serta para pemangku kepentingan lainnya. Prinsip CSR dilakukan sesuai dengan nilai-nilai Perseroan (*corporate values*), serta mengacu kepada ketentuan Pemerintah, Tujuan Pembangunan Berkelanjutan (TPB), dan tiga pilar pembangunan berkelanjutan "*Triple Bottom Line*".

The Company views CSR activities as an integral part in achieving business sustainability and as a community risk mitigation effort; by upholding business accountability to the surrounding communities, as well as other stakeholders. CSR principles are carried out in accordance with the corporate values, and refers to the Government's provisions, Sustainable Development Goals (SDGs) and the three pillars of sustainable development 'Triple Bottom Line'.

Monitoring dan Evaluasi Kegiatan CSR
Monitoring and Evaluation of CSR Activities



MENGEMBANGKAN DAN MEMBERDAYAKAN MASYARAKAT MANDIRI

Indocement menjalankan program-program pengembangan masyarakat di seluruh area operasional. Selama 2021, Perseroan telah menginvestasikan sebesar Rp12,6 miliar untuk program kemasyarakatan. Selain program pemberdayaan masyarakat, Perseroan memberikan kesempatan berupa pelibatan masyarakat melalui kontraktor dari lingkungan senilai Rp47 miliar. Penyusunan rencana program CSR melibatkan masyarakat dan Pemerintahan Desa melalui Bilikom yang dilaksanakan di semua desa mitra yang terkena dampak. Masukan yang diberikan pemangku kepentingan pada forum Bilikom kepada Perseroan menjadi salah satu dasar pertimbangan dalam perencanaan dan pelaksanaan program pemberdayaan masyarakat.

Perseroan berupaya menjalankan program pengembangan masyarakat secara berkelanjutan (*Sustainable Development Program/SDP*) untuk membangun masyarakat mandiri dan memberikan kualitas kehidupan yang lebih baik. Perseroan

DEVELOP AND EMPOWER INDEPENDENT COMMUNITIES

Indocement implements community development programs in all operational areas. In 2021, the Company invested Rp12.6 billion in community programs. In addition to the community development program, the Company provides an opportunity in the form of community engagement by selecting local contractors with a value of Rp47 billion. In preparing CSR program plan, the Company involves the community and village government via the Bilikom forums, which are organized in all affected partner villages. Inputs provided by stakeholders to the Company in Bilikom forums become one of the basis for considerations in the community empowerment planning and implementation program.

The Company strives to run the Sustainable Development Program (SDP) to develop self-reliant communities and provide better quality of life. The Company has five pillars of CSR activities, namely Education, Health, Economy,





memiliki lima pilar kegiatan CSR, yaitu Pendidikan; Kesehatan; Ekonomi; Keamanan; dan Sosbudagor (Sosial, Budaya, Agama, Olahraga, dan Infrastruktur).

Security, and Sosbudagor (Social, Culture, Religion, Sport, and Infrastructure).

Pencapaian Program CSR Berdasarkan 5 Pilar dan SDP
CSR Program Achievements Based on 5 Pillars and SDP

| Pilar Pillars | Kompleks Pabrik Factory | | | | | | | | |
|--|----------------------------|------|------|---------|------|------|--------|------|------|
| | Citeureup | | | Cirebon | | | Tarjun | | |
| | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 |
| Pendidikan Education | 100% | 100% | 100% | 88% | 64% | 102% | 90% | 182% | 100% |
| Kesehatan Health | 100% | 89% | 100% | 82% | 127% | 132% | 52% | 125% | 60% |
| Ekonomi Economy | 100% | 100% | 100% | 43% | 130% | 52% | 102% | 88% | 51% |
| Sosial, Budaya, Agama, Olahraga, dan Infrastruktur <i>Social, Culture, Religion, Sport, and Infrastructure</i> | 100% | 103% | 100% | 95% | 93% | 123% | 93% | 147% | 95% |
| Keamanan Security | 100% | 100% | 100% | 93% | 97% | 109% | 98% | 138% | 66% |
| SDP | 93% | 93% | 96% | 116% | 117% | 111% | 92% | 75% | 95% |
| Rerata Total Average | 99% | 98% | 99% | 86% | 104% | 105% | 88% | 108% | 78% |

Kontribusi Pilar CSR dan SDP terhadap TPB
CSR Pillars and SDP Contribution towards SDGs

| Pilar Pillars | Program CSR CSR Programs | Jumlah Program Number of Programs | TPB SDGs |
|--|--|--------------------------------------|---|
| Pendidikan Education | Anak asuh, beasiswa, pelatihan aneka produksi, pelatihan UMKM, bantuan fasilitas belajar, perpustakaan sekolah, sekolah magang Indocement, pelatihan operator truk, pelatihan keterampilan, pembinaan seni dan olah raga, serta pembinaan pondok pesantren. <i>Fostered children, scholarships, training in various kinds of production, MSME training, learning facility support, school libraries, Indocement internship, training for truck operators, skills training, arts and sports coaching, as well as fostering Islamic boarding schools.</i> | 119 |  |
| Kesehatan Health | Pusat kesehatan masyarakat keliling, penyuluhan kesehatan, pemberian makanan tambahan, sarana air bersih, serta posyandu. <i>Mobile community health centers, health counseling, supplementary food, clean water facilities, and posyandu.</i> | 276 |  |
| Ekonomi Economy | Modal bergulir UMKM, peningkatan usaha berjalan, local purchase <i>MSME revolving capital, upgraded business, local purchase</i> | 227 |  |
| Sosial, Budaya, Agama, Olahraga, dan Infrastruktur <i>Social, Culture, Religion, Sport, and Infrastructure</i> | Bantuan kegiatan sosial, budaya, agama, olahraga, pembangunan/perbaikan infrastruktur, serta RUTILAHU. <i>Assistance of social, culture, religion, sport, infrastructure development/repair, and RUTILAHU activities.</i> | 107 |  |

Kontribusi Pilar CSR dan SDP terhadap TPB
CSR Pillars and SDP Contribution towards SDGs

| Pilar Pillars | Program CSR CSR Programs | Jumlah Program Number of Programs | TPB SDGs |
|-------------------|--|-----------------------------------|---|
| Keamanan Security | Pengamanan lingkungan, pelatihan Linmas, bantuan seragam Linmas, dan rakor pamling/ Linmas <i>Environmental safeguards, community security (Linmas) training, Linmas uniform assistance, and pamling/Linmas coordination meetings</i> | 40 |  |
| SDP | Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M), IWEC, Pengembangan Kampung Berwawasan Lingkungan, Pengelolaan Sampah Berbasis Masyarakat, Sekolah Berwawasan Lingkungan. <i>Community Research, Training, and Empowerment Center (P4M), IWEC, Environmentally Friendly Village Development, Community-Based Waste Management, Environmentally Friendly Schools.</i> | 147 |  |
| Total | | 916 | |

LOCAL HERO

Kehadiran *local hero* di masyarakat dapat menggerakkan dan memotivasi masyarakat untuk bekerja sama dalam mencapai Visi dan Misi CSR Indocement. Selama 2021, terdapat 61 *local hero* yang berada di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, Kompleks Pabrik Tarjun, Bandung, dan Cilegon.

LOCAL HERO

The presence of local heroes in the communities can move and motivate the communities to work together in achieving Indocement's CSR Vision and Mission. Throughout 2021, there were 61 local heroes in Citeureup Factory, Cirebon Factory, Tarjun Factory, Bandung, and Cilegon.

Program Penanganan Pandemi COVID-19
COVID-19 Pandemic Response Program

Selama 2021, seluruh kegiatan CSR tetap dilaksanakan sesuai dengan protokol kesehatan dan berhasil melampaui 100% capaian dibandingkan dengan target masing-masing program. Selain melanjutkan program pemberdayaan, Indocement juga terus menjaga masyarakat melalui pemberian bantuan pengendalian pandemi COVID-19 kepada masyarakat. Indocement berupaya memperkuat hubungan dengan desa mitra di masa pandemi serta memberikan manfaat lebih bagi pemangku kepentingan di desa mitra melalui pembentukan Program Responsif COVID-19 yang serentak di ketiga kompleks pabrik. Masing-masing unit telah membentuk Satgas Penanggulangan COVID-19 yang bekerja sama dengan Badan Penanggulangan Bencana Daerah (BPBD) setempat untuk bertanggung jawab atas program responsif COVID-19.

