



**PT SEMEN BATURAJA
(PERSERO) Tbk**



RISING TO THE CHALLENGE



2020
LAPORAN TAHUNAN
ANNUAL REPORT



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

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

INFORMASI YANG DISAJIKAN DALAM LAPORAN TAHUNAN INFORMATION PRESENTED IN ANNUAL REPORT

Referensi dan standar yang digunakan Perseroan dalam penyusunan Laporan Tahunan PT Semen Baturaja (Persero) Tbk menggunakan parameter dan kriteria standar yang berlaku di Indonesia tempat dimana Perseroan melaksanakan kegiatan usahanya. Dikarenakan Perseroan melakukan penerbitan obligasi, maka dengan statusnya sebagai emiten penyampaian Laporan Tahunan menggunakan kriteria yang tercantum dalam Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan Surat Edaran Otoritas Jasa Keuangan No.30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, serta kriteria dalam Annual Report Award (ARA).

Dalam rangka menjalankan *best practice* pelaksanaan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG), penyampaian laporan ini juga mengacu pada pedoman praktik tata kelola yang berlaku di lingkup regional ASEAN, yaitu menggunakan parameter ASEAN CG Scorecard. Perseroan juga menyampaikan beberapa aspek yang merupakan bagian dari pengembangan dan interpretasi kami atas isi Laporan Tahunan. Dengan demikian, PT Semen Baturaja (Persero) Tbk mengharapkan Laporan Tahunan ini dapat mendorong peningkatan keterbukaan informasi yang wajar seiring dengan terpenuhinya aspek komposisi dan aspek substansi.

References and standards applied by the Company in preparing Annual Report of PT Semen Baturaja (Persero) Tbk refer to the standard parameters and criteria that prevail in Indonesia where the Company conducts its business activities. As a bonds-issuer Company and its status as an Issuers submits an Annual Report using the criteria as stipulated in Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies and Financial Services Authority Circular Letter No.30/SEOJK.04/2016 concerning the Form and Content of Annual Reports for Issuers or Public Companies, as well as the Annual Report Award (ARA) criteria.

In order to exercise best practice in the Good Corporate Governance (GCG) implementation, submission of this report also refers to guidelines of governance practices that is adapted in the ASEAN scope, using ASEAN CG Scorecard parameter. The Company also presented several aspects as part of our development and interpretation on the Annual Report contents. Therefore, PT Semen Baturaja (Persero) Tbk expects this Annual Report will encourage improving disclosure of reasonable information along with the fulfillment of composition and substantive aspects.

RISING TO THE CHALLENGE



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

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





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KESINAMBUNGAN TEMA

THEME SUSTAINABILITY



2017

MENINGKATKAN KEUNGGULAN MENGGAPAI KELESTARIAN

Exceeding Prime for Environmental Sustainability

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

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



2018

VISI UNTUK MEMIMPIN DENGAN NILAI BERKELANJUTAN

Vision to Lead with Sustainable Values

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

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



2019

**DRIVEN TO INNOVATE
GROWING NETWORK**

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

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



2020

RISING TO THE CHALLENGE

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

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2020

IKHTISAR KINERJA PERFORMANCE HIGHLIGHTS



Di tengah kondisi yang penuh tantangan, Perseroan mampu mengoptimalkan sumber daya yang ada sehingga berhasil membukukan kinerja yang positif

In the midst of challenging conditions, the Company was able to optimize its resources so that it managed to record positive performance



PENDAPATAN BERSIH NET REVENUE



Rp **1,721**

TRILIUN | TRILLION

MARGIN EBITDA EBITDA MARGIN



24%

TINGKAT KESEHATAN PERUSAHAAN "SEHAT"

THE COMPANY'S SOUNDNESS LEVEL:
"HEALTHY"

Skor Kinerja PT Semen Baturaja (Persero) Tbk untuk tahun 2020 mencapai "70,50" yang berarti tingkat kesehatannya dikategorikan "SEHAT".

The Score of PT Semen Baturaja (Persero) Tbk Performance for 2020 was "70.50", which means that the Company's health level is fallen into the category of "HEALTHY",

HARGA SAHAM SHARE PRICE



Rp **152-1.370**



PENJUALAN PRODUK PRODUCT SALE



ZAK | BAG

Rp **1.473.507** JUTA
MILLION

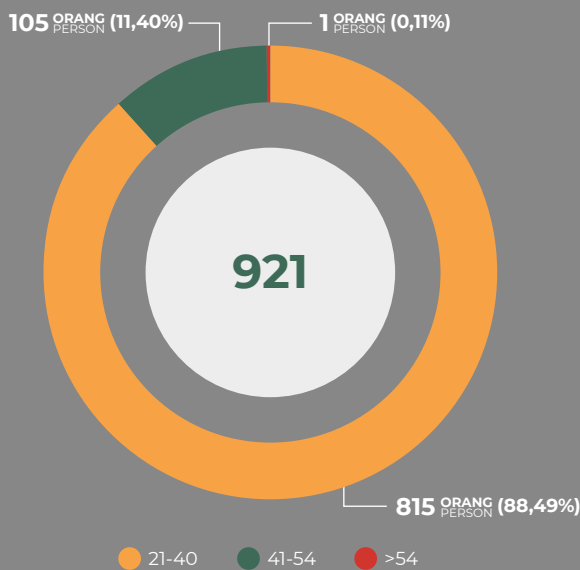


CURAH | BULK

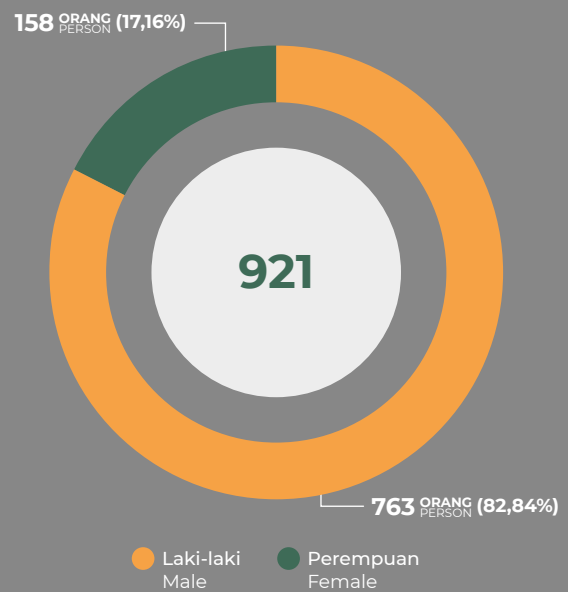
Rp **223.036** JUTA
MILLION

JUMLAH KARYAWAN TOTAL EMPLOYEES

KARYAWAN BERDASARKAN USIA Employees by Age



KARYAWAN BERDASARKAN GENDER Employees by Gender



Jumlah karyawan tahun 2020 sebesar 921 orang
Total employees in 2020 is 921 people



KEUNGGULAN KAMI OUR EXCELLENCE



Perseroan memiliki keunggulan strategis berupa letak geografis pabrik yang mendekati wilayah pasar Sumatera bagian Selatan (Sumbagsel) dan merupakan satu-satunya pabrik semen yang terintegrasi di Sumbagsel. Perseroan merupakan Pabrik Semen di Indonesia yang didirikan pada tahun 1974 dan diresmikan oleh Presiden Republik Indonesia kedua, Soeharto.

The Company has strategic advantages such as geographical location of the plants nearby the market in Southern Sumatera area and the only integrated cement plant in Southern Sumatera. The Company's is the only Cement Plant in Indonesia established in 1974 and inaugurated by Soeharto as the second President of Republic Indonesia.



KEUNGGULAN LOKASI LOCATION ADVANTAGE

Perseroan memiliki 3 (tiga) lokasi Pabrik, yaitu di Baturaja, Palembang dan Lampung. Perseroan memiliki keunggulan strategis berupa letak geografis pabrik yang mendekati wilayah pasar Sumbagsel dan merupakan satu-satunya pabrik semen terintegrasi di Sumatera Bagian Selatan.

The Company's has 3 (three) Plant locations in Baturaja, Palembang and Lampung. The Company has strategic advantages such as geographical location of the plants nearby the market in Southern Sumatera area and the only integrated cement plant in Southern Sumatera.



KEUNGGULAN KAPASITAS CAPACITY EXCELLENCE

Dengan telah beroperasinya Pabrik Baturaja II yang memiliki kapasitas 1,85 Juta Ton, maka total kapasitas produksi Perseroan saat ini mencapai 3,85 Juta Ton.

Within the operation of Baturaja Plant II with capacity of 1.85 million Tons, total capacity of the Company's is currently achieving 3.85 million Tons.



RAMAH LINGKUNGAN ENVIRONMENT FRIENDLY

Perseroan berkomitmen mewujudkan industri semen yang berkesinambungan dan ramah lingkungan dengan menerapkan rekayasa Silvikultur di Area Pabrik Perseroan yang terletak di Baturaja, Provinsi Sumatera Selatan.

The Company's is committed to establish a sustainable and environment-friendly cement industry by implementing Silviculture engineering in the Company's Plant Area in Baturaja, South Sumatera.



KEUNGGULAN AKREDITASI SEMEN BENEFITS OF CEMENT ACCREDITATION

Perseroan memiliki 3 Laboratorium Pengujian yang berlokasi di Pabrik Baturaja, Pabrik Palembang dan Pabrik Panjang. Masing-masing laboratorium telah diakreditasi oleh Komite Akreditasi Nasional (KAN) dalam penerapan SNI ISO/IEC 17025:2008 dengan No Sertifikat LP-462-IDN dan masa berlaku sampai tanggal 27 Juni 2022. Adapun ruang lingkup akreditasi meliputi:

1. Akreditasi Laboratorium Pengujian Semen
2. Akreditasi Laboratorium Pengujian Kuat Tekan Beton
3. *Ordinary Portland Cement* (OPC) Type I dan Type II (No.014/BPPI/BIPA-SERT.2/03/2018)
4. *Ordinary Portland Cement* (OPC) Type V (No.042/BPPI/Baristand-Palembang SERT.2/07/2018)
5. *Portland Composite Cement* (PCC) (No. 28/BIPA/LSPro/Sert/06/2017)

The Company's has 3 Testing Laboratories located in Baturaja Plant, Palembang Plant and Panjang Plant. Every laboratory has been accredited by the National Accreditation Committee (KAN) in the implementation of SNI ISO/IEC 17025:2008 with Certificate Number LP 462-IDN with valid period until 27 June 2022. Scope of the accreditation includes:

1. Cement Testing Laboratory Accreditation
2. Concrete Press Durability Testing Laboratory Accreditation
3. *Ordinary Portland Cement* (OPC) Type I and Type II (No. 014/BPPI/BIPA-SERT.2/03/2018)
4. *Ordinary Portland Cement* (OPC) Type V (No. 042/BPPI/Baristand-Palembang Sert.2/07/2018)
5. Composite Portland Cement (No. 28/BIPA/LSPro/Sert/06/2017)



TANGGUNG JAWAB SOSIAL & LINGKUNGAN (TJSL) YANG BERKESINAMBUNGAN SUSTAINABLE ENVIRONMENT & SOCIAL RESPONSIBILITY

Perseroan telah menyelaraskan pelaksanaan program TJSL secara berkesinambungan di wilayah sekitar operasional pabrik, regional Sumatera Selatan dan Lampung sebagai wujud komitmen kepedulian dan kontribusi sosialnya.

The Company has aligned the implementation of its CSR program on an ongoing basis in the surrounding area of the factory, in South Sumatra and Lampung regions, as a form of its commitment to caring and social contribution.



SEMEN BATURAJA SEBAGAI OBJEK VITAL NASIONAL SEMEN BATURAJA AS A NATIONAL VITAL OBJECT

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

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



ZERO ACCIDENT ZERO ACCIDENT

Perseroan meraih Penghargaan *Zero Accident* untuk Pabrik Palembang dan Pabrik Panjang atas kerja keras Perseroan dalam menerapkan prinsip-prinsip K3 dalam kegiatan operasionalnya sehingga mampu meminimalisir kecelakaan kerja.

The Company's won the Zero Accident Award for Palembang Factory and Panjang Factory for the Company's efforts to apply OHS principles in its operational activities so as to minimize accidents at work.



SUMBER DAYA MANUSIA HUMAN RESOURCES

Perseroan memiliki sumber daya manusia yang unggul dan andal di industri semen, terutama dalam hal rancang bangun, operasional, pemeliharaan *reengineering* dan modifikasi pabrik. Dengan didukung insan Perseroan yang produktif dengan jumlah usia kerja antara 21-40 tahun sebesar 88,49% memberikan kontribusi yang maksimal terhadap kinerja Perseroan.

The Company's is supported by excellent and reliable human resources in cement industry, especially in design and build, operations, plant reengineering maintenance and modification. Supported by 88.49% productive workers in age range between 21-40 years providing optimum contribution to the Company's performance.



JARINGAN DISTRIBUSI DISTRIBUTION NETWORK

Perseroan menggunakan moda transportasi darat dan laut via truk, kereta api dan kapal untuk mendistribusikan semen ke seluruh wilayah pasar Sumatera Bagian Selatan, Sumatera Bagian Tengah dan Kalimantan Barat.

The Company's uses land and marine transportation modes such as trucks, trains and vessels to distribute cement to entire market in Southern and Central Sumatera regions and West Kalimantan.



IKHTISAR KEUANGAN

FINANCIAL HIGHLIGHTS

INFORMASI POSISI KEUANGAN

INFORMATION ON FINANCIAL POSITION

(Rp Juta, kecuali dinyatakan lain)

(Rp Million, unless noted otherwise)

Keterangan	2020	2019	2018	2017	Description
Aset	5.737.176	5.571.270	5.538.080	5.060.337	Assets
Aset Lancar	1.130.926	1.071.983	1.358.330	1.123.602	Current Assets
Aset Tidak Lancar	4.606.250	4.499.287	4.179.750	3.936.735	Non-Current Assets
Liabilitas	2.329.287	2.088.977	2.064.408	1.647.477	Liabilities
Liabilitas Lancar	850.139	468.526	636.408	668.828	Current Liabilities
Liabilitas Tidak Lancar	1.479.148	1.620.451	1.428.000	978.649	Non-Current Liabilities
Ekuitas	3.407.889	3.482.293	3.473.671	3.412.860	Equity
Jumlah Aset (Liabilitas dan Ekuitas)	5.737.176	5.571.270	5.538.080	5.060.337	Total Assets (Liabilities and Equity)
Modal Kerja Bersih	280.787	603.457	721.922	454.774	Net Working Capital
Total Investasi	104.654	290.530	346.224	1.200.311	Investment in Associated Entities
Jumlah Saham (lembar)	9.932.534.336	9.932.534.336	9.932.534.336	9.924.797.283	Total Shares (shares)

INFORMASI HASIL USAHA

INFORMATION ON BUSINESS RESULTS

(Rp Juta, kecuali dinyatakan lain)

(Rp Million, unless noted otherwise)

Keterangan	2020	2019	2018	2017	Description
Volume Penjualan (ton)	1.930.022	2.119.772	2.189.357	1.762.137	Sales Volume (ton)
Pendapatan Bersih	1.721.907	1.999.517	1.995.808	1.551.525	Net Income
Penjualan Semen Bungkus	1.473.507	1.581.803	1.476.875	1.445.696	Sales of Bagged Cement
Penjualan Semen Curah	223.036	393.046	483.029	102.309	Sales of Bulk Cement
Penjualan Terak	--	14.443	34.642	3.520	Sales of Clinker
Pendapatan Jasa Pengangkutan	2.707	5.420	1.262	-	Income from Transport Services
Penjualan White Clay	19.624	3.172	-	-	Sales of White Clay
Pendapatan Lain-lain	3.034	1.631	-	-	Other Income
Laba Kotor	720.158	874.889	706.645	472.818	Gross Profit
Laba (Rugi) Usaha	215.137	233.944	247.502	192.096	Operating Profit (Loss)
EBITDA	416.434	406.780	403.285	339.791	EBITDA
Laba Tahun Berjalan dari Operasi yang Dilanjutkan	10.982	30.074	76.072	146.644	Current Year Profit from Continued Operations
Total Laba (Rugi) Komprehensif Periode Berjalan	1.190	27.593	73.565	134.718	Total Comprehensive Current Period Profit (Loss)
Laba (Rugi) Periode Berjalan yang Dapat Diatribusikan kepada:					Current Period Profit Attributable to:
· Pemilik Entitas Induk	10.985	30.072	76.072	146.644	· Owner of Parent Entity
· Kepentingan Non Pengendali	(3)	2	3	5	· Non-Controlling Interest
Laba (Rugi) Komprehensif Periode Berjalan yang Dapat Diatribusikan kepada:					Profit (Loss) Current Comprehensive Current Period Attributable to:
· Pemilik Entitas Induk	1.192	27.592	73.562	134.713	· Owner of Parent Entity
· Kepentingan Non Pengendali	(3)	1	3	5	· Non-Controlling Interest
Laba Bersih per Saham	1	3	8	15	Net Profit per Share



RASIO KEUANGAN PENTING KEY FINANCIAL RATIO

(%, kecuali dinyatakan lain)

(%, unless noted otherwise)

Keterangan	2020	2019	2018	2017	Description
Margin Laba Kotor	42	44	35	30	Gross Profit Margin
Margin Laba Usaha	12	12	12	12	Operating Profit Margin
Margin Laba Bersih	1	2	4	9	Net Profit Margin
Margin EBITDA	24	20	20	22	EBITDA Margin
Rasio Lancar	133	229	213	168	Current Ratio
Rasio Laba (Rugi) terhadap Ekuitas	0,3	1	2	4	Return on Equity Ratio
Rasio Laba (Rugi) terhadap Jumlah Aset	0,2	1	1	3	Return on Assets (ROA) Ratio
Rasio Laba (Rugi) terhadap Pendapatan	0,6	2	4	9	Net Profit Margin
Rasio Liabilitas terhadap Ekuitas	68	60	59	48	Debt to Equity Ratio
Rasio Liabilitas terhadap Jumlah Aset	41	37	37	33	Debt to Assets Ratio
Rasio Liabilitas terhadap EBITDA	5,6	3,8	3,7	2,8	Debt to EBITDA
Tingkat Pengembalian Investasi (Kali)	0,3	1	2	4	Return on Investment (Time)

IKHTISAR OPERASIONAL OPERATIONAL HIGHLIGHTS

(Ton)

(Ton)

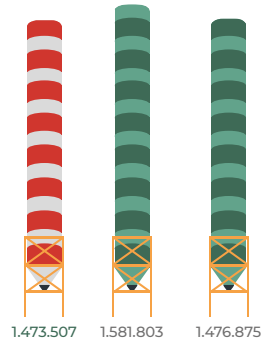
Keterangan	2020	2019	2018	2017	Description
Terak	1.305.881	1.464.554	1.888.248	1.374.797	Clinker
Semen	1.915.849	2.127.307	2.254.751	1.780.927	Cement



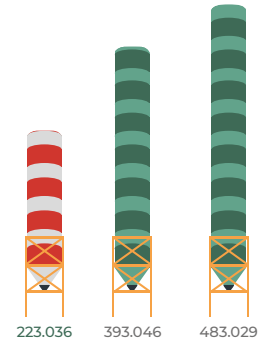
PENDAPATAN | Revenues

dalam juta Rupiah
in million Rupiah

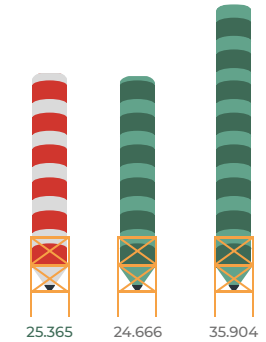
Semen Bungkus Bagging Cement



Semen Curah Bulk Cement



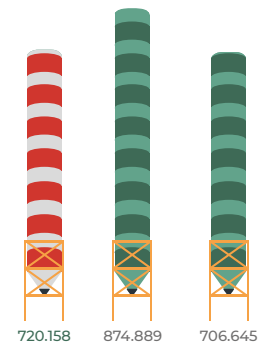
Lain-lain Others



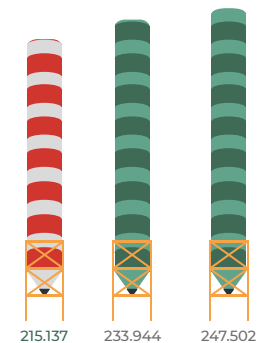
LABA | Profit

dalam juta Rupiah
in million Rupiah

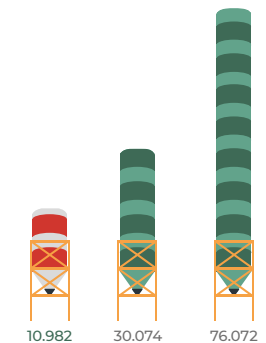
Laba Kotor Gross Profit



Laba Usaha Operating Income



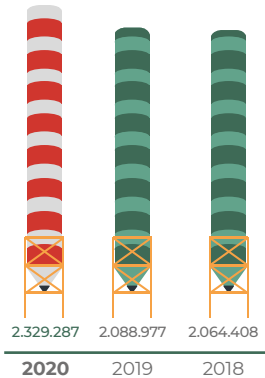
Laba Bersih Net Income



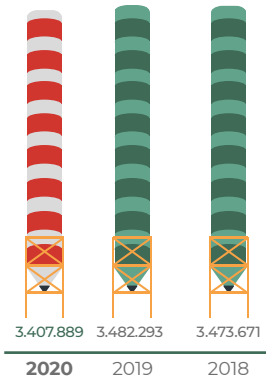
Aset | Assets

dalam juta Rupiah
in million Rupiah

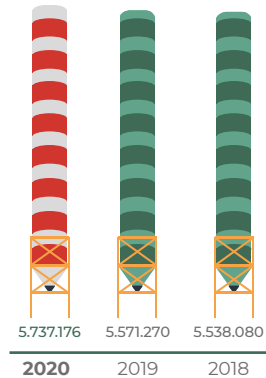
Liabilitas Liabilities



Ekuitas Equity



Jumlah Aset Total Assets





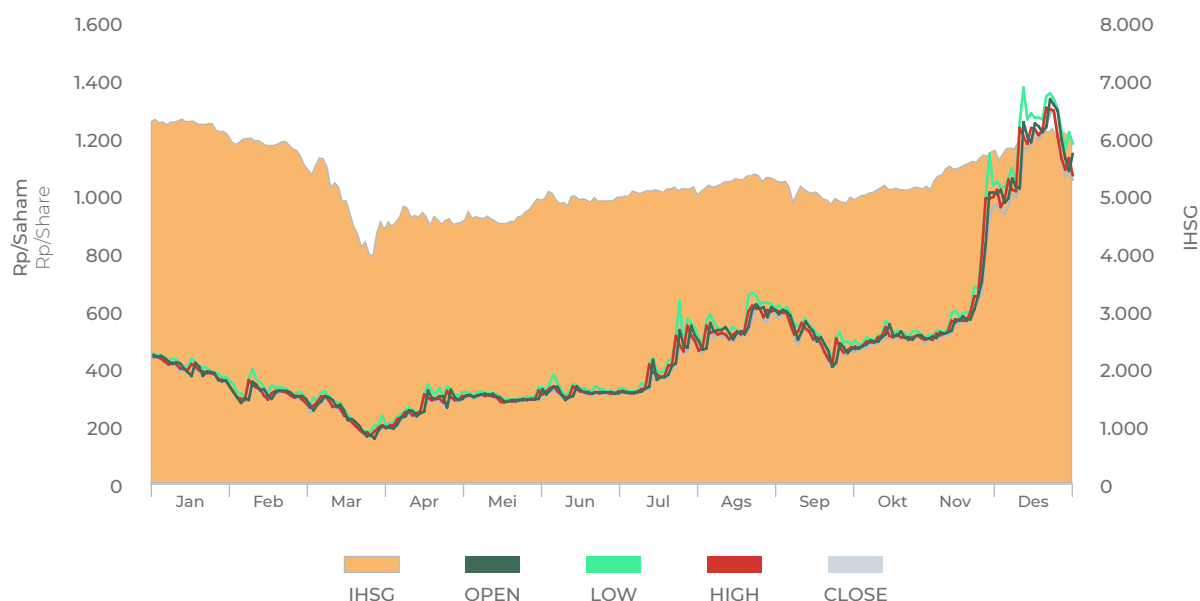
IKHTISAR SAHAM SHARES HIGHLIGHTS

Saham Perseroan diperdagangkan di Bursa Efek Indonesia sejak 28 Juni 2013. Berikut adalah rinciannya perkembangan saham triwulanan Perseroan tahun 2020 dan tahun 2019.

Shares of the Company's are traded in the Indonesia Stock Exchange since 28 June 2013. Following are details of the Company's quarterly shares development during the years 2020 and 2019.

Tahun Year	Harga Lembar/Saham Price per Share				Jumlah Lembar Saham Number of Share	Volume Transaksi (Lembar) Transaction Volume (Share)	Kapitalisasi Pasar Market Capitalization (Rp)	Nama Bursa Saham Nama Bursa Saham
	Pembukaan Opening	Tertinggi Highest	Terendah Lowest	Penutupan Closing				
2020								Bursa Efek Indonesia Indonesia Stock Exchange
TW 1 Q 1	444	448	152	197	9.932.534.336	7.645.699	1.956.709.264.192	
TW 2 Q 2	187	376	187	308	9.932.534.336	9.735.092	3.059.220.575.488	
TW 3 Q 3	310	660	304	460	9.932.534.336	37.353.685	4.568.965.794.560	
TW 4 Q 4	464	1.370	454	1.065	9.932.534.336	38.722.136	10.578.149.067.840	
2019								
TW 1 Q 1	1.760	1.775	1.300	1.300	9.932.534.336	295.481	12.912.294.636.800	
TW 2 Q 2	1.300	1.370	585	1.125	9.932.534.336	5.493.502	11.174.101.128.000	
TW 3 Q 3	1.125	1.295	630	640	9.932.534.336	7.413.098	6.356.821.975.040	
TW 4 Q 4	640	700	380	440	9.932.534.336	8.157.708	4.370.315.107.840	

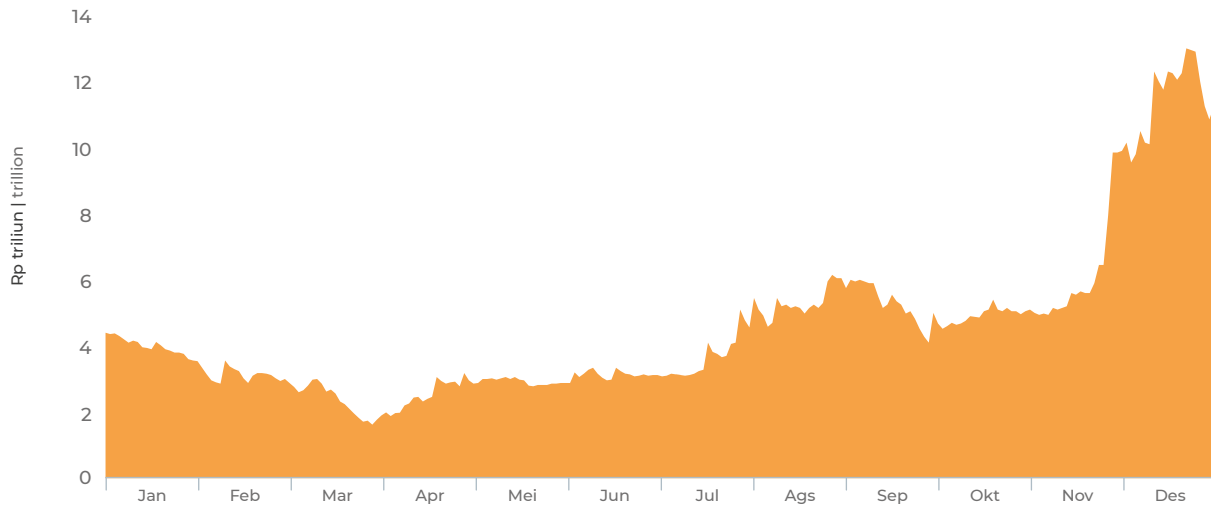
PERKEMBANGAN HARGA SAHAM PERSEROAN TAHUN 2020 COMPANY STOCK PRICE MOVEMENT IN 2020





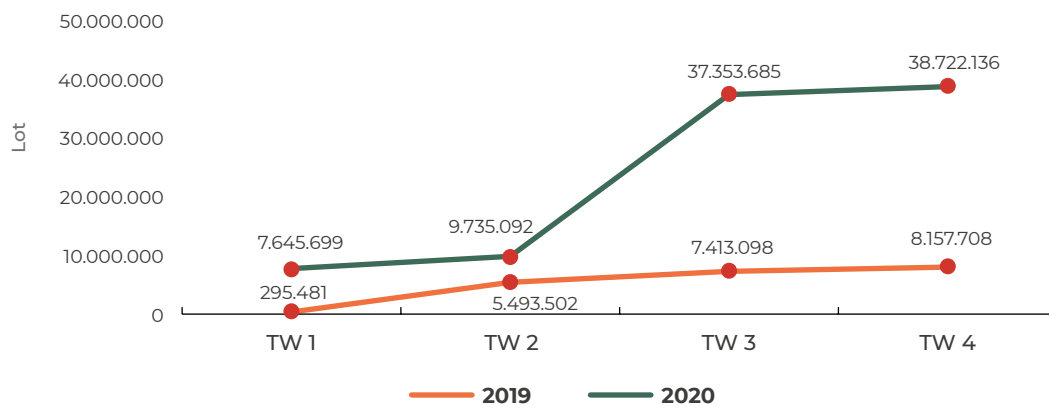
KAPITALISASI PASAR PERSEROAN TAHUN 2020

COMPANY MARKET CAPITALIZATION IN 2020



VOLUME TRANSAKSI PERSEROAN TAHUN 2020

COMPANY TRANSACTION VOLUME IN 2020





KRONOLOGIS PENCATATAN SAHAM CHRONOLOGY OF SHARES LISTING

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

AKSI KORPORASI CORPORATE ACTION

Selama tahun 2020, Perseroan tidak melaksanakan aksi korporasi, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus atau perubahan nilai nominal saham.

During the year 2020, the Company did not conduct any corporate action, such as stock split, reverse stock, shares dividend, bonus shares or change in the share's nominal value.

PENGHENTIAN SEMENTARA TEMPORARY SUSPENSION

Sepanjang tahun 2020, Perseroan tidak pernah dikenakan sanksi perdagangan saham baik berupa penghentian sementara perdagangan saham (*suspension*) maupun penghapusan pencatatan saham (*delisting*) di Bursa Saham Indonesia.

Throughout the year 2020, the Company was never subject to stock trading sanctions, either in the form of suspension of stock trading or delisting on the Indonesia Stock Exchange.

IKHTISAR OBLIGASI DAN SUKUK BONDS AND SUKUK OVERVIEW

Hingga akhir tahun 2020, Perseroan tidak memiliki obligasi/sukuk/obligasi konversi yang beredar (*outstanding*). Dengan demikian informasi terkait tidak tersedia pada laporan tahunan ini.

Until the end of year 2020, the Company did not retain any outstanding bonds/sukuk/convertible bonds. Thus, related information on this is not presented in this annual report.



PERISTIWA PENTING 2020 2020 EVENTS HIGHLIGHTS



14 JANUARI | JANUARY

Rapat Kerja (Raker) Tahun 2020 bersama Direksi, Vice President dan Senior Manager di PT Semen Baturaja (Persero) Tbk

Work Meeting of 2020 with the Board of Directors, Vice Presidents and Senior Managers at PT Semen Baturaja (Persero) Tbk



15 JANUARI | JANUARY

Town Hall Meeting Tahun 2020 dan Seminar Ekonomi Makro yang dilaksanakan di Pabrik Baturaja

Town Hall Meeting of 2020 and Seminar on Macro Economics conducted at Baturaja Plant



21 JANUARI | JANUARY

Sinergi BUMN Pupuk Sriwidjaja (Pusri) & Semen Baturaja Menandatangani Perjanjian Jual Beli White Clay

Synergy between BUMN Pupuk Sriwidjaja (Pusri) & Semen Baturaja on the signing of the White Clay Buy and Sell Agreement



7 FEBRUARI | FEBRUARY

Semen Baturaja Meraih Penghargaan Indonesia Corporate Secretary & Corporate Communication Award (ICCA) V – 2020 Kategori Industri Semen

Semen Baturaja received the Indonesia Corporate Secretary & Corporate Communication Award (ICCA) V – 2020 for Cement Industry Category



12 FEBRUARI | FEBRUARY

Semen Baturaja Meraih Penghargaan Perusahaan Pembina K3 Terbaik di Provinsi Sumatera Selatan dalam rangka Peringatan Bulan K3 Nasional Tingkat Provinsi Sumsel

Semen Baturaja received The Best Company for Occupational Health and Safety (OHS/K3) Development in South Sumatera Province in commemoration of the National K3 Month in South Sumatera Province



4 MARET | MARCH

Semen Baturaja Meraih Predikat Emerging Industry Leader (EIL) dalam BUMN Performance Excellence Awards (BPEA) Tahun 2020 yang diselenggarakan oleh Forum Ekselen BUMN

Semen Baturaja received the predicate of Emerging Industry Leader (EIL) at the BUMN Performance Excellence Awards (BPEA) of 2020 held by the BUMN Forum of Excellence



9 APRIL | APRIL

Semen Baturaja Bersama BUMN di Sumsel Bentuk Satgas Bencana Nasional BUMN Provinsi Sumsel, Salurkan Bantuan Tanggap Darurat COVID-19

Semen Baturaja, jointly with BUMN formed the BUMN National Disaster Task Force of South Sumatera Province, and contributed COVID-19 Emergency Response Assistance



22 APRIL | APRIL

Semen Baturaja & Kejaksaan Tinggi Sumatera Selatan Menandatangani Nota Kesepakatan Kerja Sama tentang Penanganan Masalah Hukum di Bidang Perdata & Tata Usaha Negara

Semen Baturaja and the South Sumatera High Prosecutor's Office signed a cooperation agreement regarding the Handling of Legal Issues in the Civil Sector and State Administration



27 APRIL | APRIL

Semen Baturaja Peduli Pandemi COVID-19, Salurkan Bantuan Alat Kesehatan Melalui Satgas Penanggulangan Bencana COVID-19 Wilayah OKU

Semen Baturaja Care For COVID-19 Pandemic contributed relief package of medical equipment through the COVID-19 Disaster Management Task Force of OKU Region.



13 MEI | MAY

Semen Baturaja Menyalurkan Bantuan Alat Kesehatan Melalui Tim Gugus Tugas Percepatan Penanganan COVID-19 Kota Palembang

Semen Baturaja sent relief packages of medical equipment through the Task Force Team of COVID-19 Countermeasure Acceleration in Palembang



18-21 MEI | MAY

Semen Baturaja Menyalurkan Bantuan sebanyak 18.450 Paket Sembako Gratis untuk Warga Ring 1 di Sekitar Pabrik Baturaja

Semen Baturaja sent relief of some 18,450 packages of basic needs for the residents in Ring 1 area of the Baturaja Plant.



4 JUNI | JUNE

Halal Bi Halal Keluarga Besar PT Semen Baturaja (Persero) Tbk dan Town Hall Meeting yang diselenggarakan secara virtual

Virtual Gathering in commemoration of Idul Fitri of PT Semen Baturaja (Persero) Tbk family and Town Hall Meeting



PERISTIWA PENTING 2020 2020 EVENTS HIGHLIGHTS



10 JUNI | JUNE

Pengiriman Perdana Semen Baturaja ke Pontianak, yang Menandai Ekspansi Pasar Semen Baturaja ke Kalimantan Barat

Initial delivery of Baturaja Cement to Pontianak, signifies the market expansion of Semen Baturaja to West Kalimantan



5 AGUSTUS | AUGUST

Rapat Umum Pemegang Saham Tahunan (RUPST) Semen Baturaja Tahun Buku 2019

The Annual General Meeting of Shareholders (AGMS) of Semen Baturaja for Fiscal Year 2019



13 AGUSTUS | AUGUST

Semen Baturaja Menandatangani Perjanjian Kredit Sindikasi Senilai Rp1,7 Triliun dengan Lima Perbankan

Semen Baturaja signed a Syndicated Loan Agreement of Rp1.7 Trillion with five banks



24 AGUSTUS | AUGUST

Semen Baturaja Mengikuti Event Public Expose Live Tahun 2020 yang diselenggarakan oleh Bursa Efek Indonesia (BEI) secara virtual

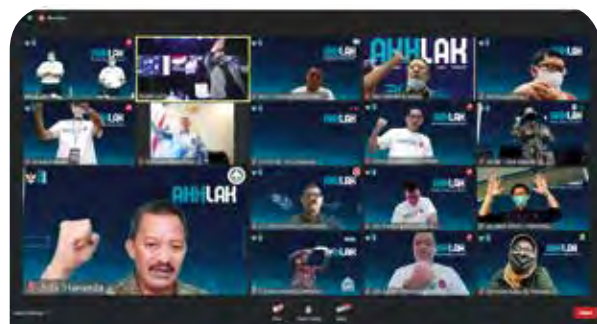
Semen Baturaja joined the 2020 Live Public Expose event held by the Indonesia Stock Exchange (BEI) held virtually



26 SEPTEMBER | SEPTEMBER

Sinergi BUMN Asuransi Jasindo dan Semen Baturaja Menandatangani Perjanjian Kerja sama Perlindungan Aset

A synergy between BUMN Jasindo Insurance and Semen Baturaja with the signing of a cooperation agreement on Asset Protection



2 OKTOBER | OCTOBER

Launching Core Values AKHLAK di Semen Baturaja

Launching of AKHLAK Core Values at Semen Baturaja



19-24 OKTOBER | OCTOBER

Semen Baturaja Turut Serta dalam Event Capital Market Summit & Expo (CMSE) 2020 yang diselenggarakan secara virtual

Semen Baturaja participated in the 2020 Capital Market Summit & Expo (CMSE) event held virtually



16 NOVEMBER | NOVEMBER

Rangkaian Peringatan HUT Semen Baturaja yaitu Acara Ramah Tamah dan Upacara Pemberian Tanda Jasa & Penghargaan Setia Karya diselenggarakan secara virtual

A series of activities held to commemorate the Anniversary of Semen Baturaja and the Ceremony on the Presentation of Merit of Service & Appreciation of Loyalty held virtually



26 NOVEMBER | NOVEMBER

Semen Baturaja Bersinergi dengan Semen Indonesia Group Resmikan Indonesia Cement Research Institute (ICRI)

Semen Baturaja synergizing with Semen Indonesia Group officiated the opening of the Indonesia Cement Research Institute (ICRI)



4 DESEMBER | DECEMBER

Semen Baturaja meraih Penghargaan Iconomics CSR Award Tahun 2020 "Inisiatif Tanggap Darurat COVID-19"

Semen Baturaja received the 2020 Iconomics CSR Award for its "COVID-19 Emergency Response Initiative"



11 DESEMBER | DECEMBER

Semen Baturaja Meraih Sertifikasi ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan dari PT BSI Group Indonesia

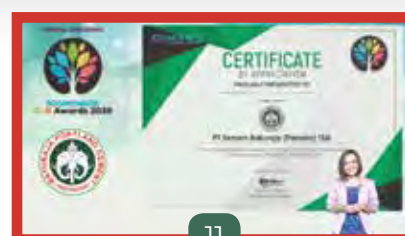
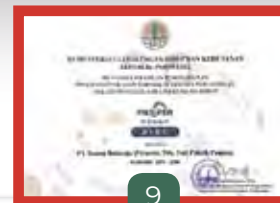
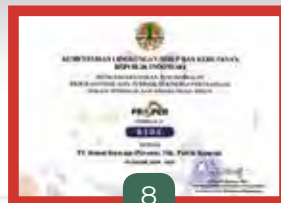
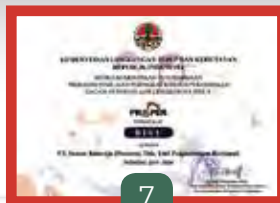
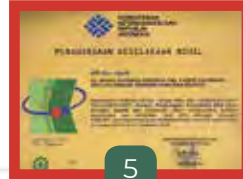
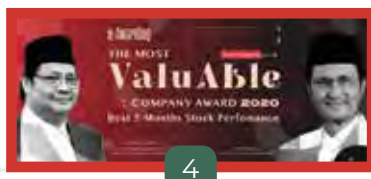
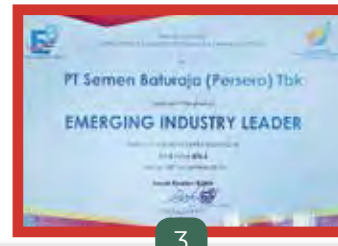
Semen Baturaja received the ISO 37001:2016 Certification on Anti-Bribery Management System from PT BSI Group Indonesia



PENGHARGAAN DAN SERTIFIKASI

AWARDS AND CERTIFICATION

PENGHARGAAN AWARDS





PENGHARGAAN

Sepanjang tahun 2020, Perseroan mendapatkan 11 penghargaan yang dirinci sebagai berikut:

AWARDS

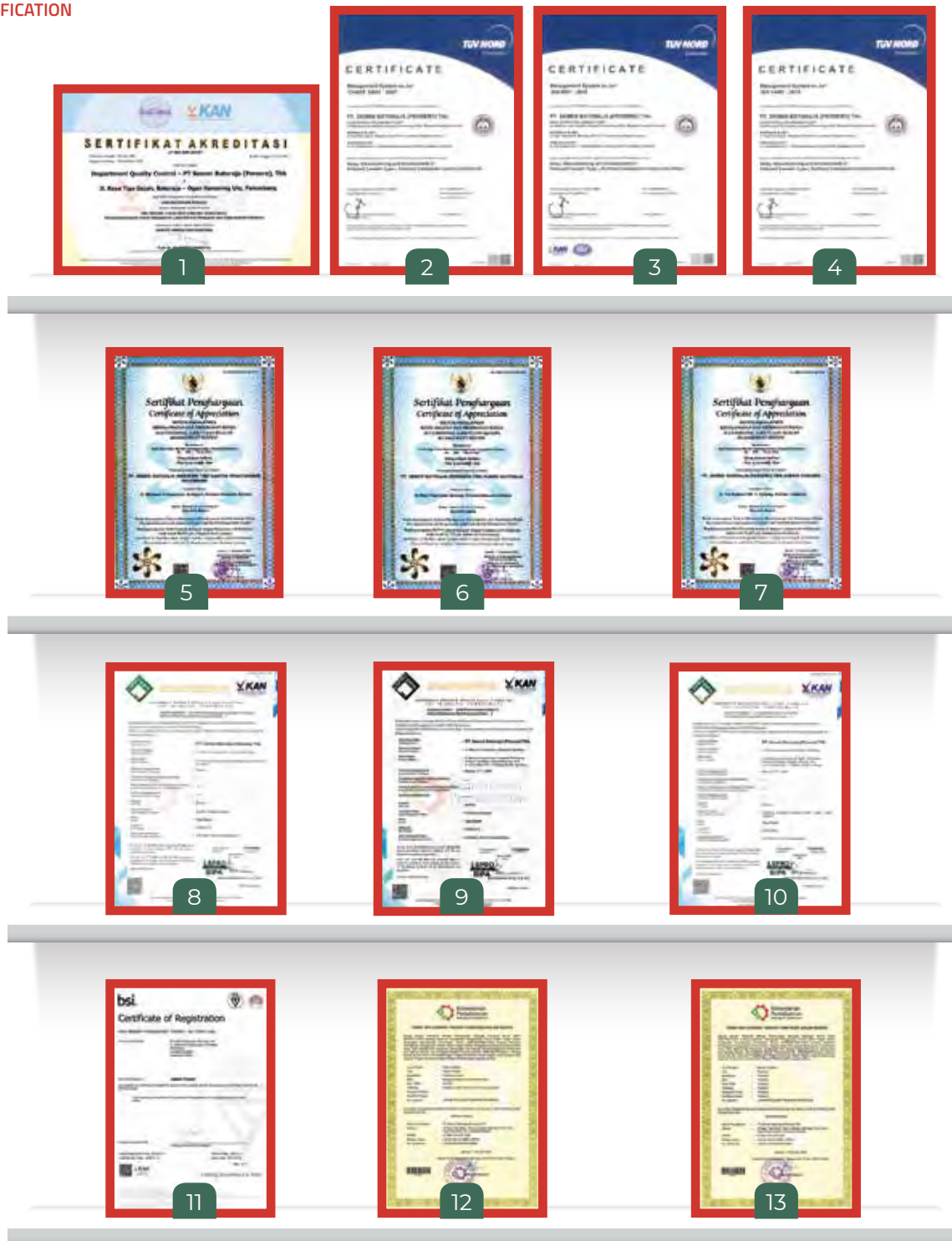
Throughout the year 2020, the Company's received 11 awards as per details below:

No.	Tanggal Perolehan Date Received	Nama Penghargaan Name of Award	Ajang/Jenjang Event/Level	Penyelenggara Organizer
1	7 Februari 2020 7 February 2020	Indonesia Corporate Secretary & Corporate Communication Award V-2020	The Best Indonesia Corporate Secretary & Corporate Communication Kategori Industri Semen The Best Indonesia Corporate Secretary & Corporate Communication Cement Industry Category	Economic Review
2	12 Februari 2020 12 February 2020	Perusahaan Pembina K3 Terbaik The Best Company for Occupational Health and Safety (OHS/K3) Development	Tingkat Provinsi Sumatera Selatan Provincial Level of South Sumatera	Pemerintah Provinsi Sumatera Selatan The Government of South Sumatera Province
3	4 Maret 2020 4 March 2020	BUMN Performance Excellence Award Tahun 2020 2020 State-Owned Enterprise (BUMN) Performance Excellence Award	Emerging Industry Leader	Tim Assessment Forum Ekselen BUMN Assessment Team of BUMN Forum of Excellence
4	19 Agustus 2020 19 August 2020	The Most Valuable Company Award Tahun 2020 The 2020 Most Valuable Company Award	Top 3 The Most Valuable Company Award 2020 with Best 5-Months Stock Performance, Sub-sektor Semen Sub-sector Cement	Warta Ekonomi
5	08 Oktober 2020 08 October 2020	Penghargaan Kecelakaan Nihil Tahun 2019 2019 Zero Accident Award	Zero Accident - Pabrik Palembang Zero Accident - Panjang Plant	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
6	08 Oktober 2020 08 October 2020	Penghargaan Kecelakaan Nihil Tahun 2019 2019 Zero Accident Award	Zero Accident - Pabrik Panjang Zero Accident - Panjang Plant	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
7	2019-2020	Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan (PROPER) Company Performance Rating Program in Environmental Management (PROPER)	Peringkat Biru - Pabrik Palembang Rank Blue - Palembang Plant	Kementerian Lingkungan Hidup dan Kehutanan RI Ministry of Environment and Forestry of the Republic of Indonesia
8	2019-2020	Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan (PROPER) Company Performance Rating Program in Environmental Management (PROPER)	Peringkat Biru - Pabrik Baturaja Rank Blue - Baturaja Plant	Kementerian Lingkungan Hidup dan Kehutanan RI Ministry of Environment and Forestry of the Republic of Indonesia
9	2019-2020	Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan (PROPER) Company Performance Rating Program in Environmental Management (PROPER)	Peringkat Biru - Pabrik Panjang Rank Blue - Panjang Plant	Kementerian Lingkungan Hidup dan Kehutanan RI Ministry of Environment and Forestry of the Republic of Indonesia
10	27 November 2020 27 November 2020	Indonesia Best BUMN Award 2020 2020 Indonesia Best BUMN Award 2020	Innovative BUMN Company for Developing Efficiency of Raw Materials and Energy	Warta Ekonomi
11	4 Desember 2020 4 December 2020	ICONOMICS CSR Award 2020 2020 ICONOMICS CSR Award	Inisiatif Tanggap Darurat COVID-19 – Dukungan Kesehatan Medis Kategori Semen COVID-19 Emergency Response Initiative – Cement Category for Medical Health Support	Iconomics



PENGHARGAAN DAN SERTIFIKASI AWARDS AND CERTIFICATION

SERTIFIKASI CERTIFICATION





SERTIFIKASI

Berikut adalah sertifikasi Perseroan yang masih berlaku hingga tahun 2020.

CERTIFICATION

Following is certification of the Company's valid until the year 2020.

No.	Tanggal Perolehan Date of Acceptance	Sertifikasi Jenis, Bidang atau Area Sertifikasi Type, Aspect or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Valid Period	Dokumen Sertifikat Certifications Document
1	28 Juni 2018 28 June 2018	Department of Quality Control PT Semen Baturaja (Persero) Tbk	SNI ISO/IEC 17025: 2017	Untuk menetapkan standar kompetensi untuk laboratorium di mana ruang lingkup standar ini mencakup pengujian dan kalibrasi dengan metode baku, metode baku, dan metode yang dikembangkan oleh laboratorium sendiri. To establish the competency standard for laboratory where the scope of the standard includes examination and calibration with default method and methods developed by laboratory itself.	Komite Akreditasi Nasional (KAN) National Accreditation Committee (KAN)	28 Juni 2018 - 27 Juni 2022 28 June 2018 - 27 June 2022	LP-462-IDN
2	11 April 2019 11 April 2019	Sistem Manajemen Mutu PT semen Baturaja (Persero) Tbk (Kantor pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Quality Management System of PT Semen Baturaja (Persero) Tbk (Palembang Head Office & Plant, Baturaja Plant, Panjang Plant)	SNI ISO 9001:2015	Secara umum penerapan ISO 9001:2015 adalah untuk: 1. Meningkatkan kepercayaan kepada pelanggan akan mutu produk dan layanan. 2. Memberikan jaminan mutu produk dan layanan. 3. Meningkatkan produktivitas perusahaan. 4. Meningkatkan motivasi karyawan. 5. Membentuk hubungan saling menguntungkan dengan pemasok. 6. Mencapai penghematan biaya yang optimum. 7. Mengenal risiko dan peluang dalam meningkatkan mutu produk dan layanan. Implementation of ISO 9001:2015 generally covers the following: 1. Increase the trust of the customers on the product and service quality. 2. Provide assurance guarantee of the product and service quality. 3. Increase productivity of the Company. 4. Increase employees' motivation. 5. Form mutual beneficial relations with suppliers. 6. Achieve optimum cost efficiency. 7. Acknowledge risks and opportunities in improving product and service quality.	TUV NORD Indonesia	26 April 2010 - 25 April 2022 26 April 2010 - 25 April 2022	Reg. 16 00 D 13044



PENGHARGAAN DAN SERTIFIKASI

AWARDS AND CERTIFICATION

No.	Tanggal Perolehan Date of Acceptance	Sertifikasi Jenis, Bidang atau Area Sertifikasi Type, Aspect or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Valid Period	Dokumen Sertifikat Certifications Document
3	11 April 2019 11 April 2019	Sistem Manajemen Lingkungan PT Semen Baturaja (Persero) Tbk (Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Environmental Management System of PT Semen Baturaja (Persero) Tbk (Palembang Head Office & Plant, Baturaja Plant, Panjang Plant)	SNI ISO 14001:2015	Untuk mengidentifikasi secara sistematis dan mengelola risiko lingkungan sehingga mampu melindungi lingkungan secara komprehensif dan dapat mengurangi keluhan masyarakat secara umum. To systematically identify and manage environmental risks that allows comprehensive protection of the environment and reduce complaints from the general public.	TUV NORD Indonesia	26 April 2010 - 25 April 2022 26 April 2010 - 25 April 2022	Reg. 08 04 D 13016 RI
4	11 April 2019 11 April 2019	Sistem Manajemen Lingkungan PT Semen Baturaja (Persero) Tbk (Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Environmental Management System of PT Semen Baturaja (Persero) Tbk (Palembang Head Office & Plant, Baturaja Plant, Panjang Plant)	OHSAS 18001:2007	Tujuan daripada sertifikasi ini adalah untuk meningkatkan kondisi kesehatan kerja dan mencegah terjadinya potensi kecelakaan kerja dan mencegah terjadinya potensi kecelakaan kerja karena kondisi K3 tidak saja menimbulkan kerugian secara ekonomis tetapi juga kerugian non ekonomis seperti menjadi buruknya citra perusahaan. To improve occupational health conditions and prevent potential occupational accident due to OHS conditions that may not only cause economic loss but also non-economic loss such as defamation in the Company's image.	TUV NORD Indonesia	11 Maret 2021 11 March 2021	Reg. 05 01 D 13014
5	17 September 2020 17 September 2020	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Palembang Occupational Health and Safety Management System of PT Semen Baturaja (Persero) Tbk Palembang Plant	SMK3 Occupational Health and Safety Management System	Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku To ensure that the organization's management system of occupational health and safety is documented, implemented, effectively maintain and complies with the audit standard requirements as well as prevailing laws and regulations.	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020-17 September 2022 17 September 2020-17 September 2022	REG. SMK3.2020. SUC.SK-2157 (Kantor Pusat Pabrik Palembang) REG. SMK3.2020. SUC.SK-2157 (Head Office & Palembang Plant)



No.	Tanggal Perolehan Date of Acceptance	Sertifikasi Jenis, Bidang atau Area Sertifikasi Type, Aspect or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Valid Period	Dokumen Sertifikat Certifications Document
6	17 September 2020 17 September 2020	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Baturaja Occupational Health and Safety Management System of PT Semen Baturaja (Persero) Tbk Baturaja Plant	SMK3 Occupational Health and Safety Management System	Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku To ensure that the organization's management system of occupational health and safety is documented, implemented, effectively maintain and complies with the audit standard requirements as well as prevailing laws and regulations.	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020-17 September 2022 17 September 2020-17 September 2022	REG. SMK3.2020. SUC.SK-2156 (Pabrik Baturaja) REG. SMK3.2020. SUC.SK-2156 (Baturaja Plant)
7	17 September 2020 17 September 2020	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Panjang Occupational Health and Safety Management System of PT Semen Baturaja (Persero) Tbk Panjang Plant	SMK3 Occupational Health and Safety Management System	Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku To ensure that the organization's management system of occupational health and safety is documented, implemented, effectively maintain and complies with the audit standard requirements as well as prevailing laws and regulations.	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020-17 September 2022 17 September 2020-17 September 2022	REG. SMK3.2020. SUC.SK-2158 (Pabrik Panjang) REG. SMK3.2020. SUC.SK-2158 (Panjang Plant)
8	13 Juni 2017 13 June 2017	Jenis Portland Komposit (PCC) PT Semen Baturaja (Persero) Tbk (Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang) Portland Composite Type (PCC) of PT Semen Baturaja (Persero) Tbk (Palembang, Baturaja and Panjang Plants)	SPPT SNI PCC	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure and observe if consistency and implementation of the cement production is in accordance with Indonesia's National Standards and ensure that the organization's quality management system is documented, implemented maintained effectively and complies with audit standard requirements as well as prevailing laws and regulations	Lembaga Sertifikasi Produk BIPA BIPA Product Certification Agency	19 Juni 2017-18 Juni 2021 19 June 2017-18 June 2021	No.28/BIPA/LSPro/Sert/06/2017



PENGHARGAAN DAN SERTIFIKASI

AWARDS AND CERTIFICATION

No.	Tanggal Perolehan Date of Acceptance	Sertifikasi Jenis, Bidang atau Area Sertifikasi Type, Aspect or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Valid Period	Dokumen Sertifikat Certifications Document
9	22 Maret 2018 22 March 2018	Jenis Ordinary Portland Cement (OPC) Type 1 dan Type 2. PT Semen Baturaja (Persero) Tbk (Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang) Ordinary Portland Cement (OPC) Type 1 dan Type 2. PT Semen Baturaja (Persero) Tbk (Palembang, Baturaja and Panjang Plants)	SPPT SNI OPC/Type 1 dan Type 2	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure and observe if consistency and implementation of the cement production is in accordance with Indonesia's National Standards and ensure that the organization's quality management system is documented, implemented maintained effectively and complies with audit standard requirements as well as prevailing laws and regulations.	Lembaga Sertifikasi Produk BIPA BIPA Product Certification Agency	22 Maret 2018-21 Maret 2022 22 March 2018-21 March 2022	No.014/BPPI/BIPA-SERT.2/03/2018
10	17 Juli 2018 17 July 2018	Jenis Cement Portland Type 5. PT Semen Baturaja (Persero) Tbk (Pabrik Baturaja) Cement Portland Type 5. PT Semen Baturaja (Persero) Tbk (Baturaja Plant)	SPPT SNI Semen Portland Type V	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure and observe if consistency and implementation of the cement production is in accordance with Indonesia's National Standards and ensure that the organization's quality management system is documented, implemented maintained effectively and complies with audit standard requirements as well as prevailing laws and regulations.	Lembaga Sertifikasi Produk BIPA BIPA Product Certification Agency	17 Juli 2018-16 Juli 2022 17 July 2018-16 July 2022	NO.042/BPPI/Baristand-Palembang-SERT.2/07/2018



No.	Tanggal Perolehan Date of Acceptance	Sertifikasi Jenis, Bidang atau Area Sertifikasi Type, Aspect or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Valid Period	Dokumen Sertifikat Certifications Document
11	11 Desember 2020 11 December 2020	Divisi Corporate Secretary dan Divisi Procurement Corporate Secretary Division and Procurement Division	SNI ISO 37001:2016	menanamkan budaya anti-penyuapan dalam sebuah organisasi dan menerapkan pengendalian yang tepat sehingga dapat meningkatkan kesempatan untuk mendeteksi dan mengurangi kejadian penyuapan sejak awal. To instill anti-bribery culture in an organization and implement accurate control that can increase the opportunities to detect and reduce bribery incidents from the beginning.	BSI Group Indonesia	11 Desember 2020-10 Desember 2023 11 December 2020-10 December 2023	IABMS 738282
12	7 Februari 2020 7 February 2020	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Terak/Klinker Legal Badge for the Achievement Level of Domestic Component in Clinker Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri Legal Badge for the Achievement Level of Domestic Component	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. Describes the total usage of raw materials and other materials which are of domestic products.	Kementerian Perindustrian RI Ministry of Industry of the Republic of Indonesia	7 Februari 2020-6 Februari 2023 7 February 2020-6 February 2023	-
13	7 Februari 2020 7 February 2020	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Semen Portland Legal Badge for the Achievement Level of Domestic Component in Portland Cement Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri Legal Badge for the Achievement Level of Domestic Component	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. Describes the total usage of raw materials and other materials which are of domestic products.	Kementerian Perindustrian RI Ministry of Industry of the Republic of Indonesia	7 Februari 2020-6 Februari 2023 7 February 2020-6 February 2023	-

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Franciscus M.A. Sibarani

Komisaris Utama - President Commissioner





LAPORAN DEWAN KOMISARIS

REPORT FROM BOARD OF COMMISSIONERS



Manajemen telah mengambil inisiatif yang tepat guna sehingga Perseroan membukukan kinerja yang positif dan mencapai target RKAP yang telah ditetapkan. Secara keseluruhan, operasional Perseroan telah berjalan baik di tengah kondisi yang penuh tantangan.

Management has taken appropriate initiatives so that the Company is able to record positive performance and is able to achieve the RKAP target. Overall, the Company's operations have been running well amidst highly challenging conditions.



PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG KAMI HORMATI, Dear shareholders and stakeholders,

Puji syukur ke hadirat Tuhan Yang Maha Esa. Izinkan kami menyampaikan laporan kinerja Dewan Komisaris.

Penyampaian laporan ini sesuai dengan ketentuan dan perundang-undangan yang berlaku, di antaranya Peraturan Otoritas Jasa Keuangan (OJK) No.29/POJK.04/2016 tentang laporan tahunan emiten atau perusahaan publik dan Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK/04/2016 tentang bentuk dan isi laporan tahunan emiten atau perusahaan publik yang mewajibkan setiap perusahaan membuat laporan Dewan Komisaris sesuai bentuk dan isi serta persyaratan lainnya sesuai dengan ketentuan dan peraturan yang berlaku.

Praise be to God Almighty. On this occasion, please allow me to present the performance report of the Board of Commissioners.

Submission of this report is in accordance with prevailing laws and regulations, among which is the Financial Services Authority (OJK) Regulation No. 29/POJK.04/2016 on Annual Reports of Issuers or Public Companies and the Financial Services Authority Circular Letter 30/POJK.04/2016 on The Form and Content of Annual Reports of Issuers or Public Company, which require each company to produce reports of the Board of Commissioners according to the form and content as well as other requirements in line with prevailing regulations and provision.



LAPORAN DEWAN KOMISARIS REPORT FROM BOARD OF COMMISSIONERS

KONDISI MAKRO DAN INDUSTRI

Sepanjang tahun 2020, Perseroan menghadapi dinamika perekonomian yang cukup berbeda dibandingkan tahun-tahun sebelumnya. Pandemi COVID-19 yang pertama kali diumumkan oleh pemerintah di awal Maret, dalam perjalanannya memberikan dampak buruk tidak hanya pada kesehatan, tetapi juga kehidupan sosial dan ekonomi.

Kinerja perekonomian global mengalami penurunan. Berbagai negara di dunia sangat fokus mencari langkah untuk mengatasi persoalan kesehatan tersebut dengan tepat.

Perekonomian Indonesia pun terkena imbasnya. Hingga penghujung tahun, kondisi pandemi masih belum begitu membaik, bahkan di beberapa daerah masih menerapkan kebijakan pembatasan sosial. Hingga akhirnya Badan Pusat Statistik (BPS) mengumumkan bahwa pertumbuhan produk domestik mengalami kontraksi, yaitu tumbuh 2,07%. Sedangkan inflasi tahunan tercatat pada titik terendah sepanjang sejarah, yaitu sebesar 1,68% (y.o.y).

Kondisi tersebut menggambarkan lemahnya aktivitas ekonomi yang bersifat multidimensi serta mempengaruhi hampir seluruh sendi-sendi kehidupan masyarakat. Industri semen ikut merasakan dampaknya, seiring terjadinya penurunan daya beli masyarakat yang turut berpengaruh terhadap konsumsi pada komoditi semen.

Konsumsi terhadap komoditi semen yang rendah berpengaruh terhadap kinerja penjualan semen secara nasional maupun regional yang turun hingga 10,7% dibandingkan tahun 2019. Ditambah dengan masih berlebihnya pasokan semen dalam negeri, sehingga utilisasi produsen semen yang tercapai hanya 54% dan kehadiran dari para produsen semen baru juga telah mendorong persaingan harga yang semakin ketat.

Dalam pandangan Dewan Komisaris, kondisi yang sangat menantang inilah yang dihadapi manajemen pada tahun buku 2020.

MACRO AND INDUSTRY CONDITIONS

Throughout the year 2020, the Company had to face quite different economic dynamics compared to previous years. The COVID-19 pandemic initially announced by the government in early March, in its course had badly impacted not only the health sector, but also the general social economic life.

The global economic performance has declined. Some countries around the world were focused on finding appropriate means to overcome such health problems.

Indonesia's economy was also impacted. Until the end of the year, pandemic conditions have not improved, even some regions were still applying the social restriction policy. The Central Bureau of Statistics (BPS) eventually announced that growth in domestic products, noted at 2.07%, was contracted. While yearly inflation was recorded at the lowest point ever in history, at 1.68% (y.o.y).

Such a condition indicated how weak the multi-dimensional economic activities were and that it has affected almost all corners of people's lives. The cement industry was also impacted, in line with the decline in public's purchasing power which has affected the consumption of cement commodity.

The low consumption of cement commodity influenced its sales performance, nationally and regionally, which dropped by 10.7% compared to the previous year 2019. Added on by the domestic oversupply of cement, the utilization of cement producers only reached up to 54% and the presence of new cement producers has also thrust on the increasingly tight price competition.

In the views of the Board of Commissioners, the management has had to face these difficult conditions during the fiscal year 2020.



PENILAIAN TERHADAP KINERJA DIREKSI

Dasar Penilaian

Dalam memberikan penilaian kinerja kepada Direksi, Dewan Komisaris berpandangan dasarnya harus terukur dengan baik. Karena itu, dasar yang digunakan adalah pencapaian target-target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dan *Key Performance Indicators* (KPI) tahun 2020 yang telah disusun di awal tahun dan disepakati dengan pemegang saham sebagai kontrak manajemen.

Penilaian atas kinerja Direksi juga diperoleh dari laporan serta rapat yang diselenggarakan secara rutin maupun insidental bila diperlukan. Bahkan terhadap aspek dan indikator yang mengalami penurunan, Dewan Komisaris segera memberikan imbauan dan masukan kepada Direksi agar segera menyusun *action plan* untuk memitigasi dengan langkah-langkah strategis yang diperlukan.

Penilaian Kinerja

Dewan Komisaris menyadari, tahun buku 2020 dilalui dengan kondisi perekonomian yang luar biasa menantang dan persaingan industri semen yang sangat kompetitif. Dewan Komisaris memandang segenap jajaran Direksi beserta seluruh karyawan/ti Perseroan telah berupaya secara maksimal untuk membukukan kinerja yang positif dan mencapai target RKAP yang telah ditetapkan.

Atas pencapaian kinerja tersebut, Dewan Komisaris menyampaikan apresiasi atas upaya, langkah dan kerja keras yang telah dilakukan oleh Direksi dalam rangka memenuhi target-target yang telah ditetapkan pada tahun 2020. Dewan Komisaris memandang bahwa kinerja seluruh jajaran Direksi secara keseluruhan telah berjalan baik di tengah kondisi yang kurang kondusif.

Sepanjang 2020, Perseroan berhasil membukukan volume produksi sebesar 1.915.848 ton atau 90% dari tahun 2019 sebesar 2.127.307 ton atau mencapai 100% dari target. Realisasi volume penjualan sebesar 1.930.022 ton atau 91% dari tahun 2019 sebesar 2.119.772 ton atau mencapai 100% dari target. Meskipun mengalami penurunan 9% dari realisasi penjualan di tahun sebelumnya, namun pencapaian volume penjualan tersebut masih lebih baik jika dibandingkan dengan total konsumsi semen domestik yang turun hingga 10,7% di sepanjang tahun 2020.

PERFORMANCE ASSESSMENT ON THE BOARD OF DIRECTORS

Basis of Assessment

In attending to the Board of Directors' performance assessment, the Board of Commissioners views that basically it must be properly measurable. For this reason, the basis used in assessing is the achievement of targets set in the Company 2020 Work Plan and Budget (RKAP) and the Key Performance Indicators (KPI) established at the beginning of the year and agreed upon as a management contract by the shareholders.

Assessment of the Board of Directors' performance is also attained from reports as well as meetings held routinely and incidentally when required. Even on aspects and indicators which apparently declined, the Board of Commissioners immediately provides advices and inputs to the Board of Directors to straight away draw up an action plan to mitigate with necessary strategic measures.

Performance Assessment

The Board of Commissioners realizes, the fiscal year of 2020 was passed by extraordinarily challenging economic conditions and tight competition in the cement industry. The Board of Commissioners views that the entire Board of Directors together with all Company employees have maximized all efforts to log positive performance and achieve the set RKAP targets.

On such performance achievement, the Board of Commissioners extends its appreciation for all the efforts, measures taken and hard work carried out by the Board of Directors in the effort to reach the set targets of the year 2020. The Board of Commissioners views the performance of the entire Board of Directors was satisfactory in the midst of such less-conducive conditions.

Throughout the year 2020, the Company managed to book production volume of 1,915,848 tons or 90% of the volume reached in 2019 which was 2,127,307 tons or 100% of target at the time. Realization of the sales volume was 1,930,022 tons or 91% of the 2,119,772 tons of sales volume in 2019 which was 100% of target at the time. Although this 9% decline from the actualized sales in the previous year, however, such achievement in the sales volume was still higher if compared to the total consumption of domestic cement which declined by 10.7% during the year 2020.



LAPORAN DEWAN KOMISARIS REPORT FROM BOARD OF COMMISSIONERS

Di sisi lain, Perseroan mampu mempertahankan posisi sebagai *market leader* di Sumatera Selatan dengan *market share* sebesar 54%. Bahkan untuk wilayah Lampung mencapai *market share* sebesar 28% atau meningkat sebesar 7% dari tahun sebelumnya.

Dari sisi kinerja keuangan, Perseroan mampu memaksimalkan pendapatan dengan capaian Rp1,72 triliun, kendati lebih rendah 14% dari realisasi di tahun 2019 yang sebesar Rp1,99 triliun. Melalui serangkaian program efisiensi, upaya tersebut mampu menurunkan *Cost of Goods Sold* (COGS) menjadi Rp505,450 per ton atau lebih rendah 5% dari periode tahun 2019, Perseroan pun berhasil meningkatkan EBITDA menjadi Rp416,4 Miliar atau meningkat 2% dibandingkan tahun 2019.

Selain itu, pada tahun 2020 Dewan Komisaris juga memberikan perhatian penuh terhadap pencapaian KPI 2020 dengan indikator:

1. Nilai Ekonomi dan Sosial untuk Indonesia: Pencapaian EBITDA, *Interest Bearing Debt to EBITDA*, *Nett Income*, CFO dan Pemanfaatan Limbah B3
2. Inovasi Model Bisnis: Terkait sinergi BUMN sektor semen & utilisasi kapasitas pabrik
3. Kepemimpinan Teknologi: Terkait *business plan* otomatisasi proses produksi berbasis IT implementasi digital retail bisnis terintegrasi dengan BUMN sektor semen
4. Peningkatan Investasi: Terkait konsolidasi anak usaha
5. Pengembangan Talenta: Pembentukan *Indonesia Cement Research Institute* & Program Pengembangan Talenta termasuk program suksesi Direksi dan pengembangan *Top Talent* Muda

Dewan Komisaris telah melakukan evaluasi atas target, realisasi usaha beserta inisiatif strategis yang telah disusun oleh Direksi di tahun 2020, terutama dalam hal strategi pemasaran dan efisiensi biaya atau *cost reduction*. Dewan Komisaris menilai Direksi masih perlu merumuskan suatu strategi yang tepat untuk dapat mempertahankan *market share* khususnya di wilayah pasar utama di Sumatera Selatan dan Lampung.

On the other hand, the Company managed to maintain its position as market leader in South Sumatera with a market share of 54%. Even for the area of Lampung, the market share reached 28% or an increase of 7% from the previous year.

From the financial performance aspect, the Company was able to maximized its income to reach Rp1.72 trillion, although it was 14% lower than the actualized income of Rp1.99 trillion reached in 2019. Through a series of efficiency programs, such efforts were able to reduce the Cost of Goods Sold (COGS) to Rp505,450 per ton or 5% lower than the previous year. The Company was also successful in increasing the EBITDA to Rp416.4 billion or an increase of 2% compared to the year 2019.

Furthermore, the Board of Commissioners in 2020 also paid full attention to the 2020 KPI achievements with indicators as follows:

1. Economic and Social Values for Indonesia: EBITDA Achievement, Interest Bearing Debt to EBITDA, Net Income, CFO and B3 Waste Utilization
2. Business Model Innovation: Related to BUMN synergy in cement sector & factory capacity utilization
3. Technological Leadership: Related to the business plan of the IT-based production process automation, implementation of a digital integrated retail business with BUMN in the cement sector
4. Investment Increase: Related to consolidation of subsidiaries
5. Talent Development: Formation of the Indonesian Cement Research Institute & Talent Development Program including succession program for the Board of Directors and development of Top Young Talents

The Board of Commissioners assessed the targets, business realization and its strategic initiatives established by the Board of Directors in the year 2020, especially in the context of marketing strategy and cost efficiency or cost reduction. The Board of Commissioners appraised that the Board of Directors still needed to formulate an accurate strategy to maintain the market share, specifically in the main markets of South Sumatera and Lampung.



Selain itu, penting bagi Direksi untuk mengendalikan biaya produksi dan biaya distribusi/transportasi semen serta biaya umum dan personalia agar dapat memaksimalkan pendapatan dan laba. Dewan Komisaris menghimbau agar Direksi dapat menyusun strategi dan *action plan* yang tepat, terutama untuk menghadapi tantangan di masa pandemi dan *new normal*.

Penilaian terhadap Implementasi Strategi

Dewan Komisaris memandang bahwa sepanjang 2020, Direksi telah mengambil langkah-langkah inisiatif yang tepat guna, sehingga dapat mempertahankan kinerja operasional yang positif. Implementasi strategi tersebut, antara lain:

1. Peningkatan *market share* dengan memperbaiki kanal distribusi dan sistem distribusi serta kebijakan harga.
2. Melakukan efisiensi biaya produksi dan biaya usaha, mencakup biaya bahan baku, bahan penolong, biaya logistik & pemasaran serta beban *overhead*.
3. Upaya peningkatan pendapatan baik semen maupun non semen.
4. Melakukan *repackaging* kredit investasi sehingga arus kas Perseroan menjadi lebih kuat dan sehat.

Dewan Komisaris terus mendorong Direksi untuk melakukan sejumlah hal secara konsisten yaitu meningkatkan utilisasi operasional pabrik, menekan biaya produksi, menekan biaya distribusi produk, pengetatan pemakaian anggaran, meningkatkan penjualan, mengoptimalkan sistem distribusi, mengurangi biaya pengembangan pasar, restrukturisasi organisasi, dan efektivitas tenaga kerja.

Penilaian terhadap Prospek Usaha

Dewan Komisaris telah mengevaluasi seluruh prospek usaha yang dituangkan Direksi dalam RKAP 2021. Dari hasil penelaahan, Dewan Komisaris berpandangan bahwa Direksi telah menyusun rencana aksi korporasi beserta target usaha atau laba yang cukup menantang dan optimistik, seiring dengan prospek perekonomian nasional di tahun 2021 yang diperkirakan akan membaik sejalan dengan membaiknya perekonomian global.

In addition, it was important for the Board of Directors to control production costs and costs of cement distribution/transportation as well as general and personnel costs in order to maximize income and profit. The Board of Commissioners encourages the Board of Directors to set up accurate strategies and action plan, especially in facing the challenges of the pandemic and the new normal era.

Assessment on Strategy Implementation

The Board of Commissioners views that throughout the year 2020, the Board of Directors have taken accurate initiative moves, that operational performance was maintained positive. Such strategy implementation includes the following:

1. Increase in market share by fixing the distribution system and channel as well as the pricing policy.
2. Conduct production and business cost efficiency, including the costs of raw materials, supporting materials, logistics & marketing as well as overhead load.
3. Efforts to increase income from both cement and non-cement.
4. Conduct repackaging of investment credit so that the Company's cash flow can become stronger and sound.

The Board of Commissioners continuously encourages the Board of Directors to consistently carry out actions, as well as increase the utilization of the operational plants, suppress production and distribution costs, stricken the use of the budget, increase sales, optimize the distribution system, reduce market expansion costs, organizational restructuring and effective manpower.

Assessment on Business Prospects

The Board of Commissioners has assessed all business prospects presented by the Board of Directors in the 2021 RKAP. From the results of the analysis, the Board of Commissioners views that the Board of Directors has established corporate action plans along with the business and profit targets which are quite challenging yet optimistic, in line with the 2021 national economic outlook projected to improve as global economy improves.



LAPORAN DEWAN KOMISARIS REPORT FROM BOARD OF COMMISSIONERS

Direksi telah menyusun target utilisasi pabrik dan perolehan laba yang lebih tinggi di tahun 2021 dibandingkan dengan tahun 2020. Target tersebut menggunakan asumsi adanya upaya akselerasi pemulihan ekonomi nasional oleh pemerintah, sehingga mampu menggairahkan kembali sektor infrastruktur dan properti yang menjadi sektor utama penyerap semen. Oleh karena itu, diperlukan kerja sama yang baik antara Dewan Komisaris dan Direksi dalam mempersiapkan langkah-langkah strategis untuk mencapai target-target yang menantang tersebut.

MEKANISME DAN FREKUENSI PEMBERIAN NASIHAT

Kunci utama dari keberhasilan penerapan kebijakan strategis oleh manajemen terletak pada kolaborasi yang harmonis antara Dewan Komisaris dan Direksi. Dewan Komisaris telah melaksanakan pengawasan dan pemberian nasihat kepada Direksi melalui mekanisme evaluasi terhadap laporan-laporan yang disampaikan Direksi setiap bulan.

Selain itu, ada peningkatan frekuensi rapat koordinasi antara Dewan Komisaris dan Direksi, maupun Dewan Komisaris dengan masing-masing Direktorat. Dewan Komisaris pun membuka ruang diskusi terhadap segala permasalahan yang dihadapi Direksi dalam rangka pengurusan Perseroan.

Sepanjang tahun 2020, frekuensi rapat gabungan Dewan Komisaris dengan Direksi sebagai salah satu mekanisme pemberian nasihat mencapai 21 kali. Realisasi tersebut jauh melampaui rencana kerja Dewan Komisaris, yaitu minimal hanya 12 (dua belas) kali dalam satu tahun buku.

Dalam rangka meningkatkan peran pengawasan Dewan Komisaris terhadap Perseroan secara keseluruhan, Dewan Komisaris telah membentuk tiga komite yaitu Komite Audit, Komite Manajemen Risiko dan Komite Nominasi dan Remunerasi.

The Board of Directors has established the targets on factory utilization and higher earnings for the year 2021 compared to the year 2020. The targets are based on the assumption of efforts to accelerate the national economic recovery by the government, so as to re-stimulate the infrastructure and property sectors that are the main sectors to absorb cement. For that reason, good cooperation is needed between the Board of Commissioners and the Board of Directors in preparing strategic steps to reach such challenging targets.

MECHANISM AND FREQUENCY OF PROVIDING ADVICE

The main key to the successful implementation of strategic policies by the management is in the harmonious collaboration between the Board of Commissioners and the Board of Directors. The Board of Commissioners supervises and advises the Board of Directors through the mechanism of assessment on the monthly reports submitted by the Board of Directors.

In addition, there was an increase in frequency of the coordinating meetings between the Board of Commissioners and the Board of Directors, as well as between the Board of Commissioners with each Directorates. The Board of Commissioners also formed a discussion forum for all matters faced by the Board of Directors in managing the Company.

Throughout the year 2020, the frequency of joint-meetings between the Board of Commissioners and the Board of Directors as one of the mechanisms of providing advice totaled 21 times, far beyond the the work plan of the Board of Commissioners, minimum requirement of 12 (twelve) times in one fiscal year.

In the effort to improve the supervisory role of the Board of Commissioners over the overall Company, the Board of Commissioners formed three committees the Audit Committee, the Risk Management Committee and the Nomination and Remuneration Committee.



PANDANGAN DEWAN KOMISARIS TERHADAP PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris meyakini jika penerapan tata kelola perusahaan yang baik (GCG) telah menjadi landasan bagi Perseroan dalam menjalankan kegiatan usahanya. Untuk mewujudkan sistem pengelolaan yang mendukung terciptanya keberhasilan usaha, Perseroan berpegang teguh pada 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, tanggung jawab, independensi, dan keadilan. Perseroan senantiasa mengupayakan implementasi tata kelola perusahaan yang selaras dengan *Best Practices*.

Terhadap penerapan tata kelola perusahaan di tahun 2020, Dewan Komisaris memberikan apresiasi atas evaluasi dan pemantauan penerapan GCG yang dilakukan secara periodik. Dewan Komisaris menilai bahwa Direksi sangat *concern* terhadap pelaksanaan tata kelola perusahaan, sehingga perolehan *score assessment* di tahun 2020 mampu ditingkatkan menjadi 92,48 atau "Sangat Baik". Pencapaian skor tata kelola perusahaan di Perseroan terus menunjukkan tren peningkatan yang menggambarkan tata kelola yang kian efektif dan optimal.

Penerapan *Whistleblowing System* dan Keterlibatan Dewan Komisaris di Dalamnya

Salah satu proses atau mekanisme tata kelola perusahaan yang cukup penting adalah adanya *Whistleblowing System* (WBS). Sistem ini memungkinkan mekanisme pelaporan yang menjamin kerahasiaan pelapor. Pihak pelapor dapat menyampaikan laporan dugaan pelanggaran berdasarkan bukti yang dapat dipertanggungjawabkan serta dengan niat baik untuk kepentingan Perseroan. Identitas pelapor bersifat rahasia dan laporan dapat disampaikan oleh pelapor tanpa mencantumkan identitasnya (anonim).

Sistem Pelaporan pelanggaran di Perseroan telah diperbaharui, dengan Nomor: SOP 113000-02 Standar Operasional Prosedur Pelaporan Pelanggaran/*Whistleblowing System* PT Semen Baturaja (Persero) Tbk. Direksi bertanggung jawab atas terlaksananya sistem pelaporan pelanggaran di Perseroan dan Dewan Komisaris bertanggung jawab dalam pengawasan terhadap pelaksanaan sistem tersebut. Direksi dan Dewan Komisaris bersama-sama membentuk organisasi pelaporan pelanggaran di Perseroan.

THE BOARD OF COMMISSIONERS VIEWS ON CORPORATE GOVERNANCE IMPLEMENTATION

The Board of Commissioners is assured that implementation of Good Corporate Governance (GCG) has become the foundation of the Company's business activities. To actualize a management system that supports the achievement of a business success and accountability, the Company adheres to 5 (five) basic principles: transparency, accountability, responsibility, independency and fairness. The Company continually strives to implement corporate governance that aligns with best practices.

On the implementation of corporate governance in the year 2020, the Board of Commissioners extends its appreciation for the periodic assessment and monitoring of GCG implementation. The Board of Commissioners appraised that the Board of Directors has been very concerned on GCG implementation that assessment in 2020 was scored with a higher rating of 92.48 or "Very Good". The assessment score seems to continue to rise which proves that governance is increasingly effective and optimized.

Implementation of the *Whistleblowing System* and the Involvement of the Board of Commissioners

One of the important processes or mechanisms in corporate governance is the *Whistleblowing System* (WBS). The system allows the mechanism of reporting that guarantees the confidentiality of the person reporting. The person reporting may submit a report of alleged violations based on accountable evidence and with good intentions for the benefit of the Company. The identity of the reporting individual is confidential and the report may be submitted anonymously.

The Company's Violation Reporting System was amended with SOP No. 113000-02 on Standard Operating Procedures of Violation Reporting/*Whistleblowing System* of PT Semen Baturaja (Persero) Tbk. The Board of Directors is responsible for the implementation of the Company's violation reporting system and the Board of Commissioners is responsible for supervising the system's implementation. The Board of Directors and the Board of Commissioners together formed the organization to handle violation reporting in the Company.



LAPORAN DEWAN KOMISARIS REPORT FROM BOARD OF COMMISSIONERS

Keterlibatan Dewan Komisaris dalam penerapan WBS adalah terus mendorong secara aktif agar penerapannya di Perseroan dapat berperan optimal. Pada tahun 2020, untuk meningkatkan pemahaman mengenai mekanisme sistem pelaporan pelanggaran yang ada di Perseroan serta meningkatkan efektivitas penerapan Sistem Pelaporan Pelanggaran, Perseroan telah melaksanakan sosialisasi mengenai pelaporan pelanggaran kepada pihak internal dan eksternal Perseroan. Sosialisasi WBS dilakukan melalui majalah internal, stiker, *e-mail*, portal internal, media sosial serta *website* Perseroan.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Dalam rangka meningkatkan peran pengawasan Dewan Komisaris terhadap Perseroan secara keseluruhan, Dewan Komisaris telah membentuk tiga komite yaitu Komite Audit, Komite Manajemen Risiko dan Komite Nominasi dan Remunerasi. Sepanjang tahun 2020, Dewan Komisaris memandang bahwa kinerja masing-masing komite cukup baik, berdasarkan pelaporan atas kinerja Perseroan dan *review* dari setiap usulan Direksi, serta tingkat kehadiran dalam rapat internal maupun rapat gabungan.

Kinerja Komite Audit dinilai berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Audit dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Audit. Laporan tersebut meliputi pelaksanaan tugas komite di bidang audit, kecukupan proses pengendalian internal dan penyusunan laporan keuangan.

Kinerja Komite Manajemen Risiko dinilai berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Manajemen Risiko dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Manajemen Risiko. Laporan itu meliputi pelaksanaan tugas komite di bidang manajemen risiko, seperti pengkajian kebijakan manajemen risiko, *monitoring* risiko utama Perseroan, RKAP dan RJPP.

Kinerja Komite Nominasi dan Remunerasi dinilai berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite

The Board of Commissioners involvement in the WBS implementation is to continue active in encouraging its implementation to play optimal role. In the year 2020, to improve the understanding of the violation reporting mechanism available in the Company as well as to improve the system's effectiveness, the Company carried out the socialization program on the system to both internal and external parties. WBS socialization was conducted through the Company's internal magazine, stickers, *e-mail*, internal portal, social media and website.

Performance Assessment on the Committees Under the Board of Commissioners

In the effort to improve the role of the Board of Commissioners in the overall Company, the Board of Commissioners formed three committees, namely the Audit Committee, the Risk Management Committee and the Nomination and Remuneration Committee. Throughout the year 2020, the Board of Commissioners viewed that the performance of each of the committees was satisfactory, based on reports of the Company's performance and reviews of each of the Board of Directors recommendations, as well as on the level of attendance in both internal meetings and joint meetings.

Assessment on the performance of the Audit Committee was based on the actualization and completion of its work programs as noted in the Work Plan of the Audit Committee and reported to the Board of Commissioners in the Audit Committee Report. The report covered the committee's duties implementation on audit matters, on the adequacy of the internal control system and on preparations for the financial reports.

Performance assessment of the Risk Management Committee was conducted based on the actualization and completion of the work programs as contained in the Work Plan of the Risk Management Committee and reported to the Board of Commissioners in the Risk Management Report. The report contained the committee's implementation of duties in risk management area, such as on reviews of risk management policies, on monitoring of the Company's main risks, and on RKAP and RJPP.

Performance assessment of the Nomination and Remuneration Committee was based on the actualization and completion of its work programs



Nominasi dan Remunerasi dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Nominasi dan Remunerasi. Laporan tersebut meliputi pelaksanaan tugas komite dalam melakukan *monitoring*, evaluasi dan memberikan rekomendasi terhadap struktur remunerasi dan sistem penilaian kinerja di Perseroan termasuk menyusun dan menyampaikan talent classification & development di SMBR.

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

PERUBAHAN KOMPOSISI DEWAN KOMISARIS DAN ALASAN PERUBAHAN

Pada Tahun 2020, terdapat Perubahan pada komposisi Dewan Komisaris Perseroan sesuai surat dari Menteri Badan Usaha Milik Negara Nomor: SR-502/MBU/07/2020 tanggal 15 Juli 2020 perihal usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk seperti yang telah disahkan di dalam Rapat Umum Pemegang Saham Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.

Berdasarkan perubahan yang dilakukan, maka komposisi Dewan Komisaris Perseroan adalah sebagai berikut:

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

Adapun pergantian komposisi Dewan Komisaris berdasarkan keputusan Pemegang Saham Perseroan yang menyatakan alasannya karena terdapat Dewan Komisaris yang habis masa jabatannya dan guna mempercepat transformasi bisnis Perseroan.

as stated in the Work Plan of the Nomination and Remuneration Committee. The report contained the committee's duties implementation concerning the monitoring, assessment and recommendations on the remuneration structure and performance assessment system in the Company including preparing and submitting talent classification & development at SMBR.

The Board of Commissioners extends its appreciation for the achievements of the program as well as the work plans of each of the committee. The Board of Commissioners also hopes that performance of the committees can be further improved that they would be able to contribute more in its roles in supervising the Company.

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

In the year 2020, a change in the composition of the Board of Commissioners was carried out in accordance with the State-Owned Enterprises (BUMN) Ministry Letter No. SR-502/MBU/07/2020 dated 15 July 2020 on Recommendation of the Change in the Management of PT Semen Baturaja (Persero) Tbk as ratified by the Annual General Meeting of Shareholders of 5 August 2020 as stated in the Notarial Deed of Fathiah Helmi No. 29 dated 13 August 2020.

Based on the above change, thus the composition of the Board of Commissioners of the Company is as follows:

The change in the composition of the Board of Commissioners was based on the Shareholders decision which stated that the reason for the change was due to the completion of the tenure of several board members and the intention to accelerate the Company's business transformation.



LAPORAN DEWAN KOMISARIS REPORT FROM BOARD OF COMMISSIONERS

Perseroan menyampaikan apresiasi dan terima kasih kepada anggota Dewan Komisaris yang telah berakhir masa jabatannya atas kontribusinya selama bergabung dengan Perseroan. Sedangkan kepada anggota Dewan Komisaris yang baru bergabung, Perseroan menyampaikan selamat datang untuk bersama-sama mendukung pencapaian target Perseroan, baik dalam jangka pendek, menengah, maupun panjang.

APRESIASI

Dewan Komisaris menyampaikan terima kasih kepada Pemegang Saham atas kepercayaan dan bimbingannya telah menjadi bagian dari Perseroan. Apresiasi juga diberikan kepada Direksi dan jajaran manajemen atas komitmen serta kerja keras yang menjadi kunci pencapaian Perseroan untuk melalui masa-masa yang penuh tantangan.

Selain itu, Dewan Komisaris juga menyampaikan terima kasih atas dukungan serta aspirasi seluruh pemangku kepentingan, sehingga Perseroan dapat menunjukkan kinerja terbaik bagi pemegang saham, masyarakat dan Pemerintah Indonesia. Semoga Tuhan Yang Maha Kuasa senantiasa memberikan karunianya dan menguatkan langkah Perseroan menuju masa depan yang lebih baik.

The Company expresses its appreciation and gratitude to members of the Board of Commissioners who have completed their terms of office, for their contribution during the years of service with the Company. While to the new members of the Board of Commissioners, the Company extends its warm welcome for joining the Company to support the efforts to achieve all Company's short, middle and long-term targets together.

APPRECIATION

The Board of Commissioners extends its utmost gratitude to the Shareholders for the trust and guidance in being part of the Company. Our appreciation is also extended to Board of Directors and the management for their commitment and hard work that played the key roles in the Company's achievements in passing through such challenging times on positive notes.

In addition, the Board of Commissioners also extend its gratitude for the support and aspiration of all stakeholders that the Company was able to present its best performance to the shareholders, the people and the Government of Indonesia. May God Almighty always bless and strengthen the Company's steps towards a better future.

Jakarta, April 2021

Atas Nama Dewan Komisaris | on Behalf of the Board of Commissioners
PT Semen Baturaja (Persero) Tbk

Franciscus M.A. Sibarani

Komisaris Utama
President Commissioner



Darusman Mawardi
Komisaris Independen
Independent Commissioner

Franciscus M.A. Sibarani
Komisaris Utama
President Commissioner

Endang Tirtana
Komisaris Independen
Independent Commissioner

Oke Nurwan
Komisaris
Commissioner



Jobi Triananda Hasjim
Direktur Utama - President Director





LAPORAN DIREKSI

REPORT FROM BOARD OF DIRECTORS

// Dalam rangka mempertahankan kinerja operasional yang positif di tengah kondisi penurunan permintaan semen, program efisiensi penurunan biaya per ton berdampak pada peningkatan EBITDA Perseroan sebesar 2% dari tahun 2019.

In order to maintain positive operational performance amid conditions of declining cement demand, the Company implemented an efficiency program to reduce costs per tonne which eventually resulted in an increase in the Company's EBITDA by 2% from 2019.



PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG KAMI HORMATI, Dear Shareholders and Stakeholders,

Selam sejahtera kami sampaikan semoga kita senantiasa dalam lindungan Tuhan Yang Maha Esa. Dalam kesempatan ini, perkenankan kami menyampaikan Laporan Tahunan PT Semen Baturaja (Persero) Tbk ("Perseroan") untuk Tahun Buku 2020. Laporan ini kami sampaikan secara transparan sesuai dengan regulasi yang berlaku serta kaidah praktik bisnis terbaik di dunia korporasi.

KONDISI MAKROEKONOMI

Kinerja ekonomi global 2020 menunjukkan adanya pelemahan yang dipengaruhi oleh penyebaran pandemi COVID-19 ke seluruh dunia termasuk Indonesia yang mengalami perlambatan pertumbuhan ekonomi selama pandemi COVID-19. Hingga akhir tahun 2020, Badan Pusat Statistik (BPS) mencatat bahwa pertumbuhan ekonomi Indonesia mengalami penurunan 2,07%.

Greetings to all, may we forever be under the protection of God Almighty. On this occasion, allow us to deliver the Annual Report of PT Semen Baturaja (Persero) Tbk ("Company") for fiscal year 2020. We present this report in transparency in accordance with prevailing regulations and rules in business practices in the corporate world.

MACROECONOMIC CONDITIONS

The 2020 global economic performance has indicated a relapse affected by the spread of the COVID-19 pandemic throughout the world including Indonesia where economic growth was flagging during the COVID-19 pandemic. Until the end of the year 2020, the Central Bureau of Statistics (BPS) recorded that Indonesia's economic growth declined by 2.07%



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

Pandemi COVID-19 menimbulkan masalah multidimensi, dari kesehatan, kemanusiaan, sosial, hingga ekonomi. Pemerintah telah melakukan berbagai langkah kebijakan untuk mengatasi penyebarannya, antara lain membatasi mobilitas masyarakat dan merelokasi anggaran infrastruktur ke penanganan kesehatan dan perlindungan sosial dan ekonomi.

Melambatnya pertumbuhan ekonomi nasional serta adanya pemotongan anggaran infrastruktur berdampak pada penurunan kinerja semen nasional. Permintaan semen hanya mencapai 62,5 juta ton pada tahun 2020 atau turun 10,7% dari tahun 2019.

KINERJA 2020

Di tahun 2020, industri semen masih terus mengalami tekanan karena penurunan permintaan, menyebabkan utilisasi yang tercapai hanya 54%. Sumatera Bagian Selatan (Sumbagsel) yang menjadi wilayah pasar utama Perseroan, juga turut mengalami kontraksi hingga minus 4,2% (yoy) termasuk permintaan semen di wilayah Perseroan seperti Sumatera Selatan dan Lampung mengalami penurunan masing-masing 7,3% dan 7,7% dari tahun 2019, sehingga berdampak pada kinerja realisasi volume penjualan Perseroan pada tahun 2020. Realisasi volume penjualan Perseroan tahun 2020 sebesar 1.930.022 ton semen atau 91% dari realisasi 2019 dan realisasi volume Produksi sebesar 1.915.848 ton semen atau 90% dari realisasi 2019.

Untuk mempertahankan kinerja operasional yang positif dalam kondisi penurunan permintaan semen, Perseroan melakukan program efisiensi penurunan biaya per ton. Sehingga pada akhir tahun 2020, pendapatan Perseroan mencapai Rp1,72 triliun dan EBITDA sebesar Rp416,4 miliar atau meningkat 2% dari tahun 2019.

STRATEGI DAN KEBIJAKAN STRATEGIS

Menghadapi situasi penurunan kinerja perekonomian nasional pada tahun 2020, Perseroan merealisasikan sejumlah kebijakan strategis sebagai berikut:

1. Peningkatan pangsa pasar (*market share*) dengan memperbaiki saluran (*channel*) distribusi;
2. Melakukan efisiensi biaya produksi dan biaya usaha, mencakup biaya bahan baku, bahan penolong, biaya logistik dan pemasaran serta beban *overhead*;

The COVID-19 pandemic has generated multidimensional problems, from the health sector to humanity, social and economic aspects. The government undertook several policy measures to face the spread, among others, by restricting people's mobility and relocate the infrastructure budget to health management as well as social and economic protection.

Deceleration of the national economic growth as well as the budget cut for infrastructure have impacted the decline in the national cement performance. Demand for cement only reached 62.5 million tons in the year 2020 or a decrease of 10.7% from 2019.

2020 PERFORMANCE

In the year 2020, the cement industry remained under pressure as demands declined, causing utilization to only reach 54%. South Sumatera as the Company's main market also contracted with -4.2% (yoy). In addition, the demand for cement in the areas of the Company, such as South Sumatera and Lampung, suffered a decline of 7.3% and 7.7% respectively compared to 2019, that this has affected the Company's performance in actualized sales volume in the year 2020. The Company's realized sales volume in 2020 was logged at 1,930,022 tons of cement or 91% of the actual volume in 2019 and the realized production volume was at 1,915,848 tons or 90% of the actual production in 2019.

To maintain a positive operational performance under such circumstances where the demand for cement was on the decline, the Company carried out an efficiency program to reduce the costs per ton. By the end of the year 2020, the Company's earnings totaled Rp1.72 trillion and EBITDA at Rp416.4 billion or an increase of 2% from 2019.

STRATEGIES AND STRATEGIC POLICIES

In facing the declining national economic performance in 2020, the Company actualized the implementation of strategic policies as follows:

1. Increase in market share by fixing the distribution channel;
2. Efficiency in production costs and business costs, supporting materials, logistics and marketing costs as well as overhead load;



3. Melakukan *repackaging* kredit investasi, sehingga arus kas perusahaan menjadi lebih kuat dan sehat serta;
4. Upaya peningkatan pendapatan baik semen maupun non semen.

Dengan kebijakan atau program strategis tersebut, Perseroan tetap dapat mempertahankan kinerja operasional yang positif di 2020.

Perseroan memiliki pabrik yang terintegrasi dari proses penambangan (*mining*) hingga pengemasan (*packing*) di Baturaja. Teknologi yang diterapkan di Pabrik Baturaja merupakan teknologi paling mutakhir di industri semen, seperti di Pabrik Baturaja II yang memiliki teknologi *in-line calciner 5 stage suspension preheater* dan penangkap debu tipe *bag house filter* dengan efisiensi penangkap debu <math><10\text{mg}/\text{m}^3</math>, jauh di bawah buku mutu emisi debu <math><65\text{mg}/\text{NM}^3</math>, serta teknologi terbaru *clinker cooler* dengan efisiensi perpindahan panas yang tinggi.

Tahun 2020 Perseroan memprioritaskan produksinya di Pabrik Baturaja II (PBR2). Kebijakan ini diambil dengan pertimbangan bahwa PBR2 lebih efisien, *reliable* dan memiliki kapasitas yang seimbang dengan rata-rata volume penjualan.

Saat ini Perseroan telah memproduksi beberapa jenis semen di antaranya OPC Tipe I, II, V dan Semen PCC. Selain itu, Perseroan kini juga memproduksi *white clay* yang disuplai ke PT Pupuk Sriwidjaja sebagai bentuk sinergi BUMN. Selain itu, Perseroan juga memproduksi semen mortar dengan berbagai tipe yaitu mortar pasangan bata & plesteran, mortar acian putih & abu-abu, mortar pasangan bata ringan, dan mortar perekat keramik.

Untuk mendukung kinerja produksi, Perseroan pada tahun 2020 melakukan upaya efisiensi berupa penurunan faktor klinker rata-rata dari 74,03% menjadi 71,68% dengan tetap menjaga kualitas produk. Perseroan juga melakukan riset bersama *Indonesia Cemen Research Institute* (ICRI) dan lembaga riset semen & beton, *building material* lainnya dalam rangka penggunaan bahan bakar dan material substitusi serta pengembangan produk turunan semen lainnya.

3. Repackaging investment credit, that company's cash flow remained stronger and sound; and
4. Efforts to increase earnings both from cement and non-cement products.

With such strategic policies or programs, the Company was able to maintain positive operational performance in 2020.

The Company retained its integrated plants, from the mining process to packing in Baturaja. The technology applied in Baturaja Plant has been the most advanced technology in the cement industry, such as the Baturaja II Plant with its *in-line calciner 5 stage suspension preheater* and the *bag house filter* type dust catcher with dust catching efficiency of <math><10\text{mg}/\text{m}^3</math>, far below the dust emission quality book <math><65\text{mg}/\text{NM}^3</math>, and the latest technology of *clinker cooler* with high efficiency of heat transfer.

In 2020 the Company prioritized its production in Baturaja II Plant (PBR2). This policy was taken with the consideration that PBR2 was more efficient, reliable and has the balanced capacity with the average volume.

Currently, the Company has produced several types of cement including OPC Type I, II, V and PCC Cement. In addition, the Company is now also producing the white clay, supplied to PT Pupuk Sriwidjaja as a form of synergy with BUMN. In addition, the Company also produced cement mortar in various types, mortar masonry & plastering, mortar white & grey, mortar light masonry, and ceramic adhesive mortar.

To support production performance, the Company in 2020 conducted efficiency efforts by reducing the average clinker factor from 74.03% to 71.68% whilst maintaining the product quality. The Company also conducted research with Indonesia Cement Research Institute (ICRI) as well as a research institute for cement & concrete and other building materials in the context of using fuel and substitution materials as well as the development of cement derivative products.



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

KENDALA DAN TANTANGAN YANG DIHADAPI

Kondisi kelebihan pasokan (*oversupply*) industri semen dan penurunan permintaan semen selama pandemi COVID-19 menyebabkan penurunan utilisasi pabrik. Untuk menghadapi tantangan tersebut, Perseroan mengambil sejumlah langkah, yaitu:

1. Bidang pemasaran

Pada bagian ini, Perseroan melakukan:

- a. Penataan pasar dan *channel* distribusi;
- b. Pendampingan distributor untuk penguatan finansial distributor;
- c. Penataan *pricing*, *term of payment* & *credit policy*;
- d. Penataan bauran moda distribusi untuk mendapatkan biaya distribusi yang optimal;
- e. Integrasi informasi dan komunikasi *marketing*, penjualan dan distribusi serta;
- f. *Refocusing cement bulk sales* dengan reaktivasi *customer ready mix* & komunikasi intens dengan pengelola *project-project* baru.

Selain itu Perseroan berupaya meningkatkan pendapatan dari penjualan produk lainnya seperti penjualan *white clay* dan penjualan semen mortar serta pendapatan yang diperoleh dari kompensasi pengelolaan limbah B3.

2. Bidang produksi

Perseroan melakukan upaya penurunan faktor klinker dan mengoptimalkan penggunaan bahan bakar & material substitusi dalam proses produksi semen, memprioritaskan proses produksi di pabrik Baturaja II yang lebih efisien, dan mengoptimalkan biaya pemeliharaan.

3. Bidang Pengadaan

Perseroan melakukan renegotiasi kontrak pengadaan barang dan jasa untuk bahan baku, bahan bakar, jasa angkutan dan jasa umum lainnya.

4. Bidang SDM dan Umum

Dalam rangka optimalisasi fungsi organisasi dan mendukung program efisiensi, Perseroan melakukan restrukturisasi organisasi dan optimalisasi Tenaga Kerja Alih Daya (TKAD).

OBSTACLES AND CHALLENGES

The oversupply in the cement industry and the decreasing demand for cement during the COVID-19 pandemic have caused the decline in utilization of the factories. Facing these challenges, the Company took a number of measures as follows:

1. Marketing

In this areas, the Company conducted the following:

- a. Set up market and distribution channel;
- b. Assisted distributors to strengthen the distributors' financial condition;
- c. Set up pricing, term of payment and credit policy;
- d. Structured the distribution mode mix to obtain optimal distribution costs;
- e. Integration of marketing, sales and distribution information and communication; and
- f. Refocusing cement bulk sales with reactivation of customer ready mix and intense communication with the managements of new projects.