Pada 2021, Perseroan bekerja sama dengan Pemerintah Kabupaten Jawa Barat untuk memberikan vaksinasi kepada masyarakat umum. Perseroan juga melibatkan karyawan untuk ikut serta memberikan nilai bagi sesama melalui adanya kebijakan bagi seluruh karyawan yang pernah terinfeksi virus COVID-19 untuk dapat mendonorkan plasma konvalesen melalui kerja sama dengan Palang Merah Indonesia (PMI).

Throughout 2021, the Company continued to perform all CSR activities by referring to the health protocol, and it successfully exceeded 100% of achievement compared to the target of each program. In addition to continuing the empowerment programs, Indocement also keeps taking care of the communities through the provision of aid programs to control the COVID-19 pandemic. Indocement seeks to strengthen relationships with partner villages during the pandemic as well as to provide more benefits for stakeholders in partner villages through the simultaneous establishment of the COVID-19 Responsive Program in three factories. Each unit has formed a COVID-19 Response Task Force in collaboration with the local Regional Disaster Management Agency (BPBD) to be responsible for the COVID-19 Responsive Program.

In 2021, the Company worked together with the Government of West Java Province to give vaccinations to the public. The Company also involves the employees to participate in giving value to others through a policy of allowing employees who have been infected with COVID-19 virus to donate convalescent plasma through a cooperation with Indonesian Red Cross (PMI).

PROGRAM UNGGULAN PENGEMBANGAN MASYARAKAT

FEATURED COMMUNITY DEVELOPMENT PROGRAMS

Program Pengembangan Masyarakat Unggulan Featured Community Development Programs

| Pilar CSR CSR Pillars | Deskripsi Description | Target | Penerima Manfaat Beneficiaries |
|--|--|--|---|
| Kompleks Pabrik Citeureup Citeureup Factory | | | |
| Kesehatan Health | Program "Tiro Sehat", meliputi penyuluhan dan seminar kesehatan, peningkatan kapasitas Kader kesehatan, kantin sehat sekolah, kesehatan kerja untuk pengerajin UMKM, pelatihan Kader jumantik, pelatihan dokter kecil, dan pelatihan bantuan hidup dasar. <i>"Tiro Sehat" program includes health counseling and seminars, health Cadre capacity development, healthy canteens at schools, occupational health for MSME artisans, training for mosquito larvae observers (jumantik), little doctor training, and basic life aid training.</i> | Peningkatan kapasitas Kader kesehatan desa mitra <i>To increase the capacity of health cadres at partner villages</i> | 120 Kader 120 Cadres |
| Pendidikan Education | Pusat Penelitian, Pelatihan, dan Pemberdayaan Masyarakat (P4M) merupakan tempat untuk mengembangkan budidaya pertanian, perikanan, dan peternakan yang sederhana dan tepat guna bagi masyarakat desa mitra. <i>Community Research, Training, and Empowerment Center (P4M) is a place to develop simple and appropriate practices of agriculture, fishery, and animal husbandry for the communities at partner villages.</i> | Peningkatan pengetahuan dan keterampilan masyarakat <i>To increase the communities' knowledge and skills</i> | 242 orang 242 people |
| Kompleks Pabrik Tarjun Tarjun Factory | | | |
| Pendidikan Education | Program "Tiro Pintar", bertujuan untuk mendukung dan berkolaborasi dengan pihak sekolah untuk meningkatkan kemampuan berbahasa Inggris siswa-siswi di desa mitra. <i>"Tiro Pintar" Program is aimed at supporting and collaborating with schools in improving students' English at partner villages.</i> | Peningkatan kemampuan berbahasa Inggris <i>To increase English skills</i> | 25 siswa 25 students |
| Ekonomi Economy | "Goa Lowo", merupakan bentuk kepedulian Indocement terhadap lingkungan sekitar dan konsistensinya dalam pengembangan desa mitra. <i>"Goa Lowo" is a form of Indocement's involvement with the surrounding environment and consistency in the development of partner villages.</i> | Meningkatkan pendapatan <i>To increase income</i> | Pendapatan Goa Lowo sebesar Rp768 juta Goa Lowo Revenues of Rp768 million |
| Kompleks Pabrik Cirebon Cirebon Factory | | | |
| Ekonomi Economy | Program "Tiro Agile" merupakan program mempertahankan dan meningkatkan kampung pengrajin batik tulis berwawasan lingkungan yang telah diwariskan secara turun temurun sejak 1833. <i>"Tiro Agile" Program is a program to preserve and improve the environmentally friendly handmade batik artisan village that has been handed down from generation to generation since 1833.</i> | Meningkatkan pendapatan <i>To increase income</i> | Pendapatan Program "Tiro Agile" sebesar Rp98 juta <i>"Tiro Agile" Program Revenues of Rp98 million</i> |
| | Wanawisata Batu Lawang, mendorong elemen masyarakat menggali, mengelola, dan memanfaatkan potensi sumber daya alam secara arif dan bijaksana untuk meningkatkan kesejahteraan masyarakat. <i>Batu Lawang Eco-tourism, encourage community members to discover, manage, and utilize natural resources potential wisely in order to improve community welfare.</i> | | Pendapatan Wanawisata Batu Lawang sebesar Rp95,7 juta Batu Lawang Eco-tourism Revenues of Rp95.7 million |

KEGIATAN CSR DI SETIAP KOMPLEKS PABRIK

KOMPLEKS PABRIK CITEUREUP

Sarana Air Bersih (SAB)

Program Sarana Air Bersih (SAB) merupakan upaya Indocement untuk mengatasi masalah kekeringan saat musim di desa mitra Kompleks Pabrik Citeureup. Sebanyak 33.620 orang penerima manfaat di 12 desa mitra telah menerima manfaat berupa air bersih sebesar 1.344.800 liter dari total 104 unit SAB. Selama 2021, inisiasi kegiatan yang dilakukan pada program SAB, yaitu:

1. Pembangunan SAB di desa mitra
2. Program konservasi mata air di Desa Bantarjati dan Tajur
3. Pengelolaan air berbasis masyarakat

Program Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M)

P4M merupakan salah satu tempat pelatihan bagi masyarakat yang ada di 12 desa mitra. Jenis pelatihan yang dikembangkan antara lain bidang perikanan, pertanian, peternakan, dan edukasi wisata. Edukasi wisata yang dikembangkan saat ini adalah Tiga Roda Edu Green Park di mana edukasi wisata ini memberikan pengalaman bagi para pengunjung untuk dapat memanfaatkan lahan terbatas untuk digunakan dalam bidang pertanian hortikulture. Selain itu, pengunjung juga mendapatkan pengetahuan bagaimana cara pembudidayaan baik itu kambing, sapi, ayam, dan perikanan secara praktis.

Cluster edukasi yang ada di Tiga Roda Edu Green Park antara lain:

1. Kampung Tani
2. Kampung Ternak
3. Kampung Ikan
4. Kampung Eduwisata
5. Kampung R&D dan Pelatihan

Beberapa pelatihan yang dilaksanakan selama 2021 dengan masih secara daring mengingat pandemi COVID-19 yang masih merebak. Adapun pelatihan yang diberikan meliputi bidang pertanian hortikulture dan tanaman hias, peternakan domba dan kambing perah, edukasi wisata dan lingkungan dengan jumlah peserta sebanyak 242 orang.

Untuk meningkatkan pengetahuan terhadap pengelolaan lingkungan yang hijau, Tiga Roda Edu Green Park juga mengajak beberapa sekolah yang ada di 12 desa mitra untuk berkunjung dan belajar terkait program edukasi yang ada di Tiga Roda Edu Green Park. Salah satu tujuan Kampung R&D dan Pelatihan adalah memberikan pelatihan secara teori dan praktik terhadap kelompok masyarakat yang ada di 12 desa mitra sehingga kelompok ini bisa mengembangkan hasil pelatihan tersebut di wilayahnya masing-masing.

CSR ACTIVITIES IN EACH FACTORY

CITEUREUP FACTORY

Clean Water Facilities

Clean Water Facility (SAB) Program is Indocement's effort to overcome drought during the season in partner villages of Citeureup Factory. There were 33,620 beneficiaries in 12 partner villages who have received the benefit of having 1,344,800 liters of clean water from a total of 104 SAB units. In 2021, activities initiated in the SAB program were, among others, the following:

1. The construction of SAB in partner villages
2. Spring conservation programs in Bantarjati and Tajur Villages
3. Community-based water management

Community Research Training and Empowerment Center Program (P4M)

P4M is one of training locations for the community in 12 partner villages. The types of training developed, among others, are fishery, agriculture, animal husbandry, and educational tourism. The currently developed educational tourist attraction is the Tiga Roda Edu-Green Park where visitors can gain experience of using limited land for horticulture. In addition, they can also gain knowledge of how to breed goats, cows, chickens, and fish practically.