In addition, the Company strived to increase earnings from sales of derivative products such sales of the white clay and mortar cement as well as income from the B3 waste management compensation.

2. Production

The Company carried out efforts to reduce the clinker factor and optimize the use of fuel and material substitutions in cement production process, prioritize the more efficient production process in Baturaja II plant, and optimize maintenance costs.

3. Procurement

The Company renegotiated the contract for the supply of goods and services for raw materials, fuel, transportation and other general services.

4. Human Resources and General Affairs

In the effort to optimize the organization's function and support efficiency programs, the Company restructured the organization and optimized Outsourced Manpower (TKAD)



5. Bidang keuangan

Perseroan melakukan *repackaging* kredit investasi dan penundaan beberapa investasi pengembangan bertujuan untuk memperkuat arus kas.

5. Finance

To strengthen cash flow, the Company conducted investment credit repackaging and delayed a number of development investments.

PERBANDINGAN ANTARA HASIL YANG DICAPAI DENGAN YANG DITARGETKAN

Secara keseluruhan, jika membandingkan hasil yang dicapai dengan target yang telah ditetapkan dalam *Key Performance Indicator* (KPI) dan RKAP tahun 2020, Perseroan berhasil mencapai sebagian besar dari keseluruhan target yang telah dicanangkan. Rinciannya disampaikan dalam tabel berikut.

COMPARISON BETWEEN REALIZATION AND TARGET

Overall, when comparing the achievement with the targets set in the Key Performance Indicator (KPI) in the 2020 RKAP, the Company has succeeded in achieving most of the targets set, with details as presented in the following table.

No.	Key Performance Indicator Key Performance Indicator	Satuan Unit	Target Target	Polaritas Polarity	Realisasi Realization
A. Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia					
1	EBITDA	Rp Miliar Rp Billion	414	Maksimalkan Maximize	416
2	<i>Interest Bearing Debt ke EBITDA</i> Interest Bearing Debt to EBITDA	X (kali time)	4,1	Minimalkan Minimize	4,1
3	<i>Net Income</i> Net Income	Rp Miliar Rp Billion	24	Maksimalkan Maximize	11
4	<i>Cash Flow Operation (CFO)</i>	Rp Miliar Rp Billion	120	Maksimalkan Maximize	393
5	Pemanfaatan Limbah B3 B3 Waste Utilization	Rp Miliar Rp Billion	80	Maksimalkan Maximize	92
B. Inovasi Model Bisnis Business Model Innovation					
1	Persetujuan Kementerian BUMN atas konsep sinergi Semen Indonesia dan Semen Baturaja Approval of the Ministry of BUMN's on the synergy concept between Semen Indonesia and Semen Baturaja	Waktu Time	Sep-20	Minimalkan Minimize	Des-20 Dec-20
2	Utilisasi kapasitas pabrik Utilization of factory capacity	%	55	Maksimalkan Maximize	49,8
C. Kepemimpinan Teknologi Technology Leadership					
1	Persetujuan Kementerian BUMN atas <i>business plan</i> otomatisasi proses produksi berbasis IT Approval of the Ministry of BUMN on the business plan of the IT-based production automation process	Waktu Time	Sep-20	Minimalkan Minimize	Des-20 Dec-20
2	Implementasi digital <i>retail business</i> terintegrasi dengan Semen Indonesia Digital Implementation on the Integrated retail business with Semen Indonesia	Waktu Time	Des-20	Minimalkan Minimize	Des-20 Dec-20
D. Peningkatan Investasi Investment Increase					
1	Persetujuan Kementerian BUMN untuk konsolidasi anak usaha Approval of the Ministry of BUMN on the consolidation of subsidiaries	Waktu Time	Okt-20	Minimalkan Minimize	Nov-20 Nov-20
E. Pengembangan Talenta Talent Development					
1	Pembentukan Indonesia Cement Research Institute bersama PT Semen Indonesia (Persero) Tbk Formation of the Indonesia Cement Research Institute with PT Semen Indonesia (Persero) Tbk	Waktu Time	Nov-20	Minimalkan Minimize	Nov-20 Nov-20
2	Persetujuan Kementerian BUMN untuk program pengembangan talenta, termasuk di dalamnya program sukses Direksi dan pengembangan top talenta muda (di bawah usia 40 tahun) Approval of the Ministry of BUMN on the talent development program, including the succession program of the Board of Directors and the development of top young talents (below 40 years of age)	Waktu Time	Sep-20	Minimalkan Minimize	Des-20 Dec-20



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

Tahun 2020 ini Perseroan mampu melampaui target pencapaian kinerja terkait EBITDA, *Cash Flow Operation* (CFO) dan pemanfaatan limbah B3 dengan menjalankan beberapa program di antaranya meningkatkan *market share* dengan memperbaiki *channel* distribusi dan sistem distribusi serta kebijakan harga disamping melakukan efisiensi biaya produksi dan biaya usaha, mencakup biaya bahan baku, penunjang, logistik, pemasaran dan beban *overhead*. Selain itu, Perseroan juga melakukan upaya peningkatan pendapatan baik semen maupun non semen.

Di sisi kinerja operasional, performa Perseroan terdampak oleh penurunan perkembangan ekonomi dan keuangan global sangat dipengaruhi oleh eskalasi pandemi COVID-19 yang telah menyebar di 210 negara. Dengan kemungkinan besar jumlah penduduk yang terinfeksi berpengaruh terhadap pertumbuhan ekonomi global, tidak terkecuali Indonesia. Upaya pemerintah dalam menanggulangi penyebaran pandemik COVID-19 seperti pembatasan mobilitas masyarakat dan pengurangan aktivitas serta *refocusing* belanja pada penanganan kesehatan dan perlindungan sosial berakibat pada penurunan kinerja industri Nasional. Dampak yang dirasakan oleh Industri Semen Nasional dengan adanya pandemi COVID-19 adalah penurunan permintaan semen sehingga hingga akhir 2020 Perseroan hanya mampu mencapai utilisasi kapasitas pabrik 49,8%.

Selain itu, Perseroan juga telah mendapat persetujuan Kementerian BUMN atas konsep sinergi antara Perseroan dan Semen Indonesia, *business plan* otomatisasi proses produksi berbasis IT, konsolidasi anak usaha, dan program suksesi Direksi dan pengembangan talenta muda (di bawah umur 40 tahun).

Implementasi *digital retail* bisnis terintegrasi dan pembentukan *Indonesia Cement Research Institute* bersama PT Semen Indonesia (Persero) Tbk telah direalisasikan yang ditandai dengan adanya penandatanganan nota kesepahaman (MoU) antara Perseroan dan PT Semen Indonesia (Persero) Tbk.

In 2020, the Company managed to exceed its performance targets, namely in EBITDA, Cash Flow Operations (CFO) and utilization of B3 waste. This achievement was realized by implementing several programs, including increasing market share by improving distribution channels and distribution systems, implementing pricing policies, as well as efficiency in production costs and business costs, which include costs of raw materials, support, logistics, marketing and overhead expenses. In addition, the Company also made efforts to increase revenue in both the cement and non-cement segments.

On operational aspect, the Company's performance was impacted by the decline in global economic and financial development highly influenced by the escalation of the COVID-19 pandemic that has spread to 210 countries. With the great possibility that the number of the population infected by the virus affects global economic growth, and Indonesia was no exception. Government's efforts in tackling the spread of the COVID-19 virus such as the public's social restrictions and the reduction in people's activities and mobility as well as the refocusing consumption on health care and social protection due to the decline in the performance of national industries. With the COVID-19 pandemic, the impact suffered by the national cement industry was the decline in cement demands that by the end of the year 2020 the Company was only able to reach utilization of factories' capacity at 49.8%.

In addition, the Company also received the approval of the Ministry of BUMN for the synergy concept between the Company and Semen Indonesia, the business plan on the IT-based production process automation, the consolidation of subsidiaries and on the succession program of the Board of Directors as well as on the development of young talents (below the age of 40 years).

Implementation of the integrated digital retail business and the formation of Indonesia Cement Research Institute with PT Semen Indonesia (Persero) Tbk was realized as indicated by the signing of the Memorandum of Understanding (MoU) between the Company and PT Semen Indonesia (Persero) Tbk.



PROSPEK USAHA PERUSAHAAN UNTUK 2021

Prospek perekonomian nasional tahun 2021 diperkirakan membaik sejalan dengan membaiknya perekonomian global. Optimisme pemerintah pada tahun 2021 tergambar pada asumsi dasar makro tahun 2021 melalui upaya akselerasi pemulihan ekonomi nasional dari dampak pandemi COVID-19, yaitu melanjutkan dan memantapkan berbagai reformasi kebijakan seperti kebijakan fiskal untuk dunia usaha, UU Cipta Kerja serta program vaksinasi secara bertahap.

Kebijakan itu diharapkan dapat memulihkan kehidupan sosial masyarakat serta meningkatkan daya beli masyarakat. Selain itu, pemerintah juga mengalokasikan anggaran infrastruktur sebesar Rp 417,4 Triliun naik 48% dari tahun 2020.

Proyek infrastruktur yang tetap berjalan pada tahun 2021 di Pulau Sumatera bagian selatan seperti pembangunan jalan tol trans Sumatera, bendungan, pembangunan pabrik kertas di Ogan Komering Ilir (OKI), kawasan industri, kawasan pariwisata, kawasan hunian (*residential*), dan kawasan *mix-use*.

Dengan mempertimbangkan kondisi perekonomian yang akan semakin membaik serta dilanjutkannya program pembangunan infrastruktur yang dapat mendorong meningkatnya konsumsi semen nasional, maka Perseroan menetapkan sasaran penjualan sebesar 2,1 juta ton pada tahun 2021.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN PADA TAHUN BUKU (GCG)

Penerapan prinsip-prinsip tata kelola perusahaan yang baik adalah komitmen yang dimiliki oleh semua anggota Dewan Komisaris dan Direksi, serta seluruh karyawan. Perseroan sebagai salah satu perusahaan Badan Usaha Milik Negara (BUMN) senantiasa memprioritaskan praktik tata kelola perusahaan yang baik untuk mewujudkan sistem pengelolaan yang mendukung terciptanya keberhasilan usaha dengan berpegang teguh pada 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Perseroan tetap konsisten untuk menerapkan tata kelola perusahaan yang baik (*Good Corporate Governance/GCG*) sesuai dengan peraturan perundang-undangan dan praktik terbaik tata kelola Perusahaan dan menjamin adanya peningkatan kualitas dalam menerapkan GCG.

COMPANY BUSINESS PROSPECTS FOR THE YEAR 2021

Prospect for the 2021 national economy is estimated to improve in line with the improvement of the global economy. The government's optimism in the year 2021 is portrayed in the 2021 macro basic assumptions through the acceleration efforts in the recovery of the national economy from the COVID-19 pandemic impact, namely to continue and affirm the various reformation policies such as the fiscal policy for the business sector, the Copyright Laws as well as the vaccination program conducted in stages.

Such policies are expected to help recover the social life of the people as well as to increase the public's buying power. In addition, the government has also allocated the infrastructure budget of Rp417.4 trillion, an increase of 48% from the year 2020.

The infrastructure projects remain ongoing in 2021 in South Sumatera region, such as the construction of the trans Sumatera toll roads, dams, paper factory in Ogan Komering Ilir (OKI), industrial estates, tourism areas, residential compounds and mix-use estates.

By taking into account the improving economic conditions and the continued infrastructure development programs that encourage the increase in national cement consumption, the Company sets its sales target at 2.1 million tons for the year 2021.

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION DURING THE FISCAL YEAR

Implementation of Good Corporate Governance (GCG) principles is a commitment of all members of the Board of Commissioners and the Board of Directors as well as all employees. The Company as one of the State-Owned Enterprises (BUMN) continuously prioritizing good corporate governance practices to generate a management system that supports the business achievements by upholding the 5 (five) basic principles, namely transparency, accountability, responsibility, independency and fairness. The Company remains consistent in its implementation of GCG in accordance with the laws and regulations as well as the Company's governance best practices and guarantees an improvement in the quality of GCG implementation.



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

Perseroan senantiasa melakukan penilaian implementasi praktik-praktik tata kelola perusahaan melalui *assessment* yang mencakup 43 indikator dan 153 parameter dalam melakukan penilaian dan evaluasi atas penerapan GCG bagi BUMN. Berdasarkan evaluasi yang dilakukan terhadap aspek-aspek tersebut, Perseroan berhasil memperoleh skor aktual 92,48 dengan kategori "Sangat Baik".

Pencapaian skor GCG Perseroan setiap tahun menunjukkan tren peningkatan, yang menggambarkan tata kelola yang kian efektif dan optimal. Perseroan menerapkan budaya kerja standar berdasarkan etika kerja serta budaya kerja sesuai dengan pedoman kerja serta perundang-undangan yang berlaku. Budaya kerja dan etika yang ditetapkan ini menjadi prinsip yang wajib ditaati oleh seluruh elemen di lingkungan Perseroan.

Demi mendukung hal tersebut, Perseroan senantiasa berusaha meningkatkan implementasinya dengan mengadopsi parameter GCG internasional, seperti *ASEAN Corporate Governance Scorecard* demi mencapai hasil yang lebih optimal. Beberapa hal yang dilaksanakan dalam penerapan GCG di tahun 2020, di antaranya ialah:

- Sosialisasi *softstructure* GCG melalui *e-mail* dan media sosial Perseroan.
- Pelatihan *awareness* SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan
- Pelaksanaan Uji Kelayakan bagi karyawan dan vendor.
- Pelaksanaan Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan.
- Penandatanganan Surat Pernyataan Kepatuhan Pedoman Perilaku oleh seluruh Dewan Komisaris, Direksi dan karyawan.

Perseroan optimis untuk merealisasikan GCG yang lebih baik melalui seluruh perangkat tata kelola Perusahaan yang telah dimiliki, Perseroan terus berupaya meningkatkan praktik tata kelola di Perseroan dengan menindaklanjuti rekomendasi-rekomendasi yang dihasilkan dalam *assessment*. Perseroan secara aktif juga terus melakukan internalisasi tata kelola ke seluruh Insan di Perseroan.

The Company is continually assessing the implementation of corporate governance practices through the assessment of 43 indicators and 153 parameters in assessing and evaluating GCG implementation in BUMNs. Based on the assessment conducted on such aspects, the Company managed to actually score 92.48 with category "Very Good".

The achievement of the Company's GCG score has shown an increasing trend every year, which portrays that governance implementation has been increasingly effective and optimal. The Company applies a standard work culture based on work ethics and work culture in accordance with the work guidelines and prevailing laws and regulations. The established work culture and ethics have become a principle mandatory for all elements of the Company to adhere.

To support this, the Company continuously strive to improve GCG implementation by adopting the international GCG parameters, such as the *ASEAN Corporate Governance Scorecard* to achieve more optimal results. GCG implementation in the year 2020, among others, included the following:

- Socialization of the GCG soft structure through the Company's e-mail and social media.
- Training on the awareness of SNI ISO 37001:2016 Anti Bribery Management System
- Implementation of Due Diligence for employees and vendors.
- Implementation of SNI ISO 37001:2016 Certification on Anti Bribery Management System.
- The signing of the Code of Conduct Statement Letter by all members of the Board of Commissioners and the Board of Directors and employees.

The Company is optimistic on actualizing a better GCG through all of the Company's governance devices, the Company will continue its efforts to improve governance practices by following-up on the recommendations obtained from the assessment. The Company will also continue with active internalization of governance to all elements of the Company.



Prosedur serta mekanisme yang ada juga senantiasa dikembangkan sejalan dengan standar dan peraturan yang berlaku menyesuaikan kebutuhan Perseroan. Pedoman *Standard Operational Procedure* (SOP), Instruksi Kerja dan kebijakan lainnya ditelaah dan diperbarui seiring dengan perkembangan yang ada guna memenuhi kebutuhan pengembangan operasional Perseroan.

Pembaruan kebijakan juga dilakukan terhadap pelaksanaan manajemen risiko dan pengendalian internal yang memberikan pendeteksian awal terhadap kemungkinan-kemungkinan risiko yang akan dihadapi Perseroan. Perseroan meyakini implementasi tata kelola perusahaan yang baik akan dapat meningkatkan reputasi dan kepercayaan *stakeholder* terhadap Perseroan, sehingga dapat menjadi jembatan bagi bisnis Perseroan untuk mencapai pertumbuhan yang berkelanjutan (*sustainable*).

KOMITMEN TANGGUNG JAWAB SOSIAL

Sebagai *good corporate citizen*, Perseroan menyadari bahwa keberhasilan Perseroan juga harus dapat dinikmati oleh masyarakat sebagai bentuk tanggung jawab sosial perusahaan. Perseroan meyakini bahwa bisnis Perseroan akan berkelanjutan apabila memberikan perhatian yang seimbang kepada aspek keuntungan (*profit*), kemanusiaan (*people*), dan lingkungan (*planet*). Tanggung jawab tersebut diterjemahkan Perseroan melalui aktivitas *Corporate Social Responsibility* (CSR) yang secara berkesinambungan dilakukan Perseroan.

Perseroan berkomitmen dalam menerapkan tanggung jawab sosial perusahaan yang merupakan wujud dari implementasi Visi dan Misi Perseroan. Perseroan senantiasa memberikan kontribusi positif terhadap pemangku kepentingan melalui perbaikan pada aspek ekonomi, sosial dan lingkungan. Hubungan timbal balik yang harmonis dan saling menguntungkan antara Perseroan dan masyarakat lingkungan merupakan salah satu faktor penentu keberlanjutan (*sustainability*) perusahaan dan terciptanya keamanan lingkungan proyek Perseroan.

Procedures and mechanisms are also regularly improved in line with prevailing standards and regulations in adjustment to the needs of the Company. Guidelines, Standard Operational Procedures (SOP), Work Instructions and other policies are regularly analyzed and updated in line with emerging developments in order to fulfill the needs in the Company's operational development.

Policy amendment is also conducted on risk management and internal control implementation which provide early detection on risk possibilities that the Company will have to face with. The Company believes the implementation of good corporate governance will improve the Company's reputation and trust of the stakeholders towards the Company, that this will become the bridge for the Company's business to reach sustainable growth.

SOCIAL RESPONSIBILITY COMMITMENT

As a good corporate citizen, the Company realizes that the Company's success shall also be enjoyed by the public as a form of the Company's social responsibility. The Company believes that its business will be sustainable if it places a balanced attention to the aspects of profit, people and planet. Such responsibility is translated by the Company into its Corporate Social Responsibility (CSR) activities that are continuously carried out by the Company.

The Company is committed to implementing its social responsibility as a manifestation of the implementation of the Company's Vision and Mission. The Company will always make positive contributions to stakeholders through the improvement of economic, social and environmental aspects. The harmonious and mutually beneficial reciprocal relationship between the Company and the surrounding communities is one of the determining factors of the Company's sustainability and the formation of security of the environments around the Company's projects.



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

Kegiatan CSR yang dijalankan Perseroan berpedoman pada tiga pilar (*triple bottom lines*), yang mencakup aspek ekonomi, sosial, dan lingkungan. Ketiga pilar tersebut diaplikasikan melalui kegiatan tanggung jawab sosial perusahaan terhadap lingkungan hidup, hak asasi manusia (HAM) dan subjek operasi yang adil, ketenagakerjaan, kesehatan & keselamatan kerja, pengembangan sosial & masyarakat dan konsumen.

Sepanjang 2020, Perseroan telah menyalurkan dana untuk program CSR. Sejumlah Rp6.175.000.000 disalurkan melalui Program Kemitraan dan Rp645.085.000 disalurkan melalui Program Bina Lingkungan, dengan penyaluran terbesar pada program-program yang mendukung peningkatan kesehatan serta pendidikan dan pelatihan. Pada tahun 2020, Perseroan juga menyalurkan dana sebesar Rp3.909.242.000 melalui Program Tanggung Jawab Sosial dan Lingkungan.

Perseroan juga melakukan berbagai aktivitas dalam rangka tanggung jawabnya terhadap lingkungan hidup melalui upaya efisiensi dan penggunaan energi terbarukan, konservasi air, penerapan sistem 3R (*Reduce, Reuse, Recycle*), pemantauan lingkungan rutin melalui pengukuran parameter air limbah domestik, getaran, kebisingan dan emisi udara, pengelolaan limbah B3, *house keeping* di area kerja dan pemantauan keanekaragaman hayati. Aktivitas tersebut memberikan hasil nyata dengan tereduksinya dampak negatif pada aktivitas bisnis, serta tidak adanya pengaduan secara resmi, kasus hukum ataupun denda yang harus dikeluarkan Perseroan terhadap dampak lingkungan yang ditimbulkan.

Terkait aktivitas dalam rangka tanggung jawabnya terhadap K3, Perseroan telah melengkapi seluruh area perkantoran dan pabrik dengan berbagai sarana kesehatan dan keselamatan kerja sesuai standar yang berlaku. Perseroan juga melakukan sertifikasi personil dan memberikan pelatihan penggunaan alat keselamatan kerja serta membuat program SOS SMBR berupa Observasi dan *Baturaja Risk Containment* (BRC) guna memenuhi peraturan perundang-undangan dan persyaratan lainnya yang berkaitan dengan K3. Selain itu, Perseroan senantiasa meningkatkan kesadaran serta menumbuhkan budaya K3 di lingkungan perusahaan, sehingga dapat meniadakan atau mengurangi risiko dari bahaya pekerjaan yang timbul terhadap manusia, lingkungan dan peralatan pabrik.

CSR activities carried out by the Company refer to the three bottom lines/pillars, which cover such aspects as the economy, social and the environment. The three pillars are applied through the corporate social responsibility activities on the environment, human rights and fair operational subjects, manpower, occupational health and safety, as well as social, community and consumer development.

Throughout the year 2020, the Company's CSR contributed Rp6,175,000,000 through the Partnership Program and Rp645,085,000 through the Environmental Development program, with the most funds allocated on programs that support the improvement of health care as well as education and training. In the year 2020, the Company also funded Rp3,909,242,000 for its Social Responsibility and Environmental Program.

The Company also conducted various activities as part of the support in the environmental area through efficiency efforts and the use of renewable energy, water conservation, the 3R system implementation, routine environmental monitoring through measurement of domestic wastewater parameters, vibration, noise and air emission, B3 waste management, houses keeping in work areas and biodiversity monitoring. Such activities have generated real results in the reduction of negative impacts on business activities, as well as the absence of formal complaints, legal disputes or fines that must be paid by the Company for environmental impact caused.

Related to activities in the responsibility over occupational health and safety (OHS/K3), the Company has equipped all working areas at the offices and plants with OHS facilities in accordance with prevailing standards. The Company has also certified personnel and provided training on the use of work safety tools as well as set up SMBR SOS in the form of Observation and Baturaja Risk Containment (BRC) in order to fulfill regulatory requirements and other requirements related to OHS. Moreover, the Company is always in the effort to increase the awareness and nurture OHS culture in the Company's environment, so that they can eliminate or reduce occupational hazards that endanger the people, the environment and factory equipments.



Kepada konsumen, Perseroan terus berupaya untuk meningkatkan mutu serta kualitas produk dan layanan yang diberikan. Hal itu bertujuan agar dapat meningkatkan kepuasan konsumen. Layanan dimaksud direalisasikan melalui penggunaan media komunikasi baik media sosial, situs *web*, optimalisasi penggunaan fitur *maps* dan mesin pencarian Google, publikasi di media cetak dan media luar ruang, serta pemberian layanan teknis dan pendampingan bagi pelanggan. Perseroan juga sedang mempersiapkan digitalisasi *marketing* guna menyokong kinerja Perseroan ke depan di era industri 4.0.

SUMBER DAYA MANUSIA

Perseroan sangat menyadari bahwa keberhasilan untuk menghadapi seluruh tantangan usaha sangat bergantung pada kualitas dan kapasitas Sumber Daya Manusia (SDM) yang dimiliki Perseroan. Oleh karena itu, Perseroan bukan hanya menempatkan SDM sebagai aset yang sangat berharga, juga berusaha untuk terus meningkatkan kualitas dan kapasitas SDM agar selaras dengan kebutuhan bisnis.

Pada tahun 2020, Perseroan terus melakukan investasi yang cukup besar untuk meningkatkan kualitas dan kapasitas SDM melalui serangkaian kegiatan pelatihan dan pendidikan, baik yang dilakukan secara internal maupun eksternal dan bekerja sama dengan Kementerian BUMN dan perusahaan BUMN lainnya pada klaster pembangunan infrastruktur. Adanya pandemi COVID-19 mendorong pemanfaatan fasilitas *online training* melalui aplikasi *knowledge management* dan *zoom meeting* sebagai solusi agar program pengembangan kompetensi SDM di Perseroan dapat terus dilakukan. Total investasi di bidang pelatihan dan pendidikan yang dikeluarkan Perseroan pada tahun 2020 mencapai Rp1,716 miliar, yang mencakup *inhouse training*, *online training* dan *public training* dengan peserta sebanyak 1.788 orang.

For the consumers, the Company continues to improve the quality of products and services provided. This is intended to increase consumers satisfaction. Such services are actualized through the use of such communication media as the social media, website, optimization of the use of maps feature and google search engine, publication in print media and outdoor media, as well as providing technical services and assistance for customers. The Company is also in the process of preparing marketing digitalization to support the Company's future performance in the industry 4.0 era.

HUMAN RESOURCES

The Company is very much aware that success in facing and tackling business challenges highly depend on the quality and capacity of the human resources available in the Company. For this reason, the Company not only place human resource as highly valuable asset, but also focus to improve the quality and capacity to align with the needs of the business.

In the year 2020, the Company continued to make considerable investment for the improvement in the human resources quality and capacity through a series of training and education activities, conducted both internally and externally and in collaboration with the Ministry of BUMN and other state-owned enterprises within the infrastructure development cluster. The COVID-19 pandemic has encouraged the use of online training through the knowledge management and zoom meeting applications as the solution to the Company's continuous HR competency development programs. The total investment spent in 2020 for the training and education fields reached Rp1.716 billion, which covered inhouse training, online training and public training which involved 1,788 participants.



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

Investasi di bidang pelatihan dan pendidikan yang terus secara konsisten dilakukan Perseroan terbukti dapat meningkatkan produktivitas SDM Perseroan. Selain itu, pada tahun 2020, Perseroan melakukan peningkatan sistem pengelolaan sumber daya manusia melalui optimalisasi HR *Information System* berbasis SAP, penerapan sistem OLGA (*Online Geofencing Attendance Application*) dan Aplikasi Penilaian Karyawan. Kemudian, Perseroan secara terus menerus juga melakukan pembenahan terkait metode rekrutmen karyawan, pelatihan, sistem evaluasi dan penilaian kenaikan *grade* dan kenaikan jabatan hingga evaluasi kepuasan karyawan dan budaya perusahaan.

PENGUATAN MANAJEMEN RISIKO

Perseroan sebagai salah satu perusahaan Badan Usaha Milik Negara (BUMN) senantiasa dihadapkan pada risiko bisnis yang bersumber dari perubahan lingkungan internal maupun eksternal yang berkaitan dengan pengelolaan usaha. Penerapan Manajemen Risiko di Perseroan mengacu kepada Pedoman Manajemen Risiko yang berlaku, sebagai pedoman dalam mengelola risiko-risiko yang dihadapi Perseroan dalam rangka mencapai sasaran Perseroan.

Untuk itu, Perseroan secara konsisten melakukan penerapan manajemen risiko dalam rangka meminimalkan risiko yang berdampak pada pencapaian tujuan Perseroan. Adapun beberapa hal yang telah dilaksanakan terkait Manajemen Risiko ditahun 2020 adalah sebagai berikut:

- Menyusun Risiko Korporat dan Rencana Tindaklanjut tahun 2020
- *Monitoring* Mitigasi Risiko Tahun 2020
- Melakukan Sosialisasi Profil Risiko Korporat 2020
- Melakukan sosialisasi penerapan Manajemen Risiko ke Insan Perseroan
- Melakukan Penyusunan Risiko *Lossess Event* dan Risiko Praktik Penyuapan
- Merevisi Pedoman Manajemen Risiko
- Melakukan kajian risiko terhadap rencana proyek pengembangan Perseroan
- Melaksanakan *Maturity Level Assessment* tahun 2020 yang dilakukan oleh Divisi Internal Audit dengan menggunakan Jasa Konsultan Independen
- Bekerja sama dengan Divisi ICT dalam pembuatan *Monitoring* Realisasi Mitigasi berbasis System melalui aplikasi *Risk Management System (RMS)*
- Pendampingan *Monitoring* Komite Manajemen Risiko.

The Company's continuous and consistent investment in this area has proven to have increased HR's productivity. Aside from that, in the year 2020, the Company improved its human resources management through optimizing the HR Information System based on the System Application and Product (SAP) in data processing, Online Geofencing Attendance Application (OLGA) system implementation and the Employee Assessment Application. Then, the Company also continued with improvements related to employee recruitment method, training, assessment and evaluation system on grade and position promotion up to evaluation of employee satisfaction and corporate culture.

STRENGTHENING RISK MANAGEMENT

As one of the State-Owned Enterprises (BUMN), the Company is constantly faced with business risks stemming from internal and external environmental changes related to managing the business. Implementation of Risk Management in the Company refers to the prevailing Risk Management Guidelines, as guidelines to managing risks faced by the Company in the course of achieving Company's targets.

For this reason, the Company has consistently applied risk management system in its effort to minimize risks that affect the Company's goals achievement. Several measures related to risk management were undertaken during the year 2020 as follows:

- Draft Corporate Risks and Follow-Up Plans for the year 2020
- Monitoring Risk Mitigation for the year 2020
- Socialization of the 2020 Corporate Risk Profile
- Socialization of the Risk Management implementation to Company Personnel
- Draft Risk Losses Event and Bribery Practice Risks
- Revision of the Risk Management Guidelines
- Review of risks on the Company's development project plan
- Maturity Level Assessment in the year 2020 conducted by the Internal Audit Division by use of Independent Consultant Services
- Cooperation with ICT Division in System-based Monitoring of Actualized Mitigation through the Risk Management System (RMS) application
- Assistance in Monitoring of Risk Management Committee.



Setiap tahun, pencapaian skor Hasil Pengukuran Maturitas Manajemen Risiko di Perseroan menggambarkan pelaksanaan Implementasi yang kian efektif dan optimal. Pada tahun 2020 pengukuran *Risk Maturity Level*/tingkat Maturitas Implementasi Manajemen Risiko mencapai predikat cukup matang dengan skor 66,30%.

Dalam penerapan manajemen risiko Perseroan telah menetapkan langkah-langkah yang dapat diterima, termasuk tindakan yang diperlukan di tingkat manajemen tertinggi. Hal itu bertujuan untuk memastikan telah dikelolanya risiko secara memadai dalam rangka memastikan tercapainya sasaran Perseroan.

PERUBAHAN KOMPOSISI DIREKSI DAN ALASAN TERJADINYA PERUBAHAN

Pada Tahun 2020, terdapat Perubahan pada komposisi Direksi Perseroan sesuai surat dari Menteri Badan Usaha Milik Negara Nomor: SR-502/MBU/07/2020 tanggal 15 Juli 2020 perihal usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk seperti yang telah disahkan di dalam Rapat Umum Pemegang Saham Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.

Berdasarkan perubahan yang dilakukan, maka komposisi Direksi Perseroan adalah sebagai berikut:

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

Adapun pergantian komposisi Direksi berdasarkan keputusan Pemegang Saham Perseroan yang menyatakan alasannya guna mempercepat transformasi bisnis Perseroan.

Every year, the achievement of the score in the Company's Risk Management Maturity Measurement describes the increasingly effective and optimal implementation. In the year 2020, the Risk Maturity Level/Maturity level of Risk Management Implementation reached the predicate of sufficiently mature with a score of 66.30%.

In implementing risk management, the Company has established acceptable measures, including necessary actions at the highest management level. This is aimed at ensuring that risks were adequately managed to ensure the achievement of the Company's targets.

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

In the year 2020, there was a change in the composition of the Board of Directors in line with the Minister of the State-Owned Enterprises Letter No. SR-502/MBU/07/2020 dated 15 July 2020 regarding the recommendation on the Management Change at PT Semen Baturaja (Persero) Tbk, as ratified in the Annual General Meeting of Shareholders on 5 August 2020, stated in the Notarial Deed of Fathiah Helmi No. 29 dated 13 August 2020.

Based on the change, thus the composition of the Board of Directors is as follows:

The change in the composition of the Board of Directors is carried out based on the decision of the Company's Shareholders which states this change is also to accelerate the Company's business transformation.



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

Perseroan menyampaikan apresiasi dan terima kasih kepada anggota Direksi yang telah berakhir masa jabatannya atas kontribusinya selama bergabung dengan Perseroan. Sedangkan kepada anggota Direksi yang baru bergabung, Perseroan menyampaikan selamat datang untuk bersama-sama mendukung pencapaian target Perseroan, baik dalam jangka pendek, menengah, maupun panjang.

KOMITMEN TERHADAP PENERAPAN KEUANGAN BERKELANJUTAN

Perseroan memiliki komitmen untuk mendukung kinerja berkelanjutan, yaitu kegiatan usaha yang dikaitkan dengan tanggung jawab sosial kemasyarakatan dan lingkungan hidup. Dalam pelaksanaannya, Perseroan menjadikan penerapan prinsip kepatuhan dan praktik bisnis terbaik yang berlaku di industri sebagai pedoman dalam kegiatan usaha dan operasional.

Perseroan telah memiliki mekanisme dalam mengidentifikasi dampak dari kegiatan usaha terhadap masalah sosial, ekonomi dan lingkungan, yaitu uji tuntas/*due diligent*. Hasil analisis tersebut menjadi dasar bagi manajemen untuk menyusun prioritas penanggulangannya melalui melakukan berbagai pendekatan.

Pada tahap awal, Perseroan melakukan identifikasi terhadap para pemangku kepentingan yang terdampak oleh kegiatan Perseroan. Secara garis besar, para pemangku kepentingan tersebut masuk dalam 10 kelompok yaitu:

1. Pemegang Saham;
2. Kreditur;
3. Pemerintah, baik Pusat maupun Daerah, termasuk instansi yang ada di dalamnya;
4. Karyawan;
5. Pelanggan;
6. Pesaing;
7. Mitra usaha/pemasok/*supplier/distributor*;
8. Anggota Legislatif;
9. Komunitas masyarakat dan lembaganya;
10. Media Massa.

The Company wishes to express its appreciation and gratitude to the members of the Board of Directors who have ended their term of office, for their contribution during their tenure in the Company. And to the newly joined members of the Board of Directors, the Company wishes to welcome and invite them to jointly support the achievement of the Company's targets, both in the short, medium and long term.

COMMITMENT TO THE IMPLEMENTATION OF SUSTAINABLE FINANCE

The Company is committed to support sustainable performance, namely business activities associated with social and environmental responsibility. In its implementation, the Company places the implementation of compliance principles and best business practices prevailing in the industry as guidelines to business and operational activities.

The Company retains the mechanism to identify the impact of business activities on social, economic and environmental matters, namely the due diligence mechanism. Results of the analysis become the basis for the management to establish priorities in handling the matters through various approaches.

At the initial stage, the Company identifies the stakeholders impacted by the Company's activities. In general, the stakeholders are included in the 10 groups, namely as follows:

1. Shareholders;
2. Creditors;
3. Government, both Central and Regional, including the agencies;
4. Employees;
5. Customers;
6. Competitors;
7. Business partners/suppliers/distributors;
8. Members of the Legislation;
9. Public communities and agencies;
10. Mass Media.



Suara pemangku kepentingan tersebut menjadi salah satu masukan penting bagi Perseroan dalam pengambilan keputusan maupun dalam menyelaraskan arah strategi Perseroan baik saat ini, maupun di masa yang akan datang. Masing-masing divisi dan unit kerja menyusun program kerja, target, dan rencana aksi berdasarkan pelibatan pemangku kepentingan, arah prospek bisnis, dan target-target operasional Perseroan.

Hasil penting dari keterlibatan para pemangku kepentingan tersebut, terutama pemetaan risiko dan pengelolaan dampak yang ditimbulkan dari kegiatan usaha Perseroan yaitu aspek ekonomi, lingkungan dan sosial.

Hingga tahun 2020, Perseroan telah merealisasikan prinsip-prinsip kinerja keberlanjutan. Di bidang ekonomi, manfaat yang didistribusikan antara lain diberikan melalui pembagian dividen kepada pemegang saham dan penyaluran pinjaman kemitraan kepada para pemangku kepentingan yang sesuai kriteria.

Di bidang tanggung jawab sosial dan kemasyarakatan juga telah direalisasikan, antara lain berupa donasi serta pengembangan sarana dan prasarana sosial. Sementara di bidang lingkungan hidup, antara lain Perseroan menjaga baku mutu dari keluaran emisi pabrik dalam pengelolaan Perseroan selain program-program pelestarian lingkungan hidup lainnya.

The voice of the stakeholders above becomes one of the important feedbacks for the Company in decision making as well as in aligning the Company's strategies for the present time and the future. Each division and work units set up their work programs, targets, and action plans based on stakeholders' engagement, the direction of the business prospect, and targets of the Company's operations.

Important results of the stakeholders engagement mentioned above, especially in mapping risks and managing the arising impact from the Company's business activities were the economic, environmental and social aspects.

Until the end of the year 2020, the Company has realized the sustainable performance principles. In the economic aspect, the distributed benefits, among others, is given through the provision of dividends to the shareholders and partnership loans to stakeholders that fit with the set criteria.

In the social and community responsibility aspect, among the actual activities conducted were in the form of donations and development of social facilities and infrastructure. While in the environmental area, the Company, among others, maintained the quality standards in the factory emission output within the Company's operation, in addition to other environmental conservation programs



LAPORAN DIREKSI REPORT FROM BOARD OF DIRECTORS

PENUTUP

Dalam kesempatan ini, Direksi ingin menyampaikan rasa terima kasih kepada pemegang saham dan pemangku kepentingan atas kepercayaan dan dukungannya selama ini. Apresiasi terdalam juga ditujukan kepada karyawan serta mitra usaha yang senantiasa mendorong untuk terus mengoptimalkan potensi yang dimiliki Perseroan. Ditengah kondisi *oversupply* semen dan tingkat persaingan yang diprediksi semakin tinggi ke depannya, Perseroan tetap optimis dapat mewujudkan visi perusahaan “Menjadi *Green Cement Based Building Material Company* terdepan di Indonesia”.

Perjalanan di tahun 2020 cukup berat bagi Perseroan, namun ini menjadi bahan evaluasi dan pembelajaran bagi Perseroan untuk dapat terus mengoptimalkan kemampuannya agar mampu bertahan di masa-masa sulit dan dapat kembali bangkit dimasa-masa yang akan datang. Usaha yang dilakukan akan lebih optimal apabila didukung sepenuhnya oleh para *stakeholder*. Semoga pertumbuhan berkelanjutan yang kita cita-citakan akan selalu mendorong semangat untuk meraih keunggulan di tahun-tahun mendatang.

CLOSING

On this occasion, the Board of Directors wishes to express its gratitude to the shareholders and stakeholders for their continuous trust and support. Our deepest appreciation is also extended to the employees and business partners who have always encouraged to continue optimizing the Company's potentials. In the midst of the oversupply of cement and the predicted higher competition ahead, the Company remains optimistic to actualize the Company's vision “To become the leading *Green Cement-Based Building Material Company* in Indonesia”.

The journey in the year 2020 was quite difficult for the Company, however, this will be an evaluation and learning material for the Company to be able to continue optimizing its capabilities in order to survive the difficult times and bounce back in the future. Efforts to do this will be more optimal if fully supported by the stakeholders. We hope that sustainable growth we aspire to will always encourage the spirit to achieve excellence in the years to come.

Jakarta, April 2021

Atas Nama Direksi | on Behalf of the Board of Directors
PT Semen Baturaja (Persero) Tbk

Jobi Triananda Hasjim

Direktur Utama
President Director



Daconi
Direktur Produksi dan Pengembangan
Production and Development Director

Jobi Triananda Hasjim
Direktur Utama
President Director

Mukhamad Saifudin
Direktur Pemasaran
Marketing Director

Amrullah
Direktur Umum dan SDM
General Affair and Human Resources Director

M. Jamil
Direktur Keuangan
Financial Director



SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2020

RESPONSIBILITY STATEMENTS OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS ON ANNUAL REPORT 2020

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Semen Baturaja (Persero) Tbk tahun 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, April 2021

DEWAN KOMISARIS BOARD OF COMMISSIONERS

Ir. Franciscus M.A. Sibarani

Komisaris Utama
President Commissioner

Oke Nurwan, DIPL.ING

Komisaris
Commissioner

Ir. Darusman Mawardi

Komisaris Independen
Independent Commissioner

Endang Tirtana, S.Fil.I.

Komisaris Independen
Independent Commissioner



We, the undersigned, hereby declare that all information contained in PT Semen Baturaja (Persero) Tbk Annual Report 2020 have been fully disclosed and being solely responsible upon accountability of the contents in the Company's Annual Report.

This statement is made truthfully.

Jakarta, April 2021

DIREKSI
BOARD OF DIRECTORS

Ir. Jobi Triananda Hasjim, M.Sc.

Direktur Utama
President Director

Daconi, S.T., M.M.

Direktur Produksi dan Pengembangan
Production and Development Director

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

Direktur Pemasaran
Marketing Director

Amrullah, S.H., M.M.

Direktur Umum & SDM
General Affairs & HR Director

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

Direktur Keuangan
Finance Director

PROFIL PERUSAHAAN

COMPANY PROFILE

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IDENTITAS PERUSAHAAN CORPORATE IDENTITY



NAMA PERUSAHAAN

PT Semen Baturaja (Persero) Tbk

PERUBAHAN NAMA

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

TANGGAL PENDIRIAN

14 November 1974

BIDANG USAHA

Melakukan usaha di bidang persemenan dan industri kimia dasar lainnya.

NAME OF COMPANY

PT Semen Baturaja (Persero) Tbk

INFORMATION ON NAME ALTERATION

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

DATE OF ESTABLISHMENT

14 November 1974

LINE OF BUSINESS

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



ALAMAT KANTOR

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Fax: (62) 735-320367

Pabrik Panjang

Jl. Yos Sudarso KM 7 Panjang.

Bandar Lampung 35243

Telepon: (62) 721-31718, 31818, 31538

Fax: (62) 721-31343

OFFICE ADDRESS

Head Office & Palembang Plant

Jl. Abikusno Cokrosuyoso Kertapati
Palembang - 30258. P.O. Box 1175
Palembang - 30001.

Phone: (62) - 711 - 511261 (Hunting)

Fax: (62) - 711 - 512126

Jakarta Representative Office

Graha Irama Building 9th Floor, Room B and C

Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia.

Phone: (62) - 21 - 5261113, 5261114

Fax: (62) - 21 - 5261411

Baturaja Plant

Jl. Raya Tiga Gajah Baturaja

Ogan Komering Ulu, Sumatera Selatan 32117

Phone: (62) 735-320344, 320366, 320368

Fax: (62) 735-320367

Panjang Plant

Jl. Yos Sudarso KM 7 Panjang.

Bandar Lampung 35243

Phone: (62) 721-31718, 31818, 31538

Fax: (62) 721-31343



JUMLAH PABRIK DAN KANTOR PERWAKILAN

Perseroan memiliki 3 Pabrik dan 1 kantor Perwakilan

TOTAL PLANTS AND REPRESENTATIVE OFFICES

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

JUMLAH KARYAWAN

921 Karyawan

TOTAL EMPLOYEES

921 Employees



MODAL DASAR

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

AUTHORIZED CAPITAL

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



DASAR HUKUM PENDIRIAN

Perseroan didirikan berdasarkan Anggaran Dasar yang di buat dengan Akta Notaris Jony Frederik Berthold Tumbelaka Sinjal Nomor 34 tanggal 14 November 1974. Anggaran Dasar Perseroan sebagaimana tercantum di dalam Akta Pendirian Perseroan telah mengalami beberapa kali perubahan sejak pendirian, dan perubahan Anggaran Dasar Perseroan terakhir kali adalah sebagaimana tercantum dalam Akta Pernyataan Keputusan Rapat umum Pemegang Saham Tahunan No. 2 tanggal 3 September 2019, dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, yang telah diberitahukan kepada Menkumham berdasarkan Surat No. AHU-0072286.AH.01.02 tanggal 19 September 2019 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0174158.AH.01.11 Tahun 2019 tanggal 19 September 2019.

LEGAL BASIS OF ESTABLISHMENT

The Company was established based on the Articles of Association formed through Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal No.34 dated 14 November 1974. The Company's Articles of Association as contained in the Company's Deed of Establishment has encountered several changes since its establishment, and the last amendment made in the Articles of Association is noted in the Deed of Statement of the General Meeting of Shareholders Resolutions No. 2 dated 3 September 2019 made before Fathiah Helmi S.H., Notary in Jakarta, disclosed to the Ministry of Law and Human Rights based on Letter No. AHU-0072286.AH.01.02 dated 19 September 2019 and registered in the List of Companies No. AHU-0174158.AH.01.11 of 2019 dated 19 September 2019.

AKSES INFORMASI DAN DATA PERSEROAN | CORPORATE INFORMATION AND DATA ACCESS



WEBSITE

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www.bumn.go.id/semenbaturaja

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MEDIA SOSIAL

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twitter: [@ptsb_tbk](https://twitter.com/ptsb_tbk)
instagram: [@pt.semenbaturaja](https://www.instagram.com/pt.semenbaturaja)
youtube: [SemenBaturajaTbk](https://www.youtube.com/channel/UC...)
linkedin: [PT Semen Baturaja \(Persero\) Tbk](https://www.linkedin.com/company/PT-Semen-Baturaja-(Persero)-Tbk)

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youtube: [SemenBaturajaTbk](https://www.youtube.com/channel/UC...)
linkedin: [PT Semen Baturaja \(Persero\) Tbk](https://www.linkedin.com/company/PT-Semen-Baturaja-(Persero)-Tbk)



INVESTOR RELATION

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RIWAYAT SINGKAT BRIEF HISTORY



|| Perseroan terus meningkatkan kapasitas terpasang secara bertahap seiring dengan perkembangan usaha yang ada. Peningkatan kapasitas pertama dilakukan pada 1992 sebesar 500.000 ton semen per tahun dan kini telah menjadi sebesar 3,85 juta ton semen per tahun, melalui pembangunan Pabrik Baturaja II yang mulai berproduksi secara komersil pada 2017.

The Company increases the installed capacity gradually, in line with the development of the business. The first capacity increase was carried out in 1992 by 500,000 tons of cement per year and now it has reached 3.85 million tons of cement per year, following the construction of the Baturaja II Factory which began commercial production in 2017.



Berdasarkan Anggaran Dasar yang dibuat dengan Akta Notaris Jony Frederik Berthold Tumbelaka No. 34 Tahun 1974 tanggal 14 November 1974, Perseroan didirikan dengan nama PT Semen Baturaja dengan kedudukan di Palembang. Saat itu, kepemilikan saham terdiri dari PT Semen Padang (Persero) sebesar 55% dan PT Semen Gresik (Persero) sebesar 45%.

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

Based on the Articles of Association formed through Notarial Deed of Jony Frederik Berthold Tumbelaka No. 34 of 1974 dated 14 November 1974, the Company was established under the name PT Semen Baturaja with domicile in Palembang. At the time, the shares ownership consisted of PT Semen Padang (Persero) with 55% and PT Semen Gresik (Persero) with 45%.

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



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

Pada tahun 1992, sebagai respons dari perkembangan usaha, Perseroan meningkatkan kapasitas terpasang hingga 500.000 ton semen per tahun melalui investasi peralatan. Selain itu, Perseroan juga tengah menjalankan Proyek Optimalisasi I (OPT I) dengan masa pembangunan selama dua tahun, sehingga kapasitas terpasang menjadi 550.000 ton semen per tahun. Berhasilnya OPT I memberikan banyak kemajuan dan masukan untuk eskalasi bisnis Perseroan. Untuk itu, pada tahun 1996, Perseroan melaksanakan proyek lanjutan Optimalisasi II (OPT II) dengan target peningkatan kapasitas sebesar 1,25 juta ton semen per tahun. OPT II berhasil diselesaikan pada tahun 2001 dan terus aktif memproduksi hingga saat ini.

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

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

Seiring dengan perkembangan bisnisnya, Perseroan pun melakukan aksi korporasi yakni penawaran saham perdana atau *Initial Public Offering* (IPO) pada tahun 2013. Di tengah pertumbuhan yang tengah menggeliat, IPO tersebut mendapatkan respons yang luar biasa. Pada 28 Juni 2013, sebanyak 23,76% atau sebesar 2.337.678.500 saham Perseroan

The Company's line of business has been in the production of clinker and cement. Clinker production is managed through its production center in Baturaja, South Sumatera. While cement milling and packaging are carried out at the Baturaja, Palembang and Panjang Plants. The raw materials for the Company's cement production, namely limestone and clay, are obtained from the Company's mining site located some 1.2 km from the plant in Baturaja.

In the year 1992, in response to the growing business, the Company increased its installed capacity up to 500,000 tons of cement per year through equipment investment. In addition, the Company has also began operating the Optimization I (OPT I) Project with a two-year construction phase that installed capacity could reach 550,000 tons of cement per year. The success of OPT I provided great progress and feedback in the Company's business escalation. For this, in 1996, the Company continued with Optimization II (OPT II) with a target to increase capacity to 1.25 million tons of cement per year. OPT II was successfully completed by the year 2001 and continued with active production to date.

The Company continued to develop its organization and its strategic vision that led to the issuance of Bond I worth Rp200 billion. The obligation to pay off loans to conduct the Bond I was completed in June 2010. This bond emission was a successful stepping stone for the overall financial restructuring that the Company was able to increase its profitability and liquidity. In such condition, the Company received the trust to handle major and prestigious projects.

Furthermore, the Company again increased its production capacity through the Cement Mill and Packer project with a capacity of 750,000 tons per year in 2011 and commercially began operation in July 2013 that generated the Company's installed capacity up to 2 million tons per year.

In line with the Company's business growth, the Company's conducted the corporate action of Initial Public Offering (IPO) in 2013. In the midst of vigorous growth, the IPO received enormous response. On 28 June 2013, as high as 23.76% or 2,337,678,500 shares of the Company were officially traded in Indonesia Stock Exchange with stock code



RIWAYAT SINGKAT BRIEF HISTORY

resmi diperdagangkan di Bursa Efek Indonesia dengan kode saham SMBR. Dengan adanya perubahan status tersebut, maka Perseroan mengalami perubahan nama menjadi PT Semen Baturaja (Persero) Tbk.

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

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

Dengan kapasitas yang besar tersebut, Perseroan terus berupaya meningkatkan skala bisnis serta jaringan distribusinya agar dapat menjangkau pasar yang lebih luas. Saat ini, pasar utama Perseroan adalah wilayah Sumatera Selatan, Lampung dan wilayah Indonesia lainnya yang prospektif untuk pengembangan infrastruktur. Perseroan pun terus menjaga tekad yang baik untuk memberikan manfaat luas kepada seluruh pemangku kepentingan. Perseroan terus memberikan kontribusi kepada Pemerintah Pusat dan Pemerintah Daerah melalui pajak dan retribusi. Sementara untuk pemegang saham, Perseroan berkontribusi dalam bentuk pembagian dividen yang menguntungkan. Adapun untuk masyarakat luas, Perseroan membuka lapangan pekerjaan dengan penyerapan tenaga kerja lokal, kemitraan dan bina lingkungan yang menjanjikan bagi masyarakat sekitar pabrik.

SMBR. With such a change in status as a public company, the Company then altered its name to PT Semen Baturaja (Persero) Tbk.

The Company used the funds collected from the public offering to build Baturaja II plant with a capacity of 1.85 million tons of cement. The additional increase in capacity led the Company to become a new force in the national cement industry, supported not only by the government but also the people of Indonesia.

The development of Baturaja II Plant began in the year 2015 and started its first commercial production on 1 September 2017. Thus, the Company's total production capacity reached 3.85 million tons per year. The development of Baturaja II Plant took 26 months, the fastest in Indonesia's cement factory development.

The enormous production capacity has preceded the Company's continuous efforts to enhance its business scale and expand its market scope. At this time, the Company's main markets are the regions of South Sumatera, Lampung and other prospective areas of Indonesia for infrastructure development. The Company maintained its good intention to continue to provide vast benefits to all stakeholders. The Company continued its contribution to the Local Government through taxes and retributions. Meanwhile for the shareholders, the Company contributed in the form of profitable dividends. As for the general public, the Company opened its door to job opportunities by taking on board local workers, partnerships and promising foster programs with local communities surrounding the plants.



INFORMASI PERUBAHAN NAMA INFORMATION ON NAME ALTERATION

Perseroan mengalami perubahan nama sebanyak dua kali karena adanya perubahan komposisi pemegang saham.

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

The Company had changed its name in two occasions in line with the changes that occurred in its shares composition.

- 19 August 1980: from PT Semen Baturaja to PT Semen Baturaja (Persero).
- 14 March 2013: from PT Semen Baturaja (Persero) to PT Semen Baturaja (Persero) Tbk.



KEGIATAN USAHA BUSINESS ACTIVITY



SESUAI ANGGARAN DASAR

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

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

1. Aktivitas penunjang pertambangan dan penggalian lainnya
2. Industri semen
3. Industri barang dari semen dan kapur untuk konstruksi
4. Industri barang dari semen, kapur, gips dan asbes lainnya
5. Industri mortar atau beton siap pakai
6. Pertambangan pasir besi
7. Pertambangan bijih besi
8. Penggalian batu kapur/gamping
9. Penggalian tanah dan tanah liat
10. Penggalian tras
11. Penggalian batu, pasir dan tanah liat lainnya
12. Reparasi mesin untuk keperluan umum

IN ACCORDANCE WITH THE ARTICLES OF ASSOCIATION

Based on the Articles of Association, the Company's purposes and objectives are to conduct business in cement production and other basic chemical industry as well as to optimize the utilization of the Company's resources to generate high quality and strong competitive goods and/or services to achieve profits that improve the Company's value with the principles of a Limited Liability Company.

In order to achieve such purposes and objectives, the Company conducts its main business in the following manners:

1. Other supporting activities in mining and excavation
2. Cement industry
3. Manufacturing of cement and lime products for construction
4. Manufacturing of other cement, lime, gypsum and asbestos products
5. Ready-to-use mortar or concrete industry
6. Iron sand mining
7. Iron ore mining
8. Lime Excavation
9. Soil and clay excavation
10. Tras excavation
11. Stone, sand and other clay excavation
12. Mechanical repairs for general public needs



13. Instalasi/pemasangan mesin dan peralatan industri
14. Penelitian dan pengembangan teknologi dan rekayasa
15. Analisis dan uji teknis lainnya
16. Pergudangan dan penyimpanan
17. Pergudangan dan penyimpanan lainnya
18. Penyediaan sumber daya manusia dan manajemen fungsi sumber daya manusia
19. Perdagangan besar berbagai macam material bangunan
20. Portal *web* dan/atau *platform* digital dengan tujuan komersial
21. Perdagangan besar semen, kapur, pasir dan batu
22. Pengelolaan dan pembuangan sampah berbahaya

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

1. Pengumpulan air limbah berbahaya
2. Pengumpulan air limbah tidak berbahaya
3. Pengelolaan dan pembuangan air limbah tidak berbahaya
4. Pengelolaan dan pembuangan air limbah berbahaya
5. Industri barang dari plastik untuk pengemasan
6. Aktivitas penunjang pengelolaan air
7. Penyiapan lahan
8. Jasa pengujian laboratorium
9. Instalasi mekanikal
10. Instalasi saluran air (*plumbing*)
11. Aktivitas pelayanan kepelabuhan sungai dan danau
12. Perkebunan buah kelapa sawit
13. Perkebunan karet dan tanaman penghasil getah lainnya
14. Penyediaan akomodasi jangka pendek lainnya
15. *Event organizer*
16. Pendidikan teknik swasta
17. Real estat yang dimiliki sendiri atau disewa
18. Lapangan golf
19. Gelanggang renang
20. Lapangan sepak bola
21. Lapangan tenis lapangan
22. *Sport centre*
23. Aktivitas fasilitas olahraga lainnya
24. Kawasan industri
25. Kedai makanan
26. Aktivitas praktik dokter umum (86201)
27. Perdagangan eceran barang farmasi di apotik (47722)

13. Industrial machinery/equipment installation
14. Research and development in technology and engineering
15. Analysis and other technical tests
16. Warehouse and storage
17. Other warehouse and storage
18. Provision of human resources and management of human resources functions
19. Wholesale trade of various building materials
20. Web portals and/or digital platforms with commercial purposes
21. Wholesale trade of cement, lime, sand and stone
22. Treatment and disposal of hazardous waste

In addition to the above main business activities, the Company conduct supporting business activities in the context of optimizing the utilization of the Company's resources as follows:

1. Collection of hazardous wastewater
2. Collection of non-hazardous wastewater
3. Treatment and disposal of non-hazardous wastewater
4. Treatment and disposal of hazardous wastewater
5. Industry of plastic goods for packaging
6. Water treatment supporting activities
7. Land preparation
8. Laboratory testing services
9. Mechanical installation
10. Plumbing installation
11. River, lake, and port service activities
12. Palm oil fruit plantations
13. Plantation of rubber and other sap producing plants
14. Provision of other short-term accommodation
15. Event organizer
16. Private engineering education
17. Owned or rented real estate
18. Golf course
19. Swimming Pool
20. Football fields
21. Tennis courts
22. Sports center
23. Other sports facilities activities
24. Industrial area
25. Food stalls
26. General practitioner activity (86201)
27. Retail trade of pharmaceutical goods in pharmacies (47722)



KEGIATAN USAHA BUSINESS ACTIVITY

KEGIATAN USAHA DIJALANKAN PADA TAHUN BUKU

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

PRODUK YANG DIHASILKAN

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

1. Ordinary Portland Cement (OPC) Tipe I

Jenis Portland Tipe I digunakan untuk pemakaian secara umum, tidak memerlukan persyaratan khusus seperti dipersyaratkan pada tipe lainnya (gedung bertingkat, jalan, jembatan, dll). Adapun sertifikat produk penggunaan tanda SNI Nomor 014/BPPI/BIPASERT.2/03/2018 tipe/jenis produk *Ordinary Portland Cement* (OPC) Tipe I dan tipe II berlaku mulai 22 maret 2018 sampai dengan 21 Maret 2022.

2. Ordinary Portland Cement (OPC) Tipe II

Jenis Portland Tipe II digunakan untuk pemakaian yang membutuhkan ketahanan terhadap sulfat dan panas hidrasi sedang (untuk konstruksi di tanah rawa, pinggir laut, bendungan, dermaga, saluran irigasi). Adapun sertifikat produk penggunaan tanda SNI Nomor 014/BPPI/BIPASERT.2/03/2018 tipe/jenis produk *Ordinary Portland Cement* (OPC) Tipe I dan tipe II berlaku mulai 22 maret 2018 sampai dengan 21 Maret 2022.

3. Ordinary Portland Cement (OPC) Tipe V

Jenis Portland Tipe V digunakan untuk pemakaian yang membutuhkan ketahanan terhadap sulfat yang tinggi (konstruksi di daerah rawa, daerah pantai/laut, kawasan tambang, pembangkit tenaga nuklir, *project geothermal*). Adapun sertifikat produk penggunaan tanda SNI Nomor 042/BPPI/BaristandPalembangSERT.2/07/2018 tipe/jenis produk Semen Portland Tipe V berlaku mulai 17 Juli 2018 sampai dengan 16 Juli 2022.

4. Portland Composite Cement (PCC)

Jenis PCC ditujukan untuk pemakaian secara umum dan untuk semua mutu beton. Selain itu, juga digunakan untuk struktur bangunan bertingkat sampai dengan gedung bertingkat tinggi, struktur bangunan di tepi pantai dan

BUSINESS ACTIVITIES CONDUCTED IN THE FISCAL YEAR

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

PRODUCTS

As a cement producing company, there are four types of cement products manufactured by the Company in accordance with Article 3 of the Company's Articles of Association, namely as follows:

1. Ordinary Portland Cement (OPC) Type I

Portland Type I is used for general purposes, no specific requirement is needed as usually required by other types (for high rise buildings, roads, bridges, etc.). The use of product certificate SNI logo No. 014/BPPI/BIPASERT.2/03/2018 for Ordinary Portland Cement (OPC) Type I and Type II products is valid from 22 March 2018 until 21 March 2022.

2. Ordinary Portland Cement (OPC) Type II

Portland Type II is used for applications that require resistance against sulfate and moderate hydration heat (for construction on marshlands, seafront, dams, docks, irrigation canals). The use of product certificate SNI logo No. 014/BPPI/BIPASERT.2/03/2018 for Ordinary Portland Cement (OPC) Type I and Type II is valid from 22 March 2018 until 21 March 2022.

3. Ordinary Portland Cement (OPC) Type V

Portland Type V is used for applications that require resistance against high sulfate (for construction in swamp areas, coastal/marine areas, mining areas, nuclear power plants, geothermal projects). The use of product certificate SNI logo No. 042/BPPI/BaristandPalembang SERT.2/07/2018 for Portland Cement (OPC) Type V is valid from 17 July 2018 until 16 July 2022.

4. Portland Composite Cement (PCC)

PCC type is used for general purposes and for concrete of all qualities. It is also used for multi-storey up to high-rise buildings, building structures in seafront areas and buildings on swamp/acidic soil, concrete bridge and road structures, irrigation

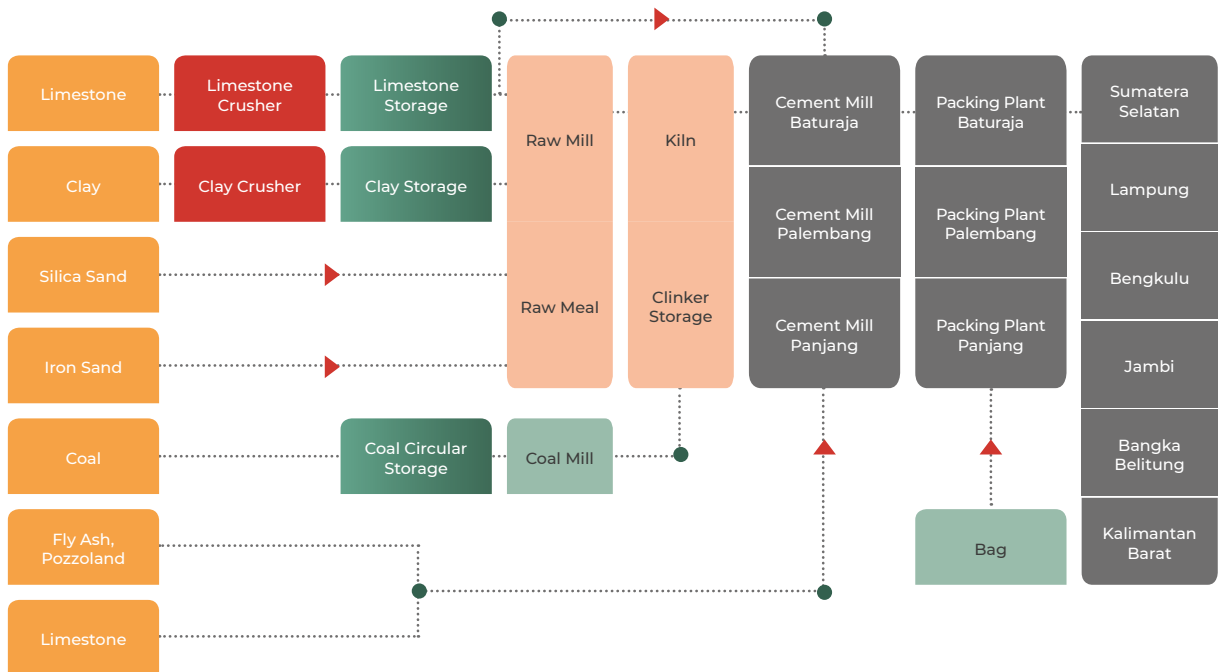


bangunan pada tanah rawa/tanah beresam, struktur jembatan dan jalan beton, struktur bangunan irigasi, bata beton (*paving block*), genteng beton, beton pracetak dll dan pengerjaan pemasangan bata, plesteran dan acian. Adapun sertifikat produk penggunaan tanda SNI Nomor 28/BIPA/LSPPro/Sert/06/2017 tipe/jenis produk Portland Komposit berlaku mulai 19 Juni 2017 sampai dengan 18 Juni 2021.

structures, paving blocks, concrete roof tiles, pre-cast concrete etc. and works on brick coupling and plastering. The use of product certificate SNI logo No.28/BIPA/LSPPro/Sert/06/2017 for Portland Composite is valid from 19 June 2017 until 18 June 2021.

PROSES PEMBUATAN SEMEN

CEMENT MANUFACTURING PROCESS



Bagan di atas merupakan proses pembuatan semen di lingkungan Perseroan. Berikut adalah penjelasan beberapa proses penting dalam pembuatan semen.

1. Quarry

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

The above diagram is the cement production line process within the Company. Following is description of several important processes in cement production.

1. Quarry

The first stage of cement production is the mining of limestone and clay used as the main raw materials provided by the Company's quarry. Limestone mining is carried out by the use of explosives and by means of surface miner, while dredging is used to collect clay. Limestone and clay are then transported to the crusher by use of dump trucks.



KEGIATAN USAHA BUSINESS ACTIVITY

2. Crusher

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

3. Storage

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

4. Raw Mill

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

5. Kiln

Raw meal yang sudah jadi dan disimpan dalam CF Silo digunakan sebagai umpan *kiln (kiln feed)* yang mengalami beberapa tahap proses sebelum akhirnya menjadi terak, yakni melalui sistem pendinginan dan alat transport untuk disimpan di *clinker silo*. Dalam tahap ini, terjadi proses pembakaran yang menggunakan bahan bakar batu bara, yang telah digiling dan dikeringkan melalui *coal mill*. Sebagian terak digunakan oleh *cement mill* Baturaja dan juga *cement mill* di Palembang dan Panjang. *Cement mill* di Palembang diangkut dengan kereta api dan truk sedangkan *cement mill* di Panjang menggunakan angkutan truk untuk diproses menjadi semen curah.

2. Crusher

At this stage, the limestone and clay are reduced in size down to 8 cm for further preparation to be stored in the stock pile (storage).

3. Storage

Materials obtained from the mining process, namely the limestone and clay, are stored in the storage prior to the pre-homogenization process called reclaimer. The pre-homogenization process in the reclaimer is a very important process to ensure the quality of products manufactured from the raw meal and up to the end product as cement.

4. Raw Mill

The limestone and clay from the stockpile are then placed into the raw mill, added on with iron sand and silica sand, to be milled and dried into raw meal. The raw meal or raw flour is the raw material used for the manufacturing of clinker. The texture of the raw meal is powder-like with certain physical refined texture. The certain traits of the raw meal's physical and chemical properties are used as the product quality control parameters. The chemical properties are used to regulate the proportion of materials that will be fed into the process. The raw meal is produced from an equipment system, namely the Raw Mill Plant, consisting of the main equipment, transport system and separation tools, and then stored in the raw meal silo.

5. Kiln

The produced raw meal stored in the CF Silo is used as kiln feed, which will undergo several stages of process prior to eventually become clinker, and through the cooling system and transport apparatus to be stored in the clinker silo. At this stage, a combustion process occurs using coal fuel which has been milled and dried through the coal mill. The clinker is partly used by the Baturaja, Palembang and Panjang cement mills. The cement mill in Palembang is transported by train and trucks, while cement meal? in Panjang is transported by trucks for processing into bulk cement.



6. Cement Mill

Terak yang dikirim dari *Klinker Silo* Baturaja digiling di *cement mill* dengan menambahkan gypsum dan bahan ketiga. Hasil dari proses penggilingan ini menghasilkan semen yang sering dijumpai di pasar. Material ini bersama-sama diumpankan ke *cement mill* kemudian mengalami proses penggilingan dengan produk akhir berupa semen OPC Tipe I dan PCC. Sementara itu, untuk memproduksi jenis OPC tipe II, dan OPC tipe V terak hanya digiling dengan gipsum.

Setelah didapat semen yang berkualitas maka semen tersebut disimpan melalui semen silo kemudian dipindahkan ke bin semen melalui *air slide*, *belt conveyor*, dan *vibrating screen*. Keluaran dari semen silo berupa semen curah, yang sebagian dijual dalam bentuk semen curah dengan alat transport berupa mobil kapsul dan gerbong kereta kapsul ke Palembang, Baturaja, dan Lampung dan sebagian dikirim ke *Packing Plant* Baturaja.

7. Packing Plant

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

6. Cement Mill

Clinker, transported from the Clinker Silo Baturaja, is grinded in the cement mill by adding gypsum and a third material. This grinding process produces cement often found in the market. This material is simultaneously fed into the cement mill for grinding process until the end product in the form of OPC cement Type I and PCC. Meanwhile, to produce OPC Type II, and OPC Type V clinker is milled only with gypsum.

When quality cement is obtained, the cement is then stored in a cement silo and transferred to the cement bin through a water slide, conveyor belt and vibrating screen. Output from the cement silos is in the form of bulk cement, partly to be sold in the form of bulk cement by means of mobile-capsule and carriage-capsule transport (isotank) to Palembang, Baturaja, and Lampung and partly to be sent to Baturaja Packing plant.

7. Packing Plant

Packing plant is a combination of machinery apparatus consisting of transport tools up to the packer unit. The packer functions to wrap or pack cement in packs or sacks with fixed scaled-weight. Packer is the last unit in the cement plant's production process where the packer products come in the form 50-kg cement sacks and 1-ton big bags to be distributed in South Sumatera, Lampung, Bengkulu, Jambi, Bangka Belitung, dan West Kalimantan.



VISI DAN MISI

VISION AND MISSION



VISI

VISION

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

TO BECOME A LEADING GREEN CEMENT-BASED
BUILDING MATERIAL COMPANY IN INDONESIA.



MISI

MISSION

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



REVIU VISI DAN MISI VISION AND MISSION REVIEW

Dewan Komisaris dan Direksi secara berkala melakukan reviu terhadap visi dan misi Perseroan yang dituangkan di dalam "Alignment RJPP" setiap tahun. Setelah melalui proses reviu pada tahun 2018, Perseroan melakukan perubahan terhadap visi dan misi, yaitu "Menjadi *Green Cement Based Building Material Company* Terdepan di Indonesia".

Visi, Misi dan Nilai Budaya yang sudah ada selalu dievaluasi pencapaiannya setiap tahun. Hingga pada tahun 2020, melalui rapat kerja terbatas manajemen dengan agenda pembahasan RKAP & RKA, dihasilkan keputusan bahwa visi dan misi Perseroan masih sejalan dengan arah pertumbuhan dan pengembangan Perseroan ke depan.

Hal ini tertuang dalam risalah rapat Dewan Komisaris dan Direksi tentang persetujuan revisi rencana kerja dan anggaran perusahaan (RKAP) dan rencana kerja dan anggaran (RKA) program kemitraan dan bina lingkungan (PKBL) tahun 2020 Nomor 01/DK/1/2020 Pada tanggal 30 Januari 2020. Penyusunan RKAP Perseroan didasarkan pada visi dan misi Perseroan yang masih sejalan, karena di dalamnya mencakup sasaran, strategi, kebijakan dan program kerja Perseroan untuk satu tahun ke depan.

Selanjutnya, sehubungan dengan surat edaran Menteri BUMN Nomor SE-7/MBU/07/2020 tentang nilai-nilai utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara, Perseroan pun melakukan reviu terhadap kesesuaian nilai budaya di Perseroan dan salah satu langkah mewujudkan transformasi sumber daya manusia berdaya saing di BUMN agar siap menjadi pemain global dan menciptakan BUMN sebagai wadah untuk menciptakan talenta terbaik, maka pada 2 oktober 2020 manajemen Perseroan melakukan perubahan nilai-nilai perusahaan (*core values*). Dari awalnya "GREAT" menjadi "AKHLAK" sebagai akronim dari Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif.

The Board of Commissioners and the Board of Directors periodically review the Company's vision and mission as disclosed in the annual "RJPP Alignment". Following the review process in the year 2018, the Company made several revisions in the vision and mission, namely "To be a leading Green Cement-Based Building Material Company in Indonesia".

Existing Vision, Mission and Culture Value are always reviewed through its achievements in each year. In the year 2020, through a closed management work-meeting with the agenda on the Company Work Plan and Budget (RKAP) & the Work Plan and Budget (RKA), decisions established that the Company's vision and mission remain aligned with the direction of the Company's future growth and development.

This is stated in the minutes of the meeting of the Board of Commissioners and the Board of Directors regarding the approval of the revision of the Company's work plan and budget (RKAP) and work plan and budget (RKA) for the partnership and community development program (PKBL) for 2020 Number 01/DK/1/2020 on the 30 January 2020. The preparation of the Company's RKAP is based on the Company's vision and mission which are in line, since it includes the Company's goals, strategies, policies and work programs for the next year.

Furthermore, in connection with the circular letter of the Minister of BUMN Number SE-7/MBU/07/2020 concerning the Core Values of Human Resources of State-Owned Enterprises, the Company also conducts a review of the appropriateness of cultural values in the Company, and one of the steps in realizing the transformation of human resources in SOEs with competitive edge, in order to be ready to become global players and create SOEs as a platform for creating the best talents. On 2 October 2020 the management of the Company made changes to core values. From initially "GREAT" became "AKHLAK", an acronym for Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative.



NILAI BUDAYA SEMEN BATURAJA

CORPORATE VALUE OF SEMEN BATURAJA

Sejalan dengan semangat baru untuk bertransformasi yang dicanangkan oleh Kementerian BUMN melalui surat Edaran Menteri BUMN Nomor SE-7/MBU/07/2020 tentang Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara.

Pada tahun 2020 Perseroan secara resmi menginternalisasi budaya AKHLAK. Kebijakan ini juga sebagai wujud nyata komitmen Perseroan dalam mewujudkan transformasi sumber daya manusia berdaya saing di BUMN yang siap menjadi pemain global dan menciptakan BUMN sebagai wadah untuk menciptakan talenta terbaik, maka BUMN perlu memiliki nilai-nilai utama (*core values*). Nilai-nilai tersebut sebagai identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan.

Mengacu pada surat edaran tersebut, pada 2 Oktober 2020, manajemen Perseroan melakukan perubahan nilai-nilai Perseroan (*core values*). Dari awalnya "GREAT" yang merupakan akronim dari *Integrity, Teamwork, Innovative, Agility, Safety* menjadi "AKHLAK", sebagai akronim dari Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif.

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

In line with the new spirit for transformation launched by the SOE Ministry through the SOE Minister's Circular Number SE-7/MBU/07/2020. regarding the Core Values of the Human Resources of State-Owned Enterprises.

In 2020 the Company officially internalizes AKHLAK as its corporate culture. This policy is also a manifestation of the Company's commitment to actualize the transformation of competitive human resources in BUMN prepared to become global players and to establish BUMN as the hub to creating the best talents, thus BUMN needs to have core values. These values serve as the identity and adhesive work culture that support sustainable performance improvement.

Referring to the above mentioned circular letter, on 2 October 2020, the Company's management revised the Company's core values, from initially "GREAT" (an acronym which stands for Integrity, Teamwork, Innovative, Agility, Safety) to "AKHLAK" (an acronym which stands for Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative).

Such core values are socialized through various media available in the Company: intranet portal, website, social media, banner placement in strategic spots throughout the Company's premises, culture campaign by showing the corporate culture video through the office lobby television set.

LOGO NILAI INTI AKHLAK

LOGO CORE VALUES AKHLAK



Membangun budaya perusahaan yang kuat sangat diperlukan sebagai pembentuk fondasi bagi sumber daya manusia dalam melaksanakan seluruh aktivitas perusahaan. Perseroan sebagai Badan Usaha Milik Negara (BUMN) memiliki 6 (enam) nilai budaya (*core value*), yaitu “AKHLAK” yang uraiannya disampaikan sebagai berikut:

Developing a strong corporate culture is highly needed as the tool to form the foundation for the human resources to carry out overall company’s activities. The Company’s as a State-Owned Enterprise (BUMN) retains 6 (six) core values, namely “AKHLAK” (literally defined as morality) as described below:



AMANAH | TRUSTWORTHY

Kami Memegang Teguh Kepercayaan yang Diberikan
We firmly hold the trust bestowed upon us



KOMPETEN | COMPETENT

Kami Terus Belajar dan Mengembangkan Kapabilitas
We continue to learn and develop our capabilities



NILAI BUDAYA SEMEN BATURAJA CORPORATE VALUE OF SEMEN BATURAJA



HARMONIS | HARMONIOUS

Saling Peduli dan Menghargai Perbedaan
Caring for one another and respect diversity



LOYAL | LOYAL

Berdedikasi dan Mengutamakan Kepentingan Bangsa dan Negara
Dedicated and prioritize the interests of the nation and the state



ADAPTIF | ADAPTIVE

Terus Berinovasi dan Antusias dalam Menggerakkan ataupun Menghadapi Perubahan
Continuously innovating and enthusiastic in managing or facing change



KOLABORATIF | COLLABORATIVE

Membangun Kerja Sama yang Sinergis
Develop synergistic cooperation



Budaya perusahaan (*corporate culture*) merupakan falsafah, nilai dan norma-norma yang dijunjung oleh semua unsur di dalam Perseroan. Berikut skema alur pembentukan nilai hingga menghasilkan reputasi Perseroan.

Corporate culture is a philosophy, values and norms upheld high by all elements of the Company. Following is the flow chart on the formation of values up to the resulting corporate reputation.



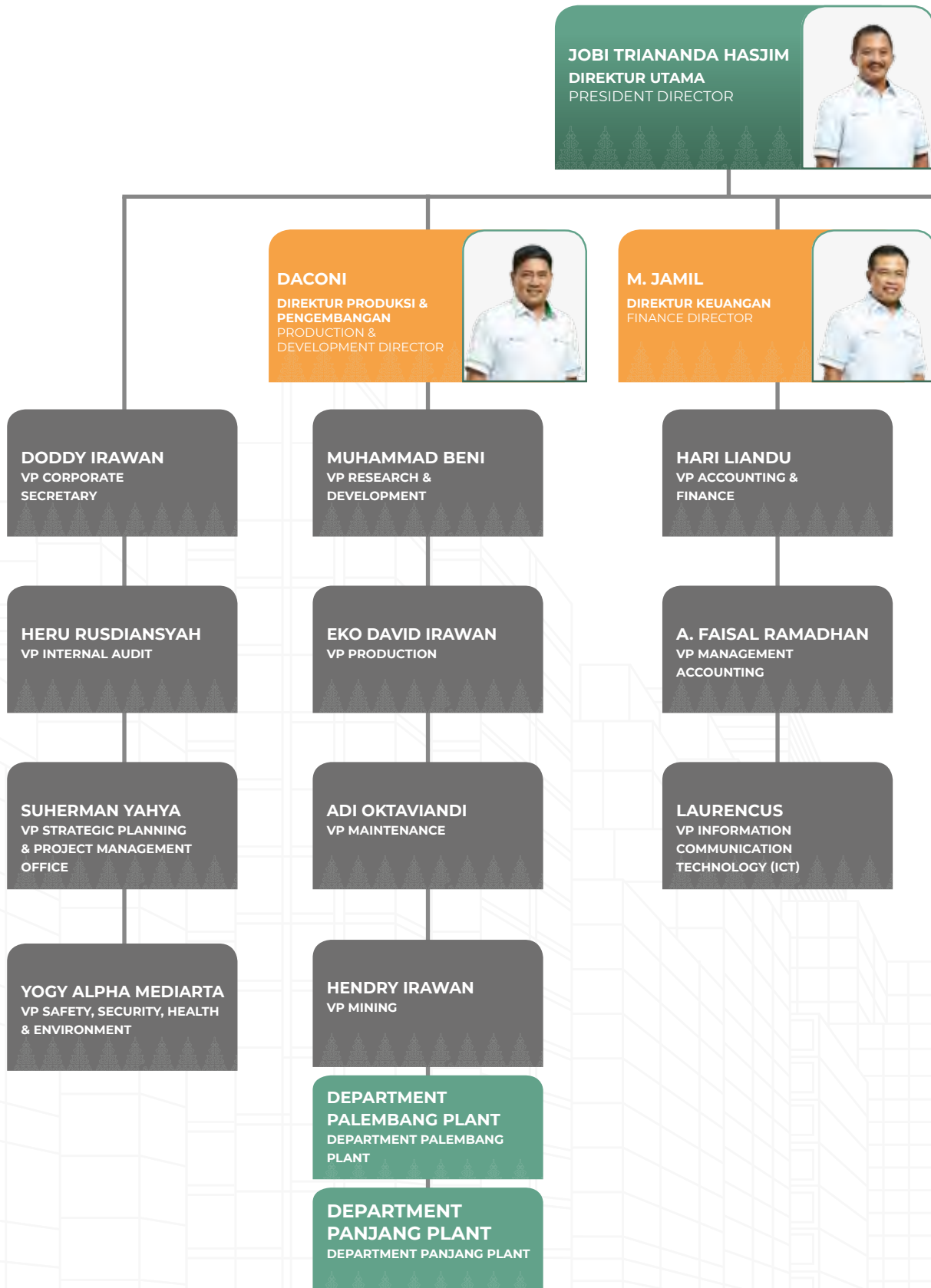
Tujuan budaya perusahaan adalah melengkapi setiap anggota atau sumber daya manusia Perseroan dengan rasa (identitas) organisasi serta menimbulkan komitmen terhadap nilai-nilai yang dianut oleh organisasi. Sesuai dengan bagan di atas, nilai-nilai yang dianut Perseroan diperkuat dengan visi, misi dan strategi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

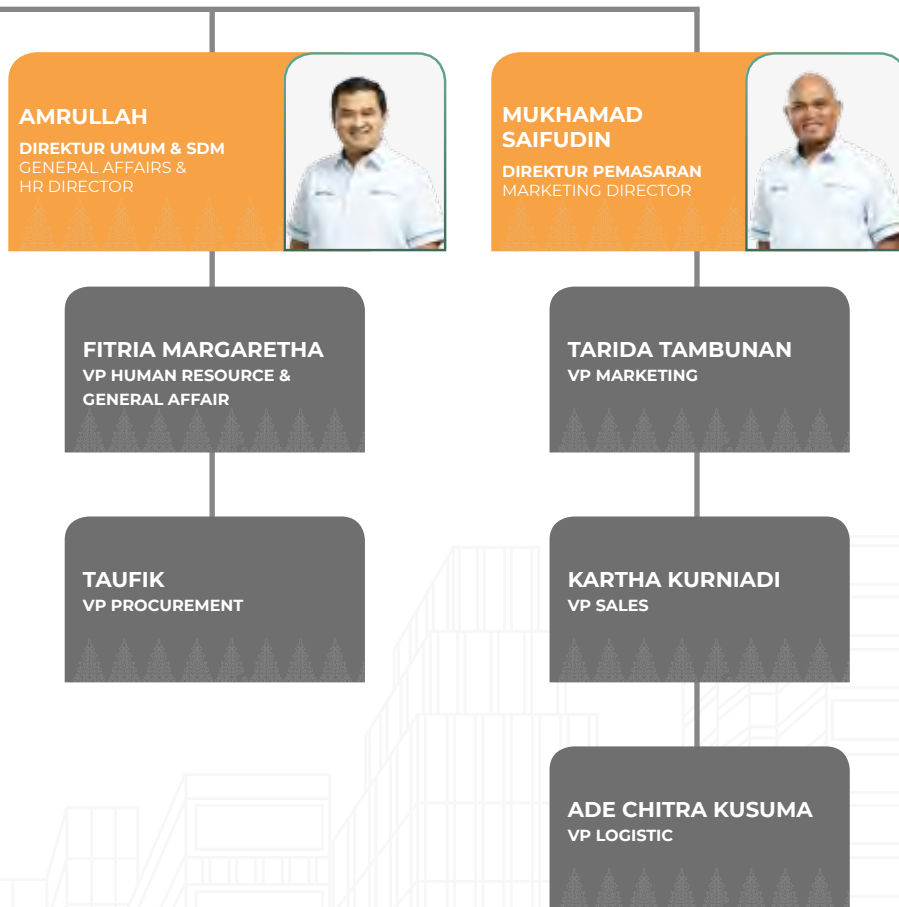
The purpose of corporate culture is to equip each member or human resource of the Company with organizational sense of identity and raise a commitment towards the values inherent by the organization. In accordance with the above flow chart, the values embraced by the Company, strengthened by the corporate vision, mission and strategies that generate corporate culture or thinking process which then forms the image of the Company and eventually result in the reputation for the Company.



STRUKTUR ORGANISASI

ORGANIZATIONAL STRUCTURE







PEJABAT SATU TINGKAT DI BAWAH DIREKSI EXECUTIVE ONE LEVEL UNDER THE BOARD OF DIRECTORS



DODDY IRAWAN
Vice President Corporate Secretary



HERU RUSDIANSYAH
Vice President Internal Audit



SUHERMAN YAHYA
Vice President Strategic Planning &
Project Management Office



YOGY ALPHA MEDIARTA
Vice President Safety, Security,
Health & Environment



MUHAMMAD BENI
Vice President Research &
Development



HENDRY IRAWAN M
Vice President Mining



EKO DAVID IRAWAN
Vice President Production



ADI OKTAVIANDI
Vice President Maintenance



FITRIA MARGARETHA
Vice President Human Resource &
General Affair



TAUFIK
Vice President Procurement



HARI LIANDU
Vice President Accounting &
Finance



A. FAISAL RAMADHAN
Vice President Management
Accounting



LAURENCUS
Vice President ICT



TARIDA TAMBUNAN
Vice President Marketing



KARTHA KURNIADI
Vice President Sales



ADE CHITRA KUSUMA
Vice President Logistic



MUHAMMAD YUNUS
Staf Direktur Pemasaran Tingkat
Pj. Vice President
Staff of Marketing Director at Vice
President Officer Level



ARDIANSYAH FAJERI
Staf Direktur Utama Tingkat Vice
President
President Director Staff at Vice
President Level



BASTHONY SANTRI
Direktur PT Baturaja Multi Usaha
Tingkat Vice President
Director of PT Baturaja Multi Usaha
Vice President Level



ERNI KURNIATI
Direktur Utama Dana Pensiun
Karyawan Semen Baturaja Tingkat
Pj. Vice President
President Director of Semen
Baturaja Employee Pension Fund
at the Level of a Vice President
Officer



PROFIL DEWAN KOMISARIS PROFILE OF BOARD OF COMMISSIONERS



Franciscus M.A. Sibarani

KOMISARIS UTAMA
PRESIDENT COMMISSIONER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Tangerang Selatan, Banten	South Tangerang, Banten
Usia Age	55 tahun pada akhir Tahun Buku 2020	55 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Bandung, 28 Agustus 1965	Bandung, 28 August 1965
Riwayat Pendidikan Educational Background	Sarjana Teknologi Pertanian Institut Pertanian Bogor (1988)	Bachelor's degree in Agriculture Technology of the Institut Pertanian Bogor (1988)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris Utama PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.	First appointed as President Commissioner of PT Semen Baturaja (Persero) Tbk based on the Resolutions of the Annual GMS of 5 August 2020 as stated in the Notarial Deed of Fathiah Helmi, No. 29 dated 13 August 2020.
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> Tim Ahli Menteri Koordinator Bidang Perekonomian Republik Indonesia (2019-sekarang) Ketua Komite Manajemen Risiko PT Semen Baturaja (Persero) Tbk (2020 - sekarang) Anggota Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020 - sekarang) 	<ul style="list-style-type: none"> Member of the Team of Experts of the Coordinating Minister of Economic Affairs of the Republic of Indonesia (2019-present) Chairman of the Risk Management Committee of PT Semen Baturaja (Persero) Tbk (2020 - present) Member of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020 - present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Komisaris Utama PT Taspen (Persero) (2017-2020) Kepala Badan Koordinasi Penanaman Modal (2014-2016) Chief Corporate Affairs di PT Garudafood Putra Putri Jaya Tbk (2004-2014) General Manager di PT Bumi Mekar Tani (Garudafood Group) (2002-2004) Direktur PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) Senior Manager di PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999) 	<ul style="list-style-type: none"> President Commissioner of PT Taspen (Persero) (2017-2020) Head of the Investment Coordinating Board/ BKPM (2014-2016) Chief of Corporate Affairs of PT Garudafood Putra Putri Jaya Tbk (2004-2014) General Manager at PT Bumi Mekar Tani (Garudafood Group) (2002-2004) Director at PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) Senior Manager at PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999)
Pendidikan dan Pelatihan Education and Training	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI	Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/ BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Direksi dan Dewan Komisaris lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Directors, and Board of Commissioners



Oke Nurwan

KOMISARIS
COMMISSIONER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	58 tahun pada akhir Tahun Buku 2020	58 year as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Bandung, 21 Juni 1962	Bandung, 21 June 1962
Riwayat Pendidikan Educational Background	Sarjana Metrologi Quality Universitas Estimo Doual, Prancis (1993)	Bachelor's degree in Metrology Quality of Estimo Doual University, France (1993)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017.	First appointed as Commissioner at PT Semen Baturaja (Persero) Tbk based on Annual GMS Resolution dated 27 April 2017 as stated in Notarial Deed Fathiah Helmi, No. 8 dated 5 June 2017.
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> Kepala Badan Pengkajian dan Pengembangan Perdagangan (2020 - sekarang) Sekretaris Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020 - sekarang) 	<ul style="list-style-type: none"> Head of the Trade Analysis and Development Agency (2020-present) Secretary to the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020 - present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Sekretaris Jenderal Kementerian Perdagangan (2019-2020) Direktur Jenderal Perdagangan Luar Negeri (2017-2019) Direktur Jenderal Perdagangan Dalam Negeri (2016-2017) Sekretaris Direktorat Jenderal Perdagangan Luar Negeri (2016) Direktur Pengamanan Perdagangan (2014-2016) Direktur Ekspor Produk Pertanian dan Kehutanan (2014) Direktur Pengamanan Perdagangan (2013-2014) Atase Perdagangan Paris (2011-2013) Atase Perdagangan Brussels (2008-2011) 	<ul style="list-style-type: none"> Secretary General of the Ministry of Trade (2019-2020) Director General of Foreign Trade (2017-2019) Director General of Domestic Trade (2016-2017) Secretary to the Directorate General of Foreign Trade (2016) Director of Trade Security (2014-2016) Director of Export of Agricultural and Forestry Products (2014) Director of Trade Security (2013-2014) Trade Attache in Paris (2011-2013) Trade Attache in Brussels (2008-2011)
Pendidikan dan Pelatihan Education and Training	<ul style="list-style-type: none"> Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Sosialisasi Undang-Undang Cipta Kerja 	<ul style="list-style-type: none"> Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit Socialization of the Laws on Copyright Work
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Direksi dan Dewan Komisaris lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Directors, and Board of Commissioners



PROFIL DEWAN KOMISARIS PROFILE OF BOARD OF COMMISSIONERS



Darusman Mawardi

KOMISARIS INDEPENDEN
INDEPENDENT COMMISSIONER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	72 tahun pada akhir Tahun Buku 2020	72 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Bukit Tinggi, 10 Oktober 1948	Bukit Tinggi, 10 October 1948
Riwayat Pendidikan Educational Background	Sarjana Teknik Mesin Institut Teknologi Bandung (1974)	Bachelor's degree in Engineering at Institut Teknologi Bandung (1974)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Diangkat kembali sebagai Komisaris Independen PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 28 Februari 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 53 tanggal 28 Februari 2018. Pertama kali menjabat Komisaris Independen PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Menteri BUMN Nomor: SK-33/MBU/2013, tanggal 28 Januari 2013.	Reappointed as Independent Commissioner at PT Semen Baturaja (Persero) Tbk based on Annual GMS Resolution dated 28 February 2018 as stated in Notarial Deed Fathiah Helmi, No. 53 dated 28 February 2018. First appointed as Independent Commissioner at PT Semen Baturaja (Persero) Tbk based on Decision Letter of the Minister of the State-Owned Enterprise (BUMN) No. SK-33/MBU/2013, dated 28 January 2013.
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> Wakil Ketua Yayasan Pengembangan Persemanan Indonesia (2016-sekarang) Ketua Komite Audit PT Semen Baturaja (Persero) Tbk (2017 – sekarang) Anggota Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020 – sekarang) 	<ul style="list-style-type: none"> Vice Chairman of the Indonesian Cement Development Foundation (2016-present) Chairman of the Audit Committee of PT Semen Baturaja (Persero) Tbk (2017 – present) Member of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020 – present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Penelitian dan Pengembangan PT Semen Tonasa (2002-2005) Direktur Komersial PT Semen Tonasa (2002) Komisaris PT Semen Baturaja (Persero) Tbk (2002) Direktur Teknik PT Semen Baturaja (Persero) Tbk (1986-2002) Kepala Departemen Litbang PT Semen Padang (1984-1986) Kepala Proyek Indarung IIIB PT Semen Padang (1983-1986) 	<ul style="list-style-type: none"> Director of Research and Development at PT Semen Tonasa (2002-2005) Director of Commerce at PT Semen Tonasa (2002) Commissioner at PT Semen Baturaja (Persero) Tbk (2002) Director of Engineering at PT Semen Baturaja (Persero) Tbk (1986-2002) Head of the Research and Development Department at PT Semen Padang (1984-1986) Head of the Indarung IIIB Project at PT Semen Padang (1983-1986)
Pendidikan dan Pelatihan Education and Training	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI	Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/ BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Direksi dan Dewan Komisaris lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Directors, and Board of Commissioners



Endang Tirtana
KOMISARIS INDEPENDEN
INDEPENDENT COMMISSIONER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	39 tahun pada akhir Tahun Buku 2020	39 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Padang Balai, 9 April 1981	Padang Balai, 9 April 1981
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana Aqidah Filsafat Institut Agama Islam Negeri (IAIN) Padang (2005) 	<ul style="list-style-type: none"> Bachelor's degree in Aqidah Philosophy at the Institut Agama Islam Negeri/IAIN (State Islamic Institute) Padang (2005)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris Independen PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.	First appointed as Independent Commissioner at PT Semen Baturaja (Persero) Tbk based on Annual GMS Resolution dated 5 August 2020 as stated in Notarial Deed Fathiah Helmi, No. 29 dated 13 August 2020.
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> Deputi Kampanye Publik Said Aqil Sirodj Institute (2018-sekarang) Direktur Indonesian Watch for Democracy (2016-sekarang) Peneliti Senior Maarif Institute For Culture and Humanity (2014-sekarang) Wakil Direktur INTRANS (Institute For Transformation Studies) (2014 -sekarang) Ketua Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020-sekarang) 	<ul style="list-style-type: none"> Deputy for Public Campaigns at Said Aqil Siradj Institute (2018-present) Director of the Indonesian Watch for Democracy (2016-present) Senior Researcher at Maarif Institute For Culture and Humanity (2014-present) Vice Director of INTRANS (Institute For Transformation Studies) (2014 -present) Chairman of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020-present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Pimpinan Pusat Muhammadiyah, Lembaga Hikmah dan Kebijakan Publik (2010-2015) 	<ul style="list-style-type: none"> Chairman of the Muhammadiyah Center, Wisdom Institute and Public Policy (2010-2015)
Pendidikan dan Pelatihan Education and Training	<ul style="list-style-type: none"> Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Sosialisasi Undang-Undang Cipta Kerja 	<ul style="list-style-type: none"> Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit Socialization of the Laws on Copyright Work
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Direksi dan Dewan Komisaris lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Directors, and Board of Commissioners



PROFIL DEWAN KOMISARIS PROFILE OF BOARD OF COMMISSIONERS



Harjanto*

KOMISARIS UTAMA
PRESIDENT COMMISSIONER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	58 Tahun (Wafat pada 23 Maret 2020)	58 years (passed away on 23 March 2020)
Tempat, Tanggal Lahir Place, Date of Birth	Bandung, 21 Juni 1961	Bandung, 21 June 1961
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana Teknik Metalurgi dari Universitas Indonesia (1986) Magister Teknik Mesin dari KEIO University (1992) 	<ul style="list-style-type: none"> Bachelor's degree in Metallurgical Engineering from Universitas Indonesia (1986) Master's degree in Mechanical Engineering from KEIO University (1992)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Komisaris utama Perseroan berdasarkan Keputusan RUPS tahunan tahun buku 2016, tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017.	Appointed as President Commissioner of the Company based on Annual GMS Resolutions for Fiscal Year 2016 dated 27 April 2017 as stated in Notarial Deed Fathiah Helmi No. 8 dated 5 June 2017.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position.
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Jenderal Industri Logam, Mesin, Alat Transportasi dan Elektronika Kementerian Perindustrian RI (2017-2020) Direktur Jenderal Ketahanan dan Pengembangan Akses Industri Internasional Kementerian Perindustrian RI (2016-2017) Komisaris PT Krakatau Steel (Persero) Tbk (2015-2017) Direktur Jenderal Industri Kimia, Tekstil dan Aneka (2015-2016) Presiden Komisaris PT KHI Pipe Industries (2014-2015) Direktur Jenderal Industri Dasar dan Manufaktur (2013-2015) Direktur Kerjasama Industri Internasional Wilayah I dan Multilateral (2010-2013) Atase Industri di Kedutaan Indonesia di Brussels (2007-2010) Staf Rumah Tangga di Kedutaan Indonesia di Washington DC (2000-2005) 	<ul style="list-style-type: none"> Director General of Metal Industry, Machinery, Transportation Equipment and Electronics of the Ministry of Industry of the Republic of Indonesia (2017-2020) Director General of Resilience and Development of International Industrial Access of the Ministry of Industry of the Republic of Indonesia (2016-2017) Commissioner of PT Krakatau Steel (Persero) Tbk (2015-2017) Director General of Chemical, Textile and Miscellaneous Industries (2015-2016) President Commissioner of PT KHI Pipe Industries (2014-2015) Director General of Basic Industry and Manufacturing (2013-2015) Director of International Industrial Cooperation in Region I and Multilateral (2010-2013) Industrial Attaché at the Indonesian Embassy in Brussels (2007-2010) Home Affairs Staff at the Indonesian Embassy in Washington DC (2000-2005).
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Direksi dan Dewan Komisaris lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Directors, and Board of Commissioners

* Berakhir masa jabatan karena meninggal dunia | Completion of term of office due to his passing.