Educational clusters in Tiga Roda Edu-Green Park are the following:

1. Agricultural Village
2. Livestock Village
3. Fishery Village
4. Educational Tourism Village
5. R&D and Training Village

Several training sessions in 2021 were held online, as the COVID-19 pandemic was still spreading. The given training materials covered horticulture and ornamental plants, sheep and dairy goat farms, as well as educational tourism and the environment with a total of 242 participants.

In order to improve knowledge of green environment management, Tiga Roda Edu-Green Park also invited several schools in the 12 partner villages to visit and learn by attending educational programs in Tiga Roda Edu-Green Park. One of R&D and Training Village's objectives is to provide theoretical and practical training for community groups in 12 partner villages so that they can develop the training results in their own areas.

Program Kampung Ramah Lingkungan (KRL)

Program ini berbasis masyarakat sebagai penggerak kegiatan dengan menerapkan konsep adaptasi dan mitigasi. Program Pengembangan Kampung Berwawasan Lingkungan ini akan menghasilkan kelompok-kelompok masyarakat yang tergabung dalam kelompok Kampung Ramah Lingkungan (KRL), di mana kelompok ini merupakan basis kegiatan masyarakat untuk menuju program Kampung Iklim yang digagas oleh Kementerian Lingkungan Hidup. Sampai 2021, sudah terbentuk 29 Kampung Ramah Lingkungan yang tersebar di 12 desa mitra sekitar Kompleks Pabrik Citeureup.

Selain kegiatan adaptasi dan mitigasi lingkungan yang dilaksanakan oleh masing-masing KRL, CSR juga mendorong kegiatan yang mempunyai nilai ekonomi, sehingga hasilnya secara finansial bisa bermanfaat untuk anggota. Salah satu kegiatan ekonomi yang dilakukan antara lain budidaya maggot (lalat *Black Soldier Fly*), budidaya perikanan terpal, pengembangan budidaya anggur, kerajinan, dan sebagainya.

Sesuai dengan Peta Jalan Program Kampung Ramah Lingkungan, pada 2022, Perseroan akan terus berupaya untuk mengintensifkan kegiatan ekonomi di kelompok KRL yang sudah terbentuk, menguatkan kelompok KRL untuk menciptakan kegiatan unggulan, meningkatkan level KRL ke level yang lebih tinggi, meningkatkan intensitas keterlibatan masyarakat dalam program KRL, dan memperkuat kelembagaan KRL untuk mendukung kegiatan adaptasi dan mitigasi.

Pengelolaan Sampah Berbasis Masyarakat

Salah satu program untuk menyelesaikan permasalahan sampah yang ada di masyarakat adalah dengan menjalankan program pengelolaan sampah dengan membentuk Bank Sampah. Bank sampah dibuat di setiap RT atau RW yang ada di desa mitra Indocement di sekitar Kompleks Pabrik Citeureup. Sampai 2021, sudah terbentuk 28 unit Bank Sampah yang tersebar di desa mitra. Selain mengurangi potensi sampah yang ada, Bank Sampah ini juga menambah pendapatan daripada anggota/nasabahnya dengan cara menyeter sampah anorganik yang mempunyai nilai ekonomis.

Sampai 2021, total sampah yang sudah dikelola oleh Bank Sampah mencapai 32.722 kg dengan total nasabah sekitar 1.170 orang. Total transaksi semua Bank Sampah selama 2021 mencapai Rp74 juta.

Guna meningkatkan semangat dan kualitas dari Bank Sampah yang sudah terbentuk, pada bulan November 2021, CSR mengadakan "Indocement Bank Sampah Award 2021" khusus untuk Bank Sampah yang ada di 12 desa mitra Perseroan. Kegiatan ini mendapatkan antusias yang cukup tinggi dari para penggiat Bank Sampah.

Environmentally Friendly Village (KRL) Program

This program is based on the community as the driver of activities by applying the concept of adaptation and mitigation. This Environmentally Friendly Village Development Program will produce community groups under the Environmentally Friendly Village (KRL) Group, which is the basis for community activities to follow the Climate Village Program initiated by the Ministry of Environment. As of 2021, 29 Environmentally Friendly Villages have been established in 12 partner villages around Citeureup Factory.

Aside from environmental adaptation and mitigation activities conducted by each KRL, CSR also promotes activities with economic value so that members can get financial benefit from the results. Economic activities conducted, among others, were Black Soldier Fly larvae farming, fish farming using tarpaulins, grape farming, and handicrafts.

In accordance with the Road Map of the Environmentally Friendly Village Program, in 2022, the Company will continue its effort to intensify economic activities in the existing KRL groups, strengthen KRL groups to create superior activities, increase the KRL level to a higher level, increase the intensity of community involvement in the KRL program, and strengthen KRL institutions to support adaptation and mitigation activities.

Community-Based Waste Management

One of the programs to overcome waste problems in the community is the waste management program that is implemented by establishing Waste Banks. Waste banks are established at every RT or RW in Indocement's partner villages around Citeureup Factory. As of 2021, 28 Waste Bank units have been established across the partner villages. Aside from reducing potential wastes, Waste Banks also increase the income of the members/customers by having them deposit inorganic wastes with economic value.

Until 2021, the total waste managed by the Waste Banks reached 32,722 kg with a total of 1,170 customers. The total transaction from all Waste Banks in 2021 amounted to Rp74 million.

In order to raise the spirits and quality of established Waste Banks, the CSR organized "Indocement's 2021 Waste Bank Award" in November 2021, special for Waste Banks in the Company's 12 partner villages. The activity aroused considerable enthusiasm of the Waste Bank activists.

Pengembangan Sekolah Adiwiyata

Pemahaman dan tanggung jawab lingkungan sudah harus dimulai dari sekolah. Sejak 2015, Indocement bersama berbagai pemangku kepentingan, di antaranya Pemerintah Daerah, sekolah, termasuk siswa dan guru, menerapkan Gerakan Peduli dan Berbudaya Lingkungan Hidup Sekolah (PBLHS). Kegiatan yang dilakukan antara lain seperti kebersihan area sekolah, fungsi sanitasi dan drainase, pengelolaan sampah, penghijauan, konservasi air dan energi, serta inovasi sekolah terkait perilaku ramah lingkungan hidup.

Jumlah sekolah yang didampingi Indocement untuk menjadi dan memperoleh predikat Sekolah Adiwiyata hingga 2021 yaitu sebanyak 27 sekolah di 12 desa mitra sekitar Kompleks Pabrik Citeureup.

Pada 2021, terdapat 6 Sekolah Adiwiyata atau Penghargaan Raksha Prasadha, di mana penghargaan ini diberikan bertepatan dengan kegiatan Bogor Kabupatenku Green and Clean Tahun 2021 dan 2 sekolah lainnya berhasil mendapatkan penghargaan tingkat nasional.

Program Pengembangan UMKM

Indocement telah mendampingi 66 UMKM, di mana 38 di antaranya termasuk kategori UMKM yang menghasilkan produk kreatif. Indocement juga telah mendampingi 2 koperasi yang terdapat di 12 desa mitra sekitar Kompleks Pabrik Citeureup, yaitu Koperasi Serba Usaha Rancage dan Koperasi Sawargi Sadaya 45.

Pandemi COVID-19 tidak menutup kemungkinan bagi salah satu UMKM untuk tetap berkreasi. Dengan memanfaatkan barang bekas dapat menghasilkan berbagai produk UMKM yang mempunyai nilai jual yang cukup tinggi, seperti pembuatan pot bunga dan *aquascape*. Selain melakukan pendampingan terhadap UMKM, Indocement juga memberikan pelatihan yang bekerja sama dengan Dinas UMKM dan Koperasi Kabupaten Bogor yang dilaksanakan secara daring.

Adiwiyata School Development

Environmental understanding and responsibility should start from schools. Since 2015, Indocement and various stakeholders, such as the Regional Government as well as schools, including students and teachers, have started Caring for and Culture of Environment at Schools Movement (PBLHS). Activities that have been conducted, among others, were school hygiene, sanitation and drainage functions, waste management, greening, water and energy conservation, as well as school innovation related to environmentally friendly behavior.