Kiki Rizki Yoctavian*

KOMISARIS
COMMISSIONER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	43 tahun Per 31 Desember 2020	43 years as of 31 December 2020
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 24 Oktober 1977	Palembang, 24 October 1977
Riwayat Pendidikan Educational Background	Sarjana Ekonomi dari STIE APRIN Palembang (2016)	Bachelor's degree in Economics from STIE APRIN, Palembang (2016)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Komisaris Perseroan berdasarkan Keputusan RUPS tahunan tahun buku 2014, tanggal 31 Maret 2015 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 70 tanggal 31 Maret 2015	Appointed as Commissioner of the Company based on the Annual GMS Resolutions of fiscal year 2014, dated 31 March 2015 as stated in Notarial Deed Fathiah Helmi, No. 70 dated 31 March 2015.
Rangkap Jabatan Concurrent Position	Presidium Nasional Persatuan Nasional Aktivistis 98	National Presidium of Activist 98 National Unity
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Lembaga Konsultasi Pengembangan Daerah Sumatra Selatan (2009-2015) Sekretaris Perusahaan PT Adicha Putri One (2010) Manajer Operasional PT Lamda Prabda Limas (2008) Manajer Pengembangan Bisnis Area Sumsel (2003) Field Officer dan Project Manager pada beberapa perusahaan swasta (2000) 	<ul style="list-style-type: none"> Director of the Consultation Institute for the Regional Development of South Sumatera (2009-2015) Corporate Secretary at PT Adicha Putri One (2010) Manager of Operations at PT Lamda Prabda Limas (2008) Manager of Business Development for South Sumatera Region (2003) Field Officer and Project Manager at several private companies (2000)
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Direksi dan Dewan Komisaris lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Directors, and Board of Commissioners

* menjabat hingga 5 Agustus 2020 | in office until 5 August 2020



PROFIL DEWAN KOMISARIS PROFILE OF BOARD OF COMMISSIONERS



Dewi Yustisiana*

KOMISARIS INDEPENDEN
INDEPENDENT COMMISSIONER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	42 Tahun Per 31 Desember 2020	42 years as of 31 December 2020
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 25 Februari 1978	Palembang, 25 February 1978
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Sarjana Hukum dari Universitas Sriwijaya (1999) • Magister Kenotariatan dari Universitas Indonesia (2002) 	<ul style="list-style-type: none"> • Bachelor's degree in Law from Universitas Sriwijaya (1999) • Master's degree in Notary from Universitas Indonesia (2002)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Komisaris Independen Perseroan berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa, tanggal 25 Oktober 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 01 tanggal 1 November 2018.	Appointed as Independent Commissioner of the Company based on the Extraordinary GMS Resolutions dated 25 October 2018 as stated in Notarial Deed Fathiah Helmi No. 01 dated 1 November 2018.
Rangkap Jabatan Concurrent Position	Komisaris Utama PT Pertamina Lubricants. Anak usaha dari PT Pertamina (Persero) (2020-sekarang)	President Commissioner of PT Pertamina Lubricants, Subsidiary of PT Pertamina (Persero) (2020-present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> • Penasehat Hukum Senior untuk Bisnis Ritel dan BITUMEN di PT Shell Indonesia (2017-2018) • Legal Manager PT Putra Sumber Utama Timber (Hasko Group) (2003-2007) 	<ul style="list-style-type: none"> • Senior Legal Advisor for Retail Business and BITUMEN at PT Shell Indonesia (2017-2018) • Legal Manager at PT Putra Sumber Utama Timber (Hasko Group) (2003-2007)
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Direksi dan Dewan Komisaris lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Directors, and Board of Commissioners

* menjabat hingga 5 Agustus 2020 | in office until 5 August 2020



PROFIL DIREKSI PROFILE OF BOARD OF DIRECTORS



Jobi Triananda Hasjim

DIREKTUR UTAMA
PRESIDENT DIRECTOR

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	56 tahun pada akhir Tahun Buku 2020	56 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Bandung, 6 April 1964	Bandung, 6 April 1964
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Master Mechanics of Material University of Strathclyde Skotlandia (1995) Sarjana Teknik Mesin Universitas Trisakti (1988) 	<ul style="list-style-type: none"> Master's degree in Mechanics of Material from the University of Strathclyde Scotland (1995) Bachelor's degree in Mechanical Engineering from Universitas Trisakti (1988)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Utama PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 01 tanggal 1 November 2018.	First appointed as President Director of PT Semen Baturaja (Persero) Tbk based on the Extraordinary General Meeting of Shareholders dated 25 October 2018 as stated in Notarial Deed of Fathiah Helmi No. 01 dated 1 November 2018.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Utama PT Perusahaan Gas Negara (2017-2018) Direktur Utama PT Rekayasa Industri (2016-2017) Direktur Pengusahaan PT Perusahaan Gas Negara (2012-2016) Direktur Teknologi & Pengembangan PT Perusahaan Gas Negara (PGN) (2011-2012) 	<ul style="list-style-type: none"> President Director of PT Perusahaan Gas Negara (2017-2018) President Director of PT Rekayasa Industri (2016-2017) Director of Commercialization of PT Perusahaan Gas Negara (2012-2016) Director of Technology & Development of PT Perusahaan Gas Negara (2011-2012)
Pendidikan dan Pelatihan Education and Training	<ul style="list-style-type: none"> Seminar Penguatan Program Magang Mahasiswa Bersertifikat BUMN CEO Talk Bersama Erick Tohir, Dahlan Iskan, Ary Ginanjar (Tema: Menjadi CEO Ber-Akhlak) CEO Networking "43 Tahun Pasar Modal Indonesia" Webinar "Market Outlook 2021 – Economic Trends During Pandemic" Webinar "Outlook Ekonomi 2021" Webinar "Outlook Pembangunan bersama Bappenas RI" 	<ul style="list-style-type: none"> Seminar on the Strengthening of the College Student Internship Program with BUMN Certification CEO Talk with Erick Tohir, Dahlan Iskan, Ary Ginanjar (Theme: To Become a CEO with High Moral Standards) CEO Networking "43 Years of Indonesia's Capital Market" Webinar on "Market Outlook 2021 – Economic Trends During Pandemic" Webinar on "Economic Outlook 2021" Webinar "Development Outlook with the National Development Agency of the Republic of Indonesia (Bappenas RI)"
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Dewan Komisaris dan Direksi lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Commissioners and Board of Directors



PROFIL DIREKSI PROFILE OF BOARD OF DIRECTORS



Daconi

DIREKTUR PRODUKSI DAN PENGEMBANGAN
PRODUCTION AND DEVELOPMENT DIRECTOR

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Bandar Lampung	Bandar Lampung
Usia Age	49 tahun pada akhir Tahun Buku 2020	49 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Tanjung Karang, 14 Juni 1971	Tanjung Karang, 14 June 1971
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Magister Manajemen Universitas Andalas (2009) Sarjana Teknik Kimia Universitas Gadjah Mada (1995) 	<ul style="list-style-type: none"> Master's degree in Management from Universitas Andalas (2009) Bachelor's degree in Chemical Engineering from Universitas Gadjah Mada (1995)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Produksi dan Pengembangan PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017.	First appointed as Director of Production and Development of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 27 April 2017 as stated in Notarial Deed of Fathiah Helmi No. 8 dated 5 June 2017.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> General Manager Produksi V PT Semen Padang (Persero) (2016-2017) General Manager Produksi IV PT Semen Padang (Persero) (2015-2016) General Manager Produksi II/III PT Semen Padang (Persero) (2013-2015) Kepala Biro Humas PT Semen Padang (Persero) (2009-2012) Kepala Biro Produksi II/III PT Semen Padang (Persero) (2006-2009) Kepala Bidang Produksi Semen I/II/III PT Semen Padang (Persero) (1999-2004) Kepala Bidang Cement Mill II/III PT Semen Padang (Persero) (1998-1999) 	<ul style="list-style-type: none"> General Manager Production V PT Semen Padang (Persero) (2016-2017) General Manager Production IV PT Semen Padang (Persero) (2015-2016) General Manager Production II/III PT Semen Padang (Persero) (2013-2015) Head of Public Relations Bureau of PT Semen Padang (Persero) (2009-2012) Head of Production II/III Bureau of PT Semen Padang (Persero) (2006-2009) Head of Cement Production I/II/III of PT Semen Padang (Persero) (1999-2004) Head of Cement Mill II/III of PT Semen Padang (Persero) (1998-1999)
Pendidikan dan Pelatihan Education and Training	<ul style="list-style-type: none"> Seminar Outlook Economy 2020 Seminar Aksi Iklim dan Mekanisme Kredit Bersama (Joint Credit Mechanism/JMC) di Indonesia Pembicara pada Kuliah Umum Institut Teknologi Sumatera perihal "Pengenalan Industri Semen" Pembicara pada Industrial Talk Universitas Sriwijaya perihal "Pengenalan Industri Semen" 	<ul style="list-style-type: none"> Seminar on Economic Outlook 2020 Seminar on "Climate Action and Joint Credit Mechanism (MC) in Indonesia" Speaker in a Public Lecture at the Institut Teknologi Sumatera on "Introduction to the Cement Industry" Speaker in Industrial Talk at Universitas Sriwijaya on "Introduction to the Cement Industry"
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Dewan Komisaris dan Direksi lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Commissioners and Board of Directors



Mukhamad Saifudin

DIREKTUR PEMASARAN
MARKETING DIRECTOR

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	50 tahun pada akhir Tahun Buku 2020	50 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Gresik, 26 April 1970	Gresik, 26 April 1970
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Magister Manajemen Universitas Gadjah Mada (2001) Sarjana Teknik Mesin Institut Teknologi Bandung (1988) 	<ul style="list-style-type: none"> Master's degree in Management from Universitas Gadjah Mada (2001) Bachelor's degree in Engineering from Institut Teknologi Bandung (1988)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Pemasaran PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.	First appointed as Director of Marketing of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 5 August 2020 as stated in Notarial Deed of Fathiah Helmi No. 29 dated 13 August 2020.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Utama PT Semen Gresik (2018-2020) Direktur Komersial PT Semen Gresik (2015-2018) CEO Thang Long Cement Company (TLCC) Vietnam (2014-2015) Production Director TLCC (2013) General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) Project Manager Pengembangan Semen Gresik Group ICT Master Plan (2008) Project Manager Semen Gresik Total Productive Maintenance (TPM) Master Plan (2004) 	<ul style="list-style-type: none"> President Director of PT Semen Gresik (2018-2020) Director of Commerce of PT Semen Gresik (2015-2018) CEO of Thang Long Cement Company (TLCC) Vietnam (2014-2015) Production Director of TLCC (2013) General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) Project Manager of Development of Semen Gresik Group ICT Master Plan (2008) Project Manager of Semen Gresik Total Productive Maintenance (TPM) Master Plan (2004)
Pendidikan dan Pelatihan Education and Training	<ul style="list-style-type: none"> Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Webinar "Outlook Ekonomi 2021" Webinar "Outlook Pembangunan bersama Bappenas RI" 	<ul style="list-style-type: none"> Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit Webinar on "Economic Outlook 2021" Webinar "Development Outlook with the National Development Agency of the Republic of Indonesia (Bappenas RI)"
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Dewan Komisaris dan Direksi lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Commissioners and Board of Directors



PROFIL DIREKSI PROFILE OF BOARD OF DIRECTORS



Amrullah

DIREKTUR UMUM & SDM
GENERAL AFFAIRS & HR DIRECTOR

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	48 tahun pada akhir Tahun Buku 2020	48 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Karang Agung, 31 Desember 1972	Karang Agung, 31 December 1972
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Magister Manajemen Universitas Sriwijaya (2008) Sarjana Hukum Universitas Sriwijaya (1995) 	<ul style="list-style-type: none"> Master's degree in Management from Universitas Sriwijaya (2008) Bachelor's degree Law from Universitas Sriwijaya (1995)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Umum & SDM PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017.	First appointed as Director of General Affairs & HR of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 27 April 2017 as stated in Notarial Deed of Fathiah Helmi No. 8 dated 5 June 2017.
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> Ketua Dewan Pengawas Dana Pensiun Karyawan Semen Baturaja (2017-sekarang) Komisaris PT Baturaja Daya Insani (2019 – sekarang) 	<ul style="list-style-type: none"> Chairman of the Board of Trustees of Employees Pension Funds of Semen Baturaja (2017-present) Commissioner at PT Baturaja Daya Insani (2019 – present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Kepala Departemen SDM & Umum PT Semen Baturaja (Persero) Tbk merangkap Tim Persiapan Proyek Pembangunan BTA II (2013-2017) Kepala Biro Hukum dan GCG PT Semen Baturaja (Persero) Tbk merangkap Tim Proyek Baturaja II (2013) Kepala Biro SDM PT Semen Baturaja (Persero) Tbk merangkap Biro Hukum & GCG (2012- 2013) Kepala Biro SDM & Afiliasi PT Semen Baturaja (Persero) Tbk (2007-2012) 	<ul style="list-style-type: none"> Head of the HR & General Affairs Department of PT Semen Baturaja (Persero) Tbk concurrently in BTA II Development Project Preparation Team (2013-2017) Head of Legal and GCG Bureau of PT Semen Baturaja (Persero) Tbk concurrently in Baturaja II Project Team (2013) Head of HR Bureau of PT Semen Baturaja (Persero) Tbk concurrently in Legal & GCG Bureau (2012- 2013) Head of HR & Affiliation Bureau of PT Semen Baturaja (Persero) Tbk (2007-2012)



<p>Pendidikan dan Pelatihan Education and Training</p>	<ul style="list-style-type: none"> • Seminar Penguatan Program Magang Mahasiswa Bersertifikat BUMN • Seminar Indonesia HR Director Summit • Webinar Managing Day After Tomorrow • Webinar Global Business Excellence Conversation • Narasumber dalam acara peringatan Hari Perumahan Nasional 2020 Sumatera Selatan • Narasumber pada Pelatihan Kepemimpinan Nasional Tk. II Angkatan XIX Tahun 2020 di Badan Pembangunan Sumber Daya Manusia Daerah Sumsel • Webinar ACT "CEO TALK: Memimpin Lintas Generasi" • Webinar FHCI " Akselerasi Internalisasi Budaya AKHLAK" • Narasumber pada acara Sekolah Kader Aktivist Desa Pali • Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (CGG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI • Webinar dan ADPI Award • Narasumber pada Webinar Humas Himasos Fisip Universitas Sriwijaya • Narasumber pada Webinar CDC Universitas Sriwijaya • Learning with BUMN "BUMN Digital Behaviour & Mindset" • Webinar "Outlook Ekonomi 2021" • Webinar "Outlook Pembangunan bersama Bappenas RI" 	<ul style="list-style-type: none"> • Seminar on the Strengthening of the College Student Internship Program with BUMN Certification • Seminar on "Indonesia HR Director Summit" • Webinar on "Managing Day After Tomorrow" • Webinar on "Global Business Excellence Conversation" • Spokesperson at the South Sumatera 2020 National Housing Day Commemoration • Spokesperson at the National Leadership Training II Batch XIX of 2020 of the South Sumatera Regional Human Resource Development Agency • ACT Webinar on "CEO TALK: Leading Inter-Generations" • FHCI Webinar on "Acceleration of AKHLAK Culture Internalization" • Spokesperson at Pali Village's Activist Cadre School event • Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit • Webinar and ADPI Award • Spokesperson at the Webinar on Himasos Public Relation of the Faculty of Social and Political Science of Universitas Sriwijaya • Spokesperson at the CDC Webinar of Universitas Sriwijaya • Learning with BUMN "BUMN Digital Behaviour & Mindset" • Webinar on "Economic Outlook 2021" • Webinar "Development Outlook with the National Development Agency of the Republic of Indonesia (Bappenas RI)"
<p>Hubungan Afiliasi Affiliation</p>	<p>Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Dewan Komisaris dan Direksi lainnya</p>	<p>No affiliation with other Majority/Controlling Shareholder, Board of Commissioners and Board of Directors</p>



PROFIL DIREKSI PROFILE OF BOARD OF DIRECTORS



M. Jamil

DIREKTUR KEUANGAN
FINANCE DIRECTOR

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	54 tahun pada akhir Tahun Buku 2020	54 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Muara Lakitan, 16 Desember 1966	Muara Lakitan, 16 December 1966
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Magister Manajemen Universitas Sriwijaya (2007) Sarjana Ekonomi Akuntansi Universitas Sriwijaya (1990) 	<ul style="list-style-type: none"> Master's degree in Management from Universitas Sriwijaya (2007) Bachelors degree in Economics/Accounting from Universitas Sriwijaya (1990)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Keuangan PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 16 Mei 2019 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 54 tanggal 16 Mei 2019.	First appointed as Director of Finance of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 16 May 2019 as stated in Notarial Deed of Fathiah Helmi No. 54 dated 16 May 2019.
Rangkap Jabatan Concurrent Position	Komisaris PT Baturaja Multi Usaha. Anak usaha PT Semen Baturaja (Persero) Tbk (2020-sekarang)	Commissioner at PT Baturaja Multi Usaha, Subsidiary of PT Semen Baturaja (Persero) Tbk (2020-present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Pemasaran PT Semen Baturaja (Persero) Tbk (2017-2019) Komisaris PT Bukit Pembangkit Innovative (2016-2017) Advisor PT Asmin Bara Bronang (2016-2017) Direktur Niaga PT Bukit Asam (Persero) Tbk (2011-2016) Komisaris Utama PT Bukit Asam Prima (2008- 2016) Komisaris PT Bukit Asam Banko (2008) Komisaris Utama PT Bukit Batu Karya Bersama (2005-2007) Senior Manajer Logistik PT Bukit Asam (Persero) Tbk (2009-2011) Senior Manajer Akuntansi dan Anggaran PT Bukit Asam (Persero) Tbk (2007-2009) Manajer Perencanaan dan Kendali Keuangan PT Bukit Asam (Persero) Tbk (2002-2007) Kepala Akuntansi Manajemen PT Bukit Asam (Persero) Tbk (1999-2002) Kepala Akuntansi Biaya PT Bukit Asam (Persero) Tbk (1997- 1999) Tim Rencana Strategic PT Bukit Asam (Persero) Tbk (1994-1997) Kepala Bagian Akuntansi Keuangan (1992-1994) 	<ul style="list-style-type: none"> Director of Marketing of PT Semen Baturaja (Persero) Tbk (2017-2019) Commissioner at PT Bukit Pembangkit Innovative (2016-2017) Advisor at PT Asmin Bara Bronang (2016-2017) Business Director of PT Bukit Asam (Persero) Tbk (2011-2016) President Commissioner of PT Bukit Asam Prima (2008- 2016) Commissioner at PT Bukit Asam Banko (2008) President Commissioner of PT Bukit Batu Karya Bersama (2005-2007) Senior Manager of Logistics at PT Bukit Asam (Persero) Tbk (2009-2011) Senior Manager of Accounting and Budget at PT Bukit Asam (Persero) Tbk (2007-2009) Manager of Financial Planning and Control at PT Bukit Asam (Persero) Tbk (2002-2007) Head of Management Accounting at PT Bukit Asam (Persero) Tbk (1999-2002) Head of Cost Accounting at PT Bukit Asam (Persero) Tbk (1997- 1999) Strategic Planning Team at PT Bukit Asam (Persero) Tbk (1994-1997) Head of Financial Accounting (1992-1994)
Pendidikan dan Pelatihan Education and Training	<ul style="list-style-type: none"> Seminar Outlook Ekonomi 2020 Webinar "Market Outlook 2021 – Economic Trends During Pandemic" Webinar "Outlook Ekonomi 2021" 	<ul style="list-style-type: none"> Seminar on Economic Outlook 2020 Webinar on "Market Outlook 2021 – Economic Trends During Pandemic" Webinar on "Economic Outlook 2021"
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Dewan Komisaris dan Direksi lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Commissioners and Board of Directors



Dede Parasede*

DIREKTUR PEMASARAN
MARKETING DIRECTOR

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	47 tahun pada akhir Tahun Buku 2020	47 years as of the end of Fiscal Year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Karawang, 15 Februari 1973	Karawang, 15 February 1973
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Magister Bisnis Internasional dari Universitas Indonesia Jakarta (2003) Sarjana Ekonomi Manajemen dari Universitas Diponegoro (1996) 	<ul style="list-style-type: none"> Master's degree in International Business from Universitas Indonesia Jakarta (2003) Bachelor's degree in Economic Management from Universitas Diponegoro (1996)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Pemasaran PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan Tahun Buku 2018 tanggal 16 Mei 2019 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 54 tanggal 16 Mei 2019	First appointed as Director of Marketing of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions of Fiscal Year 2018 dated 16 May 2019 as stated in Notarial Deed of Fathiah Helmi No. 54 dated 16 May 2019
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Keuangan PT Semen Baturaja (Persero) Tbk (2017-2019) Komisaris PT Baturaja Multi Usaha. Anak usaha PT Semen Baturaja (Persero) Tbk (2017-2020) Senior Vice President-Regional Trade Finance Mizuho Bank Ltd, Singapura (2014) Country Manager Money Gram International (2012-2014) Assistant Vice President-Head of Trade Sales PT Bank DBS Indonesia Global Transaction Services (2010-2012) Manager, Senior Manager hingga Assistant Vice President di beberapa Direktorat PT Bank Mandiri (Persero) Tbk (1999-2010) Assistant Manager International Banking Group PT Bank Ekspor Impor Indonesia (Persero) (1997-1998) 	<ul style="list-style-type: none"> Director of Finance of PT Semen Baturaja (Persero) Tbk (2017-2019) Commissioner of PT Baturaja Multi Usaha, Subsidiary of PT Semen Baturaja (Persero) Tbk (2017-2020) Senior Vice President-Regional Trade Finance Mizuho Bank Ltd, Singapura (2014) Country Manager Money Gram International (2012-2014) Assistant Vice President-Head of Trade Sales PT Bank DBS Indonesia Global Transaction Services (2010-2012) Manager, Senior Manager up to Assistant Vice President in several Directorates of PT Bank Mandiri (Persero) Tbk (1999-2010) Assistant Manager of International Banking Group of PT Bank Ekspor Impor Indonesia (Persero) (1997-1998)
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, Dewan Komisaris dan Direksi lainnya	No affiliation with other Majority/Controlling Shareholder, Board of Commissioners and Board of Directors

* menjabat hingga 5 Agustus 2020 dan digantikan oleh Mukhamad Saifudin | in office until 5 August 2020 and replaced by Mukhamad Saifudin



PROFIL PEJABAT EKSEKUTIF PROFILE OF EXECUTIVE OFFICERS

Nama Name	Jabatan Position	Pendidikan Terakhir Last Education	Awal Menjabat Start of Appointment
Doddy Irawan	Vice President Corporate Secretary	S1 Ekonomi Akuntansi Universitas Sriwijaya 2002 Bachelor's degree in Economics/Accounting, Universitas Sriwijaya 2002	22 Oktober 2020 22 October 2020
Heru Rusdiansyah	Vice President Internal Audit	1. S1 - Ekonomi Akuntansi Universitas Sriwijaya 2000 2. S2 - Magister Manajemen Keuangan Universitas Sriwijaya 2017 1. Bachelor's degree – Economics/Accounting, Universitas Sriwijaya 2000 2. Master's degree – Financial Management, Universitas Sriwijaya 2017	15 Agustus 2018 15 August 2018
Suherman Yahya	Vice President Strategic Planning & Project Management Office	S-1 Teknik Elektro Universitas Indonesia 1999 Bachelor's degree in Electrical Engineering, Universitas Indonesia 1999	21 September 2020 21 September 2020
Yogy Alpha Mediarta	Vice President Safety, Security, Health & Environment	1. S-1 Teknik Tambang Universitas Sriwijaya 1997 2. S-2 Magister Manajemen UIGM 2020 1. Bachelor's degree in Mining Engineering, Universitas Sriwijaya 1997 2. Master's degree in Management, UIGM 2020	21 September 2020 21 September 2020
Muhammad Beni	Vice President Research & Development	1. S1 - Teknik Mesin Universitas Sriwijaya 2002 2. S1 - Ekonomi Manajemen STIE Dwisakti 2012 3. S2 - Magister Management Universitas Sriwijaya 2019 1. Bachelor's degree in Mechanical Engineering, Universitas Sriwijaya 2002 2. Bachelor's degree in Economic Management, STIE Dwisakti 2012 3. Master's degree in Management, Universitas Sriwijaya 2019	01 Februari 2018 01 February 2018
Hendry Irawan M	Vice President Mining	1. S1 - Teknik Pertambangan Universitas Sriwijaya 2009 2. S2 - Teknik Pertambangan Universitas Sriwijaya 2020 1. Bachelor's degree in Mining Engineering, Universitas Sriwijaya 2009 2. Master's degree in Mining Engineering, Universitas Sriwijaya 2020	10 Februari 2020 10 February 2020
Eko David Irawan	Vice President Production	D3 Teknik Elektro Universitas Baturaja 2003 Associate's degree in Electrical Engineering, Universitas Baturaja 2003	22 Oktober 2020 22 October 2020
Adi Oktaviandi	Vice President Maintenance	1. S1 - Teknik Mesin Universitas Sriwijaya 1997 2. S2 - Magister Manajemen Universitas Indo Global Mandiri 2020 1. Bachelor's degree in Mechanical Engineering, Universitas Sriwijaya 1997 2. Master's degree in Management, Universitas Indo Global Mandiri 2020	22 Oktober 2020 22 October 2020
Fitria Margaretha	Vice President Human Resource & General Affair	1. S1 - Ekonomi Manajemen Universitas Muhammadiyah 2001 2. S2 - Magister Management Universitas Sriwijaya 2020 1. Bachelor's degree in Economic Management, Universitas Muhammadiyah 2001 2. Master's degree in Management, Universitas Sriwijaya 2020	22 Oktober 2020 22 October 2020
Taufik	Vice President Procurement	1. S1 - Ekonomi Manajemen Sekolah Tinggi Ilmu Ekonomi Dwisakti 2009 2. S2 - Magister Manajemen Universitas Sriwijaya 2020 1. Bachelor's degree in Economic Management, Dwisakti School of Economics 2009 2. Master's degree in Management, Universitas Sriwijaya 2020	01 Oktober 2018 01 October 2018
Hari Liandu	Vice President Accounting & Finance	S-1 Akuntansi Universitas Jambi 1996 Bachelor's degree in Accounting, Universitas Jambi 1996	01 Oktober 2018 01 October 2018
A. Faisal Ramadhan	Vice President Management Accounting	S1 - Ekonomi Akuntansi Universitas Sriwijaya 2004 Bachelor's degree in Economic/Accounting, Universitas Sriwijaya 2004	01 April 2019 01 April 2019
Laurencus	Vice President ICT	1. S1 - Teknik Industri ITB 1997 2. S2 - Manajemen Pemasaran Universitas Sriwijaya 2013 1. Bachelor's degree in Industrial Engineering, ITB 1997 2. Master's degree in Marketing Management, Universitas Sriwijaya 2013	10 Februari 2020 10 February 2020
Tarida Tambunan	Vice President Marketing	S1 - Ekonomi Akuntansi Universitas Sriwijaya 2001 Bachelor's degree in Economics/Accounting, Universitas Sriwijaya 2001	10 Februari 2020 10 February 2020
Kartha Kurniadi	Vice President Sales	S1 Teknik Mesin Universitas Sriwijaya 1997 Bachelor's degree in Mechanical Engineering, Universitas Sriwijaya 1997	10 Februari 2020 10 February 2020
Ade Chitra Kusuma	Vice President Logistic	S-1 Ekonomi Akuntansi Universitas Sriwijaya 2001 Bachelor's degree in Economics/Accounting, Universitas Sriwijaya 2001	22 Oktober 2020 22 October 2020
Muhammad Yunus	Staf Direktur Pemasaran Tk Pj. Vice President Staff of Marketing Director Tk Pj. Vice President	1. S1 - Ekonomi Manajemen Universitas Sriwijaya 2001 2. S2 - Magister Manajemen Universitas Indo Global Mandiri 2020 1. Bachelor's degree in Economic Management, Universitas Sriwijaya 2001 2. Master's degree in Management, Universitas Indo Global Mandiri 2020	21 September 2020 21 September 2020
Ardiansyah Fajeri	Staf Direktur Utama Tk Vice President Staff of President Director Tk Vice President	1. S1 – Teknik Sipil Universitas Sriwijaya 2001 2. S2 - Magister Manajemen Universitas Indonesia 2012 1. Bachelor's degree in Civil Engineering, Universitas Sriwijaya 2001 2. Master's degree in Management, Universitas Indonesia 2012	22 Oktober 2020, Mengundurkan Diri per tanggal 31 Desember 2020 22 October 2020, Resigned as of 31 December 2020
Erni Kurniati	Direktur Utama Dana Pensiun Karyawan Semen Baturaja Tk Pj. Vice President President Director of Employee Pension Fund of Semen Baturaja Tk Pj. Vice President	S1 - Ekonomi Akuntansi Universitas Mercubuana 1994 Bachelor's degree in Economic/Accounting, Universitas Mercubuana 1994	04 Maret 2019 04 March 2019
Basthony Santri	Direktur PT Baturaja Multi Usaha Tk Vice President Director of PT Baturaja Multi Usaha Tk Vice President	S-1 Teknik Mesin Universitas Sriwijaya 2005 Bachelor's degree in Mechanical Engineering, Universitas Sriwijaya 2005	22 Oktober 2020 22 October 2020



STATISTIK KARYAWAN EMPLOYEE STATISTICS

Hingga 31 Desember 2020, jumlah karyawan tetap di Perseroan tercatat sebanyak 921, bertambah 27 orang atau 3,02% dari jumlah periode pada tahun lalu yang sebanyak 894 karyawan. Kenaikan tersebut akibat dari pengangkatan menjadi karyawan tetap sebanyak 36 orang penerimaan dari Program Vokasi tahun 2018, karyawan tetap yang memasuki masa purna bakti sebanyak 4 (empat) orang, meninggal dunia sebanyak 2 (dua) orang, dan mengundurkan diri sebanyak 3 (tiga) orang.

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

Until 31 December 2020, the number of permanent employees in the Company totalled 921, an increase of 27 employees or 3.02% higher than the total number of 894 employees recorded in the previous year. The increase was due to the appointment of some 36 personnel as permanent employees, recruitment from the Vocation Program of 2018, 4 (four) employees in retirement, 2 (two) personnel passed away, and 3 (three) employees resigned.

Following are details of the number of employees based on employee status, organization level, education level, age, tenure, gender and business unit.

Jumlah Karyawan Berdasarkan Status Kepegawaian Total Employees Based on Employment Status

Status Kepegawaian Employment Status	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Karyawan Tetap Permanent Employees	921	94,46	894	89,49	761	73,81
Karyawan Kontrak Contract Employees	54	5,54	67	6,71	75	7,27
Calon Karyawan Employee Candidates	0	0,00	38	3,80	195	18,91
Total	975	100,00	999	100,00	1.031	100,00

Jumlah Karyawan Berdasarkan Level Organisasi Total Employees Based on Organization Level

Level Organisasi Organization Level	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Vice President	20	2,17	20	2,24	17	2,23
Senior Manager	65	7,06	62	6,94	59	7,75
Manager	150	16,29	154	17,23	141	18,53
Junior Manager	333	36,16	326	36,47	259	34,03
Non Staf	353	38,33	332	37,14	285	37,45
Total	921	100,00	894	100,00	761	100,00



STATISTIK KARYAWAN EMPLOYEE STATISTICS

Jumlah Karyawan Berdasarkan Tingkat Pendidikan* Total Employees Based on Education Level*

Tingkat Pendidikan Education Level	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
S2 Postgraduate	26	2,82	14	1,57	11	1,45
S1 Undergraduate	299	32,46	301	33,67	238	31,27
Diploma	254	27,58	231	25,84	173	22,73
SMA Senior High School	341	37,02	347	38,81	337	44,28
SMP Junior High School	0	0	0	0,00	0	0,00
SD Elementary School	1	0,11	1	0,11	2	0,26
Total	921	100,00	894	100,00	761	100,00

Jumlah Karyawan Berdasarkan Usia* Total Employees Based on Age*

Usia Age	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
>54 tahun >54 years	1	0,11	4	0,45	8	1,05
51-54 tahun 51-54 years	4	0,43	4	0,45	17	2,23
41-50 tahun 41-50 years	101	10,97	97	10,85	90	11,83
31-40 tahun 31-40 years	269	29,21	221	24,72	170	22,34
21-30 tahun 21-30 years	546	59,28	568	63,53	476	62,55
Total	921	100,00	894	100,00	761	100,00

Jumlah Karyawan Berdasarkan Gender* Total Employees Based on Gender*

Gender	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	% Total	Jumlah Total	%
Laki-laki Male	763	83	733	81,99	646	84,89
Perempuan Female	158	17	161	18,01	115	15,11
Total	921	100	894	100,00	761	100,00

Jumlah Karyawan Berdasarkan Unit Bisnis* Total Employees Based on Business Unit*

Unit Bisnis Business Unit	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Secretary	4	0,43	-	-	-	-
Corporate Secretary	34	3,69	28	3,13	22	2,89
Internal Audit	11	1,19	13	1,45	12	1,58
HR & GA	60	6,51	80	8,95	72	9,46
Procurement	57	6,19	64	7,16	53	6,96
Mining	36	3,91	36	4,03	-	-
Research & Development	79	8,58	70	7,83	38	4,99
Project	0	0,00	7	0,78	7	0,92



Jumlah Karyawan Berdasarkan Unit Bisnis*
Total Employees Based on Business Unit*

Unit Bisnis Business Unit	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Finance	58	6,3	72	8,05	53	6,96
IT	19	2,06	18	2,01	12	1,58
Marketing (Marketing, Sales & Logistic)	123	13,36	95	10,63	80	10,51
Production	134	14,55	332	37,14	412	54,14
Maintenance	162	17,59				
Strategic Planning & PMO	20	2,17	13	1,45	-	-
			47	5,26	-	-
Safety, Security, Health & Environment	21	2,28	19	2,13	-	-
Palembang Plant	34	3,69	-	-	-	-
Panjang Plant	18	1,95	-	-	-	-
Tim Pengadaan Lahan Land Acquisition Team	9	0,98	-	-	-	-
Anak Perusahaan & Afiliasi Subsidiaries & Affiliates	40	4,34	-	-	-	-
Staf Direktur Utama President Director Staff	1	0,11	-	-	-	-
Staf Direktur Pemasaran Marketing Director Staff	1	0,11	-	-	-	-
Total	921	100,00	894	100,00	761	100,00

* Data yang disajikan adalah karyawan tetap | Data presented is based on permanent employees



PENGEMBANGAN KOMPETENSI KARYAWAN EMPLOYEE COMPETENCY DEVELOPMENT

BIAYA PENGEMBANGAN KOMPETENSI

Hingga berakhirnya tahun buku 2020, Perseroan telah merealisasikan anggaran pengembangan kompetensi karyawan sebesar Rp1.716.259.339. Nilai tersebut turun sebesar 61% dari realisasi tahun 2019 yang sebesar Rp4.340.658.374. Adapun untuk tahun buku 2021, Perseroan mengalokasikan biaya sebanyak Rp2.370.000.000 untuk pengembangan kompetensi karyawan.

EXPENSE OF COMPETENCY DEVELOPMENT

Until the end of fiscal year 2020, the Company actualized the budget allocated for employee competency development at a total of Rp1,716,259,339. This amount decreased by 61% compared to the amount of Rp4,340,658,374 from the previous year. While in fiscal year 2021, the Company allocated a budget of Rp2,370,000,000 for employee competency development.

(Rp)

Realisasi Biaya Pengembangan Kompetensi Realized Expense for Competency Development			Proyeksi 2021 2021 Projection
2020	2019	2018	
1.716.259.339	4.340.658.374	4.203.346.998	2.370.000.000

PENGEMBANGAN KOMPETENSI KARYAWAN

EMPLOYEE COMPETENCY DEVELOPMENT

No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
1	Vice President	Inhouse Training	Executive Development Program Esselon I Executive Development Program Echelon I	Pemenuhan Kompetensi untuk pengisian Talent Pool Kementerian BUMN Competency requirement for Talent Pool in BUMN Ministry	1	9	45
		Inhouse Training	Seminar Economy Macro Seminar on "Macro Economy"	meningkatkan pengetahuan di bidang soft skill Improve knowledge in soft-skills	1	11	55
		Inhouse Training	Workshop Comprehensive Marketing & Selling Skill	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	20
		Inhouse Training	Assessment Batch II	Pemenuhan Kompetensi untuk pengisian Talent Pool Kementerian BUMN Competency requirement for Talent Pool in BUMN Ministry	1	11	55
		Inhouse Training	Sharing Session Buy, Hold and Enjoy	meningkatkan pengetahuan di bidang bursa efek Improve knowledge on stock exchange	1	13	65
		Public Training	The 6 th Indonesia HR Director Summit	Meningkatkan kompetensi para HR Director tentang manajemen SDM Improve competency of HR directors on HR Management	1	1	5
		Online Training	Marketing Fundamental Analytical dan Creative Thinking	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	5
		Online Training	Diklat Leading The New Normal Learning and training session on "The New Normal"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	10



No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Online Training	Building Agility for The Next Generation Organizations	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	5
		Online Training	Training Manajemen Keuangan dan Non Keuangan Training on "Financial and Non-Financial Management"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	5
		Online Training	Workshop Awareness ISO 50001:2018 Workshop on "Awareness of ISO 50001 2018"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	4	20
		Online Training	Management Pengelolaan Piutang Macet, Negosiasi dan Mediasi Penagihan, Ranah Litigasi terkait Piutang Macet serta Dasar Hukum Penagihan "Management of Non-Performing Loan, Negotiation and Mediation on Collection, Litigation related to Non-Performing Loan and Legal Basis of Collection"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	5
		Online Training	Training "ISO 37001:2016 SMAP"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	5	25
2	Senior Manager	Inhouse Training	Seminar Economy Macro Seminar on "Macro Economy"	meningkatkan pengetahuan di bidang <i>soft skill</i> Improve knowledge on soft-skills	1	27	41,54
		Inhouse Training	Workshop Comprehensive Marketing & Selling Skill	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	10	15,38
		Public Training	Pelatihan Certified Risk Management Profesional (CRMP) Training on "Professional Certification on Risk Management" (CRMP)	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54
		Public Training	Workshop Strategy Penyelesaian Sengketa Hukum Kepabeanan & Cukai Workshop on "Strategy of Handling Legal Disputes on Customs and Tax"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54
		Inhouse Training	Interpretasi KPKU BUMN (Kriteria Penilaian Kinerja Unggul) "Interpretation of KPKU BUMN (Performance Excellence Assessment Criteria) "	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54



PENGEMBANGAN KOMPETENSI KARYAWAN

EMPLOYEE COMPETENCY DEVELOPMENT

No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Inhouse Training	Sharing Session Buy, Hold and Enjoy Sharing Session on "Buy, Hold and Enjoy"	meningkatkan pengetahuan di bidang bursa efek Improve knowledge on stock exchange	1	15	23,08
		Public Training	The 6 th Indonesia HR Director Summit "The 6 th Indonesia HR Director Summit"	Meningkatkan kompetensi para HR Director tentang manajemen SDM Improve competency of HR directors on HR Management	1	1	1,54
		Public Training	Pelatihan Manajemen Investasi Dana Pensiun Training on "Investment and Pension Management"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54
		Public Training	Training Dasar - Dasar Audit Training on "Audit Fundamentals"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54
		Inhouse Training	End of Month Closing Activity SAP	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54
		Online Training	Program Solusi & Coaching Soft Skill "Solutions and Coaching Soft-Skills"	<i>Coaching soft skill marketing</i> Coaching soft skill marketing	1	1	1,54
		Online Training	Marketing In Crisis, More Quality, Less Price	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54
		Online Training	Marketing Fundamental Analytical dan Creative Thinking	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	3	4,62
		Online Training	Sharing Knowledge Penyusunan RKAP 2021 Sharing Knowledge on "Preparing 2021 Company Work Plan & Budget (RKAP)"	meningkatkan pengetahuan tentang tata cara penyusunan RKAP Improve knowledge on how to prepare and formulate Company Work Plan & Budget (RKAP)	1	2	3,08
		Online Training	Building Agility for The Next Generation Organizations	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	6,15
		Inhouse Training	Training Fire Hydrant	meningkatkan kemampuan pemakaian fire hydrant Improve capability on use of fire hydrants	6	4	6,15
		Online Training	Training "Improving Business Productivity, Efficiency and Scalability Through Lean Agile and Digital Practice"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54
		Online Training	Training Manajemen Keuangan dan Non Keuangan Training on "Financial and Non-Financial Management"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	1,54



No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Online Training	Training "Tantangan & Inovasi Industri Semen di Indonesia" Training on "Challenge and Innovation in Indonesia's Cement Industry"	meningkatkan pengetahuan tentang tantangan industri semen di masa yang akan datang Improve knowledge on future challenges in the cement industry	1	5	7,69
		Online Training	Workshop Awareness ISO 50001:2018	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	5	7,69
		Online Training	Awareness Integrated Management System (ISO 9001, ISO 14001 dan ISO 45001) dan Integrated Management System Internal Audit Based on ISO 19011:2018	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	3	4,62
		Online Training	Training Laboratory Management System SNI ISO/IEC 17025:2017	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	4	6,15
		Online Training	Diklat How HR Payroll On Cloud Can Change Your Company Learning and Training Session on "How HR Payroll On Cloud Can Change Your Company"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	3,08
		Online Training	Training " ISO 37001:2016 SMAP"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	7	10,77
3	Manager	Inhouse Training	Seminar Economy Macro Seminar on "Macro Economy"	meningkatkan pengetahuan di bidang soft skill Improve knowledge on soft-skills	1	46	30,67
		Online Training	Workshop Comprehensive Marketing & Selling Skill	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	6	4,00
		Inhouse Training	HIRADC	peningkatan bidang identifikasi bahaya dan aspek kesehatan dan kesehatan lingkungan kerja (K3L) Improvement in identification of hazards/threats and health aspect and occupational health and safety	1	5	3,33
		Inhouse Training	Penanganan Ular Handling snakes	peningkatan cara penanganan hewan liar melata improved handling of reptiles	1	17	11,33
		Public Training	Workshop Strategy Penyelesaian Sengketa Hukum Kepabeanan & Cukai Workshop on "Strategy of Handling Custom & Tax Legal Disputes"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67



PENGEMBANGAN KOMPETENSI KARYAWAN EMPLOYEE COMPETENCY DEVELOPMENT

No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Public Training	Pelatihan Documented Information for OHS Management System & Documented Information for ISO 37001 Training on "Documented Information for OHS Management System & Documented Information for ISO 37001"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	1	0,67
		Public Training	Training Penyegaran Petugas Proteksi Radiasi (PPR) Training on "Refreshing Session for Radiation Protection Officers (PPR)"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Public Training	Training Sertifikasi Ahli K3 Umum Training on "Public Occupational Health and Safety Profession Certification"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Inhouse Training	Interpretasi KPKU BUMN (Kriteria Penilaian Kinerja Unggul) "Interpretation of KPKU BUMN (Performance Excellence Assessment Criteria)"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	10	0,67
		Inhouse Training	Sharing Session Buy, Hold and Enjoy	meningkatkan pengetahuan di bidang bursa efek Improve knowledge in stock exchange	1	5	3,33
		Inhouse Training	Penyuluhan Pencegahan Virus Corona Counseling on "Corona Virus Prevention"	meningkatkan pengetahuan tentang virus corona Improve knowledge on corona virus	1	5	3,33
		Inhouse Training	Training How To Be A Profesional MC Training on "How To Be A Profesional MC"	meningkatkan kemampuan public speaking Improve knowledge on public speaking	1	2	1,33
		Inhouse Training	Training Sekolah Pasar Modal Training Sekolah on "School of Capital Market"	meningkatkan pengetahuan tentang pasar modal dan saham Improve knowledge on capital market and stocks	2	12	8
		Public Training	Training Concrete Inspection Technology Training on "Concrete Inspection Technology"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Public Training	BIMTEK Pengendalian Resiko Akibat Efek Penuaan Material BIMTEK Risk Control Due to Material Ageing Effect	BIMTEK Pengendalian Resiko Akibat Efek Penuaan Material BIMTEK Risk Control Due to the Effects of Material Aging	1	1	0,67



No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Inhouse Training	End Of Month Closing Activity SAP	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	1,33
		Online Training	Training Project Nightmares	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	1,33
		Online Training	Transformasi Inovatif Pelatihan dan Pendidikan Karyawan Employee Learning and Training on "Innovative Transformation"	Meningkatkan pengetahuan tentang transformasi pendidikan Improve knowledge on educational transformation	1	2	1,33
		Online Training	Kajian IR Ketenagakerjaan Review on Manpower IR	Meningkatkan pengetahuan tentang ketenagakerjaan Improve knowledge on labor/ manpower	5	8	5,33
		Online Training	Program Solusi & Coaching Soft Skill "Solution & Coaching Soft-Skills" Program	Coaching soft skill marketing	1	1	0,67
		Online Training	Marketing In Crisis, More Quality, Less Price	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	1,33
		Online Training	Mortar Convention	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Online Training	Effective Problem Solving	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	2,67
		Online Training	Marketing Fundamental Analytical dan Creative Thinking	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	5	3,33
		Online Training	Strategi Mengelola HR di Masa "The New Normal" "HR Management Strategy in The New Normal Era"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	1,33
		Online Training	Bribery Risk Assessment and Due Diligence in Implementing ABMS ISO 37001 a Practical Approach	Pembekalan bagi karyawan dalam hal program "Anti Suap" dan Gratifikasi. Employee Socialization on "Anti Bribery" and Gratification programs	1	1	0,67
		Online Training	Sharing Knowledge Penyusunan RKAP 2021 Sharing Knowledge on Preparing "2021 Company Work Plan and Budget (RKAP)"	meningkatkan pengetahuan tentang tata cara penyusunan RKAP Improve knowledge on how to prepare and formulate RKAP	1	2	1,33
		Online Training	Building Agility for The Next Generation Organizations	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Online Training	Unit Pengendalian Gratifikasi Gratification Control Unit	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67



PENGEMBANGAN KOMPETENSI KARYAWAN

EMPLOYEE COMPETENCY DEVELOPMENT

No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Online Training	Training Fire Hydrant Training on "Fire Hydrants"	meningkatkan kemampuan pemakaian fire hydrant Improve knowledge on the use of fire hydrants	8	80	53,33
		Online Training	Berpikir Cerdas & Berpikir Cepat "Thinking Smart & Thinking Fast"	coaching & conseling bidang marketing Coaching & conseling on marketing	1	1	0,67
		Online Training	Perlindungan Aset BUMN dalam Perspektif Keuangan Negara Protection of BUMN Assets from the State Financial Perspective	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Online Training	Training "Tantangan & Inovasi Industri Semen di Indonesia" Training on "Challenges and Innovations of Indonesia's Cement Industry"	meningkatkan pengetahuan tentang tantangan industri semen di masa yang akan datang Improve knowledge on the challenges of the cement industry in the future	1	1	0,67
		Online Training	Workshop Awareness ISO 50001: 2018	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	8	5,33
		Online Training	Awareness Integrated Management System (ISO 9001, ISO 14001 dan ISO 45001) dan Integrated Management System Internal Audit Based on ISO 19011:2018 Awareness on the Integrated Management System (ISO 9001, ISO 14001 dan ISO 45001) and Integrated Management System of Internal Audit Based on ISO 19011:2018	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	13	8,67
		Online Training	Ujian Sertifikasi Manager Energi Certification Examination for Manager of Energy Field	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Online Training	Ujian Sertifikasi Auditor Energi Certification Examination for Energy Auditor	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Online Training	Training Laboratory Management System SNI ISO/IEC 17025:2017	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	4	2,67



No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Online Training	Management Pengelolaan Piutang Macet, Negosiasi dan Mediasi Penagihan, Ranah Litegasi terkait Piutang Macet serta Dasar Hukum Penagihan Management of Non-Performing Loan, Negotiation and Mediation on Collection, Litigation related to Non-Performing Loan and Legal Basis of Collection	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Inhouse Training	Training Rancangan Jalan Beton Lalu Lintas Rendah Training on "Design of Low Traffic Concrete Roads"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,67
		Online Training	Pelatihan New Product Development Training on "New Product Development"	meningkatkan pengetahuan tentang product inovasi Improve knowledge on product innovation	1	1	0,67
		Online Training	Training " ISO 37001:2016 SMAP"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	12	8
		Online Training	Pemahaman dan Pengoperasian XRF & QCX Dalam Pengendalian Kualitas "Comprehension and Operation of XRF & QCX In Quality Control"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	3	3
4	Junior Manager	Inhouse Training	Seminar Economy Macro Seminar on "Macro Economy"	meningkatkan pengetahuan di bidang soft skill Improve knowledge on soft-skills	1	37	11,11
		Online Training	Workshop Comprehensive Marketing & Selling Skill	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	5	1,50
		Inhouse Training	HIRADC	peningkatan bidang identifikasi bahaya dan aspek kesehatan dan kesehatan lingkungan kerja (K3L) Improve identification of risks/ hazards in health aspect and safe work environment (K3L)	1	22	6,61
		Inhouse Training	Penanganan Ular Handling snakes	peningkatan cara penanganan hewan liar melata Improve means on handling wild reptiles	1	24	7,21



PENGEMBANGAN KOMPETENSI KARYAWAN EMPLOYEE COMPETENCY DEVELOPMENT

No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Public Training	Pelatihan Documented Information for OHS Management System & Documented Information for ISO 37001 Training on "Documented Information for OHS Management System & Documented Information for ISO 37001"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	1	0,30
		Public Training	Penyegaran Petugas Proteksi Radiasi (PPR) Refreshing Session for Radiation Protection Officers (PPR)	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,30
		Public Training	Sertifikasi Ahli K3 Umum Certification for Expert on General Occupational Health & Safety (OHS/K3)	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,60
		Public Training	Seminar Outlook Economy 2020 Seminar on "2020 Economic Outlook"	peningkatan pengetahuan soft skill tentang ekonomi digital Improve knowledge of soft-skills on digital economy	1	2	0,60
		Inhouse Training	Interpretasi KPKU BUMN (Kriteria Penilaian Kinerja Unggul) Interpretation of KPKU BUMN (Assessment Criteria on Performance Excellence)	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	6	1,80
		Inhouse Training	Sharing Session Buy, Hold and Enjoy Sharing Session on "Buy, Hold and Enjoy"	meningkatkan pengetahuan di bidang bursa efek Improve knowledge on stock exchange	1	1	0,30
		Inhouse Training	Penyuluhan Pencegahan Virus Corona Counseling on Corona Virus Prevention	meningkatkan pengetahuan tentang virus corona Improve knowledge on corona virus	1	18	5,41
		Public Training	Training Sertifikasi Petugas P3K Training for Officers on First Aid (P3K)	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	3	0,90
		Public Training	Training CCNA V3 Routing Switching	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,30
		Public Training	Training Escaping The Old Power	peningkatan pengetahuan tentang perubahan Improve knowledge on change	1	3	0,90
		Inhouse Training	Training How To Be A Professional MC	meningkatkan kemampuan public speaking Improve competence in public speaking	1	15	4,50
		Inhouse Training	Training Sekolah Pasar Modal Training on "School of Capital Market"	meningkatkan pengetahuan tentang pasar modal dan saham Improve knowledge on capital market and stocks	2	48	14,41



No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Public Training	Training Concrete Inspection Technology Training on "Concrete Inspection Technology"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,6
		Public Training	Training & Workshop Vibration Analysis Alignment	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3
		Public Training	Training Dasar - Dasar Audit Training on the Fundamentals of Audit	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3
		Public Training	Training Vendor Management & Strategi Sourcing	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3
		Public Training	BIMTEK Pengendalian Resiko Akibat Efek Penuaan Material BIMTEK "Risk Control Due to Material Ageing Effect"	BIMTEK Pengendalian Resiko Akibat Efek Penuaan Material BIMTEK Risk Control Due to the Effects of Material Aging	1	1	0,3
		Inhouse Training	End Of Month Closing Activity SAP	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,6
		Online Training	Transformasi Inovatif Pelatihan dan Pendidikan Karyawan Innovative Transformation of Employee Training and Education	meningkatkan pengetahuan tentang transformasi pendidikan Improve knowledge about educational transformation	1	4	1,2
		Online Training	Kajian IR Ketenagakerjaan Review on Manpower/Labor IR	meningkatkan pengetahuan tentang ketenagakerjaan Improve knowledge on manpower/ labor	5	16	4,8
		Online Training	Program Solusi & Coaching Soft Skill Solution & Coaching Soft Skill Program	coaching soft skill marketing	1	15	4,5
		Online Training	Mortar Convention	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3
		Online Training	Effective Problem Solving	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	1,2
		Online Training	Strategi Mengelola HR di Masa "The New Normal" Strategies for Managing HR in "The New Normal" Period	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	5	1,5



PENGEMBANGAN KOMPETENSI KARYAWAN

EMPLOYEE COMPETENCY DEVELOPMENT

No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Online Training	Sharing Knowledge Penyusunan RKAP 2021 Sharing Knowledge on "Preparing the 2021 Company Work Plan and Budget (RKAP)"	meningkatkan pengetahuan tentang tata cara penyusunan RKAP Improve knowledge on how to prepare RKAP	1	2	0,6
		Online Training	Building Agility for The Next Generation Organizations Building Agility for The Next Generation Organizations	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3
		Inhouse Training	Training Fire Hydrant	meningkatkan kemampuan pemakaian fire hydrant Improve capability on the use of fire hydrants	15	250	75,08
		Inhouse Training	Workshop Balancing	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	2	2	0,6
		Online Training	Berpikir Cerdas & Berpikir Cepat "Thinking Smart & Thinking Fast"	coaching & conseling bidang marketing Coaching & conseling on marketing	1	11	3,3
		Online Training	Perlindungan Aset BUMN dalam Perspektif Keuangan Negara Protection of BUMN Assets in the State Financial Perspective	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3
		Online Training	BIMTEK Penyusunan Rencana Tenaga Kerja Perusahaan BIMTEK Preparation of the Company's Manpower Planning	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3
		Online Training	Workshop Awareness ISO 50001:2018	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	8	2,4
		Online Training	Awareness Integrated Management System (ISO 9001, ISO 14001 dan ISO 45001) dan Integrated Management System Internal Audit Based on ISO 19011:2018 "Awareness on Integrated Management System (ISO 9001, ISO 14001 dan ISO 45001) and Integrated Management System of Internal Audit Based on ISO 19011:2018"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	16	4,8
		Public Training	Pelatihan/sertifikasi Ahli K3 Umum Training/certification for General Occupational Health and Safety Experts	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,3



No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Online Training	Training Laboratory Management System SNI ISO/IEC 17025:2017	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	7	2,1
		Inhouse Training	Training Rancangan Jalan Beton Lalu Lintas Rendah Training on "Design of Low Traffic Concrete Roads"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	7	2,1
		Public Training	Diklat Uji Kompetensi Human Capital Education and Training on "Human Capital Competency Examination"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,6
		Online Training	Training "ISO 37001:2016 SMAP"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve the concern and management of management systems	1	6	1,8
		Online Training	Pemahaman dan Pengoperasian XRF & QCX Dalam Pengendalian Kualitas "Comprehension and Operation of XRF & QCX In Quality Control"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	1,2
		Inhouse Training	Pembekalan Personil Warehouse Area Lubuk Linggau Personnel Socialization on Lubuk Linggau Warehouse Area	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	1,2
		Online Training	Training "K3 Teknisi/ Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut" Training on "OHS for Technicians/ Officers Handling Testing Inspection of Transport Airplane"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	1,2
5	Non Staff	Inhouse Training	Seminar Economy Macro Seminar on "Macro Economy"	meningkatkan pengetahuan di bidang soft skill Improve knowledge on soft-skills	1	49	13,88
		Online Training	Workshop Comprehensive Marketing & Selling Skill	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	9	2,55
		Inhouse Training	HIRADC	peningkatan bidang identifikasi bahaya dan aspek kesehatan dan kesehatan lingkungan kerja (K3L) Improve identification of risks/ hazards in health aspect and safe work environment (K3L)	1	8	2,27
		Inhouse Training	Penanganan Ular Handling snakes	peningkatan cara penanganan hewan liar melata Improve means of handling wild reptiles	1	4	1,13



PENGEMBANGAN KOMPETENSI KARYAWAN

EMPLOYEE COMPETENCY DEVELOPMENT

No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Jabatan % Per Position Level
		Inhouse Training	Pemeliharaan Belt Conveyor Belt Conveyor Maintenance	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	17	4,82
		Public Training	Sertifikasi Ahli K3 Umum Certification for Expert on General Occupational Health & Safety (OHS/K3)	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,57
		Inhouse Training	Workshop Penyambungan Belt Conveyor Workshop on "Extension of Conveyor Belt"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	2	17	4,82
		Inhouse Training	Sharing Session Buy, Hold and Enjoy	meningkatkan pengetahuan di bidang bursa efek Improve knowledge on stock exchange	1	2	0,57
		Inhouse Training	Penyuluhan Pencegahan Virus Corona Counseling on Corona Virus Prevention	meningkatkan pengetahuan tentang virus corona Improve knowledge on corona virus	1	13	3,68
		Public Training	Training Sertifikasi Petugas P3K Training on "Certification for Officers Handling First Aid"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	3	0,85
		Inhouse Training	Training How To Be A Profesional MC	meningkatkan kemampuan public speaking Improve capabilty in public speaking	1	28	7,93
		Online Training	Training Sekolah Pasar Modal Training on "School of Capital Market"	meningkatkan pengetahuan tentang pasar modal dan saham Improve knowledge on capital market and stocks	2	35	9,92
		Public Training	Training & Workshop Vibration Analysis Alignment	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
		Public Training	Training Vendor Management & Strategi Sourcing	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
		Online Training	Transformasi Inovatif Pelatihan dan Pendidikan Karyawan Employee "Training and Education on Innovative Transformation"	meningkatkan pengetahuan tentang transformasi pendidikan Improve knowledge on education transformation	1	4	1,13
		Online Training	Effective Problem Solving	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
		Online Training	Marketing Fundamental Analytical dan Creative Thinking	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
		Online Training	Strategi Mengelola HR di Masa "The New Normal" HR Management Strategy in "The New Normal Era"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	5	1,42



No.	Level Jabatan Position Level	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
		Inhouse Training	Training Fire Hydrant	meningkatkan kemampuan pemakaian fire hydrant Improve capability on the use of fire hydrants	15	300	84,99
		Inhouse Training	Workshop Balancing	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	2	18	5,1
		Online Training	Perlindungan Aset BUMN dalam Perspektif Keuangan Negara "Protection of BUMN Assets from the State Financial 's Perspective"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,57
		Inhouse Training	Workshop Pengelasan Workshop on "Welding"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	4	44	12,46
		Online Training	Training Laboratory Management System SNI ISO/IEC 17025:2017	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Improve concern and management of management systems.	1	6	1,7
		Inhouse Training	Training Rancangan Jalan Beton Lalu Lintas Rendah Training on "Design of Low Traffic Concrete Roads"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	7	1,98
		Online Training	Pemahaman dan Pengoperasian XRF & QCX Dalam Pengendalian Kualitas Comprehension and Operation of XRF & QCX In Quality Control	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	11	3,12
		Inhouse Training	Pembekalan Personil Warehouse Area Lubuk Linggau Warehouse Personnel Socialization in Lubuk Linggau Area	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	3	0,85



PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, AUDIT INTERNAL, DAN MANAJEMEN RISIKO

EDUCATION AND/OR TRAINING OF THE BOARD OF COMMISSIONERS, THE BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, INTERNAL AUDIT AND RISK MANAGEMENT UNITS

PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

COMPETENCY DEVELOPMENT OF THE BOARD OF COMMISSIONERS

No.	Nama Peserta dan Jabatan Name of Participant and Position	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Franciscus MA Sibarani Komisaris Utama President Commissioner	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/ Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
2	Oke Nurwan Komisaris Commissioner	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/ Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
		Sosialisasi Undang-Undang Cipta Kerja Socialization of the Laws on Copyright Work	19 November 2020 via Video Conference Zoom Meeting 19 November 2020 via Video Conference Zoom Meeting	Deputi Bidang SDM, Teknologi dan Informasi Kementerian BUMN Deputy of HR, Technology and Information of BUMN Ministry
3	Darusman Mawardi Komisaris Independen Independent Commissioner	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/ Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
4	Endang Tirtana Komisaris Independen Independent Commissioner	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/ Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
		Sosialisasi Undang-Undang Cipta Kerja Socialization of the Laws on Copyright Work	19 November 2020 via Video Conference Zoom Meeting 19 November 2020 via Video Conference Zoom Meeting	Deputi Bidang SDM, Teknologi dan Informasi Kementerian BUMN Deputy of HR, Technology and Information of BUMN Ministry
5	Harjanto* Komisaris Utama President Commissioner	Tidak terdapat pelatihan pada tahun buku There is no training in the financial year	-	-
6	Kiki Rizki Yoctavian** Komisaris Commissioner	Tidak terdapat pelatihan pada tahun buku There is no training in the financial year	-	-
7	Dewi Yustisiana** Komisaris Independen Independent Commissioner	Tidak terdapat pelatihan pada tahun buku There is no training in the financial year	-	-

* Berakhir masa jabatan karena meninggal dunia | Completion of term of office due to his passing.

** Menjabat hingga 5 Agustus 2020 | In office until 5 August 2020



PENGEMBANGAN KOMPETENSI DIREKSI

COMPETENCY DEVELOPMENT OF THE BOARD OF DIRECTORS

No.	Nama Peserta dan Jabatan Name of Participant and Position	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Jobi Triananda Hasjim Direktur Utama President Director	Seminar Penguatan Program Magang Mahasiswa Bersertifikat BUMN Seminar on the Strengthening of the College Student Internship Program with BUMN Certification	12 Februari 2020 di Jakarta 12 February 2020 in Jakarta	Kementerian BUMN Ministry of BUMN
		CEO Talk Bersama Erick Tohir, Dahlan Iskan, Ary Ginanjar (Tema: Menjadi CEO Ber-Akhlak) CEO Talk with Erick Tohir, Dahlan Iskan, Ary Ginanjar (Theme: To Become a CEO with High Moral Standards)	17 November 2020 via Aplikasi Zoom 17 November 2020 via Zoom Application	Kementerian BUMN Ministry of BUMN
		CEO Networking "43 Tahun Pasar Modal Indonesia" CEO Networking "43 Years of Indonesia's Capital Market"	24 November 2020 via Aplikasi Zoom 24 November 2020 via Zoom Application	IDX
		Webinar "Market Outlook 2021 – Economic Trends During Pandemic" Webinar on "Market Outlook 2021 – Economic Trends During Pandemic"	17 Desember 2020 via Aplikasi Zoom 17 December 2020 via Zoom Application	Bank Jabar Banten (BJB)
		Webinar "Outlook Ekonomi 2021" Webinar on "Economic Outlook 2021"	21 Desember 2020 via Aplikasi Zoom 21 December 2020 via Zoom Application	Asosiasi Semen Indonesia Indonesian Cement Association
		Webinar "Outlook Pembangunan bersama Bappenas RI" Webinar "Development Outlook with the National Development Agency of the Republic of Indonesia (Bappenas RI)"	22 Desember 2020 via Aplikasi Zoom 22 December 2020 via Zoom Application	Bappenas RI
2	Daconi Direktur Produksi dan Pengembangan Production and Development Director	Seminar Outlook Economy 2020 Seminar on Economic Outlook 2020	23 Januari 2020 di Jakarta 23 January 2020 in Jakarta	Asosiasi Semen Indonesia Indonesian Cement Association
		Seminar Aksi Iklim dan Mekanisme Kredit Bersama (Joint Credit Mechanism/JMC) di Indonesia Seminar on "Climate Action and Joint Credit Mechanism (MC) in Indonesia"	23 Januari 2020 di Jakarta 23 January 2020 in Jakarta	JMC (Kementerian Koordinator Bidang Perekonomian) JMC (Coordinating Ministry for Economic Affairs)
		Pembicara pada Kuliah Umum Institut Teknologi Sumatera perihal "Pengenalan Industri Semen" Speaker in a Public Lecture at the Institut Teknologi Sumatera on "Introduction to the Cement Industry"	30 September 2020 via Aplikasi Zoom 30 September 2020 via Zoom Application	Institut Teknologi Sumatera
		Pembicara pada Industrial Talk Universitas Sriwijaya perihal "Pengenalan Industri Semen" Speaker in Industrial Talk at Universitas Sriwijaya on "Introduction to the Cement Industry"	15 September 2020 via Aplikasi Zoom 15 September 2020 via Zoom Application	Universitas Sriwijaya
3	M. Jamil Direktur Keuangan Finance Director	Seminar Outlook Ekonomi 2020 Seminar on Economic Outlook 2020	23 Januari 2020 di Jakarta 23 January 2020 in Jakarta	Asosiasi Semen Indonesia Indonesian Cement Association
		Webinar "Market Outlook 2021 – Economic Trends During Pandemic" Webinar on "Market Outlook 2021 – Economic Trends During Pandemic"	17 Desember 2020 via Aplikasi Zoom 17 December 2020 via Zoom Application	Bank Jabar Banten (BJB)
		Webinar "Outlook Ekonomi 2021" Webinar on "Economic Outlook 2021"	21 Desember 2020 via Aplikasi Zoom 21 December 2020 via Zoom Application	Asosiasi Semen Indonesia Indonesian Cement Association
4	Mukhamad Saifudin Direktur Pemasaran Marketing Director	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
		Webinar "Outlook Ekonomi 2021" Webinar on "Economic Outlook 2021"	21 Desember 2020 via Aplikasi Zoom 21 December 2020 via Zoom Application	Asosiasi Semen Indonesia Indonesian Cement Association
		Webinar "Outlook Pembangunan bersama Bappenas RI" Webinar "Development Outlook with the National Development Agency of the Republic of Indonesia (Bappenas RI)"	22 Desember 2020 via Aplikasi Zoom 22 December 2020 via Zoom Application	Bappenas RI



PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, AUDIT INTERNAL, DAN MANAJEMEN RISIKO
EDUCATION AND/OR TRAINING OF THE BOARD OF COMMISSIONERS, THE BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, INTERNAL AUDIT AND RISK MANAGEMENT UNITS

No.	Nama Peserta dan Jabatan Name of Participant and Position	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
5	Amrullah Direktur Umum & SDM General Affairs & HR Director	Seminar Penguatan Program Magang Mahasiswa Bersertifikat BUMN Seminar on the Strengthening of the College Student Internship Program with BUMN Certification	12 Februari 2020 di Jakarta 12 February 2020 in Jakarta	Kementerian BUMN Ministry of BUMN
		Seminar Indonesia HR Director Summit Seminar on "Indonesia HR Director Summit"	18 Februari 2020 di Jakarta 18 February 2020 in Jakarta	PT Multi Taruna Sejati
		Webinar Managing Day After Tomorrow Webinar on "Managing Day After Tomorrow"	30 April 2020 via Aplikasi Zoom 30 April 2020 via Zoom Application	Kementerian BUMN Ministry of BUMN
		Webinar Global Business Excellence Conversation Webinar on "Global Business Excellence Conversation"	24 Juli 2020 via Aplikasi Zoom 24 July 2020 via Zoom Application	Forum Excellent BUMN Excellent BUMN Forum
		Narasumber dalam acara peringatan Hari Perumahan Nasional 2020 Sumatera Selatan Spokesperson at the South Sumatera 2020 National Housing Day Commemoration	28 Agustus 2020 di Palembang 28 August 2020 in Palembang	Pemprov Sumsel South Sumatera Regional Government
		Narasumber pada Pelatihan Kepemimpinan Nasional Tk. II Angkatan XIX Tahun 2020 di Badan Pembangunan Sumber Daya Manusia Daerah Sumsel Spokesperson at the National Leadership Training II Batch XIX of 2020 of the South Sumatera Regional Human Resource Development Agency	1 September 2020 di Palembang 1 September 2020 in Palembang	BPSDMD Provinsi Sumatera Selatan BPSDMD of South Sumatera Province
		Webinar ACT "CEO TALK: Memimpin Lintas Generasi" ACT Webinar on "CEO TALK: Leading Inter-Generations"	3 September 2020 via Aplikasi Zoom 3 September 2020 via Zoom Application	ACT Consulting
		Webinar FHCI " Akselerasi Internalisasi Budaya AKHLAK" FHCI Webinar on "Acceleration of AKHLAK Culture Internalization"	3 September 2020 via Aplikasi Zoom 3 September 2020 via Zoom Application	FHCI
		Narasumber pada acara Sekolah Kader Aktivist Desa Pali Spokesperson at Pali Village's Activist Cadre School event	3 Oktober 2020 di Pali 3 October 2020 in Pali	Aktivist Pemuda Pemuda Desa Pali Youth Activists of Pali Village
		Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
		Webinar dan ADPI Award Webinar and ADPI Award	6 Oktober 2020 via Aplikasi Zoom 6 October 2020 via Zoom Application	ADPI
		Narasumber pada Webinar Humas Himasos Fisip Universitas Sriwijaya Spokesperson at the Webinar on Himasos Public Relation of the Faculty of Social and Political Science of Universitas Sriwijaya	17 Oktober 2020 via Aplikasi Zoom 17 October 2020 via Zoom Application	Universitas Sriwijaya
		Narasumber pada Webinar CDC Universitas Sriwijaya Spokesperson at the CDC Webinar of Universitas Sriwijaya	22 Oktober 2020 via Aplikasi Zoom 22 October 2020 via Zoom Application	Universitas Sriwijaya
		Learning with BUMN "BUMN Digital Behaviour & Mindset" Learning with BUMN "BUMN Digital Behaviour & Mindset"	10 Desember 2020 via Aplikasi Zoom 10 December 2020 via Zoom Application	PT Telekomunikasi Indonesia Tbk.
Webinar "Outlook Ekonomi 2021" Webinar on "Economic Outlook 2021"	21 Desember 2020 via Aplikasi Zoom 21 December 2020 via Zoom Application	Asosiasi Semen Indonesia Indonesian Cement Association		
Webinar "Outlook Pembangunan bersama Bappenas RI" Webinar "Development Outlook with the National Development Agency of the Republic of Indonesia (Bappenas RI)"	22 Desember 2020 via Aplikasi Zoom 22 December 2020 via Zoom Application	Bappenas RI		
6	Dede Parasede* Direktur Pemasaran Marketing Director	Tidak terdapat pelatihan pada tahun buku There is no training in the financial year	-	-

* menjabat hingga 5 Agustus 2020 dan digantikan oleh Mukhamad Saifudin | in office until 5 August 2020 and replaced by Mukhamad Saifudin



PENGEMBANGAN KOMPETENSI KOMITE AUDIT

COMPETENCY DEVELOPMENT OF THE AUDIT COMMITTEE

No.	Nama Peserta dan Jabatan Name of Participant and Position	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Darusman Mawardi Ketua Chairman	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
2	Harsi Romli Anggota Member	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
3	Mansuryah Nasution Anggota Member	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry

PENGEMBANGAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

COMPETENCY DEVELOPMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

No.	Nama Peserta dan Jabatan Name of Participant and Position	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Endang Tirtana Ketua Chairman	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
		Sosialisasi Undang-Undang Cipta Kerja Socialization of the Laws on Copyright Work	19 November 2020 via Video Conference Zoom Meeting 19 November 2020 via Video Conference Zoom Meeting	Deputi Bidang SDM, Teknologi dan Informasi Kementerian BUMN Deputy of HR, Technology and Information of BUMN Ministry
2	Franciscus MA Sibarani Anggota Member	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
3	Oke Nurwan Sekretaris Secretary	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
		Sosialisasi Undang-Undang Cipta Kerja Socialization of the Laws on Copyright Work	19 November 2020 via Video Conference Zoom Meeting 19 November 2020 via Video Conference Zoom Meeting	Deputi Bidang SDM, Teknologi dan Informasi Kementerian BUMN Deputy of HR, Technology and Information of BUMN Ministry
4	Darusman Mawardi Anggota Member	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry



PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, AUDIT INTERNAL, DAN MANAJEMEN RISIKO
EDUCATION AND/OR TRAINING OF THE BOARD OF COMMISSIONERS, THE BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, INTERNAL AUDIT AND RISK MANAGEMENT UNITS

PENGEMBANGAN KOMPETENSI KOMITE MANAJEMEN RISIKO

COMPETENCY DEVELOPMENT OF THE RISK MANAGEMENT COMMITTEE

No.	Nama Peserta dan Jabatan Name of Participant and Position	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Franciscus MA Sibarani Ketua Chairman	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/ Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 October 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry
	Muhammad Imran Anggota Member	Tidak terdapat pelatihan pada tahun buku There is no training in the financial year	-	-
	Kokok Herdhianto Dirgantoro Anggota Member	Tidak terdapat pelatihan pada tahun buku There is no training in the financial year	-	-

PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

COMPETENCY DEVELOPMENT OF THE CORPORATE SECRETARY

No.	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
Doddy Irawan:			
1	Focus Group Discussion dalam Rangka Dengan Pendapat atas RSEOJK Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik Focus Group Discussion in a Hearing Session on RSEOJK Regarding the Format and Content of the Annual Report of Issuers or Public Companies	11 November 2020, Webinar Via Zoom Meeting 11 November 2020, Webinar Via Zoom Meeting	Otoritas Jasa Keuangan Financial Services Authority (OJK)
2	In House Training " ISO 37001:2016 SMAP" In-House Training on " ISO 37001:2016 SMAP"	30 November - 01 Desember 2020, Via Zoom Meeting 30 November - 01 Desember 2020, Via Zoom Meeting	PT BSI Group Indonesia (Lembaga Sertifikasi ISO 37001 untuk SMBR) PT BSI Group Indonesia (ISO 37001 Certification Institute for SMBR)
Basthony Santri:			
1	Assessment Eselon I Batch 2 Assessment Echelon I Batch 2	06-07 Januari 2020, Palembang 06-07 January 2020, Palembang	Bina Potensia Indonesia & PT Semen Baturaja (Persero), Tbk Bina Potensia Indonesia & PT Semen Baturaja (Persero), Tbk
2	Workshop "Quantum Leap Your Communication" Workshop on "Quantum Leap Your Communication"	22 Januari 2020, Webinar via Zoom Meeting 22 January 2020, Webinar via Zoom Meeting	Indonesia Corporate Secretary Association (ICSA) Indonesian Corporate Secretary Association (ICSA)
3	Sosialisasi POJK No. 30/POJK.04/2019 tentang Penerbitan Efek Bersifat Utang dan/atau Sukuk yang dilakukan tanpa melalui Penawaran Umum (EBUS Tanpa Penawaran Umum) Socialization of POJK No. 30/POJK.04/2019 on Issuance of Debt Securities and/or Sukuk conducted without going through Public Offering (EBUS Without Public Offering)	23 Januari 2020, Jakarta 23 January 2020, Jakarta	Otoritas Jasa Keuangan (OJK) Financial Services Authority (OJK)
4	Webinar tentang E-Proxy Webinar on "E-Proxy"	15 April 2020, Webinar via Zoom Meeting 15 April 2020, Webinar via Zoom Meeting	Indonesia Corporate Secretary Association (ICSA)
5	Webinar "Business Sustainability Vs Sustainability Management" Webinar on "Business Sustainability Vs Sustainability Management"	18 Juni 2020, Webinar via Zoom Meeting 18 June 2020, Webinar via Zoom Meeting	Indonesia Corporate Secretary Association (ICSA)
6	Webinar "Membangun Optimisme Pendanaan Melalui Pasar Modal di Era Pandemi COVID-19" Webinar on "Building Optimism of Financing Through the Capital Market in the COVID-19 Pandemic Era"	16 Juli 2020, Webinar via Zoom Meeting 16 July 2020, Webinar via Zoom Meeting	Danareksa
7	Webinar "Risk Management for Corporate Secretary" Webinar on "Risk Management for Corporate Secretary"	23 Juli 2020, Webinar via Zoom Meeting 23 July 2020, Webinar via Zoom Meeting	Indonesia Corporate Secretary Association (ICSA)



No.	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
8	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit	5 Oktober 2020 via Video Conference Zoom Meeting 5 Oktober 2020 via Video Conference Zoom Meeting	Tim Asisten Deputi Keuangan dan Manajemen Risiko Kementerian BUMN Team of Finance Deputy Assistant and Risk Management of BUMN Ministry

PENGEMBANGAN KOMPETENSI UNIT AUDIT INTERNAL

COMPETENCY DEVELOPMENT OF THE INTERNAL AUDIT

No.	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Pelatihan Audit Internal SNI ISO 37001:2016 (Sistem Manajemen Anti Penyuapan Berbasis SNI ISO 19011:2018 (Pedoman Audit Sistem Manajemen)) Training on "Internal Audit SNI ISO 37001:2016 (Anti-Bribery Management System Based on SNI ISO 19011:2018) (Management System Audit Guidelines)"	13 Oktober 2020, Webinar via Zoom Meeting 13 October 2020, Webinar via Zoom Meeting	Badan Standardisasi Nasional National Standardization Board
2	Awareness Integrated Management System (ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, SMK3 AND ISO 17025:2017) Awareness on Integrated Management System (ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, SMK3 AND ISO 17025:2017)	24 September 2020, Webinar via Zoom Meeting 24 September 2020, Webinar via Zoom Meeting	Sierra Consulting
3	IT Audit	29 April 2020, Webinar via Zoom Meeting 29 April 2020, Webinar via Zoom Meeting	Preinexus Multiversity Asia
4	Implementasi SMK3 – Investigasi Insiden sebagai Pembelajaran untuk Peningkatan Kinerja Bisnis Implementation of Occupational Health and Safety Management System (OHSMS/SMK3) – Incident Investigation as Learning Process to Improve Business Performance	17 Juli 2020, Webinar via Zoom Meeting 17 July 2020, Webinar via Zoom Meeting	Mutu Institute
5	ISO 37001:2016 Anti Bribery Management System Requirements and Implementation Training Course ISO 37001:2016 Anti- Bribery Management System Requirements and Implementation Training Course	30 November 2020, Webinar via Zoom Meeting 30 November 2020, Webinar via Zoom Meeting	BSI Training Academy
6	Online Training Awareness Upgrading OHSAS to ISO 45001 Online Training on "Awareness of Upgrading OHSAS to ISO 45001"	14 Mei 2020, Webinar via Zoom Meeting 14 May 2020, Webinar via Zoom Meeting	Ratama Management
7	Guidelines for Auditing Management System ISO 19011:2018 Guidelines for Auditing Management System ISO 19011:2018	15 Mei 2020, Webinar via Zoom Meeting 15 May 2020, Webinar via Zoom Meeting	Ratama Management
8	Online Training Awareness Sistem Manajemen Lingkungan 14001:2015 Online Training on "Awareness of the Environmental Management System 14001:2015"	3 September 2020, Webinar via Zoom Meeting 3 September 2020, Webinar via Zoom Meeting	Sinergi Safety Preneur Multiusaha
9	ITL® Foundation Certificate in IT Service Management ITL® Foundation Certificate in IT Service Management	11 Agustus 2020, Webinar via Zoom Meeting 11 August 2020, Webinar via Zoom Meeting	Peoplecert
10	COBIT® 5 Foundation Certificate COBIT® 5 Foundation Certificate	6 November 2020, Webinar via Zoom Meeting 6 November 2020, Webinar via Zoom Meeting	Peoplecert

PENGEMBANGAN KOMPETENSI UNIT KERJA MANAJEMEN RISIKO

COMPETENCY DEVELOPMENT OF THE RISK MANAGEMENT WORK UNIT

No.	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Bribery Risk Assessment and Due Diligence in Implementing ABMS ISO 37001 a Practical Approach Bribery Risk Assessment and Due Diligence in Implementing ABMS ISO 37001 a Practical Approach	6 Juni 2020 melalui aplikasi Zoom Meeting 6 June 2020 via Zoom Meeting	FMR BUMN



KOMPOSISI PEMEGANG SAHAM

SHAREHOLDERS COMPOSITION

KOMPOSISI PEMEGANG SAHAM

Hingga berakhirnya tahun buku 2020, jumlah saham Perseroan sebanyak 9.932.534.336 lembar dengan komposisi kepemilikan sebagai berikut:

SHAREHOLDERS COMPOSITION

Up until the end of the fiscal year 2020, the number of shares of the Company's totalled 9,932,534,336 with a composition as follows:

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

Komposisi 20 Pemegang Saham Terbesar

Composition of the 20 Top Shareholders

Nama Pemegang Saham Name of Shareholder	Status Status	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia	Negara Republik Indonesia State of the Republic of Indonesia	7.500.000.000	75,51
PT Asuransi Jiwasraya (Persero)	Asuransi Insurance	913.172.000	9,19
PT Asabri (Persero) – Dapen Polri	Dana Pensiun Pension Funds	212.438.800	2,14
PT Asabri (Persero) – Dapen TNI	Dana Pensiun Pension Funds	210.630.900	2,12
Reksa Dana Kam Kapital Optimal	Reksa Dana Mutual Funds	60.139.800	0,61
Reksa Dana Pinnacle Dana Prima	Reksa Dana Mutual Funds	40.256.300	0,41
Reksa Dana Syariah Prospera Syariah Saham	Reksa Dana Mutual Funds	40.026.100	0,40
PT Asabri (Persero)	Dana Pensiun Pension Funds	39.282.900	0,40
Reksa Dana Pan Arcadia Dana Saham Bertum	Reksa Dana Mutual Funds	38.112.000	0,38
Reksa Dana Syariah Pool Advista Ekuitas	Reksa Dana Mutual Funds	29.850.000	0,30
Reksa Dana Syariah Pan Arcadia Dana Saham	Reksa Dana Mutual Funds	27.012.000	0,27
Reksa Dana Syariah Treasure Saham Berkah	Reksa Dana Mutual Funds	25.641.000	0,26
Reksa Dana Syariah Mnc Dana Syariah Ekuitas	Reksa Dana Mutual Funds	25.163.000	0,25
Reksa Dana Syariah Kam Kapital Syariah	Reksa Dana Mutual Funds	25.131.000	0,25
RDS Aurora Sharia Equity	Reksa Dana Mutual Funds	23.508.000	0,24
Reksa Dana Treasure Saham Mantap	Reksa Dana Mutual Funds	20.243.500	0,20
Corfina Equity Syariah	Reksa Dana Mutual Funds	15.500.000	0,16
Thio Andrianto	Perorangan Indonesia Indonesian Individual	14.603.400	0,15
Reksa Dana Aurora Smc Equity	Reksa Dana Mutual Funds	13.725.000	0,14
Reksa Dana Syariah Corfina Investa Saham	Reksa Dana Mutual Funds	11.300.000	0,11

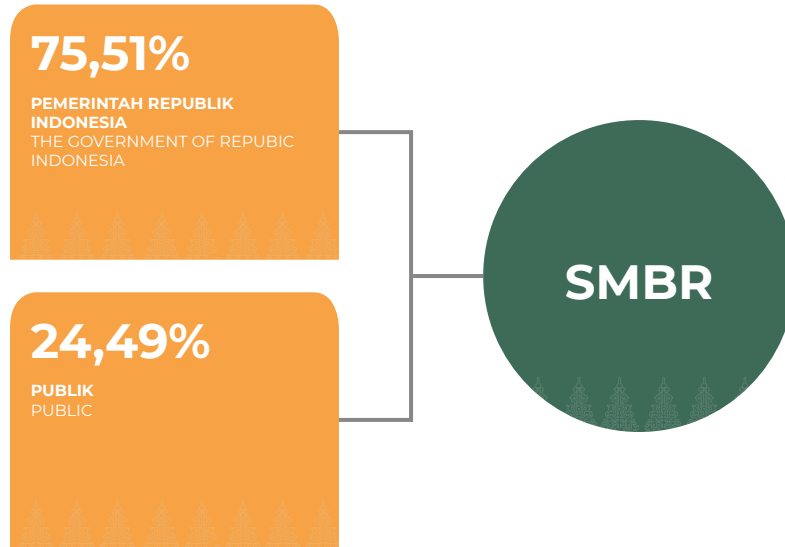


INFORMASI PEMEGANG SAHAM UTAMA/ PENGENDALI

Pemegang saham utama dan pengendali Perseroan adalah Pemerintah Indonesia dengan kepemilikan saham sebesar 75,51%.

INFORMATION ON THE MAJORITY/ CONTROLLING SHAREHOLDER

The major and controlling shareholder of the Company is the Government of Indonesia with shares ownership of 75.51%.



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

Komposisi Pemegang Saham lebih dari 5%

Composition of shareholders is more than 5%

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



KOMPOSISI PEMEGANG SAHAM SHAREHOLDERS COMPOSITION

Kelompok Pemegang Saham Kurang dari 5%

Shareholder Groups of Less than 5%

Nama Pemegang Saham Name of Shareholder	Jumlah Pemegang Saham Total Shareholder	Jumlah Kepemilikan Total Ownership	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemodal Nasional Local Investors			
Perorangan Indonesia Indonesian Individuals	19.531	535.488.236	5,39
Koperasi Cooperatives	2	1.800	0,00
Yayasan Foundations	2	77.000	0,00
Dana Pensiun Pension Funds	11	480.108.700	4,83
Perseroan Terbatas Limited Liability Companies	44	25.252.250	0,25
Bank Banks	1	1.000	0,00
Reksadana Mutual Funds	27	448.197.800	4,51
Sub Total	19.618	1.489.126.786	14,99
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individuals	62	3.995.300	0,04
Badan Usaha Asing Foreign Companies	27	26.240.250	0,26
Sub Total	89	30.235.550	0,30
Jumlah Total	19.707	1.519.362.336	15,30

Pemegang Saham Berdasarkan Klasifikasi

Shareholders Based on Classification

Kelompok Group	Jumlah Pemegang Saham Total Shareholder	Jumlah Kepemilikan Total Ownership	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia	1	7.500.000.000	75,51
Lokal Local			
Perorangan Individuals	19.531	535.488.236	5,39
Badan Usaha Companies	88	1.866.810.550	18,79
Asing Foreign			
Perorangan Individuals	62	3.995.300	0,04
Badan Usaha Companies	27	26.240.250	0,26
Jumlah Total	19.709	9.932.534.336	100,00

Jumlah Pemegang Saham dan Persentase Kepemilikan Saham yang Beredar

Total Shareholders and Percentage of Shares Ownership in Circulation

Nama Pemegang Saham Name of Shareholder	Jumlah Pemegang Saham Total Shareholder	Jumlah Kepemilikan Total Ownership	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemodal Nasional Local Investors			
Perorangan Indonesia Indonesian Individuals	19.531	535.488.236	5,39
Koperasi Cooperatives	2	1.800	0,00
Yayasan Foundations	2	77.000	0,00
Dana Pensiun Pension Funds	11	480.108.700	4,83
Asuransi Insurance	1	913.172.000	9,19
Perseroan Terbatas Limited Liability Companies	44	25.252.250	0,25
Bank Banks	1	1.000	0,00
Reksadana Mutual Funds	27	448.197.800	4,51
Sub Total	19.619	2.402.298.786	24,19
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individuals	62	3.995.300	0,04
Badan Usaha Asing Foreign Companies	27	26.240.250	0,26
Sub Total	89	30.235.550	0,30
Jumlah Total	19.708	2.432.534.336	24,49



Jumlah Pemegang Saham dan Persentase Kepemilikan Saham per 31 Desember 2020

Total Shareholders and Percentage of Shares Ownership as of 31 December 2020

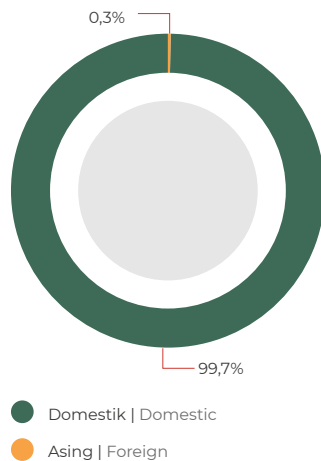
Nama Pemegang Saham Name of Shareholder	Jumlah Pemegang Saham Total Shareholder	Jumlah Kepemilikan Total Ownership	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemodal Nasional Local Investors			
Pemerintah Indonesia Indonesian Government	1	7.500.000.000	75,51
Perorangan Indonesia Indonesian Individuals	19.531	535.488.236	5,39
Koperasi Cooperatives	2	1.800	0,00
Yayasan Foundations	2	77.000	0,00
Dana Pensiun Pension Funds	11	480.108.700	4,83
Asuransi Insurance	1	913.172.000	9,19
Perseroan Terbatas Limited Liability Companies	44	25.252.250	0,25
Bank Banks	1	1.000	0,00
Reksadana Mutual Funds	27	448.197.800	4,51
Sub Total	19.620	9.902.298.786	99,70
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individuals	62	3.995.300	0,04
Badan Usaha Asing Foreign Companies	27	26.240.250	0,26
Sub Total	89	30.235.550	0,30
Jumlah Total	19.709	9.932.534.336	100,00

Lokasi dan Jenis Investor

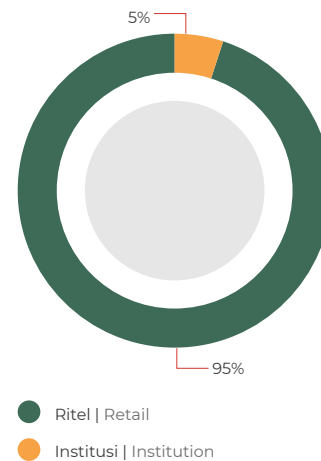
Position and Type of Investors

Kepemilikan Ownership	Jumlah Saham Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Lokasi Investor Position of Investor		
Domestik Domestic	9.902.298.786	99,7
Asing Foreign	30.235.550	0,3
Jumlah Total	9.932.534.336	100,00
Jenis Investor Type of Investors		
Ritel Retail	539.483.536	5
Institusi Institution	9.393.050.800	95
Jumlah Total	9.932.534.336	100,00

Lokasi Investor
Position of Investor



Jenis Investor
Type of Investors





KOMPOSISI PEMEGANG SAHAM SHAREHOLDERS COMPOSITION

KEPEMILIKAN SAHAM DEWAN KOMISARIS

Seluruh Dewan Komisaris tidak ada yang memiliki saham Perseroan.

SHARES OWNERSHIP OF THE BOARD OF COMMISSIONERS

All members of the Board of Commissioners do not own any share of the Company.

KEPEMILIKAN SAHAM DIREKSI

SHARES OWNERSHIP OF THE BOARD OF DIRECTORS

Pemegang Saham Shareholder	Jabatan Position	Jumlah Kepemilikan Total Shares Ownership	Persentase Kepemilikan (%) Percentage of Ownership (%)
Jobi Triananda Hasjim	Direktur Utama President Director	-	-
Daconi	Direktur Produksi dan Pengembangan Production and Development Director	12.500	0,00013
Mukhamad Saifudin	Direktur Pemasaran Marketing Director	-	-
Amrullah	Direktur Umum dan SDM Director of General Affairs and Human Resources	114.500	0,00115
M. Jamil	Direktur Keuangan Finance Director	-	-

KRONOLOGI PENCATATAN SAHAM

CHRONOLOGY OF SHARES LISTING

Penawaran Saham Perdana

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

Initial Public Offering

Based on Letter No. S-176/D.04/2013 dated 19 June 2013, from the Financial Services Authority in Indonesia, the Company obtained approval of the Statement of Effective Registration by the Financial Services Authority. On 28 June 2013, the Company's conducted an initial public offering (IPO) of series B on the Indonesia Stock Exchange, totaling 2,337,678,500 shares with a nominal price of Rp100 (full amount) per share and offering price of Rp560 (In full Rupiah) per share.

Program Alokasi Saham Untuk Karyawan

Perseroan memberikan fasilitas kepemilikan saham Perseroan melalui program *Employee Stock Allocation* (ESA). Melalui program ini Perseroan mengalokasikan 0,82% dari total saham yang diterbitkan pada saat IPO, Jangka waktu Program ESA selama 1 (satu) tahun. Selain itu, Berdasarkan keputusan Rapat Umum Pemegang Saham pada tahun 2017, Perseroan juga mendapatkan persetujuan pencatatan saham tambahan dalam rangka pelaksanaan *Management Employee Stock Option Plan* (MESOP) sebanyak 162.320.400 saham seri B dari Bursa Efek Indonesia Pada Periode Pelaksanaan dari tahun 2017-2019 terserap sebanyak 94.855.836 lembar saham, dan sisa MESOP hingga akhir periode pelaksanaan pada tahun 2019 tidak terserap sebanyak 67.464.564 lembar saham. Sehingga jumlah saham beredar Perseroan hingga akhir tahun buku sebanyak 9.932.534.336 lembar

Share Allocation Program for Employees

The Company conducted share ownership program through the Employee Stock Allocation (ESA) program. Through this program, the Company allocates 0.82% of the total shares issued at the time of the IPO, with a term of the ESA Program 1 (one) year. In addition, based on the decision of the General Meeting of Shareholders in 2017, the Company also obtained approval for the listing of additional shares through Management Employee Stock Option Plan (MESOP) totalling 162,320,400 series B shares from the Indonesia Stock Exchange in the Implementation Period from 2017-2019, which absorbed 94,855,836 shares, and the remaining MESOP until the end of the implementation period in 2019 was not absorbed as much as 67,464,564 shares. So that the total outstanding shares of the Company until the end of the financial year amounted to 9,932,534,336 shares.



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

KRONOLOGI PENCATATAN EFEK LAINNYA

Hingga akhir tahun 2020, Perseroan tidak memiliki obligasi/sukuk/obligasi konversi yang beredar (*outstanding*). Dengan demikian informasi terkait tidak tersedia pada laporan tahunan ini.

CHRONOLOGY OF OTHER SECURITIES LISTING

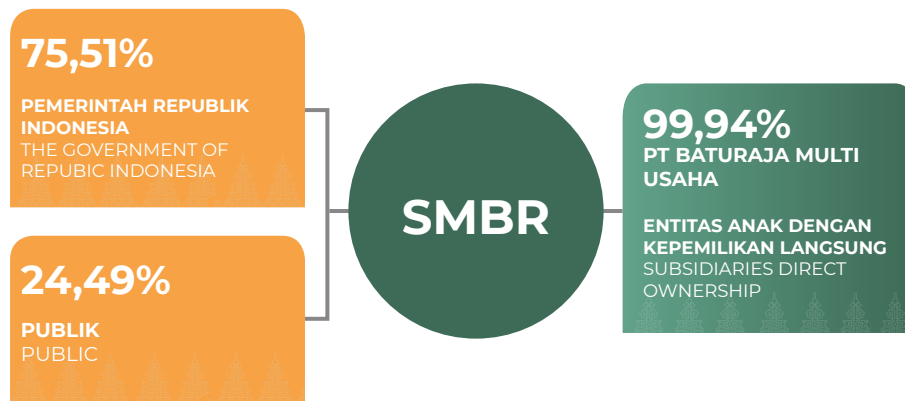
Until the end of the year 2020, the Company did not list any bond/sukuk/outstanding convertible bonds. Thus, information related to this is not presented in this annual report.

PEMEGANG SAHAM PENGENDALI, ENTITAS ANAK, ENTITAS ASOSIASI DAN VENTURA BERSAMA

Hingga berakhirnya tahun buku 2020, Perseroan hanya mempunyai pemegang saham pengendali yaitu Pemerintah Republik Indonesia, memiliki 1 (satu) entitas anak yaitu PT Baturaja Multi Usaha, namun Perseroan tidak memiliki entitas asosiasi dan ventura bersama seperti dijelaskan dalam uraian berikut:

CONTROLLING SHAREHOLDERS, SUBSIDIARIES, ASSOCIATED ENTITIES AND JOINT VENTURES

Until the end of fiscal year 2020, the Company only has a controlling shareholder, namely the Government of the Republic of Indonesia, 1 (one) subsidiary, namely PT Baturaja Multi Usaha, but no associated entity nor joint venture as described in the following description:





DAFTAR ENTITAS ANAK DAN ASOSIASI

LIST OF SUBSIDIARIES AND ASSOCIATED ENTITIES

ENTITAS ANAK

Hingga berakhirnya tahun buku 2020, Perseroan hanya memiliki 1 entitas anak dengan uraian profil sebagai berikut:

Nama Perusahaan

PT Baturaja Multi Usaha

Tanggal & Tahun Pendirian

24 Februari 2016

Domisili

Palembang

Status Operasi

Beroperasi

Total Aset

Rp249.208.910.000

Persentase Kepemilikan

99,94% PT Semen Baturaja (Persero) Tbk
0,06% Koperasi Karyawan Semen Baturaja

Alamat

Jalan KH. Bastari
Perumahan Ogan Permata Indah Blok 21 D - 21 F
Jakabaring, Palembang

Telepon

0711-5541379

Bidang usaha

Berdasarkan Anggaran Dasar PT Baturaja Multi Usaha, sebagaimana terakhir diubah dengan Akta Notaris Akhmad Habriand, S.H., MKn Nomor 16 tanggal 8 Juli 2019, maksud dan tujuan Perseroan ialah berusaha dalam bidang:

1. Pertambangan dan Galian
2. Industri Pengolahan
3. Pengelolaan Air, Limbah, Pengelolaan Daur Ulang Sampah, Remediasi
4. Konstruksi
5. Perdagangan Besar dan Eceran, Reparasi dan Perawatan Mobil dan Sepeda Motor
6. Pengangkutan dan Pergudangan
7. Real Estat
8. Aktivitas Profesional, Ilmiah dan Teknis
9. Aktivitas agen perjalanan dan penunjang usaha lainnya

SUBSIDIARIES

Until the end of fiscal year 2020, the Company has only 1 subsidiary with its profile details as follows:

Name of Company

PT Baturaja Multi Usaha

Date & Year of Establishment

24 February 2016

Domicile

Palembang

Status of Operation

Operate

Total Asset

Rp249,208,910,000

Percentage of Ownership

99.94% PT Semen Baturaja (Persero) Tbk
0.06% Employee Cooperatives of Semen Baturaja

Address

Jalan KH. Bastari
Perumahan Ogan Permata Indah Blok 21 D - 21 F
Jakabaring, Palembang

Telephone

0711-5541379

Line of Business

Based on the Articles of Association of PT Baturaja Multi Usaha, as last revised in Notarial Deed of Akhmad Habriand, S.H., MKn No. 16 dated 8 July 2019, the purpose and objective of the Company are to conduct business in the following fields:

1. Mining and Excavation
2. Manufacturing Industry
3. Water Processing, Waste, Waste Recycle Processing, Remediation
4. Construction
5. Wholesale and Retail Trading, Automotive and Motorcycle Repair and Maintenance
6. Transport and Storage
7. Real Estate
8. Professional, Scientific and Engineering Activities
9. Travel Agent activities and other supporting business



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

- a. Pertambangan dan Galian:
 - Aktivitas Jasa Penunjang Pertambangan
 - Aktivitas Penunjang Pertambangan dan Penggalian Lainnya
- b. Industri Pengolahan:
 - Industri Karet, Barang dari Karet dan Plastik
 - industri Barang dari Plastik untuk Pengemasan
 - Industri Barang Galian Bukan Logam
 - Industri Bata, Mortar, Semen, dan sejenisnya yang Tahan Api
 - Industri Barang dari Semen
 - Industri Barang dari Semen dan Kapur untuk Konstruksi
 - Industri Mortar atau Beton Siap Pakai
 - Industri Barang dari Semen, Kapur, Gips dan Asbes Lainnya
 - Reparasi dan Pemasangan Mesin dan Peralatan
 - Reparasi Mesin untuk Keperluan Umum
- c. Pengelolaan Air, Limbah, Pengelolaan dan Daur Ulang Sampah, Remediasi:
 - Pengelolaan Air Limbah
 - Pengumpulan Air Limbah Berbahaya
 - Pengumpulan Air Limbah Tidak Berbahaya
 - Pengelolaan dan Pembuangan Air Limbah Tidak Berbahaya
 - Pengelolaan dan Pembuangan Air Limbah Berbahaya
 - Pengelolaan dan Daur Ulang Sampah
 - Pengumpulan Sampah Tidak Berbahaya
 - Pengelolaan dan Pembuangan Sampah Tidak Berbahaya
- d. Konstruksi:
 - Konstruksi Gedung
 - Konstruksi Gedung Tempat Tinggal
 - Konstruksi Gedung Perkantoran
 - Konstruksi Gedung Industri
 - Konstruksi Gedung Kesehatan
 - Konstruksi Gedung Lainnya
 - Konstruksi Bangunan Sipil
 - Konstruksi Jembatan dan Jalan Layang
 - Konstruksi Jaringan Irigasi
 - Konstruksi Bangunan Prasarana Sumber Daya Air
 - Konstruksi Khusus
 - Instalasi Listrik
 - Instalasi Saluran Air (*Plumbing*)
 - Instalasi Mekanikal
 - Instalasi Konstruksi Lainnya

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

- a. Mining and Excavation:
 - Mining Support Services Activities;
 - Mining and Other Excavation Supporting Activities
- b. Processing industries of the following:
 - Rubber, Rubber-Made and Plastic Goods;
 - Plastic Goods for Packaging;
 - Non-Metallic Mineral Goods;
 - Brick, Mortar, Cement Industries and other similar Fire Resistant Goods
 - Cement Goods;
 - Cement and Lime Goods for Construction;
 - Ready-to-Use Mortar or Concrete
 - Cement, Lime, Gypsum and other Asbestos Manufacturing Goods;
 - Machines and Equipment Repair and Installation;
 - Machine Repair for General Purposes;
- c. Management of Water, Waste Treatment, Waste Recycling, Remediation:
 - Waste water treatment;
 - Collection of hazardous wastewater;
 - Collection of harmless wastewater;
 - Management and disposal of non-hazardous waste water;
 - Management and disposal of hazardous wastewater;
 - Waste management and recycling;
 - Garbage collection is not dangerous;
 - Management and disposal of hazardous waste;
- d. Construction:
 - Building Construction
 - Residential Building Construction;
 - Office Building Construction
 - Industrial Building Construction
 - Health Building Construction
 - Other Building Construction
 - Civil Building Construction;
 - Bridge and Flyway Construction;
 - Irrigation Network Construction;
 - Construction of Water Resources Infrastructure Buildings;
 - Special Construction
 - Electrical installation;
 - Plumbing installation;
 - Mechanical Installation;
 - Other Construction Installations;



DAFTAR ENTITAS ANAK DAN ASOSIASI LIST OF SUBSIDIARIES AND ASSOCIATED ENTITIES

- e. Perdagangan Besar dan Eceran, Reparasi dan Perawatan Mobil dan Sepeda Motor:
 - Perdagangan, Reparasi, dan Perawatan Mobil dan Sepeda Motor
 - Perdagangan Besar Suku Cadang dan Aksesori Mobil
 - Perdagangan Eceran Suku Cadang dan Aksesori Mobil
 - Perdagangan Eceran Suku Cadang Sepeda Motor dan Aksesorisnya
 - Reparasi dan Perawatan Sepeda Motor
 - Perdagangan Besar bukan Mobil dan Sepeda Motor
 - Perdagangan Besar Atas Dasar Balas Jasa (*fee*) atau Kontrak
 - Perdagangan Besar Genteng, Batu Bata, Ubin dan sejenisnya dari Tanah Liat, Kapur, Semen atau Kaca
 - Perdagangan Besar Semen, Kapur, Pasir dan Batu
 - Perdagangan Besar Berbagai Macam Material Bangunan
 - Perdagangan Besar Produk Lainnya
- f. Pengangkutan dan Pergudangan:
 - Pergudangan dan Aktivitas Penunjang Angkutan
 - Pergudangan dan Penyimpanan
 - Pergudangan dan Penyimpanan Lainnya
 - Jasa Pengurusan Transportasi
 - Aktivitas Ekspedisi Muatan Kapal Laut (EMKL)
- g. Real Estat:
 - Real Estat yang dimiliki sendiri atau di sewa
 - Real Estat atas Dasar Balas Jasa (*fee*) atau Kontrak
- h. Aktivitas Profesional, Ilmiah, dan Teknis:
 - Aktivitas Kantor Pusat dan Konsultasi Manajemen
 - Aktivitas Arsitektur dan Keinsinyuran, Analisa dan Uji Teknis
 - Aktivitas Arsitektur
 - Jasa Kalibrasi/Metrologi
- i. Aktivitas Agen Perjalanan dan Penunjang Usaha Lainnya:
 - Aktivitas Agen Perjalanan, Penyelenggara Tur dan Jasa Reservasi Lainnya
 - Aktivitas Agen Perjalanan Wisata
 - Aktivitas Biro Perjalanan Wisata
 - Jasa Reservasi Lainnya
 - Aktivitas Perawatan dan Pemeliharaan Taman
- e. Automobile and Motorcycle Wholesale and Retail Trade, Repair and Maintenance:
 - Automobile and Motorcycles trading, repair and maintenance;
 - Automobile spare parts and accessories wholesale trade;
 - Automobile spare parts and accessories retail trade;
 - Motorcycle spare parts and accessories retail trade;
 - Motorcycle repair and maintenance;
 - Non-automobile and motorcycle wholesale trading;
 - Wholesale trade based-on fees or contracts
 - Tiles, bricks and other similar tiles goods from clay, lime, cement or glass wholesale trade;
 - Cement, lime, sand and stone wholesale trade;
 - Various building materials wholesale trade;
 - Other products wholesale trade;
- f. Transportation and Warehousing:
 - Warehousing and Transportation supporting activities;
 - Warehousing and Storage
 - Warehousing and other storage
 - Transportation Management Services;
 - Marine Vessels Cargo Expedition (EMKL)
- g. Real Estate:
 - Real estate, owned or leased
 - Real Estate based-on Service (Fee) or Contract
- h. Professional, Scientific, and Technical Activities:
 - Head Office and Management Advisory Activities
 - Architectural and Engineering, Analysis and Technical Tests Activities
 - Architectural Activities;
 - Calibration/Metrology Services;
- i. Travel Agencies and Other Business Supports Activities:
 - Travel Agent, Tour Organizers and Other Reservation Services;
 - Travel Agency Activities
 - Travel Bureau Activities
 - Other Reservation Services
 - Park Maintenance and Treatment Activities



WILAYAH OPERASIONAL AREAS OF OPERATION

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

The cement industry areas of operation of the Company's are spread across in several sites, namely South Sumatera, Lampung, Jambi, Bengkulu, Bangka Belitung and West Kalimantan. The customers being served consist of the distributors and batching plan. Below is site map of the Company's areas of operation.