Until 2021, Indocement has provided support for 27 schools in 12 partner villages around Citeureup Factory to become Adiwiyata Schools and earn that title.

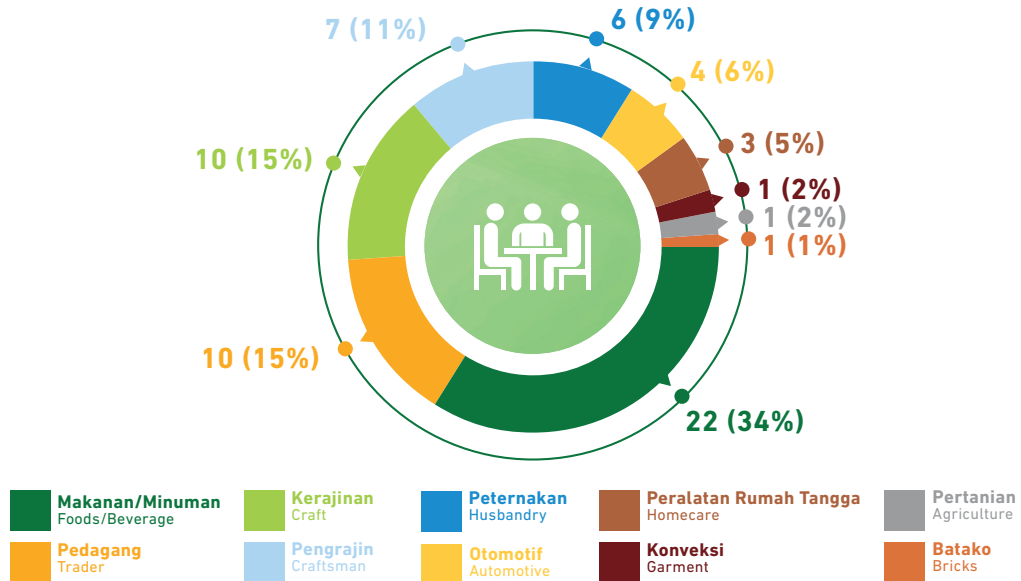
In 2021, there were 6 Adiwiyata Schools or Raksha Prasadha Awards that were given in coincide with the Bogor Kabupatenku Green and Clean of 2021 and 2 other schools was successfully achieved national level awards.

SME Development Program

Indocement has supported 66 SMEs, which 38 out of that number are included in SMEs with creative products. Indocement has also assisted 2 cooperatives, namely Rancage All-Purpose Cooperative and Sawargi Sadaya 45 Cooperative located in 12 partner villages around Citeureup Factory.

The COVID-19 pandemic has not excluded the possibility for continuing to be creative. Secondhand goods can be utilized to create SME products with high market value, such as flowerpots and *aquascapes*. Other than giving assistance to SMEs, Indocement has also provided online training in collaboration with SME Agency and Bogor Regency Cooperative.

Jenis Usaha UMKM yang Mendapatkan Pendampingan
Type of SMEs Businesses Assisted



KOMPLEKS PABRIK CIREBON

Pengolahan Sampah Menjadi Energi

Unit Pengelola Sampah (UPS) Bumdes di Palimanan berperan sebagai pengolah sampah yang menghasilkan produk untuk dijual ke pihak Indocement. Bahan baku sampah yang telah diolah berasal dari masyarakat desa mitra berupa sampah rumah tangga dan internal Perseroan berupa sampah perkantoran dan sampah kertas bekas. Sampah yang telah diolah akan dimanfaatkan sebagai energi alternatif (*refuse derived fuel/RDF*) di *cement klin* dan *biofertilizer* (kompos) untuk pemupukan tanaman di area pabrik. Sepanjang 2021, terdapat 1.341 kg sampah yang telah dimanfaatkan kembali sebagai energi alternatif di area pabrik.

Wanawisata Batu Lawang

Wanawisata Batu Lawang merupakan program unggulan yang telah dikembangkan Indocement di Kompleks Pabrik Cirebon bersama masyarakat, pemerintahan desa dan daerah, serta pihak Perhutani sejak 2015. Tempat wisata ini diresmikan pada 2017 dan berada di Desa Cupang yang memiliki benteng alam perbukitan yang asri dan eksotik sehingga berpotensi untuk dijadikan sebagai tempat wisata. Wanawisata Batu Lawang ini dikenal sebagai wisata alam berbasis seni pertunjukan yang dilengkapi dengan sarana panjat tebing, perkemahan, dan *selfie booth* yang menarik. Keberadaan Wanawisata Batu Lawang mampu menyerap 25 tenaga kerja lokal dengan omzet rata-rata per bulan sebesar Rp10,6 juta.

CIREBON FACTORY

Processing Wastes into Energy

Bumdes Waste Management Unit in Palimanan plays a role as waste manager producing products to be sold to Indocement. The raw material, which is processed waste, comes from the partner village community (in the form of household wastes) and from the Company internal (in the form of office wastes and used paper waste). The processed wastes are used as alternative energy (*refuse-derived fuel/RDF*) at cement kilns and *bio-fertilizer* (compost) for fertilizing plants in the factory areas. In 2021, 1,341 kg of wastes were reused as alternative energy in factory areas.

Batu Lawang Eco-tourism

Batu Lawang Eco-tourism is a featured program that has been developed by Indocement in Cirebon Factory in collaboration with the community, village and local governments, as well as Perhutani since 2015. This eco-tourism was officially opened in 2017, and it is located in Cupang Village that has beautiful and exotic range of hills as natural fortification making it potential for becoming a tourist attraction. Batu Lawang Eco-tourism is known as a natural tourist attraction based on performing arts equipped with rock climbing and camping facilities as well as attractive selfie booths. The existence of Batu Lawang Eco-tourism is able to absorb 25 local workers with an average monthly income of Rp10.6 million.

IndoBatik Ciwaringin

Pada 2015-2019, Tim CSR Kompleks Pabrik Cirebon bekerja sama dengan Lembaga Chain Center UGM dalam pengembangan batik Ciwaringin. Sasaran program yaitu untuk membangun "budaya mutu" dan kesadaran yang kuat di antara para pengrajin yang didominasi oleh kaum perempuan. Program ini secara umum bertujuan untuk mendorong kesehatan dan meningkatkan kesejahteraan pengrajin batik melalui proses produksi batik yang bersih dan ramah lingkungan.

Pencapaian yang diperoleh hingga 2021 yaitu 100% pengrajin sudah memproduksi pewarna alami, sehingga secara signifikan mengurangi beban pencemaran air. Hal ini dibuktikan dengan perolehan ekolabel dari KLHK pada 2019, di mana kain batik yang diproduksi menggunakan pewarna alami yang ramah lingkungan. Selanjutnya pada 2018 hingga 2021, terdapat 6 motif batik khas Ciwaringin yang mendapatkan hak cipta dari Kementerian Hukum dan Hak Asasi Manusia, yaitu pring sedapur, pecutan, rajeg wesi, yusupan, gribigan, dan gedangan. Para pengrajin juga sudah mendapatkan sertifikasi keahlian membatik dan menjadi narasumber pelatihan membatik ke berbagai sejumlah wilayah dan kalangan.

CSR Indocement juga telah membentuk Koperasi Anugerah Batik sejak 2015 yang bertujuan untuk meningkatkan kesejahteraan bagi para pengrajin, di antaranya dengan menyediakan bahan baku batik dan bantuan pemasaran dengan pendapatan Rp98 juta di 2021. Pada 2021, program CSR Indocement difokuskan pada kegiatan penataan wisata Indobatik Ciwaringin berupa pembangunan *selfie booth* dan plang permanen bermotif batik, tempat pemilahan sampah, serta pot tanaman bermotif batik. Selain itu, CSR Indocement juga memberikan bantuan pemasaran secara luring melalui pameran dan pelatihan pemasaran digital (*e-commerce*). Pada tahun yang sama, Koperasi Anugerah Batik dengan dukungan CSR Indocement meluncurkan unit usaha baru di bidang penyediaan kebutuhan pokok sebagai salah satu strategi bisnis di masa pandemi COVID-19.