KANTOR PUSAT DAN PABRIK PALEMBANG

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

HEAD OFFICE AND PALEMBANG PLANT

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



PABRIK BATURAJA

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

BATURAJA PLANT

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

PABRIK BATURAJA II

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

BATURAJA II PLANT

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



PABRIK PANJANG

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

PANJANG PLANT

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



Pasar yang Dilayani

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

Market Served

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



DAFTAR ALAMAT ENTITAS ANAK, KANTOR CABANG SERTA KANTOR PERWAKILAN

LIST OF ADDRESS OF SUBSIDIARIES, BRANCH OFFICES AND REPRESENTATIVE OFFICES

KANTOR PUSAT & PABRIK PALEMBANG

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

KANTOR PERWAKILAN JAKARTA

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

PABRIK BATURAJA

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

PABRIK PANJANG

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

PT BATURAJA MULTI USAHA (ENTITAS ANAK)

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

HEAD OFFICE & PALEMBANG PLANT

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

JAKARTA REPRESENTATIVE OFFICE

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

BATURAJA PLANT

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

PANJANG PLANT

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

PT BATURAJA MULTI USAHA (SUBSIDIARY)

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



NAMA DAN ALAMAT LEMBAGA PENUNJANG PASAR MODAL NAME AND ADDRESS OF CAPITAL MARKET SUPPORTING INSTITUTIONS

Biro Administrasi Efek

Bureau of Securities Administration

Nama & Kontak Company Name & Contact	Jasa Services	Biaya Fee	Periode Period of Assignment
PT Datindo Entrycom Jl. Hayam Wuruk No. 28 - Lantai 2 Jakarta 10120 Tel.: (62) - 21 - 350 8077 (Hunting) Fax.: (62) - 21 - 3508078 E-mail: corporatesecretary@datindo.com Web: www.datindo.com	<ol style="list-style-type: none"> Penyelenggaraan RUPS Tahunan Tahun Buku 2019 Organizer of the Annual GMS Fiscal Year 2019 Biaya Pembayaran Dividen Final Tahun Buku 2019 Fee for Fiscal Year 2019 Dividen Payment Biaya Tahunan Administrasi Pasar Sekunder Annual Fee for Secondary Market Administration Jasa Iklan RUPS GMS Advertising Service 	<ol style="list-style-type: none"> Rp169.000.000 Rp150.407.500 Rp40.000.000 Rp51.420.750 	<ol style="list-style-type: none"> 5 Agustus 2020 5 August 2020 4 September 2020 4 September 2020 Juli 2020-Juni 2021 July 2020-June 2021 Juni-Agustus 2020 June-August 2020

Kantor Pemeringkat Efek

Securities Rating Office

Nama & Kontak Company Name & Contact	Jasa Services	Biaya Fee	Periode Period of Assignment
PT Pefindo (Pemeringkat Efek Indonesia) Panin Tower Senayan City 17 th Floor Jl. Asia Afrika Lot.19 Jakarta 10270, Indonesia Tel.: (62) - 21- 72782380 Fax.: (62) - 21 - 7278 2370	Biaya Pemantauan tahun 2020 atas pemeringkatan MTN 1 year Fee for Monitoring of the year 2020 of MTN 1-year rating	Rp175.000.000	60 hari kalender 60 calendar days

Kantor Akuntan Publik

Public Accounting Office

Nama & Kontak Company Name & Contact	Jasa Services	Biaya Fee	Periode Period of Assignment
Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network) Plaza Asia Lt. 10 Jl. Jendral Sudirman Kav. 59, Kel. Senayan, Kec. Kebayoran Baru Jakarta Selatan, 12190, Indonesia Tel.: (62) 21-5140 1340 Fax.: (62) 21-5140 1350 E-mail: contact@rsm.id	Audit Laporan Keuangan Financial Report Audit	Rp600.000.000	2 (dua) bulan penugasan 2 (two) months assignment

Notaris

Notary

Nama & Kontak Company Name & Contact	Jasa Services	Biaya Fee	Periode Period of Assignment
Fathiah Helmi & PPAT Gedung Graha Irama Lt.6 c Jl. HR.Rasuna Said Blok X-1 Kav 1&2 Kuningan, Jakarta Selatan 12950 Telepon: (62) - 21 - 52907304, 42907306 Fax: (62) - 21 - 5261136	<ol style="list-style-type: none"> Pembuatan Akta Berita Acara RUPST Tahun Buku 2019 Establish Deed of AGMS Fiscal Year 2019 Minutes of Meeting Pembuatan Akta Perubahan Pengurus Establish Deed of Change in Management 	Rp37.000.000	5 Agustus 2020 - 4 Oktober 2020 5 August 2020 - 4 October 2020



INFORMASI PADA WEBSITE PERUSAHAAN INFORMATION ON COMPANY OFFICIAL WEBSITE

Informasi yang termuat dalam situs *web* Perseroan untuk seluruh pemangku kepentingan telah memenuhi ketentuan yang diatur oleh Peraturan Otoritas Jasa Keuangan Nomor 8/POJK.04/2015 tentang Situs *Web* Emiten atau Perusahaan Publik, di antaranya mengenai:

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

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

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

Information to stakeholders contained in the website of the Company's is in compliance with the regulations set forth by the Financial Services Authority No. 8/POJK.04/2015 on the Website of Issuers or Public Companies, among which include the following:

1. General Information On Issuers or Public companies
2. Information for investors
3. Information on Corporate Governance
4. Information on Corporate Social Responsibility

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

All such information may be accessed through the website www.semenaturaja.co.id which is presented bilingually in Bahasa Indonesia and in English.

Konten	Content	Link	
		Link url Versi Indonesia	Link url English Version
Profil Perusahaan Company Profile			
Profil Perusahaan (Informasi Umum: Nama, Alamat, Kontak Kantor Pusat, Perwakilan)	Company Profile	https://semenaturaja.co.id/profil-perusahaan/	https://semenaturaja.co.id/en/company-profile/
Riwayat Perusahaan	Company History	https://semenaturaja.co.id/riwayat-perusahaan/	https://semenaturaja.co.id/en/company-history/
Struktur Organisasi	Organizational Structure	https://semenaturaja.co.id/struktur-organisasi/	https://semenaturaja.co.id/en/organizational-structure/
Visi, Misi, dan Nilai-Nilai Perusahaan	Vision, Mission and Corporate Values	https://semenaturaja.co.id/visi-misi-dan-nilai-nilai-perusahaan/	https://semenaturaja.co.id/en/vision-mission-and-corporate-values/
Pesan President Director	CEO Director Message	https://semenaturaja.co.id/pesan-president-director/	https://semenaturaja.co.id/en/president-director-message/
Profil Dewan Komisaris	Board of Commissioners	https://semenaturaja.co.id/dewan-komisaris/	https://semenaturaja.co.id/en/board-of-commissioners/
Profil Direksi	Board of Directors	https://semenaturaja.co.id/direksi/	https://semenaturaja.co.id/en/board-of-directors/
Komite Manajemen Risiko	Risk Management Committee	https://semenaturaja.co.id/komite-management-risiko/	https://semenaturaja.co.id/en/risk-management-committee/
Komite Audit	Audit Committee	https://semenaturaja.co.id/komite-audit/	https://semenaturaja.co.id/en/audit-committee/
Komite Nominasi dan Remunerasi	Nomination and Remuneration Committee	https://semenaturaja.co.id/komite-nominasi-dan-remunerasi/	https://semenaturaja.co.id/en/nomination-and-remuneration-committee/
Corporate Secretary	Corporate Secretary	https://semenaturaja.co.id/corporate-secretary/	https://semenaturaja.co.id/en/corporate-secretary/
Anggaran Dasar	Articles of Association	https://semenaturaja.co.id/anggaran-dasar/	https://semenaturaja.co.id/en/articles-of-association/



Konten	Content	Link	
		Link url Versi Indonesia	Link url English Version
Lembaga dan Profesi Penunjang	Supporting Institutions and Professionals	https://semenbaturaja.co.id/lembaga-dan-profesi-penunjang/	https://semenbaturaja.co.id/en/supporting-institutions-and-professionals/
Pencapaian	Achievement	https://semenbaturaja.co.id/pencapaian/	https://semenbaturaja.co.id/en/achievement/
Penghargaan	Award	https://semenbaturaja.co.id/penghargaan/	https://semenbaturaja.co.id/en/award/
Produk Product			
Jenis Produk	Type of Products	https://semenbaturaja.co.id/jenis-produk/	https://semenbaturaja.co.id/en/type-of-products/
Proses Produksi	Production Process	https://semenbaturaja.co.id/proses-produksi/	https://semenbaturaja.co.id/en/production-process/
Tata Kelola Corporate Governance			
Kebijakan Perusahaan	Corporate Policy	https://semenbaturaja.co.id/kebijakan-perusahaan/	https://semenbaturaja.co.id/en/corporate-policy/
Kebijakan Anti Penyuapan	Anti-Bribery Policy	https://semenbaturaja.co.id/kebijakan-anti-penyuapan/	https://semenbaturaja.co.id/en/anti-bribery-policy/
Board Manual	Board Manual	https://semenbaturaja.co.id/board-manual/	https://semenbaturaja.co.id/en/board-manual/
Pedoman Good Corporate Governance (GCG)	Good Corporate Governance (GCG) Guidelines	https://semenbaturaja.co.id/pedoman-good-corporate-governance-gcg/	https://semenbaturaja.co.id/en/good-corporate-governance-gcg-guidelines/



INFORMASI PADA WEBSITE PERUSAHAAN INFORMATION ON COMPANY OFFICIAL WEBSITE

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



Konten	Content	Link	
		Link url Versi Indonesia	Link url English Version
Tanggung Jawab Sosial & Lingkungan (TJSL) //sub-menu	Corporate Social Responsibility //sub-menu	https://semenbaturaja.co.id/tanggungjawab-sosial-lingkungan/	https://semenbaturaja.co.id/en/corporate-social-responsibility/
Ketenagakerjaan dan Hak Asasi Manusia //sub-menu	Employment and Human Rights //sub-menu	https://semenbaturaja.co.id/ketenagakerjaan-dan-hak-asasi-manusia/	https://semenbaturaja.co.id/en/employment-and-human-rights/
Keselamatan dan Kesehatan Kerja //sub-menu	Occupational Safety and Health //sub-menu	https://semenbaturaja.co.id/kesehatan-dan-keselamatan-kerja/	https://semenbaturaja.co.id/en/occupational-health-and-safety/
Lingkungan Hidup	Living Environment	https://semenbaturaja.co.id/lingkungan-hidup/	https://semenbaturaja.co.id/en/living-environment/
Produk dan Layanan	Products and Services	https://semenbaturaja.co.id/produk-dan-layanan/	https://semenbaturaja.co.id/en/products-and-services/
Media Media			
Buletin	Buletin	https://semenbaturaja.co.id/buletin/	https://semenbaturaja.co.id/en/magazine/
Siaran Pers	Press Release	https://semenbaturaja.co.id/siaran-pers/	https://semenbaturaja.co.id/en/press-release/
Berita Perusahaan	Company News	https://semenbaturaja.co.id/berita-perusahaan/	https://semenbaturaja.co.id/en/company-news/
Kegiatan CSR	CSR Activities	https://semenbaturaja.co.id/kegiatan-csr/	https://semenbaturaja.co.id/en/csr-activities/

ANALISIS DAN PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION AND ANALYSIS

TINJAUAN MAKRO EKONOMI Macro Economic Review

TINJAUAN INDUSTRI SEMEN Cement Industry Review

TINJAUAN KINERJA PER SEGMENT USAHA Performance Review of Each Business Segment

TINJAUAN KINERJA KEUANGAN Financial Performance Review

• KEMAMPUAN MEMBAYAR UTANG Ability to Pay Debt

• STRUKTUR MODAL Capital Structure

• IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL Material Commitment for Capital Goods Investment

• PERBANDINGAN ANTARA TARGET DAN REALISASI SERTA PROYEKSI 1 (SATU) TAHUN MENDATANG Comparison Between Targets and Realization, and Projection 1 (One) for The Next Year

• INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTANSI Subsequent Material Information and Facts After The Date of Accounting Report

• PROSPEK USAHA Business Prospects

• ASPEK PEMASARAN Marketing Aspect

• KEBIJAKAN DIVIDEN Dividend Policy

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TINJAUAN MAKRO EKONOMI MACRO ECONOMIC REVIEW

Pandemi COVID-19 yang melanda hampir seluruh negara di dunia membuat tahun 2020 menjadi berat bagi perekonomian, baik secara global maupun nasional. COVID-19 memaksa aktivitas bisnis maupun kehidupan sehari-hari mengarah pada kebiasaan baru atau "new normal", antara lain dengan membatasi aktivitas sosial.

Pemberlakuan pembatasan aktivitas sosial atau *Lockdown* dilakukan hampir semua negara. Di Indonesia sendiri upaya menekan penyebaran COVID-19 lebih dikenal dengan PSBB (Pembatasan Sosial Berskala Besar).

Melihat kondisi tersebut, Dana Moneter Internasional (IMF) saat itu telah memprediksi bahwa kinerja perekonomian global akan mengalami kontraksi. Lembaga tersebut memperkirakan pertumbuhan ekonomi tahun 2020 minus 4,4%. Perlambatan ekonomi global tersebut juga ditunjukkan dengan melemahnya harga beberapa komoditas di pasar internasional.

Harga Rata-rata Komoditas di Pasar Internasional

Average Price of Commodities in the International Markets

Uraian Description		2020	2019	2018
Crude Oil WTI (USD/barel)	Crude Oil WTI (USD/barrel)	39,3	57,0	64,8
Crude Oil Brent (USD/barel)	Crude Oil Brent (USD/barrel)	42,3	64,0	71,1
Rubber TSR 20 (USD/kg)	Rubber TSR 20 (USD/kg)	1,33	1,41	1,37
Gold (USD/tray ounce)	Gold (USD/tray ounce)	1.770	1.392	1.269

Sumber | Source: World Bank Commodities Price Data

Serupa dengan ekonomi global, ekonomi Indonesia juga terdampak pembatasan mobilitas dan kebijakan kesehatan publik lainnya yang diberlakukan untuk mengendalikan pandemi COVID-19. Hingga akhir tahun buku 2020, Badan Pusat Statistik (BPS) mencatat pertumbuhan Indonesia mengalami kontraksi, yaitu minus 2,07%.

Sementara inflasi berada di titik yang sangat rendah, yaitu 1,68%. Indikator tersebut mengisyaratkan adanya penurunan daya beli masyarakat, sehingga menurunkan tingkat permintaan. Hal itu tercermin dari data pertumbuhan pengeluaran konsumsi rumah tangga pada tahun 2020 yang minus 2,63%.

The COVID-19 pandemic that hit almost all countries across the world has made the year 2020 a difficult one for the economy, both globally and nationally. COVID-19 has forced business activities as well as other parts of life towards a new way of life or a "new normal", such as in social activity restriction.

Almost all countries have imposed restrictions on social activities or lockdown. In Indonesia itself to suppress the spread COVID-19 is better known as PSBB (Large-Scale Social Restrictions).

In view of such condition, the International Monetary Fund (IMF) projected that global economic performance will suffer contraction. IMF estimated that economic growth in 2020 will be minus 4.4%. Global economic slowdown was also indicated by the flagging price of several commodities in the international markets.

Similar to the global economy, Indonesia's economy was also impacted by the mobility restrictions and other public health policies enforced to control the COVID-19 pandemic. Until the end of fiscal year 2020, the Central Bureau of Statistics (BPS) recorded that Indonesia's growth suffered contraction, that was minus 2.07%.

Meanwhile, inflation was at a very low point of 1.68%. This is reflected in the growth of household consumption expenditure in the year 2020, recorded at minus 2.63%.



Uraian Description		2020	2019	2018
Pertumbuhan Ekonomi Indonesia (%)	Indonesia's Economic Growth (%)	2,07	5,02	5,17
Inflasi (%)	Inflation (%)	1,68	2,72	3,13
7-day (Reverse) Repo Rate (%)	7-day (Reverse) Repo Rate (%)	3,75	5,00	6,00

Sumber | Source: BPS dan | and Bank Indonesia

Tekanan terhadap konsumsi rumah tangga tersebut ikut berpengaruh terhadap permintaan semen, yang menjadi salah satu *leading indicator* penting dalam melihat perkembangan konsumsi masyarakat. Selain itu, terhambatnya beberapa proyek infrastruktur akibat COVID-19 juga ikut memberikan tekanan bagi industri semen.

Pressure on household consumption also affected the demand for cement, as one of the important leading indicators in looking at the development in public consumption. In addition, delays in infrastructure projects due to COVID-19 has also suppressed the cement industry.

TINJAUAN INDUSTRI SEMEN CEMENT INDUSTRY REVIEW

Seiring dengan kondisi ekonomi global dan kondisi ekonomi nasional yang melemah diakibatkan oleh pandemi COVID-19, kondisi industri semen nasional pada tahun 2020 juga mengalami penurunan yang cukup signifikan. Hingga akhir tahun, konsumsi semen menurun 10,7% dibandingkan tahun sebelumnya dan tingkat utilisasi yang tercapai hanya 54%.

In line with the global economic conditions and the weakening of the national economic conditions caused by the COVID-19 pandemic, the national cement industry in the year 2020 has also suffered a significant decline. Until the end of the year 2020, sales of cement decreased by 10.7% compared to the previous year and utilization rate only reached 54%.

Pada tahun 2020, Perseroan mencatatkan penjualan semen sebesar 1.930.022 ton lebih rendah 9% dibanding tahun 2019. Secara wilayah pasar, Perseroan tetap *menjadi market leader* di Sumatera Selatan dengan *market share* sebesar 54%. Sedangkan untuk wilayah Lampung meningkat sebesar 7% dari tahun sebelumnya menjadi 28%.

In 2020, the Company recorded cement sales of 1,930,022 tons, 9% lower than the year 2019. In terms of the market area, the Company remained as the market leader in South Sumatera with a market share of 54%. While for the Lampung area, the market share was 28%, 7% higher than the previous year.

Berdasarkan data Asosiasi Semen Indonesia (ASI) tahun 2021, konsumsi semen Nasional diperkirakan akan naik berkisar 7-8% dengan ekspor (klinker dan semen) juga diperkirakan naik 10%. Hal ini dikarenakan pertumbuhan ekonomi Indonesia diprediksi naik 5,3% dan adanya rencana peningkatan alokasi anggaran pemerintah dibidang infrastruktur yang diperkirakan naik 48% dari tahun 2020. Selain itu, pandemi COVID-19 diharapkan akan hilang ditahun 2021 untuk mencapai pertumbuhan ekonomi Indonesia.

Based on data from the Indonesian Cement Association (ASI) in 2021, the national cement consumption is estimated to rise by about 7-8% with export (clinker and cement) also expected to rise by 10%. This is due to Indonesia's economic growth which is projected to increase by about 5.3% and the increase in the government's budget for infrastructure is estimated to increase by 48% from the year 2020. Moreover, the COVID-19 pandemic is assumed to diminish by the year 2021 in order to reach growth in Indonesia's economy.



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Pada tahun 2020, Perseroan tetap mampu berproduksi sesuai permintaan pasar.

In 2020, the Company remains capable produce according to market demand.



TINJAUAN OPERASIONAL

Produk Semen

Hingga berakhirnya tahun buku 2020, PT Semen Baturaja (Persero) Tbk ("Perseroan") memproduksi 4 (empat) tipe semen, yang rinciannya dijelaskan dalam tabel berikut:

OPERATIONAL REVIEW

Cement Product

Until the end of fiscal year 2020, PT Semen Baturaja (Persero) Tbk ("Company") produced 4 (four) types of cement, with details as described in the table below:



No.	Type	Uraian	Description
1	Ordinary Portland Cement (OPC) Tipe I Indonesian Standard: SNI No. 014/BPPI/ BIPA-SERT.2/03/2018 Ordinary Portland Cement (OPC) Type I Indonesian Standard: SNI No. 014/BPPI/ BIPA-SERT.2/03/2018	<p>OPC Tipe I merupakan salah satu jenis produk Perseroan yang memenuhi kriteria SNI 2049 : 2015 dan dapat direkomendasikan untuk keperluan bangunan konstruksi pada umumnya untuk semua mutu beton tanpa memerlukan syarat-syarat khusus. OPC Tipe I mempunyai keunggulan, karena cepat kering, memiliki daya rekat yang kuat, hasil adukan yang tidak mudah retak dan kekuatan tekan yang baik.</p> <p>OPC Tipe I tersedia dalam kemasan zak 50 kilogram, bigbag 1.000 kilogram dan curah. OPC Tipe I biasanya diaplikasikan pada struktur jembatan, jalan beton, komponen bangunan bertingkat seperti panel beton, tiang pancang, landasan pacu pesawat udara.</p>	<p>OPC Tipe I is one of the Company's cement products that meets SNI 2049:2015 criteria and may be recommended for use in general building construction for all types of concrete with no specific requirements needed. OPC Tipe I is a product of quality excellence, as it dries fast, has strong adhesion, the mortar result does not easily crack and has good compressive strength.</p> <p>OPC Tipe I is available in sack packaging of 50 kilograms, big bag of 1,000 kilograms and in bulk. OPC Tipe I is usually applied in such structures as bridges, concrete roads, high-rise building components as in concrete panels, piles, airport runways.</p>
2	Ordinary Portland Cement (OPC) Tipe II Indonesian Standard: SNI No. 014/BPPI/ BIPA-SERT.2/03/2018 Ordinary Portland Cement (OPC) Type II Indonesian Standard: SNI No. 014/BPPI/ BIPA-SERT.2/03/2018	<p>OPC Tipe II merupakan salah satu jenis produk Perseroan yang memenuhi kriteria SNI 2049: 2015 dan dapat direkomendasikan untuk keperluan bangunan konstruksi yang memerlukan ketahanan terhadap kandungan asam sulfat sedang (0,10 - 0,20%) & panas hidrasi bersifat sedang "Medium Resistance". OPC Tipe II tersedia dalam kemasan <i>big bag</i> 1.000 kilogram dan curah. OPC Tipe II biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, tanah rawa, dermaga, saluran irigasi dan bendungan.</p>	<p>OPC Tipe II is one of the Company's cement products that meets SNI 2049:2015 criteria and may be recommended for use in building construction that requires resistance to moderate sulfuric acid content (0.10 - 0.20%) and medium heat hydration "Medium Resistance". OPC Tipe II is available in big bag packaging of 1,000 kilograms and in bulk. OPC Tipe II is usually applied in buildings located by seashore, marshland, dock/waterfront, irrigation canals and dams.</p>
3	Ordinary Portland Cement (OPC) Tipe V No. 042/BPPI/ Baristand-Palembang-SERT.2/07/2018 Ordinary Portland Cement (OPC) Type V No. 042/BPPI/ Baristand-Palembang-SERT.2/07/2018	<p>OPC Tipe V merupakan salah satu jenis produk yang memenuhi kriteria SNI 2049: 2015 dan dapat direkomendasikan untuk keperluan bangunan konstruksi yang memerlukan ketahanan terhadap kandungan asam sulfat tinggi (lebih dari 0,20%) & panas hidrasi bersifat tinggi "Ultra Resistance". OPC Tipe V tersedia dalam kemasan <i>big bag</i> 1.000 kilogram dan curah. OPC Tipe V biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, daerah rawa, bangunan Instalasi Pengolahan Air Limbah (IPAL), kawasan tambang, pembangkit tenaga nuklir dan proyek geothermal.</p>	<p>OPC Tipe V is one of cement products that meet SNI 2049:2015 criteria and may be recommended for use in building construction that require resistance to high sulfate acid content (more than 0.20%) and high heat hydration "Ultra Resistance". OPC Tipe V is available in big bag packaging of 1,000 kilograms and in bulk. OPC Tipe V is usually applied in buildings located on the seafloor, around marshland, Wastewater Treatment Plant (IPAL) buildings, mining areas, nuclear power plants and geothermal projects.</p>
4	Portland Composite Cement (PCC) Indonesian Standar: SNI No. 28/BIPA/LSPro/Sert/06/2017 Portland Composite Cement (PCC) Indonesian Standard: SNI No. 28/BIPA/LSPro/Sert/06/2017	<p>PCC merupakan salah satu jenis produk Perseroan yang memenuhi kriteria SNI 7064: 2014 dan dapat direkomendasikan untuk keperluan bangunan konstruksi pada umumnya. PCC mempunyai keunggulan karena memiliki panas hidrasi lebih rendah sehingga akan lebih mudah dalam proses pengerjaan dan dapat menghasilkan permukaan beton serta plester yang lebih rapat dan halus. PCC juga memiliki daya rekat yang kuat, kedap air dan kekuatan tekan yang baik. PCC tersedia dalam kemasan zak 50 kilogram, <i>big bag</i> 1.000 kilogram dan curah. PCC biasanya diaplikasikan pada bangunan konstruksi pada umumnya seperti bangunan perumahan, gedung bertingkat, jembatan, batako, <i>paving block</i>.</p>	<p>PCC is one of the Company's cement products that meet the SNI 7064:2014 criteria and may be recommended for use in building construction in general. PCC has quality excellence because of its lower hydration heat that makes it easier to work on and produces a tighter and smoother concrete and plaster surface. PCC also has strong adhesion, water resistance and good pressure strength. PCC is available in big bag packaging of 1,000 kilograms and in bulk. PCC is usually applied in building construction in general such as house buildings, high rise buildings, bridges, concrete bricks and paving blocks.</p>

Baturaja Mortar

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

Baturaja Mortar

Cement mortar, or better known as Baturaja Mortar is the Company's instant cement product specifically formulated with specific functions and uses. The use of Baturaja Mortar is very easy because it does not require the addition of other materials, just simply mix with adequate water and the cement can be directly applied. This instant cement may be used as alternative



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langsung diaplikasikan. Semen instan ini dapat menjadi bahan bangunan alternatif pengganti adukan semen-pasir konvensional.

Baturaja Mortar memiliki banyak keunggulan karena lebih praktis, berkualitas dan efisien. Baturaja Mortar terdiri dari 5 (lima) varian seperti Perekat Keramik, Pasangan Bata dan Plesteran, Pasangan Bata Ringan, Acian dan Acian Putih yang tersedia dalam kemasan zak 40 kilogram dan 25 kilogram.

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

White Clay

White Clay atau Tanah Liat Putih lebih dikenal sebagai salah satu bahan baku dalam proses produksi semen. Seiring perkembangannya, *White Clay* yang diperoleh langsung dari proses penambangan di area milik Perseroan ini memiliki banyak kegunaan lain. Kini Perseroan turut merambah bisnis *White Clay*

building material to replace the conventional cement-sand mix.

Baturaja Mortar has many qualities of excellence because it is practical, good quality and efficient. Baturaja Mortar consists of 5 (five) variants such as Ceramic Adhesion, Brick and Plaster Couple, Light Brick Couple, Cladding and White Cladding available in packaging of 40 and 25-kilogram sack.

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

White Clay

White Clay is better known as one of the raw materials used in cement production process. As it develops, White Clay is obtained directly from the mining processing in areas owned by the Company's and has many other uses. Currently the Company's expands into the White Clay business which is often used as



yang banyak digunakan sebagai salah satu bahan pembuat Keramik dan bahan baku yang diperlukan dalam pembuatan pupuk NPK.

Sementara itu, terdapat juga pengembangan hilirisasi produk lainnya yang dihasilkan seperti, bata ringan, beton porous dan *fibre cement board*.

KINERJA USAHA 2020

Pada tahun 1981, Perseroan mulai melakukan produksi secara komersil dengan kapasitas terpasang sebanyak 500.000 ton semen/tahun. Pada tahun 1994, dilakukan Proyek Optimalisasi I (OPT I) sehingga kapasitas produksi terpasang meningkat menjadi 550.000 ton semen/tahun. Pada tahun 2001, dilanjutkan dengan Proyek Optimalisasi II (OPT II) yang meningkatkan kapasitas terpasang menjadi 1.250.000 ton semen/tahun.

Pada Juli 2013, Proyek Cement Mill pun beroperasi secara komersil dengan kapasitas produksi 750.000 ton semen/tahun, sehingga meningkatkan kapasitas produksi terpasang menjadi 2.000.000 ton semen/tahun. Sampai pada tanggal 1 September 2017, Pabrik Baturaja II beroperasi secara komersil dan memberikan tambahan kapasitas produksi sebesar 1.850.000 ton semen/tahun sehingga total kapasitas produksi terpasang menjadi 3.850.000 ton semen/tahun.

Pada tahun 2020, volume produksi semen Perseroan sebesar 1.915.849 ton lebih rendah 10% dari produksi semen tahun 2019 sebesar 2.127.307 ton. Adapun produksi semen Perseroan berdasarkan jenisnya, yaitu Semen OPC Tipe I sebesar 192.165 ton atau lebih rendah 46% dari tahun 2019 sebesar 357.929 ton; Semen OPC Tipe V sebesar 4.774 ton atau lebih rendah 62% dari tahun 2019 sebesar 12.630 ton; PCC sebesar 1.718.910 ton atau lebih rendah 2% dari tahun 2019 sebesar 1.756.748 ton. Sementara itu, Perseroan tidak memproduksi semen OPC tipe II pada tahun 2020.

Sedangkan terak, bahan setengah jadi yang dibutuhkan untuk proses selanjutnya dalam pembuatan semen, total volume produksinya 1.305.881 ton. Dibandingkan tahun 2019 yang mencapai 1.464.554 ton, terjadi penurunan 11%. Penurunan volume produksi tersebut terutama disebabkan karena menyesuaikan dengan permintaan pasar.

one of the raw materials to produce ceramics as well as NPK fertilizers.

Meanwhile, other downstream products are produced with this material, such as light bricks, porous concrete and fiber cement boards.

2020 BUSINESS PERFORMANCE

In the year 1981, the Company began commercial production with installed capacity of 500,000 tons of cement/year. In 1994, Optimization I Project (OPT I) was conducted which resulted in the installed capacity to increase to 550,000 tons of cement/year. In 2001, it was continued with Optimization II Project (OPT II) which increased installed capacity to 1,250,000 tons of cement/year.

In the year 2013, Cement Mill Project began operations commercially with a production capacity of 750,000 tons of cement/year which resulted in the installed capacity to increase to 2,000,000 tons of cement/year. Until 1 September 2017, Baturaja II Plant was in operation commercially and provided an additional production capacity of 1,850,000 tons of cement/year that the total installed production capacity reached 3,850,000 tons of cement/year.

In the year 2020, the Company's cement production volume was 1,915,849 tons, 10% lower from 2019 cement production of 2,127,307 tons. The Company's cement production based on its type, namely OPC Cement Type I amounted to 192,165 tons or 46% lower than 2019 which amounted to 357,929 tons; OPC Cement Type V amounted to 4,774 tons or 62% lower than 2019 amounting to 12,630 tons; PCC amounted to 1,718,910 tons or 2% lower than 2019 of 1,756,748 tons. Meanwhile, the Company did not produce OPC Type II during the year 2020.

While for clinker, the semi-finished material needed in the next process of cement production, its production volume was 1,305,881 tons, a decrease of 11% compared to the year 2019 when production reached 1,464,554 tons. The decrease in production volume was mainly due to adjustments to market demand.



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Produksi semen di Pabrik Baturaja I sebesar 386.687 ton atau lebih rendah 42% dari tahun 2019, karena pasokan semen diprioritaskan berasal dari Pabrik Baturaja II. Sedangkan Pabrik Baturaja II memproduksi 1.374.166 ton semen atau tumbuh 17%. Produksi semen di Pabrik Palembang sebesar 45.410 ton atau lebih rendah 62% dalam rangka efisiensi biaya operasi. Sementara Pabrik Panjang memproduksi semen sebanyak 109.585 ton atau lebih rendah 32% dibanding tahun 2019.

Cement production at Baturaja I Plant was 386,687 tons, 42% lower than 2019, as cement supply from the Baturaja II Plant was prioritized, where production was 1,374,166 tons of cement or a growth of 17%. Cement production at Palembang Plant was 45,410 tons or 62% lower as operational costs efficiency was in placed. While the Panjang Plant produced 109,585 tons of cement or 32% lower than in the year 2019.

Perkembangan Volume Produksi Semen

Development in Cement Production Volume

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

No.	Type	Type	2020	2019	Perubahan (%) Change (%)
1	Terak	Clinker	1.305.881	1.464.554	-11
2	Semen	Cement	1.915.849	2.127.307	10
	<i>Ordinary Portland Cement (OPC) Tipe I</i>	<i>Ordinary Portland Cement (OPC) Tipe I</i>	192.165	357.929	-46
	<i>Ordinary Portland Cement (OPC) Tipe II</i>	<i>Ordinary Portland Cement (OPC) Tipe II</i>	--	--	--
	<i>Ordinary Portland Cement (OPC) Tipe V</i>	<i>Ordinary Portland Cement (OPC) Tipe V</i>	4.774	12.630	-62
	<i>Portland Composite Cement (PCC)</i>	<i>Portland Composite Cement (PCC)</i>	1.718.910	1.756.748	-2
	Baturaja Mortar	Baturaja Mortar	--	--	--
3	<i>White Clay</i>	<i>White Clay</i>	34.889	9.042	286

Penjualan

Dari sisi penjualan, pada tahun 2020 Perseroan menjual sebanyak 1,9 juta ton, turun 9% dibandingkan tahun 2019 yang mencapai 2,1 juta ton. Penurunan terbesar terjadi pada *Ordinary Portland Cement (OPC) Tipe V* yang mencapai 49 persen dibandingkan tahun sebelumnya.

Untuk produk terak, pada tahun 2020 tidak ada penjualan. Hal ini karena Perseroan fokus memenuhi kebutuhan terak untuk mendukung target produksi dan penjualan semen Perseroan di 2020.

Sales

From the sales aspect, in the year 2020 the Company sold 1.9 million tons, a decrease of 9% compared to the year 2019 which reached 2.1 million tons. The biggest decline occurred in the sales of *Ordinary Portland Cement (OPC) Type V* which reached 49% compared to the previous year.

For clinker production, there were no sales achieved in the year 2020. This was due to the condition where the Company was focused on meeting the needs for clinker to support the targets in cement production and sales in the year 2020.



Sedangkan untuk produk *white clay* terjadi peningkatan 440% yaitu sebesar 34.140 ton dari realisasi 2019 sebesar 6.317 ton. Peningkatan ini didorong oleh adanya kontrak penjualan jangka panjang yang dimulai pada bulan Mei 2020 lalu.

Meanwhile, the production of white clay increased by 440%, where 6,317 tons was produced in 2019, and 34,140 tons was produced in 2020. This increase was caused by the presence of a long-term sales contract which began in May of 2020.

Perkembangan Volume Penjualan Produk Semen

Development in Sales Volume of Cement Products

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

No.	Type	Type	2020	2019	Perubahan (%) Change (%)
1	Terak	Clinker	--	28.548	-100
2	Semen	Cement	1.930.022	2.119.772	-9
	Ordinary Portland Cement (OPC) Tipe I	Ordinary Portland Cement (OPC) Type I	200.575	344.505	-42
	Ordinary Portland Cement (OPC) Tipe II	Ordinary Portland Cement (OPC) Type II	--	--	--
	Ordinary Portland Cement (OPC) Tipe V	Ordinary Portland Cement (OPC) Type V	4.547	8.935	-49
	Portland Composite Cement (PCC)	Portland Composite Cement (PCC)	1.724.900	1.766.332	-2
	Baturaja Mortar	Baturaja Mortar	--	--	--
3	White Clay	White Clay	34.140	6.317	440

Profitabilitas

Dalam melaksanakan kegiatan usaha, Perseroan menjual semen kepada pihak ketiga dan pihak berelasi. Hingga akhir tahun 2020, Perseroan mencatatkan penurunan pendapatan bersih sebesar Rp277,6 miliar atau lebih rendah 14%.

Realisasi yang lebih rendah tersebut utamanya disebabkan karena adanya penurunan pada penjualan kepada pihak ketiga sebesar 15% atau sebesar Rp290,4 miliar, dari Rp1,99 triliun pada tahun 2019 menjadi Rp1,70 triliun pada tahun 2020 sebagai dampak dari penurunan demand semen. Rincian penjualan kepada pihak ketiga antara lain:

1. Penjualan semen bungkus, sebesar Rp1,47 triliun atau lebih rendah 7% dari tahun 2019 sebesar Rp1,58 triliun.
2. Penjualan semen curah, sebesar Rp223 miliar atau lebih rendah 43% dari tahun 2019 sebesar Rp393 miliar.
3. Jasa pengangkutan, sebesar Rp2,71 miliar atau lebih rendah 50% dari tahun 2019 sebesar Rp5,42 miliar.

Profitability

In conducting its business activities, the Company sell cement to third parties and other related parties. Until the end of the year 2020, the Company recorded decrease net income of Rp277.6 billion or 14% lower.

Such lower realized performance was mainly caused by the decrease in the sales to third parties by 15% or at the amount of Rp290.4 billion, from the Rp1.99 trillion in the year 2019 to Rp1.70 trillion in 2020 as a result of the decline in cement demand. Details of sales to third parties, among others are as follows:

1. Sales of bagged cement, 7 amounting to Rp1.47 trillion or 7% lower than 2019 amounting to Rp1.58 trillion.
2. Sales of bulk cement, Rp223 billion or 43% lower than 2019 amounting to Rp393 billion.
3. Transport services, Rp2.71 billion or 50% lower than 2019 Rp5.42 billion.



TINJAUAN KINERJA PER SEGMENT USAHA

PERFORMANCE REVIEW OF EACH BUSINESS SEGMENT

Kinerja Profitabilitas

Profitability Performance

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

No.	Uraian Description	Tipe Type	2020	2019	Perubahan (%) Change (%)
1.	Penjualan Sales				
-	Terak	Clinker	--	14.443	-100
-	Semen	Cement	1.696.542	1.974.851	-14
·	Bungkus	Pack	1.473.507	1.581.804	-7
·	Curah	Bulk	223.036	393.046	-43
-	White Clay	White Clay	19.624	3.172	519
-	Jasa Pengangkutan	Transport Services	2.707	5.420	-50
-	Lain-lain	Others	3.034	1.631	86
	Jumlah	Total	1.721.907	1.999.517	-14
2.	Laba Kotor	Gross Profit	720.158	874.889	-18
3.	Laba Usaha	Operating Profit	215.137	233.944	-8
4.	Laba Bersih	Net Profit	10.982	30.074	-63



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW



Kinerja keuangan yang disajikan di bawah ini mengacu pada Laporan Keuangan yang berakhir 31 Desember 2020 dan telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan dengan pendapat Wajar dalam semua hal yang material. Posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anak tanggal 31 Desember 2020 serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

ASET

Aset Lancar

Aset lancar Perseroan mengalami kenaikan sebesar Rp58,94 miliar atau tumbuh 5% dari Rp1,07 triliun pada tahun 2019 menjadi Rp1,13 triliun pada tahun 2020. Kenaikan tersebut utamanya terjadi karena beberapa akun pada tahun 2020 mengalami pertumbuhan positif dibandingkan tahun sebelumnya, yaitu:

1. Kas dan setara kas naik 95% dari Rp185,65 miliar di tahun 2019 menjadi Rp362,47 miliar di tahun 2020.
2. Piutang usaha ke pihak berelasi naik 71% dari Rp6,76 miliar di tahun 2019 menjadi Rp3,96 miliar di tahun 2020.
3. Piutang lain-lain ke pihak berelasi naik Rp2,24 miliar.
4. Aset keuangan lancar lainnya naik 78% dari Rp16,77 miliar di tahun 2019 menjadi Rp29,79 miliar di tahun 2020.

The financial performance presented below refers to the Financial Statements ending as of 31 December 2020 and audited by the Public Accountant Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners with reasonable opinion in all material matters. The consolidated financial position of PT Semen Baturaja (Persero) Tbk and its Subsidiaries dated 31 December 2020 as well as the consolidated financial performance and cash flow for the year ending on the above date, is in accordance with Indonesian Financial Accounting Standards (PSAK).

ASSET

Current Assets

The Company's current assets increased by Rp58.94 billion or growing 5% from Rp1.07 trillion in 2019 to Rp1.13 trillion in 2020. The increase mainly occurred due to the several accounts in the year 2020 that encountered positive growth if compared with the previous year, namely as follows:

1. Cash and cash equivalent increased by 95% from Rp185.65 billion in 2019 to Rp362.47 billion in 2020.
2. Business/Operating receivables to associated parties increased by 71% from Rp6.76 billion in 2019 to Rp3.96 billion in 2020..
3. Other receivables to related parties increased by Rp2.24 billion.
4. Other current financial assets increased by 78% from Rp16.77 billion in 2019 to Rp29.79 billion in 2020.



TINJAUAN KINERJA KEUANGAN

FINANCIAL PERFORMANCE REVIEW

Kinerja Aset Lancar

Current Assets Performance

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Kas dan Setara Kas	Cash and Cash Equivalent	362.469	185.649	95
Piutang Usaha: · Pihak Ketiga · Pihak Berelasi	Trade Receivable: · Third Parties · Related Parties	443.456 6.766	476.668 3.966	-7 71
Piutang Lain-Lain: · Pihak Ketiga · Pihak Berelasi	Other Receivables: · Third Parties · Related Parties	6.106 2.238	3.069 --	99 100
Persediaan	Inventories	249.819	340.862	-27
Pajak Dibayar Di Muka	Prepaid Taxes	6.317	15.307	-59
Biaya Dibayar Di Muka	Prepaid Costs	4.407	9.841	-55
Uang Muka	Down Payment	19.553	19.848	-1
Aset Keuangan Lancar Lainnya	Other Current Financial Assets	29.794	16.773	78
Jumlah Aset Lancar	Total Current Assets	1.130.926	1.071.983	5

Kas dan Setara Kas

Kas dan setara kas Perseroan tahun 2020, meningkat 95% atau sebesar Rp176,82 miliar. Kenaikan itu disebabkan oleh meningkatnya penerimaan pembayaran dari Distributor.

Piutang Usaha

Piutang Usaha Perseroan kepada pihak ketiga tahun 2020 menurun 7% atau sebesar Rp33,21 miliar dan piutang pihak berelasi meningkat 71% atau sebesar Rp2,8 miliar, kondisi ini disebabkan oleh penjadwalan pembayaran piutang usaha pihak ketiga dan meningkatnya penjualan *white clay* kepada PT Pupuk Sriwidjaja serta meningkatnya pencadangan piutang atas penerapan PSAK 71 tahun 2020. Sedangkan piutang lain-lain Perseroan kepada pihak ketiga tahun 2020 meningkat 99% atau sebesar Rp3,04 miliar dan piutang kepada pihak berelasi naik sebesar Rp2,24 miliar. Hal ini disebabkan oleh meningkatnya pendapatan atas pemanfaatan pengelolaan limbah B3.

Persediaan

Persediaan Perseroan mengalami penurunan 27% atau sebesar Rp91,04 miliar. Hal ini disebabkan oleh adanya efisiensi pembelian bahan baku dan *sparepart* menyesuaikan dengan volume penjualan dan produksi akibat pandemi COVID-19.

Pajak Dibayar di Muka

Pajak Dibayar Di Muka Perseroan mengalami penurunan 59% atau sebesar Rp8,99 miliar yang disebabkan oleh adanya restitusi pajak entitas anak yang telah diterima ditahun 2020.

Cash and Cash Equivalent

Cash and cash equivalents the Company's in 2020 increased by 95% or at the amount of Rp176.82 billion. This increase was due to the increase in payments received from the Distributor.

Trade Receivables

The Company's trade receivables with third parties in 2020 declined by 7% or at the amount of Rp33.21 billion and receivables with related parties rose by 71% or at the amount of Rp2.8 billion as a result of the payment schedule from the trade receivables with third parties and the white clay sales increase to PT Pupuk Sriwidjaja as well as the increase in receivable reserves with the implementation of PSAK 71 in 2020. While the Company's other receivables to their parties in 2020 increased by 99% or the amount of Rp3.04 billion and receivables to related parties increased by Rp2.24 billion. This was due to the increase in income from the use of B3 waste management.

Inventories

Inventories the Company's decreased by 27% or at the amount of Rp91.04 billion. This was caused by the efficiency in purchasing the raw materials and spare parts adjust to volume of sales and production as impacted by the COVID-19 pandemic.

Prepaid Taxes

Prepaid taxes the Company's dropped by 59% or at the amount of Rp8.99 billion due to tax restitution of subsidiaries received in the year 2020.



Biaya Dibayar di Muka

Biaya Dibayar di Muka Perseroan mengalami penurunan 55% atau sebesar Rp5,43 miliar yang disebabkan oleh penerapan PSAK 73, dimana biaya dibayar dimuka untuk tanah dan bangunan direklasifikasi ke Aset Hak-guna.

Uang Muka

Uang Muka Perseroan mengalami penurunan 1% atau sebesar Rp295 juta yang disebabkan oleh berkurangnya pembayaran dimuka atas pembelian barang dan jasa.

Aset Keuangan Lancar Lainnya

Aset Keuangan Lancar Lainnya mengalami peningkatan 78% atau Rp13,02 miliar yang disebabkan oleh penempatan deposito untuk jaminan restorasi tambang Perseroan.

Aset Tidak Lancar

Hingga akhir tahun 2020, aset tidak lancar Perseroan mengalami peningkatan 2% atau sebesar Rp106,96 miliar dari Rp4,49 triliun pada tahun 2019 menjadi Rp4,6 triliun pada tahun 2020. Kenaikan tersebut terjadi karena adanya akumulasi peningkatan kinerja pada beberapa akun dibandingkan tahun 2019, yaitu:

1. Aset tetap meningkat 2% dari Rp4,17 triliun di tahun 2019 menjadi Rp4,24 triliun di tahun 2020 disebabkan investasi rutin Perseroan.
2. Aset tak berwujud meningkat 36% dari Rp176,91 miliar di tahun 2019 menjadi Rp241,07 miliar di tahun 2020 disebabkan oleh kegiatan development tambang Pelawi yang diamortisasi sebagai biaya produksi

Kinerja Aset Tidak Lancar

Performance of Non-Current Assets

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Penyertaan Saham	Investment in Share	25	25	0
Aset Tetap	Fixed Assets	4.242.524	4.171.967	2
Aset Tak Berwujud	Intangible Assets	241.077	176.912	36
Aset Tidak Lancar Lainnya	Other Non-Current Assets	122.623	150.383	-18
Jumlah Aset Tidak Lancar	Total Non-Current Assets	4.606.250	4.499.287	2

Total Aset

Dengan adanya peningkatan pada aset lancar sebesar 5% dan peningkatan aset tidak lancar sebesar 2%, maka jumlah aset Perseroan hingga akhir Desember 2020 mengalami peningkatan sebesar 3% atau sebesar Rp165,9 miliar dari Rp5,57 triliun pada tahun 2019 menjadi Rp5,74 triliun pada tahun 2020.

Prepaid Expense

Prepaid costs the Company's decreased by 55% or at the amount of Rp5.43 billion due to the implementation of PSAK 73 where prepaid costs for land and buildings are reclassified to Use Rights Assets.

Down Payment

Down payments the Company's declined by 1% or at the amount of Rp295 million caused by the decrease in down payments for the purchase of goods and services.

Other Current Financial Assets

Other current financial assets increased by 78% or at the amount of Rp13,02 billion due to deposit placements as collaterals for the Company's mine restoration.

Non-Current Assets

Until the end of the year 2020, the Company's non-current assets increased by 2% or at the amount of Rp106.96 billion from the Rp4.49 trillion in the year 2019 to Rp4,6 trillion in 2020. This increase occurred due to the accumulated increase in performance of several accounts compared to the year 2019, namely as follows:

1. Fixed assets increased by 2% from Rp4.17 trillion in 2019 to Rp4,24 trillion in 2020 due to the Company's routine investments.
2. Intangible assets increased by 36% from Rp176.91 billion in 2019 to Rp241.07 billion in 2020 caused by development activities in Pelawi mine amortized as production costs.

Total Assets

With a 5% increase in current assets and a 2% increase in on-current assets, the Company's total assets until the end of December 2020 increased by 3% or the amount of Rp165.9 billion from Rp5.57 trillion in 2019 to Rp5.74 trillion in 2020.



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

Kinerja Total Aset

Performance of Total Assets

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Aset Lancar	Current Assets	1.130.926	1.071.983	5
Aset Tidak Lancar	Non-Current Assets	4.606.250	4.499.287	2
Jumlah Aset	Total Assets	5.737.176	5.571.270	3

Kinerja Total Aset Berdasarkan Segmen Geografis

Performance of Total Assets Based on Geographic Segment

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Sumatera Selatan	South Sumatera	5.647.527	5.466.153	3
Jambi	Jambi	76.572	73.281	4
Lampung	Lampung	11.670	29.973	-61
Jakarta	Jakarta	1.406	1.863	-25
Jumlah Aset	Total Assets	5.737.176	5.571.270	3

Terdapat peningkatan nilai aset berdasarkan segmen geografis sebagai berikut:

1. Sumatera Selatan mengalami peningkatan 3% atau Rp181,37 miliar, dari tahun 2019 sebesar Rp5,47 triliun menjadi Rp5,65 triliun di tahun 2020.
2. Jambi mengalami peningkatan 4% atau Rp3,29 Miliar, dari tahun 2019 sebesar Rp73,28 Miliar menjadi Rp76,57 Miliar di tahun 2020.

Sementara itu, juga terjadi penurunan nilai aset berdasarkan segmen geografis sebagai berikut:

1. Lampung, mengalami penurunan 61% atau Rp18,30 miliar, dari tahun 2019 sebesar Rp29,97 miliar menjadi Rp11,67 miliar di tahun 2020.
2. Jakarta, mengalami penurunan 25% atau Rp0,46 miliar dari 2019 sebesar Rp1,86 miliar menjadi Rp1,41 miliar di tahun 2020.

LIABILITAS

Liabilitas Jangka Pendek

Liabilitas jangka pendek Perseroan mengalami peningkatan 81% atau sebesar Rp381,61 miliar dari Rp468,52 miliar pada tahun 2019 menjadi Rp850,13 miliar pada tahun 2020. Peningkatan tersebut terjadi utamanya karena adanya penambahan pada:

1. Utang jangka panjang-bagian jangka pendek meningkat 491% dari Rp72,04 miliar di tahun 2019 menjadi Rp425,52 miliar di tahun 2020 yang diakibatkan oleh reklasifikasi atas Utang Bank *Medium Term Notes* yang jatuh tempo dalam 1 tahun.

Increase in assets were noted in the following geographic segments:

1. South Sumatera with an increase of 3% or Rp181.37 billion, from Rp5.47 trillion in 2019 to Rp5.65 trillion in 2020.
2. Jambi with an increase of 4% or Rp3.29 billion, from 2019 Rp73.28 billion to Rp76.57 billion in 2020.

Meanwhile, a decline in asset value occurred in the following geographic segments:

1. Lampung with a decrease of 61% or Rp18.30 billion, from 2019 Rp29.97 billion to Rp11.67 billion in 2020.
2. Jakarta with a decrease of 25% or the amount of Rp0.46 billion from 2019 amounting to Rp1,86 billion to Rp1,41 billion in 2020.

LIABILITIES

Current Liabilities

The Company's short-term liabilities increased by 81% or at the amount of Rp381.61 billion of the Rp468.52 billion in 2019 to Rp850.13 billion in 2020. This increase was mainly due to the increment that occurred in the following:

1. Long-term debt-short-term portion increased by 491% from Rp72.04 billion in 2019 to Rp425.52 billion in 2020 due to the reclassification of Bank Medium Term Notes Payable within 1 year.



- Utang pajak meningkat 4% dari sebesar Rp24,59 miliar di tahun 2019 menjadi Rp25,54 miliar di tahun 2020.
- Beban akrual meningkat 161% dari sebesar Rp37,47 miliar di tahun 2019 menjadi Rp97,94 miliar di tahun 2020. Hal ini disebabkan oleh akrual atas biaya pengembangan tambang Pelawi.
- Liabilitas imbalan kerja jangka pendek meningkat sebesar Rp548 juta.
- Liabilitas sewa-jatuh tempo dalam satu tahun meningkat 26% dari sebesar Rp31,64 miliar di tahun 2019 menjadi Rp39,89 miliar di tahun 2020 hal ini disebabkan oleh penerapan PSAK 73 yang efektif tahun 2020.

Sementara itu, terdapat juga penurunan pada beberapa pos di liabilitas jangka pendek seperti:

- Utang Usaha kepada pihak ketiga menurun 6% dari sebesar Rp206,55 miliar di tahun 2019 menjadi Rp194,56 miliar di tahun 2020, sedangkan utang ke pihak berelasi menurun 31% dari sebesar Rp93,58 miliar di tahun 2019 menjadi Rp64,21 miliar di tahun 2020.
- Liabilitas jangka pendek lainnya menurun 27% dari sebesar Rp2,64 miliar di tahun 2019 menjadi Rp1,92 miliar di tahun 2020.