Agribisnis Jamur Merang

Pengembangan budidaya jamur merang dilakukan di Cirebon Barat, Jawa Barat yang memiliki kondisi iklim mendukung. Wilayah Cirebon Barat memiliki kelembagaan berupa unit usaha jamur merang yang dikelola oleh kelompok Jamur Maju Mapan Bersama yang berlokasi di Desa Gempol. Kelompok ini bekerja sama dengan para petani melalui sistem kemitraan, yaitu menyediakan bahan baku dan menampung hasil panen dari para petani serta melakukan bimbingan teknis. Keluarga petani berhasil mendapatkan Rp2,2 juta/kumbung/siklus dengan produksi 1,5 kuintal. Jumlah petani jamur sejak 2012 hingga 2021 mengalami peningkatan signifikan menjadi 54 orang, di mana semula hanya terdapat 10 orang. Begitu pula dengan jumlah kumbung yang semula hanya 2 kumbung menjadi 180 kumbung.

IndoBatik Ciwaringin

Cirebon Factory CSR Team worked together with UGM Chain Center Institute on developing batik of Ciwaringin from 2015 to 2019. The program is aimed at building "a culture of quality" and a strong awareness between artisans that are dominated by women. In general, the program's objective is to promote health and improve the welfare of batik artisans through a clean and environmentally friendly batik production process.

The achievement as of 2021 was 100% artisans have produced natural dyes, and therefore they have significantly reduced the burden of water pollution. It was proven through the eco-label obtained from KLHK in 2019, showing that the batik fabrics are produced using environmentally friendly natural dyes. From 2018 to 2021, 6 distinct batik motifs of Ciwaringin were given the protection of copyright as granted by the Ministry of Law and Human Rights; those motifs were pring sedapur, pecutan, rajeg wesi, yusupan, gribigan, and gedangan. The artisans have also attained certification of competence in making batik as well as become resource persons in batik training at various places and for various participants.

Indocement's CSR also established Anugerah Batik Cooperative in 2015 with the goal to improve the welfare of artisans, among others, by providing batik raw materials and helping with the marketing. In 2021 it resulted in an income of Rp98 million. In 2021, Indocement's CSR program was focused on IndoBatik Ciwaringin's tourism management activities, such as the construction of selfie booths and batik signboards, waste sorting facility, as well as pots with batik motifs. In addition, Indocement's CSR also provided off-line marketing assistance through exhibitions as well as digital marketing (*e-commerce*) training. In the same year, Anugerah Batik Cooperative with the support of Indocement's CSR launched a new business unit that provides basic necessities as one of business strategies during the COVID-19 pandemic.

Straw Mushroom Agribusiness

The cultivation of straw mushrooms is developed in West Cirebon, West Java that has favorable climate condition. This area also has an organization that is a straw mushroom business unit managed by Jamur Maju Mapan Bersama group located in Gempol Village. This group works together with farmers through a partnership arrangement, in which it provides raw materials, collects the harvest from farmers, and gives technical assistance. The farmer families have managed to get Rp2.2 million/mushroom house/cycle with a production of 1.5 quintals. The number of mushroom farmers has grown significantly, from 10 people in 2012 to 54 people in 2021. It has been the same with the number of mushroom houses that has grown from 2 to 180.

Selain itu, Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M) Indocement telah melakukan pengkajian dan pelatihan pengolahan limbah media bekas jamur/kasmur yang dihasilkan oleh petani jamur merang. Limbah ini dapat dijadikan produk pupuk organik hayati (POH) yang dapat meningkatkan perekonomian masyarakat, terutama bagi Kelompok Wanita Tani (KWT). Dengan mengolah kasmur menjadi POH, maka terdapat berbagai dampak positif bagi lingkungan yang dirasakan, antara lain tidak mencemari air, tidak menimbulkan bau, dan tidak mengkontaminasi kumbung jamur. POH diproduksi sesuai dengan Peraturan Menteri Pertanian Nomor 70/Permentan/SR.140/10/2011 dan SNI 19-7030-2004, yaitu tidak boleh mengandung bakteri *E. coli* dan *salmonella*, serta harus mengandung unsur hara N, P, dan K yang cukup tinggi sehingga dapat meningkatkan kesuburan tanah dan tanaman. Saat ini POH, ini menjadi produk unggulan KWT Indah makmur yang diproduksi secara rutin sebesar 3,6 ton per tahun.

KOMPLEKS PABRIK TARJUN

Juragan Kambing Desa (JUKAD)

Desa Tarjun, Serongga, dan Tegalrejo di Kalimantan Selatan dijadikan sebagai desa mitra yang memiliki sumber daya alam guna mendukung kegiatan usaha peternakan, khususnya kambing. Tingginya permintaan masyarakat untuk mengkonsumsi daging kambing namun pasokan daging kambing sangatlah terbatas. Hal ini dijadikan peluang oleh Perseroan untuk membuat program Juragan Kambing Desa dan memberikan keterampilan kepada beberapa warga desa sebagai peternak kambing. Diharapkan dengan adanya program ini akan berdampak pada peningkatan pendapatan masyarakat dan dapat membantu pemanfaatan tanaman hutan/semak di sekitar desa yang tumbuh liar untuk menjadi pakan ternak.

Sejak 2017 hingga 2021, program JUKAD telah memasuki fase keberlanjutan dengan rencana strategis 2021, yaitu penguatan akses pasar. Hingga akhir 2021, pencapaian keberhasilan peserta pelatihan JUKAD telah mencapai 70% dengan jumlah peternak 28 orang dan jumlah kambing 200 ekor. Melalui program JUKAD, persentase pendapatan peternak meningkat 38% per orang dengan rata-rata pendapatan peternak sebesar Rp800.000 per bulan.

Gua Lowo

Gua Lowo atau Gua Batu Tunggal atau Gua Kelelawar menjadi salah satu potensi wisata di Kabupaten Kotabaru yang memiliki 7 tingkat dan saling terhubung. Hal ini dijadikan sebagai potensi oleh Indocement Kompleks Pabrik Tarjun untuk lebih mengembangkan sebagai destinasi wisata dengan memberikan bantuan pembangunan dan perbaikan fasilitas pendukung.

In addition, Indocement's Community Research, Training, and Empowerment Center (P4M) has conducted a study of processing wastes from used mushroom growing media generated by straw mushroom farmers and provided training in that subject matter. This waste can be used to make organic bio-fertilizer (POH) that can improve the community's economy, especially the economy of Women Farmer Groups (KWT). By processing used mushroom growing media into POH, they make positive impact on the environment, among others, by not polluting water, not producing unpleasant odors, and not contaminating mushroom houses. The POH is produced in accordance with the Regulation of the Minister of Agriculture No. 70/Permentan/SR.140/10/2011 and SNI 19-7030-2004, which stated that it is not allowed to contain *E. coli* and *salmonella*, but it has to contain sufficient N, P, and K so that it can increase soil and plant fertility. Currently, the POH is the flagship product of Indah Makmur KWT, and it is routinely produced with a total of 3.6 tons per year.

TARJUN FACTORY

Village Goat Skipper (JUKAD)

Tarjun, Serongga, and Tegalrejo Villages in South Kalimantan are partner villages that have natural resources to support livestock business activities, especially goats. The public's interest in consuming goat meat is quite high, but the goat meat supply is very limited. This is an opportunity seized by the Company for establishing the Village Goat Skipper program and providing new skills to several villagers as goat breeders. This program is expected to increase the community's income and promote the use of forest/shrub plants around the village that grow wild to become animal feed.

From 2017 to 2021, the JUKAD program has entered a sustainability phase with a strategic plan for 2021, which was strengthening access to markets. Until the end of 2021, the achievement of JUKAD training participant success reached 70%, with 28 breeders and 200 goats. Through the JUKAD program, the percentage of breeders' income has increased by 38% per person with an average income of Rp800,000 per month.

Lowo Cave

Lowo Cave or Batu Tunggal Cave or Bat Cave is one of the potentials for tourism in Kotabaru Regency, which has 7 levels that interconnect. It is seen as a potential by Indocement's Tarjun Factory to be developed as a tourist destination by providing assistance in building and repairing the supporting facilities.

Perseroan bekerja sama dengan Fakultas Kehutanan Universitas Lambung Mangkurat untuk memberikan pelatihan terkait dengan keselamatan dan pengelolaan lingkungan hidup. Pencapaian pengembangan pariwisata ini berdampak pada peningkatan ekonomi masyarakat, yang berhasil mendapat sekitar Rp30-40 juta per bulan. Perseroan juga bekerja sama dengan Badan Usaha Milik Desa (BUMDES) Pesona Rejo Jaya Desa Tegalrejo untuk terus melakukan pengembangan wisata Goa Lowo dengan membangun kolam renang wisata air, kebun buah-buahan, dan wisata edukasi lainnya. Di masa depan, Perseroan akan terus mengembangkan wisata Gua Lowo hingga BUMDES Pesona Rejo Jaya sebagai pengelola wisata mandiri. Melalui Keputusan Bupati Kotabaru Nomor 188.45/36/KUM/2021 tanggal 29 Januari 2021 Tentang Penetapan Desa Wisata Kabupaten Kotabaru, Desa Tegalrejo, Kecamatan Kelumpang Hilir dan Wisata Goa Lowo telah ditetapkan sebagai Lokasi Desa Wisata di Kabupaten Kotabaru dan menjadi salah satu wisata unggulan Kabupaten Kotabaru.

Melalui Wisata Goa Lowo, BUMDES Desa Tegalrejo berhasil menjadi BUMDES terbaik ke-2 di Kalimantan Selatan. Diketahui pada 2021, pengunjung Wisata Goa Lowo telah mencapai 91.000 pengunjung dengan estimasi pendapatan sebesar Rp546 juta dan telah menyumbangkan pendapatan asli daerah kepada desa sebesar 10% dari total pendapatannya.

MEKANISME PENGADUAN MASYARAKAT DAN LINGKUNGAN [413-1]

Masyarakat dapat menyampaikan saran dan masukan kepada Perseroan terkait program pengembangan masyarakat melalui Forum CSR Bilikom. Forum CSR Bilikom juga membuka kesempatan bagi masyarakat untuk menyampaikan keluhan maupun laporan terkait program pengembangan masyarakat maupun lingkungan. Selain itu, penyampaian keluhan atau saran juga dapat dilakukan secara langsung melalui petugas CSR agar ditindaklanjuti oleh fungsi yang terkait sesuai dengan SOP yang berlaku.

The Company has collaborated with the Faculty of Forestry, University of Lambung Mangkurat, to provide training related to safety and environmental management. This achievement in tourism development has increased the economy of the communities to Rp30–40 million per month. The Company also collaborates with Pesona Rejo Jaya Village Owned Enterprise (BUMDES), Tegalrejo Village to continue developing Goa Lowo tourist destination by constructing swimming pools for water tourism, orchards, and other educational tourist attractions. In the future, the Company will continue to develop Lowo Cave tourism to make Pesona Rejo Jaya BUMDES as an independent tourism management. Goa Lowo is determined as a Tourism Village and one of the featured tourist destinations in Kotabaru Regency through the Decision Letter of the Regent of Kotabaru No. 188.45/36/KUM/2021 dated 29 January 2021 concerning the Designation of Tourism Village of Kotabaru Regency, Tegalrejo Village, Kelumpang Hilir Sub-district.

Through Goa Lowo tourism, BUMDES of Tegalrejo Village succeeded in becoming the second best BUMDES in South Kalimantan. In 2021, the visitors of Goa Lowo reached 91,000 people with an estimated revenue of Rp546 million, of which 10% was contributed to the provincially generated revenue of the village.

COMMUNITY AND ENVIRONMENT GRIEVANCE MECHANISM [413-1]

The community can give suggestions and inputs to the Company on community development programs through the CSR Bilikom Forum. The forum also creates opportunities for the community to file complaints or reports about community or environmental development programs. In addition, complaints and suggestions can be directly submitted through CSR officers to be followed up by related functions in accordance with the applicable SOPs.



Selama 2021, Perseroan menerima empat keluhan dari masyarakat dan telah ditindaklanjuti oleh fungsi terkait sesuai dengan SOP yang berlaku.

In 2021, the Company received four complaints from the community and have been followed up by related functions in accordance with the applicable SOPs.

Rincian Pengaduan Lingkungan dan Penyelesaian
Details of Complaint and Settlement

| Keluhan Lingkungan <i>Environmental Case</i> | Jumlah Keluhan <i>Number of Case</i> | | | Keluhan Diselesaikan <i>Case Settlement</i> | | |
|---|---|----------|-----------|--|----------|-----------|
| | 2021 | 2020 | 2019 | 2021 | 2020 | 2019 |
| Debu <i>Dust</i> | 2 | 1 | 5 | 2 | 1 | 5 |
| Bau Tidak Sedap <i>Bad Odor</i> | 0 | 1 | 1 | 0 | 1 | 1 |
| Getaran <i>Vibration</i> | 1 | 0 | 0 | 1 | 0 | 0 |
| Lingkungan <i>Environment</i> | 1 | 3 | 5 | 1 | 3 | 5 |
| Total | 4 | 5 | 11 | 4 | 5 | 11 |

LAMPIRAN

Appendix

KOMPOSISI KARYAWAN [2-7]

EMPLOYEE COMPOSITION [2-7]

Karyawan Berdasarkan Status Ketenagakerjaan Employees Based on Employment Status

| Status Ketenagakerjaan Employment Status | 2021 | 2020 | 2019 |
|---|--------------|--------------|--------------|
| Karyawan Tetap Permanent Employee | 3.336 | 3.473 | 3.615 |
| Karyawan Kontrak Contract Employee | 118 | 134 | 158 |
| Total | 3.454 | 3.607 | 3.773 |

Karyawan Berdasarkan Wilayah dan Jenis Kelamin Employees by Region and Gender

| Wilayah Area | Jenis Kelamin Gender | 2021 | | 2020 | | 2019 | |
|-----------------------------|-------------------------|------------|--------------|------------|--------------|------------|--------------|
| | | % | Total | % | Total | % | Total |
| Kantor Pusat Head Office | Laki-laki Male | 79,8 | 537 | 80,2 | 569 | 81,1 | 619 |
| | Perempuan Female | 20,2 | 136 | 19,7 | 140 | 18,9 | 144 |
| Total | | 100 | 673 | 100 | 709 | 100 | 763 |
| Citeureup | Laki-laki Male | 97,2 | 1.696 | 97,2 | 1.775 | 97,4 | 1.852 |
| | Perempuan Female | 2,8 | 49 | 2,7 | 49 | 2,6 | 50 |
| Total | | 100 | 1.745 | 100 | 1.824 | 100 | 1.902 |
| Cirebon | Laki-laki Male | 97,9 | 426 | 97,6 | 440 | 97,7 | 463 |
| | Perempuan Female | 2,1 | 9 | 2,4 | 11 | 2,3 | 11 |
| Total | | 100 | 435 | 100 | 451 | 100 | 474 |
| Tarjun | Laki-laki Male | 97,2 | 584 | 97,3 | 606 | 97,3 | 617 |
| | Perempuan Female | 2,8 | 17 | 2,7 | 17 | 2,7 | 17 |
| Total | | 100 | 601 | 100 | 623 | 100 | 100 |

Karyawan Berdasarkan Usia
Employees by Age

| Kelompok Usia Age Group | 2021 | | 2020 | | 2019 | |
|-----------------------------------|--------------|------------|--------------|------------|--------------|------------|
| | Total | % | Total | % | Total | % |
| <25 tahun year | 84 | 2,4 | 176 | 7,1 | 267 | 7,1 |
| 26 – 30 tahun year | 461 | 13,3 | 472 | 12,6 | 476 | 12,6 |
| 31 – 35 tahun year | 333 | 9,6 | 257 | 5,0 | 188 | 5,0 |
| 36 – 40 tahun year | 199 | 5,8 | 235 | 8,0 | 299 | 7,9 |
| 41 – 45 tahun year | 671 | 19,4 | 812 | 25,0 | 933 | 24,7 |
| 46 – 50 tahun year | 918 | 26,6 | 927 | 24,5 | 925 | 24,5 |
| Di atas 50 tahun Above 50 year | 788 | 22,8 | 728 | 18,1 | 685 | 18,2 |
| Total | 3.454 | 100 | 3.607 | 100 | 3.773 | 100 |

Karyawan Berdasarkan Tingkat Pendidikan
Employees by Education Level

| Tingkat Pendidikan Education Level | 2021 | | 2020 | | 2019 | |
|---------------------------------------|--------------|------------|--------------|------------|--------------|------------|
| | Total | % | Total | % | Total | % |
| Doktoral Doctoral | 1 | 0,03 | 1 | 0,02 | 1 | 0,02 |
| Pasca Sarjana Postgraduate | 52 | 1,5 | 51 | 1,4 | 49 | 1,3 |
| Sarjana Bachelor | 470 | 13,6 | 491 | 13,6 | 522 | 13,8 |
| Diploma | 86 | 2,5 | 95 | 2,6 | 106 | 2,8 |
| SMP/SMA Middle/High School | 2.845 | 82,4 | 2.969 | 82,3 | 3.095 | 82 |
| Total | 3.454 | 100 | 3.607 | 100 | 3.773 | 100 |

Karyawan Berdasarkan Eselon
Employees by Echelon

| Jabatan Position | 2021 | | 2020 | | 2019 | |
|-----------------------|--------------|------------|--------------|------------|--------------|------------|
| | Total | % | Total | % | Total | % |
| Eselon 1 Echelon 1 | 41 | 1,2 | 42 | 1,2 | 44 | 1,2 |
| Eselon 2 Echelon 2 | 114 | 3,3 | 119 | 3,3 | 127 | 3,4 |
| Eselon 3 Echelon 3 | 316 | 9,1 | 301 | 8,3 | 296 | 7,8 |
| Eselon 4 Echelon 4 | 448 | 13,0 | 478 | 13,2 | 502 | 13,3 |
| Eselon 5 Echelon 5 | 843 | 24,4 | 840 | 23,3 | 869 | 23,0 |
| Eselon 6 Echelon 6 | 1.692 | 49,0 | 1.827 | 50,7 | 1935 | 51,3 |
| Total | 3.454 | 100 | 3.607 | 100 | 3.773 | 100 |

Perputaran Karyawan [401-1]
Employee Turnover

| Wilayah Area | Uraian Description | Jenis Kelamin Gender | 2021 | | 2020 | | 2019 | |
|-----------------------------|-----------------------------|-------------------------|------------|-----------|------------|-----------|------------|-------|
| | | | Total | % | Total | % | Total | % |
| Kantor Pusat Head Office | Pensiun Pension | Laki-laki Male | 29 | 90,63 | 12 | 100 | 17 | 80,95 |
| | | Perempuan Female | 3 | 9,38 | 0 | 0 | 4 | 19,05 |
| | Total | 32 | 100 | 12 | 100 | 21 | 100 | |
| | Meninggal Dunia Deceased | Laki-laki Male | 1 | 50 | 0 | 0 | 1 | 100 |
| | | Perempuan Female | 1 | 50 | 0 | 0 | 0 | 0 |
| | Total | 2 | 100 | 0 | 0 | 1 | 100 | |
| | Mengundurkan Diri Resign | Laki-laki Male | 3 | 60 | 2 | 100 | 6 | 60 |
| | | Perempuan Female | 2 | 40 | 0 | 0 | 4 | 40 |
| | Total | 5 | 100 | 2 | 100 | 10 | 100 | |
| Total | | 39 | 100 | 14 | 100 | 32 | 100 | |
| Citeureup | Pensiun Pension | Laki-laki Male | 42 | 100 | 59 | 95,2 | 63 | 100 |
| | | Perempuan Female | 0 | 0 | 3 | 4,8 | 3 | 0 |
| | Total | 42 | 100 | 62 | 100 | 63 | 100 | |
| | Meninggal Dunia Deceased | Laki-laki Male | 15 | 100 | 4 | 80 | 3 | 100 |
| | | Perempuan Female | 0 | 0 | 1 | 20 | 0 | 0 |
| | Total | 15 | 100 | 5 | 100 | 3 | 100 | |
| | Mengundurkan Diri Resign | Laki-laki Male | 17 | 90 | 30 | 96,8 | 15 | 93,75 |
| | | Perempuan Female | 1 | 10 | 1 | 3,2 | 1 | 6,25 |
| | Total | 18 | 100 | 31 | 100 | 16 | 100 | |
| Total | | 75 | 100 | 98 | 100 | 82 | 100 | |
| Cirebon | Pensiun Pension | Laki-laki Male | 9 | 90,00 | 14 | 87,5 | 22 | 95,65 |
| | | Perempuan Female | 1 | 10,00 | 2 | 12,5 | 1 | 4,35 |
| | Total | 10 | 100 | 16 | 100 | 23 | 100 | |
| | Meninggal Dunia Deceased | Laki-laki Male | 1 | 100 | 4 | 100 | 2 | 100 |
| | | Perempuan Female | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total | 1 | 100 | 4 | 100 | 2 | 100 | |
| | Mengundurkan Diri Resign | Laki-laki Male | 6 | 85,71 | 3 | 100 | 1 | 100 |
| | | Perempuan Female | 1 | 14,29 | 0 | 0 | 0 | 0 |
| | Total | 7 | 100 | 3 | 100 | 1 | 100 | |
| Total | | 18 | 100 | 23 | 100 | 26 | 100 | |

Perputaran Karyawan [401-1]

Employee Turnover

| Wilayah Area | Uraian Description | Jenis Kelamin Gender | 2021 | | 2020 | | 2019 | |
|--|-----------------------------|-------------------------|------------|------------|------------|------------|------------|------------|
| | | | Total | % | Total | % | Total | % |
| Tarjun | Pensiun Pension | Laki-laki Male | 10 | 100 | 11 | 100 | 14 | 100 |
| | | Perempuan Female | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total | | 10 | 100 | 11 | 100 | 14 | 100 |
| | Meninggal Dunia Deceased | Laki-laki Male | 3 | 100 | 0 | 0 | 2 | 100 |
| | | Perempuan Female | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total | | 3 | 100 | 0 | 0 | 2 | 100 |
| | Mengundurkan Diri Resign | Laki-laki Male | 7 | 100 | 5 | 100 | 5 | 100 |
| | | Perempuan Female | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total | | 7 | 100 | 5 | 100 | 5 | 100 |
| Total | | 20 | 100 | 16 | 100 | 21 | 100 | |
| Perputaran Karyawan Employee Turnover | | 152 | 100 | 151 | 100 | 161 | 100 | |

SERTIFIKASI

Certifications

Sertifikasi Operasional

Certifications of Operations

| No. | Sertifikasi Certification | Tahun Perolehan Year of Acquisition | Masa Berlaku Validity | Pemberi Sertifikat Certification Issuer | Bidang Sertifikasi Field of Certification |
|-----|---|---|---|---|---|
| 1 | ISO 9001:2015 – Sistem Manajemen Mutu <i>ISO 9001:2015 – Quality Management System</i> | 29 Maret 1995 <i>29 March 1995</i> | 22 April 2020–11 April 2023 | PT SGS Indonesia | Sistem Manajemen Mutu <i>Quality Management</i> |
| 2 | ISO 14001:2015 – Sistem Manajemen Lingkungan <i>ISO 14001:2015 – Environmental Management System</i> | 22 Agustus 2002 <i>22 August 2002</i> | 28 Agustus 2020–28 Agustus 2023 <i>28 August 2020 – 28 August 2023</i> | PT SGS Indonesia | Sistem Manajemen Lingkungan <i>Environmental Management</i> |
| 3 | ISO 45001:2018 – Sistem Manajemen Keselamatan dan Kesehatan Kerja <i>ISO 45001:2018 – Occupational Health and Safety Management System – Requirement</i> | 24 September 2004 | 9 Januari 2020–8 Januari 2023 <i>9 January 2020– 8 January 2023</i> | PT Sucofindo | Sistem Manajemen Keselamatan dan Kesehatan Kerja <i>Occupational Health and Safety Management System</i> |
| 4 | SMK3 – Sistem Manajemen Keselamatan dan Kesehatan Kerja <i>SMK3 – Occupational Safety and Health Management System</i> | Juli 2000 <i>July 2000</i> | 29 Maret 2019–28 Maret 2022 <i>29 March 2019 – 28 March 2022</i> | Menteri Ketenagakerjaan Republik Indonesia <i>Minister of Manpower of the Republic of Indonesia</i> | Sistem Manajemen Keselamatan dan Kesehatan Kerja <i>Occupational Health and Safety Management System</i> |
| 5 | Standar Industri Hijau No. SIH 23941.1:2018 Kompleks Pabrik Citeureup <i>Green Industry Standard No. SIH 23941.1: 2018 Citeureup Factory</i> | 19 Desember 2017 <i>19 December 2017</i> | 1 Desember 2021–22 Desember 2025 <i>1 December 2021–22 December 2025</i> | Lembaga Sertifikasi Industri Hijau Balai Besar Bahan dan Barang Teknik <i>Institution of Green Industry Certification for Materials and Techniques</i> | Standar Industri Hijau <i>Green Industry Standard</i> |
| 6 | Standar Industri Hijau No. SIH 23941.1:2018 Kompleks Pabrik Cirebon <i>Green Industry Standard No. SIH 23941.1: 2018 Cirebon Factory</i> | 1 November 2019 | 1 November 2019–31 Oktober 2023 <i>1 November 2019– 31 October 2023</i> | Lembaga Sertifikasi Industri Hijau Balai Besar Bahan dan Barang Teknik <i>Institution of Green Industry Certification for Materials and Techniques</i> | Standar Industri Hijau <i>Green Industry Standard</i> |
| 7 | Standar Industri Hijau No. SIH 23941.1:2018 Kompleks Pabrik Tarjun <i>Green Industry Standard No. SIH 23941.1: 2018 Tarjun Factory</i> | 11 November 2019 | 11 November 2019–12 November 2023 | Lembaga Sertifikasi Industri Hijau Balai Besar Bahan dan Barang Teknik <i>Institution of Green Industry Certification for Materials and Techniques</i> | Standar Industri Hijau <i>Green Industry Standard</i> |
| 8 | Green Label Indonesia, No. 019/GLI/SP/2020 Peringkat Gold untuk Semen Tiga Roda (Tipe PCC) Jenis Semen Portland Komposit Kompleks Pabrik Citeureup <i>Green Label Indonesia, No. 019/GLI/sP/2020 Gold Rating for semen Tiga Roda (PCC Type) Portland Composite Cement Type Citeureup Factory</i> | 8 Juni 2020 <i>8 June 2020</i> | 8 Juli 2021–7 Juli 2022 <i>8 July 2021–7 July 2022</i> | Green Product Council Indonesia | Green Label |

| No. | Sertifikasi Certification | Tahun Perolehan Year of Acquisition | Masa Berlaku Validity | Pemberi Sertifikat Certification Issuer | Bidang Sertifikasi Field of Certification |
|-----|---|--|--|--|--|
| 9 | Green Label Indonesia, No. 019/GLI/SP/2020 Peringkat <i>Gold</i> untuk Semen Tiga Roda (Tipe PCC) Jenis Semen Portland Komposit Kompleks Pabrik Cirebon <i>Green Label Indonesia, No. 019/GLI/SP/2020 Gold Rating for Semen Tiga Roda (PCC Type) Portland Composite Cement Type Cirebon Factory</i> | 15 Juli 2020 15 July 2020 | 8 Juli 2021–7 Juli 2022 8 July 2021–7 July 2022 | Green Product Council Indonesia | Green Label |

Sertifikasi Produk

Product Certifications

KOMPLEKS PABRIK CITEUREUP

CITEUREUP FACTORY

| No | Jenis Semen Cement Type | Tahun Perolehan Year of Acquisition | Pemberi Sertifikat Issued by | No SNI SNI No | Masa Berlaku Validity |
|----|---|--|---|----------------------|--|
| 1 | Semen Putih <i>White Cement</i> | 29 Maret 1995 29 March 1995 | Kementerian Perindustrian Balai Besar Bahan dan Barang Teknik (B4T-Lspr) <i>Industrial Ministry Center For Materials And Technical Goods (B4t-Lspr)</i> | SNI 15-2049-2004 | 21 April 2020 – 20 April 2024 |
| 2 | Semen Portland Komposit <i>Portland Composite Cement</i> | 22 Agustus 2002 22 August 2002 | B4T-Lspr | SNI 7064:2014 | 21 April 2020 – 20 April 2024 |
| 3 | Semen Tipe V <i>OPC Type V</i> | 23 Desember 2004 23 December 2004 | B4T-Lspr | SNI 2049:2015 | 21 April 2020 – 20 April 2024 |
| 4 | Semen Tipe II <i>OPC Type II</i> | 23 Desember 2004 23 December 2004 | B4T-Lspr | SNI 2049:2015 | 21 April 2020 – 20 April 2024 |
| 5 | Semen Tipe I <i>OPC Type I</i> | 23 Desember 2004 23 December 2004 | B4T-Lspr | SNI 2049:2015 | 21 April 2020 – 20 April 2024 |
| 6 | Semen Sumur Minyak <i>Oil Well Cement</i> | 8 Maret 1993 8 March 1993 | B4T-Lspr | SNI ISO 10426.1:2008 | 21 April 2020 – 20 April 2024 |
| 7 | Semen Portland Pozolan <i>Portland Pozzolan Cement</i> | 22 Agustus 2016 22 August 2016 | B4T-Lspr | SNI 0302:2014 | 21 April 2020 – 20 April 2024 |
| 8 | Semen Slag <i>Slag Cement</i> | 20 Agustus 2018 20 August 2018 | B4T-Lspr | SNI 8363:2017 | 20 Agustus 2018 – 19 Agustus 2022 20 August 2018 – 19 August 2022 |

REFERENSI SILANG POJK NO. 51/ POJK.03/2017, INDEKS ISI STANDAR GRI, DAN SASB: CONSTRUCTION MATERIALS SECTOR DISCLOSURE

POJK No. 51/POJK.03/2017 Cross-reference, GRI Standards, and SASB Construction Materials Sector Disclosure Content Index

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| Pernyataan Penggunaan <i>Statement of Use</i> | PT Indocement Tunggal Prakarsa Tbk. melaporkan informasi dalam indeks isi Standar GRI ini untuk periode 1 Januari 2021-31 Desember 2021 dengan referensi Standar GRI. <i>PT Indocement Tunggal Prakarsa Tbk. has reported the information cited in this GRI content index for the period 1 January 2021-31 December 2021 with reference to the GRI Standards.</i> |
| GRI 1 yang digunakan <i>GRI 1 used</i> | GRI 1: Foundation 2021 |

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LEMBAR UMPAN BALIK

Feedback Form

Kami mohon kesediaan para pemangku kepentingan untuk memberikan umpan balik setelah membaca Laporan Keberlanjutan ini dengan mengirimkan surel atau formulir melalui faks/pos.

We would like to ask all stakeholders to kindly provide feedback after reading this Sustainability Report by sending email or form by fax/mail.

Mohon kirimkan lembar umpan balik ini ke:

Kindly send this feedback form to:

PT Indocement Tunggul Prakarsa Tbk.

Oey Marcos
Director & Corporate Secretary

Gadang Wardono
Corporate Social Responsibility & Security Division Manager

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corpsec@indocement.co.id

Profil Anda (bila berkenan) | Your Profile (if you are willing to)

Nama | Name :
Institusi/Perusahaan | Company :
Surel | Email :

Kelompok Pemangku Kepentingan | Stakeholders Group

- Pemegang Saham | Shareholders Pemerintah | Government
 Karyawan | Employees Masyarakat | Communities
 Pelanggan | Customers Media

Mohon pilih jawaban yang paling sesuai | Please choose the most appropriate answer

- Laporan ini meningkatkan kepercayaan Anda pada keberlanjutan Perseroan
This report increases your trust to the Company's sustainability
 Sangat Setuju | Strongly Agree Setuju | Agree
 Netral | Neutral Tidak Setuju | Disagree
 Sangat Tidak Setuju | Strongly Disagree
- Laporan ini sudah menggambarkan kinerja Perseroan dalam mendukung pembangunan keberlanjutan
This report describes Company's performance in supporting sustainable development
 Sangat Setuju | Strongly Agree Setuju | Agree
 Netral | Neutral Tidak Setuju | Disagree
 Sangat Tidak Setuju | Strongly Disagree

Penilaian terhadap kegiatan manajemen keberlanjutan PT Indocement Tunggul Prakarsa Tbk.

Assessment to the sustainability activities of PT Indocement Tunggul Prakarsa Tbk.

- Aspek material apa yang paling penting bagi Anda?
(Mohon berikan nilai 1= paling tidak penting, hingga 8 = paling penting)
Which material aspect is the most important to you?
(Please give score 1= least important up to 8 = most important)
 - Air dan Efluen | Water and Effluent ()
 - Emisi | Emission ()
 - Keanekaragaman Hayati | Biodiversity ()
 - Limbah | Waste ()
 - Energi | Energy ()
 - Keselamatan dan Kesehatan Kerja (K3) | Occupational Health and Safety (OHS) ()
 - Komunitas Lokal | Local Communities ()
 - Kinerja Ekonomi | Economic Performance ()
 - Tata Kelola Berkelanjutan | Sustainable Governance ()

Mohon berikan saran/usul/komentar anda atas Laporan ini:
Please give your advice/suggestions/comments on this Report:

Terima kasih atas partisipasi anda.
Thank you for your participation.

2021

Laporan Keberlanjutan
Sustainability Report





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