- Tax debt increased by 4% from Rp24.59 billion in 2019 to Rp25.54 billion in 2020.
- Accrued expenses increased by 161% from Rp37.47 billion in 2019 to Rp97.94 billion in 2020. due to accruals on Pelawi mine development costs.
- Short-term employee benefit liabilities increased by Rp548 million.
- Lease obligations-due in one year increased by 26% from Rp31.64 billion in 2019 to Rp39.89 billion in 2020 due to the implementation of PSAK 73 effective in 2020.

Meanwhile, decrease in several short-term liability accounts occurred as follows:

- Business debt to third parties decreased by 6% from Rp206.55 billion in 2019 to Rp194.56 billion in 2020, while debt to related parties decreased by 31% from Rp93.58 billion in 2019 to Rp64.21 billion in 2020.
- Other short-term liabilities decreased by 27% from Rp2.64 billion in 2019 to Rp1.92 billion in 2020.

Kinerja Liabilitas Jangka Pendek

Performance of Short-Term Liabilities

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Utang Usaha: · Pihak Ketiga · Pihak Berelasi	Trade Payables: · Third Party · Related Parties	194.562 64.214	206.554 93.580	-6 -31
Utang Jangka Panjang - Bagian Jangka Pendek	Short-Term Bank Loans with Related Parties	425.524	72.041	491
Utang Pajak	Tax Payables	25.543	24.588	4
Beban Akrual	Accrued Expenses	97.937	37.476	161
Liabilitas Imbalan Kerja Jangka Pendek	Short-Term Employee Benefits Liabilities	548	--	--
Liabilitas Sewa - Jatuh tempo dalam satu tahun	Finance Lease Liabilities Payable in One Year	39.886	31.643	26
Liabilitas Jangka Pendek Lainnya	Other Short-Term Liabilities	1.924	2.644	-27
Jumlah Liabilitas Jangka Pendek	Total Short-Term Liabilities	850.139	468.526	81

Liabilitas Jangka Panjang

Hingga akhir tahun 2020, liabilitas jangka panjang Perseroan mengalami penurunan 9% atau sebesar Rp141,3 miliar dari Rp1,62 triliun pada tahun 2019 menjadi Rp1,48 triliun pada tahun 2020 yang disebabkan oleh pinjaman bank jangka panjang

Non-Current Liabilities

As of the end of 2020, the Company's non-current liabilities dropped by 9% or Rp141.3 billion from the Rp1.62 trillion in 2019 to Rp1.48 trillion in 2020 due to the following long-term bank debt decreased by 17% from Rp1.41 trillion in 2019 to Rp1.17 trillion in 2020 due



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

menurun 17% dari sebesar Rp1,41 triliun di tahun 2019 menjadi Rp1,17 triliun di tahun 2020 yang disebabkan oleh reklasifikasi atas utang Bank *Medium Term Notes* yang jatuh tempo dalam 1 tahun.

Sementara itu terdapat juga kenaikan pada pos liabilitas jangka panjang, yaitu:

1. Liabilitas sewa pembiayaan jangka panjang meningkat 77% dari sebesar Rp50,38 miliar di tahun 2019 menjadi Rp89,43 miliar di tahun 2020 hal ini disebabkan oleh penerapan PSAK 73 yang efektif berlaku di tahun 2020.
2. Liabilitas pajak tangguhan yang meningkat 16% dari sebesar Rp109,72 miliar di tahun 2019 menjadi Rp126,76 miliar di tahun 2020.
3. Liabilitas imbalan kerja jangka panjang yang meningkat 40% dari sebesar Rp37,54 miliar di tahun 2019 menjadi Rp52,48 miliar di tahun 2020.
4. Utang development, provisi reklamasi dan pasca tambang yang meningkat 353% dari sebesar Rp8,25 miliar di tahun 2019 menjadi Rp37,35 miliar di tahun 2020.

Kinerja Liabilitas Jangka Panjang

Performance of Non-Current Liabilities

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

Uraian Description	2020	2019	Perubahan (%) Change (%)
Pinjaman Bank Jangka Panjang Long-Term Bank Loans	1.173.130	1.414.545	-17
Liabilitas Sewa Pembiayaan Jangka Panjang Financing Lease Liabilities	89.427	50.387	77
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	126.760	109.724	16
Liabilitas Imbalan Kerja Jangka Panjang Long-Term Employee Benefit Liabilities	52.481	37.542	40
Utang development, provisi Reklamasi dan Pasca Tambang Debt development, provision for Reclamation and Post-Mining	37.350	8.252	353
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	1.479.148	1.620.451	-9

Total Liabilitas

Dengan adanya penurunan pada liabilitas jangka panjang sebesar 9% dan peningkatan liabilitas jangka pendek sebesar 81%, maka total liabilitas Perseroan hingga akhir Desember 2020 mengalami peningkatan 12% atau sebesar Rp240,31 miliar dari Rp2,09 triliun pada tahun 2019 menjadi Rp2,33 triliun pada tahun 2020.

Kinerja Total Liabilitas

Performance of Total Liabilities

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

Uraian Description	2020	2019	Perubahan (%) Change (%)
Liabilitas Jangka Pendek Short -Term Liabilities	850.139	468.526	81
Liabilitas Jangka Panjang Long-Term Liabilities	1.479.148	1.620.451	-9
Total Liabilitas Total Liabilities	2.329.287	2.088.977	12

to the reclassification of Bank *Medium Term Notes* payable in 1 year.

Meanwhile, increase in long-term liabilities are as follows:

1. Long-term financing lease liabilities increased by 77% from Rp50.38 billion in 2019 to Rp89.43 billion in 2020 due to the implementation of PSAK 73 effective in the year 2020.
2. Deferred tax liabilities increased by 16% from Rp109.72 billion in 2019 to Rp126.76 billion in 2020.
3. Long-term employee benefit liabilities increased by 40% from Rp37.54 billion in 2019 to Rp52.48 billion in 2020.
4. Debt development, reclamation and post-mining provision increased by 353% from Rp8.25 billion in 2019 to Rp37.35 billion in 2020.

Total Liabilities

With the decline in long-term liabilities of 9% and an increase in short-term liabilities of 81%, the Company's total liabilities until the end of December 2020 increased by 12% or Rp240.31 billion from Rp2.09 trillion in 2019 to Rp2.33 trillion in 2020.



EKUITAS

Jumlah ekuitas Perseroan hingga akhir tahun 2020 mengalami penurunan 2% atau sebesar Rp74,40 miliar dari Rp3,48 triliun pada tahun 2019 menjadi Rp3,41 triliun pada tahun 2020. Penurunan tersebut berasal dari penyesuaian implementasi PSAK 71 sebesar Rp75,12 miliar, pembagian dividen sebesar Rp6,16 miliar dan pengukuran kembali program imbalan pasti sebesar Rp9,79 miliar.

Sementara itu terdapat juga kenaikan pada pos ekuitas dikarenakan adanya penyesuaian perpajakan sebesar Rp5,69 miliar dan laba tahun berjalan sebesar Rp10,98 miliar.

EQUITY

The Company's total equity until the end of the year 2020 decreased by 2% or Rp74.40 trillion, from Rp3.48 trillion in 2019 to Rp3.41 trillion in 2020. The decreased stemmed from adjustments in the implementation of PSAK 71 amounting to Rp75.12 billion, dividend distribution of Rp6.16 billion and re-measurement of the defined benefit program of Rp9.79 billion.

Meanwhile, increase in equity account also occurred due to tax adjustments amounting to Rp5.69 billion and current year profit of Rp10.98 billion.

Kinerja Total Ekuitas

Performance of Total Equity

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Modal Saham	Share Capital	993.253	993.253	0
Tambahan Modal Disetor	Additional Paid-Up Capital	1.270.607	1.270.607	0
Saldo Laba	Retained Earnings	1.203.320	1.267.929	-5
Penghasilan (Kerugian) Komprehensif Lain	Other Comprehensive Income (Loss)	(59.326)	(49.534)	20
Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	Equity Attributable to Parent Entity	3.407.854	3.482.255	-2
Kepentingan Non Pengendali	Non-Controlling Interests	35	38	-5
Jumlah Ekuitas	Total Equity	3.407.889	3.482.293	-2

LAPORAN LABA RUGI & PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF PROFIT/LOSS AND OTHER COMPREHENSIVE INCOME

Kinerja Laba Rugi & Penghasilan Komprehensif Lain Konsolidasian

Performance of Consolidated Statements of Profit/Loss and Other Comprehensive Income

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Penjualan	Sales	1.721.907	1.999.517	-14
Beban Pokok Penjualan	Cost of Goods Sold	(1.001.749)	(1.124.628)	-11
Laba Kotor	Gross Profit	720.158	874.889	-18
Beban Usaha	Operating Expense	(505.020)	(640.944)	-21
Laba Usaha	Operating Profit	215.137	233.944	-8
Pendapatan (beban) keuangan	Financial Income (Expense)	(178.670)	(147.372)	21
Laba Sebelum pajak penghasilan	Profit Before Income Tax	36.468	86.572	-58
Beban Pajak Penghasilan	Income Tax Expense	(25.486)	(56.498)	-55
Laba Tahun Berjalan dari Operasi yang dilanjutkan	Profit of Current Year from Continued Operations	10.982	30.074	-63
Penghasilan komprehensif lain tahun berjalan setelah pajak	Other Comprehensive Income of Current Year After Tax	(9.792)	(2.481)	295
Laba Komprehensif Tahun Berjalan	Comprehensive Profit of Current Year	1.190	27.593	-96



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

Penjualan

Perseroan melakukan penjualan semen kepada pihak ketiga dan pihak berelasi. Hingga akhir tahun 2020, Perseroan mencatatkan penjualan bersih sebesar Rp1,72 triliun atau lebih rendah 14% dibandingkan tahun sebelumnya yang mencapai Rp1,99 triliun. Penurunan tersebut, terutama diakibatkan oleh penurunan penjualan kepada pihak ketiga sebesar 15%, dari Rp1,99 triliun pada tahun 2019 menjadi Rp1,70 triliun pada tahun 2020.

Rincian penurunan penjualan kepada pihak ketiga, yaitu:

1. Penjualan semen bungkus, lebih rendah 7% sebesar Rp1,58 triliun di tahun 2019 menjadi Rp1,47 triliun di tahun 2020.
2. Penjualan semen curah, lebih rendah 42% sebesar Rp386,23 miliar di tahun 2019 menjadi Rp223,03 miliar di tahun 2020.
3. Penjualan terak, tidak terealisasi di tahun 2020.
4. Jasa pengangkutan, lebih rendah 50% sebesar Rp5,42 miliar di tahun 2019 menjadi Rp2,71 miliar di tahun 2020.

Kinerja Penjualan Bersih

Performance of Net Sales

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Penjualan pada pihak ketiga:	Sales to Third Parties:			
Penjualan Semen Bungkus	Sales of Bagged Cement	1.473.507	1.581.796	-7
Penjualan Semen Curah	Sales of Bulk Cement	223.036	386.231	-42
Penjualan Terak	Sales of Clinker	--	14.443	-100
Jasa Pengangkutan	Freight Services	2.707	5.420	-50
Penjualan White Clay	Sales of White Clay	--	3.172	-100
Lain-Lain	Others	3.033	1.630	86
Jumlah Penjualan pada Pihak Ketiga	Total Sales to Third Parties	1.702.283	1.992.693	-15
Penjualan pada pihak berelasi:	Sales to Related Parties:			
Penjualan Semen Bungkus	Sales of Bagged Cement	--	8	-100
Penjualan Semen Curah	Sales of Bulk Cement	--	6.816	-100
Penjualan White Clay	Sales of White Clay	19.624	--	--
Jumlah Penjualan pada Pihak Berelasi	Total Sales to Related Parties	19.624	6.824	188
Jumlah Penjualan Bersih	Total Net Sales	1.721.907	1.999.517	-14

Komposisi penjualan semen curah mengalami penurunan menjadi 13% dibandingkan dengan tahun 2019 sebesar 20% dari total penjualan. Sementara penjualan semen bungkus mengalami peningkatan menjadi 87% dari tahun 2019 yang sebesar 80%.

Sales

The Company conducts sales of cement to third parties and related parties. As of the end of the year 2020, the Company recorded the net sales at Rp1.72 trillion, or 14% lower compared to the Rp1.99 trillion in the previous year. The decrease was mainly caused by the decline in sales to third parties by 15%, from Rp1.99 trillion in 2019 to Rp1.70 trillion in 2020.

Details of the decline in sales to third parties are as follows:

1. Sales of bagged cement, lower by 7% amounting to Rp1.58 trillion in 2019 to Rp1.47 trillion in 2020.
2. Sales in bulk cement, lower by 42% amounting to Rp386.23 billion in 2019 to Rp223.03 billion in 2020.
3. Sales of clinker, not realized in 2020.
4. Freight Services, lower by 50% amounting to Rp5.42 billion in 2019 to Rp2.71 billion in 2020.

The sales composition of bulk cement declined to 13% of total sales compared to the 20% in the year 2019. Meanwhile sales of bagged cement increased to 87% from the 80% in 2019.



Besaran pembagian dari total penjualan tersebut dalam segmen geografis adalah sebagai berikut:

The total sales is divided by the amount based on geographic segment as follows:

Kinerja Penjualan Berdasarkan Segmen Geografis

Performance of Geographic Segment Sales

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Penjualan Semen:	Cement Sales:			
Sumatera Selatan	South Sumatera	1.034.072	1.377.977	-25
Lampung	Lampung	490.693	419.916	17
Jambi	Jambi	108.564	131.441	-17
Bengkulu	Bengkulu	53.027	37.916	40
Bangka Belitung	Bangka Belitung	4.810	7.601	-37
Kalimantan Barat	West Kalimantan	5.376	--	100
Total Penjualan Semen	Total Cement Sales	1.696.542	1.974.851	-14
Penjualan Terak:	Clinker Sales:			
Bengkulu	Bengkulu	--	14.443	-100
Penjualan White Clay:	White Clay Sales:			
Sumatera Selatan	South Sumatera	19.624	3.172	519
Jasa Angkutan	Freight Services			
Sumatera Selatan	South Sumatera	5.741	7.050	-19
Jumlah Penjualan Bersih	Total Net Sales	1.721.907	1.999.517	-14

Penjualan berdasarkan segmen geografis di tahun 2020 masih didominasi oleh wilayah Sumatera Selatan dengan realisasi Rp1,03 triliun untuk semen, Rp19,62 miliar untuk *white clay* dan Rp5,74 miliar untuk jasa angkutan. Segmen geografis yang mengalami penurunan penjualan semen adalah Sumatera Selatan yang lebih rendah 25%, Jambi lebih rendah 17%, dan Bangka Belitung lebih rendah 37%. Selain itu, terdapat segmen penjualan baru yaitu *white clay* di wilayah Sumatera Selatan sebesar Rp19,62 miliar.

Sales from the geographic segment aspect in 2020 are dominated by the South Sumatera region with the realization of Rp1.03 trillion for cement, Rp19.62 billion for white clay and Rp5.74 billion for freight services. The geographic segments that experienced a decrease in their cement sales were South Sumatra 25% lower, Jambi 17% lower, and Bangka Belitung 37% lower. A new sales segment was also formed, namely white clay in South Sumatera which amounted to Rp19,62 billion.

Penurunan penjualan di Sumatera Selatan disebabkan oleh persaingan harga dengan semen pesaing dan daya beli masyarakat yang cenderung menurun sehingga mereka lebih memilih produk semen yang dijual dengan harga lebih rendah.

The decline in sales in South Sumatra was caused by price competition with competing cement and the decreasing purchasing power of the people, so they prefer cement products that are sold at lower prices.

Penurunan penjualan di Jambi disebabkan oleh adanya pembatasan mobilitas sehingga menimbulkan kekhawatiran sebagian Distributor apabila stok produk semen di gudang menumpuk, sehingga penebusan semen sedikit berkurang.

The decline in sales in Jambi was caused by There is a limitation on mobility, which raises concerns for some distributors if the stock of cement products in warehouses accumulates, so that cement redemption is slightly reduced.



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

Penurunan penjualan di Bangka Belitung disebabkan oleh terhambatnya suplai pada semester I dikarenakan pembatasan mobilitas dan kekhawatiran terhadap dampak pandemi COVID-19.

Sementara itu, peningkatan penjualan semen terjadi pada wilayah Lampung dan Bengkulu masing-masing sebesar 17% dan 40%. Serta terdapat penjualan semen pada wilayah baru yaitu wilayah Kalimantan Barat sebesar Rp5,37 miliar.

Beban Pokok Penjualan

Beban pokok penjualan Perseroan hingga akhir tahun 2020 mengalami penurunan 11% atau sebesar Rp122,88 miliar dari Rp1,12 triliun pada tahun 2019 menjadi Rp1,00 triliun pada tahun 2020.

Biaya produksi tahun 2020 mengalami penurunan 9% atau sebesar Rp89,41 miliar dari Rp1,04 triliun pada tahun 2019 menjadi Rp959,78 miliar pada tahun 2020. Adapun penyebab utamanya antara lain:

- Bahan bakar dan listrik pada tahun 2020 turun 27% sebesar Rp384,36 miliar di tahun 2019 menjadi Rp279,48 Miliar di tahun 2020 yang disebabkan turunnya harga batubara. Rata-rata Harga batubara Acuan (HBA) pada tahun 2020 adalah sebesar USD58/ton turun 25% dibanding tahun 2019 sebesar USD78/ton.
- Biaya tenaga kerja turun 1% sebesar Rp101,76 miliar di tahun 2019 menjadi Rp100,49 miliar di tahun 2020.
- Biaya pabrikasi lainnya turun 4% sebesar Rp187,68 miliar di tahun 2019 menjadi Rp180,17 miliar di tahun 2020.

Sementara itu, terdapat pos biaya produksi yang mengalami kenaikan yaitu biaya bahan baku dan penolong yang naik 1% dari Rp255,25 miliar di tahun 2019 menjadi Rp258,96 miliar di tahun 2020. Biaya depresiasi dan amortisasi naik 17% dari Rp120,12 miliar di pada tahun 2019 menjadi Rp140,67 miliar di tahun 2020.

The decrease in sales in Bangka Belitung was caused by the hampered supply in the first semester due to restrictions on mobility and concerns about the impact of the COVID-19 pandemic.

Meanwhile, the increase in cement sales occurred in Lampung and Bengkulu areas by 17% and 40% respectively. Sales in a new territory, namely the West Kalimantan region, was recorded at Rp5,37 billion.

Cost of Goods Sold

The Company's cost of goods sold until the end of the year 2020 dropped by 11% or Rp122.88 billion, from Rp1.12 billion in 2019 to Rp1.00 billion in 2020.

Production costs in 2020 decreased by 9% or Rp89.41 billion, from Rp1.04 billion in 2019 to Rp959.78 billion in 2020, mainly caused among others by the following:

- Fuel and electricity were cut back in 2020 by 27% amounting to Rp384.36 billion in 2019 to Rp279.48 billion in 2020 due to the decrease in coal price. The Coal Average Benchmark Price in the year 2020 was USD58/ton, a decrease of 25% compared to the USD78/ton in 2019.
- Cost of manpower dropped by 1% amount Rp101.76 billion in 2019 to Rp100.49 billion in 2020.
- Other manufacturing costs decreased by 4% by Rp187.68 billion in 2019 to Rp180.17 billion in 2020.

In the mean time, some accounts in production costs escalated, namely the costs of raw materials and other supports which increased by 1% from Rp255.25 billion in 2019 to Rp258.96 billion in 2020. Costs of depreciation and amortization increased also by 17% from Rp120.12 billion in 2019 to Rp140.67 billion in 2020.



Kinerja Beban Pokok Penjualan

Performance of Cost of Goods Sold (COGS)

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

Uraian Description		2020	Presentase dari Total Beban Pokok Penjualan Percentage of Total COGS	2019	Presentase dari Total Beban Pokok Penjualan Percentage of Total COGS	Perubahan (%) Change (%)
Bahan Bakar dan Listrik	Fuel and Electricity	279.480	28%	384.368	34%	-27
Bahan Baku dan Penolong	Raw Materials and Support	258.966	26%	255.256	23%	1
Penyusutan dan Amortisasi	Depreciation and Amortization	140.668	14%	120.119	11%	17
Biaya Tenaga Kerja	Cost of Manpower	100.492	10%	101.768	9%	-1
Biaya Pabrik Lainnya	Other Manufacturing Costs	180.173	18%	187.683	17%	-4
Persediaan barang dalam proses:	Inventory of On-Process Goods:					
· Persediaan Awal	· Intial Inventory	67.863	7%	99.537	9%	-32
· Pembelian	· Purchases	0	0%	52.549	5%	-100
· Persediaan Akhir	· Final Inventory	(38.920)	(4%)	(67.863)	(6%)	-43
Persediaan Barang Jadi:	Inventory of Finished Goods:					
· Persediaan Awal	· Initial Inventory	39.235	4%	30.447	3%	29
· Persediaan Akhir	· Final Inventory	(26.207)	(3%)	(39.235)	(4%)	-33
Beban Pokok Penjualan	Cost of Goods Sold	1.001.749		1.124.628		-11

Laba Kotor

Laba kotor Perseroan hingga akhir Desember 2020 tercatat lebih rendah 18% dari Rp874,89 miliar di pada tahun 2019 menjadi Rp720,16 miliar di pada tahun 2020. Penurunan tersebut utamanya disebabkan oleh penjualan bersih yang lebih rendah sebesar 14%.

Gross Profit

The Company's gross profit by the end of December 2020 was posted at 18% lower from the Rp874.89 billion in 2019 to Rp720.16 billion in 2020. The decline was mainly caused by the 14% lower net sales.

Kinerja Laba Kotor

Performance of Gross Profit

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Pendapatan	Revenues	1.721.907	1.999.517	-14
Beban Pokok Penjualan	Cost of Goods Sold	(1.001.749)	(1.124.628)	-11
Jumlah Laba Kotor	Total Gross Profit	720.158	874.889	-18

Beban Usaha

Hingga akhir Desember 2020, beban usaha Perseroan mengalami penurunan 21% sebesar Rp640,94 miliar di tahun 2019 menjadi Rp505,02 miliar di tahun 2020. Penurunan tersebut utamanya disebabkan oleh penurunan pada beban penjualan 8% sebesar Rp341,7 miliar di tahun 2019 menjadi Rp315,42 miliar di tahun 2020.

Operating Expense

As of the end of December 2020, the Company's operating expenses dropped by 21% amount Rp640.94 billion in 2019 to Rp505.02 billion in 2020. The decline was mainly due to the 8% amounting to Rp341.7 billion in 2019 to Rp315.42 billion in 2020.



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

Sedangkan beban umum dan administrasi juga mengalami penurunan 21% sebesar Rp309,92 miliar di pada tahun 2019 menjadi Rp244,67 miliar di tahun 2020. Selain itu, terjadi peningkatan pendapatan (beban) operasi lainnya dari Rp10,68 miliar di tahun 2019 menjadi Rp55,08 miliar pada tahun 2020.

While general and administration expenses also declined by 21% amount Rp309.92 billion in 2019 to Rp244.67 billion in 2020. In addition, an increase in other operating income (expense), from Rp10.68 billion in 2019 to Rp55.08 billion in 2020.

Kinerja Beban Usaha

Performance of Operating Expense

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Beban Penjualan	Sales Expense	(315.425)	(341.702)	-8
Beban Umum dan Administrasi	General and Administrative Expenses	(244.673)	(309.922)	-21
Pendapatan (Beban) Operasi Lainnya	Other Operating Income (Expenses)	55.078	10.680	416
Jumlah Beban Usaha	Total Operating Expenses	(505.020)	(640.944)	-21

Beban Penjualan

Beban penjualan pada tahun 2020 sebesar Rp315,42 miliar, turun 8% dari tahun 2019 sebesar Rp341,7 miliar. Adapun rincian penurunan beban penjualan adalah sebagai berikut:

1. Pengangkutan dan distribusi turun 8% sebesar Rp256,83 miliar di tahun 2019 menjadi Rp236,15 miliar di tahun 2020.
2. Jasa professional turun 29% sebesar Rp11,97 miliar di tahun 2019 menjadi Rp8,52 miliar di tahun 2020.
3. Promosi turun 54% sebesar Rp7,52 miliar di tahun 2019 menjadi Rp3,46 miliar di tahun 2020.
4. Perjalanan dinas turun 69% sebesar Rp5,22 miliar di tahun 2019 menjadi Rp1,62 miliar di tahun 2020.
5. Keamanan turun 37% sebesar Rp155 juta di tahun 2019 menjadi Rp97 juta di tahun 2020.
6. Sewa turun 98% sebesar Rp2,44 miliar di tahun 2019 menjadi Rp47 juta di tahun 2020.
7. Lain-lain turun 38% sebesar Rp448 juta di tahun 2019 menjadi Rp277 juta di tahun 2020.

Sementara biaya penyusutan dan amortisasi naik 13%, gaji upah dan tunjangan naik 16%, beban pemeliharaan naik 16%, serta telekomunikasi dan alat tulis kantor naik 1%.

Sales Expense

The total sales expenses in the year 2020 was posted at Rp315.42 billion, a decrease of 8% amount Rp341.7 billion in 2019. Details of this decrease are as follows:

1. Transportation and distribution dropped by 8% amounting to Rp256.83 billion in 2019 to Rp236.15 billion in 2020.
2. Professional fees dropped by 29% amount Rp11.97 billion in 2019 to Rp8.52 billion in 2020.
3. Promotion dropped by 54% Rp7.52 billion in 2019 to Rp3.46 billion in 2020.
4. Business trip decreased by 69% Rp5.22 billion in 2019 to Rp1.62 billion in 2020.
5. Security decreased by 37% amount Rp155 million in 2019 to Rp97 million in 2020.
6. Lease dropped by 98% Rp2.44 billion in 2019 to Rp47 million in 2020.
7. Other expenses decreased by 38% Rp448 million in 2019 to Rp277 million in 2020.

Meanwhile, depreciation and amortization expenses increased 13%, wages and benefits wages increased 16%, maintenance expenses increased 16%, and telecommunications and office equipment increased 1%.



Kinerja Beban Penjualan

Performance of Sales Expense

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Pengangkutan dan Distribusi	Transportation and Distribution	236.155	256.837	-8
Penyusutan dan Amortisasi	Depreciation and Amortization	35.119	31.065	13
Gaji, Upah dan Tunjangan	Salaries, Wages and Allowances	28.949	25.003	16
Jasa Profesional	Professional Fees	8.523	11.973	-29
Promosi	Promotion	3.467	7.517	-54
Perjalanan Dinas	Business Trip	1.625	5.221	-69
Beban Pemeliharaan	Maintenance Expense	852	736	16
Telekomunikasi dan Alat Tulis Kantor	Telecommunication and Stationery	313	309	1
Keamanan	Security	97	155	-37
Sewa	Rent	47	2.438	-98
Lain-lain	Others	277	448	-38
Jumlah Beban Penjualan	Total Sales Expenses	315.425	341.702	-8

Beban Umum & Administrasi

Beban umum & administrasi pada tahun 2020 adalah sebesar Rp244,67 miliar, turun 21% dari tahun 2019 yang sebesar Rp309,92 miliar. Adapun rincian penurunan beban umum & administrasi adalah sebagai berikut:

- Gaji, upah dan tunjangan turun 4% sebesar Rp118,71 miliar di tahun 2019 menjadi Rp113,63 miliar di tahun 2020.
- Denda pajak, asuransi dan sewa turun 44% sebesar Rp37,54 miliar di tahun 2019 menjadi Rp21,01 miliar di tahun 2020.
- Beban pemeliharaan turun 50% sebesar Rp20,37 miliar di tahun 2019 menjadi Rp10,09 miliar di tahun 2020.
- Telekomunikasi dan koordinasi turun 52% sebesar Rp15,48 miliar di tahun 2019 menjadi Rp7,41 miliar di tahun 2020.
- Perjalanan dinas turun 69% sebesar Rp19,26 miliar di tahun 2019 menjadi Rp5,96 miliar di tahun 2020.
- Sumbangan turun 68% sebesar Rp14,74 miliar di tahun 2019 menjadi Rp4,67 miliar di tahun 2020.
- Listrik dan air turun 14% sebesar Rp8,77 miliar di tahun 2019 menjadi Rp7,55 miliar di tahun 2020.
- Penelitian & pengembangan 32% sebesar Rp3,03 miliar di tahun 2019 menjadi Rp2,07 miliar di tahun 2020.
- Diklat dan pengadaan pegawai turun 47% sebesar Rp3,53 miliar di tahun 2019 menjadi Rp1,88 miliar di tahun 2020.
- Rapat dinas turun 55% sebesar Rp5,20 miliar di tahun 2019 menjadi Rp2,32 miliar di tahun 2020.
- Pembinaan jasmani dan rohani turun 64% sebesar Rp2,89 miliar di tahun 2019 menjadi Rp1,05 miliar di tahun 2020.
- Lain-lain turun 4% sebesar Rp3,86 miliar di tahun 2019 menjadi Rp3,72 miliar di tahun 2020.

General & Administration Expense

General & Administration expenses in the year 2020 was booked at Rp244.67 billion, a decrease of 21% from Rp309.92 billion in 2019. Details of this decrease are as follows:

- Salaries, wages and allowance dropped by 4% amount Rp118.71 billion in 2019 to Rp113.63 billion in 2020.
- Penalty fees for tax, insurance and rent dropped by 44% amount Rp37.54 billion in 2019 to Rp21.01 billion in 2020.
- Maintenance expenses dropped by 50% amount Rp20.37 billion in 2019 to Rp10.09 billion in 2020.
- Telecommunication and coordination decreased by 52% amount Rp15.48 billion in 2019 to Rp7.41 billion in 2020.
- Business trip declined by 69% amount Rp19.26 billion in 2019 to Rp5.96 billion in 2020.
- Donations dropped by 68% amount Rp14.74 billion in 2019 to Rp4.67 billion in 2020.
- Electricity and water decreased by 14% amount Rp8.77 billion in 2019 to Rp7.55 billion in 2020.
- Research & Development By 32% amounting to Rp3.03 billion in 2019 to Rp2.07 billion in 2020.
- Education, training and manpower supply declined by 47% of Rp3.53 billion in 2019 to Rp1.88 billion in 2020.
- Business meeting dropped by 55% amounting Rp5.20 billion in 2019 to Rp2.32 billion in 2020.
- Physical and spiritual development declined by 64% amounting to Rp2.89 billion in 2019 to Rp1.05 billion in 2020.
- Other expenses decreased by 4% amounting Rp3.86 billion in 2019 to Rp3.72 billion in 2020.



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

Sementara biaya jasa profesional mengalami kenaikan 15%, biaya penyusutan & amortisasi naik 18%, biaya keamanan naik 21%. Peningkatan biaya jasa profesional disebabkan peningkatan biaya *outsourcing*, biaya penyusutan dan amortisasi disebabkan oleh penerapan PSAK 73 yang efektif berlaku di tahun 2020.

Meanwhile, professional service fees increased by 15%, depreciation & amortization costs increased by 18%, security costs increased by 21%. Increase in the professional fees was due to outsourcing, in depreciation and amortization was due to the implementation of PSAK 73 effective in 2020.

Kinerja Beban Umum & Administrasi

Performance of General & Administration Expense

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Gaji, Upah dan Tunjangan	Salaries, Wages and Allowances	113.633	118.708	-4
Jasa Profesional	Professional Fees	31.750	27.490	15
Penyusutan dan Amortisasi	Depreciation and Amortization	25.511	21.652	18
Denda Pajak, Asuransi dan Sewa	Penalties in Tax, Insurance and Lease	21.006	37.547	-44
Beban Pemeliharaan	Maintenance Expense	10.096	20.376	-50
Telekomunikasi dan Koordinasi	Telecommunication and Administration	7.409	15.482	-52
Perjalanan Dinas	Business Trip	5.963	19.259	-69
Sumbangan	Donation	4.669	14.746	-68
Listrik dan Air	Electricity and Water	7.550	8.777	-14
Alat Tulis Kantor	Stationery	3.263	5.066	-36
Keamanan	Security	2.768	2.289	21
Penelitian dan Pengembangan	Research and Development	2.070	3.038	-32
Diklat dan Pengadaan Pegawai	Education, Training and Manpower Supply	1.884	3.532	-47
Rapat Dinas	Business Meeting	2.324	5.202	-55
Pembinaan Jasmani dan Rohani	Physical and Spiritual Development	1.053	2.892	-64
Lain-lain	Others	3.723	3.867	-4
Jumlah beban umum & administrasi	Total General & Administration Expense	244.674	309.922	-21

Lab a Usaha

Lab a usaha Perseroan hingga akhir Desember 2020 lebih rendah 8% dari Rp233,94 miliar di tahun 2019 menjadi Rp215,13 miliar di tahun 2020. Penurunan lab a usaha terjadi seiring dengan penurunan penjualan sebesar Rp277,61 miliar.

Operating Profit

The Company's operating profit by the end of December 2020 was 8% lower, from Rp233.94 billion in 2019 to Rp215.13 billion in 2020. Decrease in operating profit occurs along with decreasing sales of Rp277.61 billion.

Pendapatan (Beban) Keuangan

Beban keuangan Perseroan di tahun 2020 mengalami kenaikan 21% dari Rp147,37 miliar di tahun 2019 menjadi Rp178,67 miliar di tahun 2020. Kenaikan tersebut utamanya terjadi karena peningkatan beban keuangan 17% dari Rp157,61 miliar di tahun 2019 menjadi Rp183,78 miliar tahun 2020. Sementara itu, pendapatan keuangan lebih rendah 50% dari Rp10,23 miliar di tahun 2019 menjadi Rp5,11 miliar di pada tahun 2020.

Financial Income (Expense)

The Company's financial expense grew by 21%, from Rp147.37 billion in 2019 to Rp178.67 billion in 2020. This increase was mainly due to the increase of financial expenses by 17%, from Rp157.61 billion in 2019 to Rp183.78 billion in 2020. Meanwhile, financial income was 50% lower, from Rp10.23 billion in 2019 to Rp5.11 billion in 2020.



Kinerja Pendapatan (Beban) Keuangan

Performance of Financial Income (Expense)

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
PENDAPATAN KEUANGAN	FINANCIAL INCOME			
Pendapatan Bunga Deposito	Interest Income from Deposits	2.506	3.462	-28
Pendapatan Bunga Reksadana	Interest Income from Mutual Fund	--	--	--
Pendapatan Jasa Giro	Income on Current Accounts	2.582	4.505	-43
Pendapatan Restitusi Pajak	Restitution Tax Income	--	2.270	-100
Laba (Rugi) Selisih Kurs Bersih -	Profit (Loss) on Foreign Exchange Rate	--	--	--
Jumlah pendapatan Keuangan	Total Financial Income	5.110	10.237	-50
BEBAN KEUANGAN	FINANCIAL EXPENSE			
Beban Bunga Kredit Investasi	Investment loan interest expense	(108.033)	(100.146)	8
Beban bunga <i>Medium Term Notes</i>	Medium-Term Notes interest expense	(36.000)	(25.428)	42
Beban bunga sewa	Rent interest expense	(16.460)	(10.849)	52
Beban bunga Kredit Modal Kerja	Working capital loans interest expense	(1.687)	--	--
Rugi selisih kurs bersih	Net foreign exchange loss	--	(2.225)	-100
- Beban bunga lainnya	- Other interest expense	(21.599)	(18.961)	14
Jumlah Beban Keuangan	Total Financial Expense	(183.780)	(157.609)	17
Jumlah Pendapatan (Beban) Keuangan	Total Financial Income (Expense)	(178.670)	(147.372)	21

Laba Sebelum Pajak Penghasilan

Hingga akhir Desember 2020, Perseroan mencatatkan realisasi laba sebelum pajak penghasilan lebih rendah 58% dari Rp86,57 miliar di tahun 2019 menjadi Rp36,47 miliar di tahun 2020. Penurunan tersebut dikontribusikan oleh meningkatnya beban keuangan di 2020 sebesar Rp183,78 miliar dari tahun 2019 hanya sebesar Rp157,61 miliar.

Beban Pajak Penghasilan

Beban pajak penghasilan Perseroan turun 55% dari Rp56,49 miliar di tahun 2019 menjadi Rp25,48 miliar di tahun 2020. Hal ini disebabkan oleh adanya penurunan tarif pajak di tahun 2020 dari 25% menjadi 22% dan pemanfaatan rugi fiskal sebesar Rp21 miliar.

Laba Tahun Berjalan

Laba tahun berjalan Perseroan lebih rendah 63% dari Rp30,07 miliar di tahun 2019 menjadi Rp10,98 miliar di tahun 2020. Penurunan tersebut seiring dengan adanya beban keuangan yang meningkat.

Profit Before Income Tax

Until December 2020, the Company noted a 58% decrease in profit before income tax, from Rp86.57 billion in 2019 to 36.47 billion in 2020. This decrease was contributed by the increase in financial expenses of Rp183.78 billion from the previous Rp157.61 billion.

Income Tax Expense

The company's income tax expense dropped by 55% from Rp56.49 billion in 2019 to Rp25.48 billion in 2020. This was mainly caused by the drop in tax rate in the year 2020, from 25% to 22%, and the advantage of fiscal losses of Rp21 billion.

Profit in Current Year

The Company's profit in the current year was 63% lower from Rp30.07 billion in 2019 to Rp10.98 billion in 2020. This decline was in line with the increase in financial expenses.



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

Penghasilan Komprehensif Lain

Other Comprehensive Income

Kinerja Penghasilan Komprehensif Lain

Performance of Other Comprehensive Income

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Pengukuran kembali program imbalan pasti	Remeasurement of Defined Benefit Program	(12.554)	(3.308)	280
Pajak penghasilan terkait	Related Income Tax	2.762	827	234
Kerugian komprehensif lain tahun berjalan	Other Comprehensive Loss of Current Year	(9.792)	(2.481)	295

Penghasilan komprehensif lain merupakan pos-pos yang tidak akan direklasifikasikan ke laba rugi dan keuntungan (kerugian) aktuarial program imbalan kerja pensiun dan pesangon. Kerugian komprehensif lain pada tahun berjalan meningkat sebesar 295% dari Rp2,48 miliar di tahun 2019 menjadi Rp9,79 miliar di tahun 2020. Hal ini disebabkan oleh adanya perubahan asumsi dalam perhitungan aktuarial.

Other comprehensive income are posts that are not reclassified to profit or loss and gains (loss) on pension benefit program and severance pay actuary. Other comprehensive losses for the current year increased by 295% from Rp2.48 billion in 2019 to Rp9.79 billion in 2020. This was caused by the change in the assumptions used in actuary calculations.

Laba Komprehensif Tahun Berjalan

Laba komprehensif tahun berjalan Perseroan lebih rendah 96% dari Rp27,59 miliar di tahun 2019 menjadi Rp1,19 miliar di tahun 2020. Realisasi laba komprehensif tahun berjalan yang lebih rendah tersebut seiring dengan peningkatan kerugian pengukuran kembali program imbalan pasti.

Comprehensive Income in Current Year

The Company's comprehensive income for the current year was 96% lower, from Rp27.59 billion in 2019 to Rp1.19 billion in 2020. Realization of the lower comprehensive income for the year was in line with the increase in loss of the remeasurement of defined benefit program.



ARUS KAS

Analisa arus kas Perseroan dilakukan dengan menganalisa kinerja arus kas yang diperoleh atau digunakan untuk dari aktivitas operasi, aktivitas investasi dan aktivitas pendanaan pada tahun 2020 dan 2019 sebagaimana disajikan pada tabel berikut:

Kinerja Arus Kas

Performance of Cash Flow

CASH FLOW

Analysis of the Company's cash flow was conducted through a review of the cash flow performance and operational activities, investment activities and financing activities during the years 2020 and 2019 as shown in the following table:

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Aktivitas Operasi	Operating Activities	393.019	71.235	452
Aktivitas Investasi	Investment Activities	(122.889)	(342.993)	64
Aktivitas Pendanaan	Financing Activities	(93.345)	(17.221)	442
Kenaikan (Penurunan) Bersih Kas dan Setara Kas	Net Increase (Decrease) in Cash and Cash Equivalent	176.786	(288.978)	161
Pengaruh Selisih Kurs	Effects on Foreign Exchange Rate Changes	34	(1.209)	103
Kas dan Setara Kas Awal Tahun	Cash and Cash Equivalent at Beginning of Year	185.649	475.836	-61
Kas dan setara Kas pada akhir tahun	Cash and Cash Equivalent at end of the Year	362.469	185.649	95

Arus Kas dari Aktivitas Operasi

Arus kas bersih yang diperoleh dari aktivitas operasi hingga akhir tahun 2020 tercatat positif sebesar Rp393,02 miliar meningkat 452% dari Rp71,23 miliar di tahun 2019. Hal ini terutama disebabkan karena memaksimalkan penerimaan kas dari distributor atas penjadwalan piutang dan sistem *Supply Chain Financing* (SCF) untuk pembayaran kepada pemasok.

Cash Flow from Operating Activities

Cash flow obtained from operating activities until the end of the year 2020 was recorded positive with the amount of Rp393,02 billion, an increase of 452% from Rp71.23 billion in 2019. This was mainly caused by the increase in cash receipt from distributors on receivable schedule and the maximized SCF system for payments to suppliers.

Kinerja Arus Kas dari Aktivitas Operasi

Performance of Cash Flow from Operating Activities

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Arus Kas Diperoleh dari (digunakan untuk) Aktivitas Operasi	Cash Flow Received from (used in) Operating Activities			
Penerimaan Kas dari Pelanggan	Cash Receipt from Customers	1.833.573	2.216.155	-17
Pembayaran Kas kepada Pemasok	Cash Payment to Suppliers	(1.281.048)	(2.010.798)	-36
Pembayaran Kas kepada Karyawan	Cash Payment to Employees	(175.190)	(164.307)	7
Penerimaan Bunga	Interest Income Receipt	4.641	7.888	-41
Pembayaran Bunga atas Liabilitas Jangka Pendek	Interest Payment of Short-Term Liabilities	--	(10.879)	100
Penerimaan Restitusi Pajak	Receipt from Tax Refunds	11.409	33.442	-66
Pembayaran Pajak Penghasilan	Payment of Income Taxes	(366)	(266)	38
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	Net Cash Flow from Operating Activities	393.019	71.235	452



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Arus Kas dari Aktivitas Investasi

Hingga akhir tahun 2020, arus kas bersih digunakan untuk aktivitas investasi turun 64% dari Rp342,99 miliar tahun 2019 menjadi Rp122,89 miliar tahun 2020. Hal ini disebabkan oleh adanya pembelian aset tetap yang mengalami penurunan 59%, aset dalam pembangunan turun 41%, pembelian lahan untuk pengembangan turun 99% dan pembelian aset tidak berwujud turun 79%.

Kinerja Arus Kas dari Aktivitas Investasi

Performance of Cash Flow from Investment Activities

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Arus Kas Diperoleh dari (digunakan untuk) Aktivitas Investasi	Cash Flow Received from (used in) Investment Activities			
Pembelian aset tetap	Purchase of Fixed Assets	(75.076)	(184.484)	-59
Aset dalam pembangunan	Assets in Development	(42.766)	(72.012)	-41
Pembelian lahan untuk pengembangan	Land Purchase for development	(323)	(63.834)	-99
Pembelian aset tidak berwujud	Purchase of Intangible Assets	(4.724)	(22.663)	-79
Arus kas bersih digunakan untuk aktivitas investasi	Net Cash Flow Used in Investment Activities	(122.889)	(342.993)	-64

Arus Kas dari Aktivitas Pendanaan

Arus kas bersih diperoleh dari aktivitas pendanaan pada tahun 2020 mengalami peningkatan 442% dari Rp17,22 miliar di tahun 2019 menjadi Rp93,34 miliar di tahun 2020. Peningkatan ini, antara lain diakibatkan oleh: pembayaran pinjaman kredit investasi naik 2.942%, pembayaran pokok liabilitas sewa naik 141%, pembiayaan bunga kredit investasi naik 8%.

Sementara itu terdapat penerimaan pinjaman kredit investasi sebesar Rp1,22 triliun yang bertujuan untuk pembiayaan kembali proyek Pabrik Semen Baturaja II yang telah dibiayai melalui fasilitas kredit sindikasi dan sebagian porsi *self-financing*.

Cash Flow from Investment Activities

Until the end of the year 2020, net cash flow used for investment activities decreased by 64% from Rp342.99 billion in 2019 to Rp122.89 billion in 2020. This is due to the purchase of fixed assets which decreased 59%, assets under construction decreased by 41%, purchases of land for development fell 99% and purchases of intangible assets decreased 79%.

Cash Flow from Financing Activities

Net cash flow obtained from financing activities in the year 2020 increased by 442% from Rp17.22 billion in 2019 to Rp93.34 billion in 2020. This increase, among others, investment credit loan payments increased 2,942%, finance lease debt payments increased 141%, investment loan interest financing increased 8%.

Meanwhile, there was an investment loan of Rp1.22 trillion which was intended to refinance the Semen Baturaja II Plant project financed through the syndicated credit facility and partly through self-financing.



Kinerja Arus Kas Diperoleh dari Aktivitas Pendanaan

Performance of Cash Flow Obtained from Financing Activities

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Arus Kas Diperoleh dari (digunakan untuk) Aktivitas Pendanaan	Cash Flow Obtained from (Used in) Financing Activities			
Penerimaan pinjaman kredit investasi	Receipt of Investment Credit Loan	1.220.000	200.000	510
Pembayaran pinjaman kredit investasi	Payment of Investment Credit Loan	(1.095.724)	(36.021)	2.942
Pembayaran dividen	Payment of Dividend	(6.159)	(18.971)	-68
Pembayaran pokok liabilitas sewa	Payment of Financing Lease Debt	(66.819)	(27.686)	141
Pembiayaan bunga kredit investasi	Payment of Interest of Investment Credit Loan	(106.859)	(98.543)	8
Pembayaran bunga MTN	Payment of MTN Interest	(36.000)	(36.000)	0
Pembayaran bunga keuangan	Payment of Financial Interest	(1.785)	--	-100
Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	Net Cash Flow Obtained from (Used for) Financing Activities	(93.345)	(17.221)	442

INFORMASI KEUANGAN PENTING LAINNYA

OTHER IMPORTANT FINANCIAL INFORMATION

Rasio Profitabilitas

Profitability Ratio

(%)

No.	Uraian Description		2020	2019	Perubahan Change
1	Gross Profit Margin	Gross Profit Margin	42	44	-2
2	Operating Profit Margin	Operating Profit Margin	12	12	0,8
3	Net Profit Margin	Net Profit Margin	1	2	-1
4	EBITDA Margin	EBITDA Margin	24	20	4
5	Net Profit to Equity Ratio	Net Profit to Equity Ratio	0	1	-1
6	Net Profit to Asset Ratio	Net Profit to Asset Ratio	0	1	-1
7	Net Profit to Revenue Ratio	Net Profit to Revenue Ratio	1	2	-1

Gross profit margin mengalami penurunan sebesar 2% disebabkan oleh pendapatan bersih yang diterima Perseroan mengalami penurunan sebesar 14% atau Rp277,61 miliar dari Rp1,99 triliun pada tahun 2019 menjadi Rp1,72 triliun pada tahun 2020.

Gross profit margin fell by 2% due to net income received by the Company decreased by 14% or Rp277.61 billion, from Rp1.99 trillion in 2019 to Rp1.72 trillion in 2020.

Operating profit margin mengalami peningkatan sebesar 0,8% akibat dari penurunan pada beban usaha Perseroan sebesar 21% atau Rp135,92 miliar dari Rp640,94 miliar pada tahun 2019 menjadi Rp505,02 miliar pada tahun 2020.

Operating profit margin increased by 0.8% as a result of a decrease in the Company's operating expenses by 21% Rp135.92 billion from Rp640.94 billion in 2019 to Rp505.02 billion in 2020.

Net profit margin mengalami penurunan sebesar 1% karena beban keuangan Perseroan mengalami kenaikan 18% atau sebesar Rp26,17 miliar dari Rp157,61 miliar pada tahun 2019 menjadi Rp183,78 miliar pada tahun 2020.

Net profit margin decreased by 1% due to the Company's financial expenses increased 18% or Rp26.17 billion, from Rp157.61 billion in 2019 to Rp183.78 billion in 2020.



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EBITDA *margin* mengalami peningkatan sebesar 4% karena penurunan pada beban usaha Perseroan sebesar 21% atau Rp135,92 miliar dari Rp640,94 miliar pada tahun 2019 menjadi Rp505,02 miliar pada tahun 2020.

Net profit to equity ratio mengalami penurunan sebesar 1% karena penurunan laba tahun berjalan Perseroan 63% atau sebesar Rp19,09 miliar dari Rp30,07 miliar pada tahun 2019 menjadi Rp10,98 miliar pada tahun 2020. Sementara itu penurunan ekuitas sebesar 2% atau Rp74,4 miliar dari Rp3,48 triliun pada tahun 2019 menjadi Rp3,40 triliun pada tahun 2020.

Net profit to asset ratio mengalami penurunan sebesar 1% yaitu karena adanya penurunan laba tahun berjalan, dan terdapat penambahan aset sebesar 3% atau Rp165,90 miliar dari Rp5,57 triliun pada tahun 2019 menjadi Rp5,74 triliun pada tahun 2020.

Net profit to revenue ratio mengalami penurunan sebesar 1% yaitu karena adanya penurunan laba tahun berjalan, dan penurunan pendapatan sebesar 14% atau Rp277,61 miliar dari Rp1,99 triliun di tahun 2019 menjadi Rp1,72 triliun pada tahun 2020.

EBITDA *margin* increased by 4% due to a 21% decrease in the Company's operating expenses or Rp135.92 billion, from Rp640.94 billion in 2019 to Rp505.02 billion in 2020.

Net profit to equity ratio decreased by 1% due to the Company's 63% decrease in current year profit or Rp19.09 billion, from Rp30.07 billion in 2019 to Rp10.98 million in 2020. Meanwhile, equity decreased by only 2% or Rp74.4 billion, from Rp3.48 trillion in 2019 to Rp3.40 trillion in 2020.

Net profit to assets decreased by 1% in addition to the decrease in profit in the current year, there was also a 3% increase in assets or Rp165.90 billion from Rp5.57 trillion in 2019 to Rp5.74 trillion in 2020.

Net profit to revenue decreased by 1% in addition to the decrease in profit in the current year, while the decrease in revenue was only 14% or Rp277.61 billion, from Rp1.99 trillion in 2019 to Rp1.72 trillion in 2020.

Rasio Kondisi Keuangan

Financial Condition Ratio

Uraian Description		2020	2019	Kali Time Perubahan (%) Change (%)
Kondisi Keuangan Jangka Pendek Short-Term Financial Condition				
Rasio Lancar Current Ratio	Aset Lancar/Liabilitas Jangka Pendek Current Assets/Short-Term Liabilities	1,33	2,26	-0,93
Rasio Kas Cash Ratio	Kas+Deposito+SuratBerharga Jangka Pendek/Liabilitas Jangka Pendek Cash+Deposit+Short-Term Securities/ Short-Term Liabilities	0,43	0,40	-0,03
Kondisi Keuangan Jangka Panjang Long-Term Financial Condition				
Total Aset to Total Debt	Jumlah Aset/Jumlah Pinjaman Total Assets/Total Loans	3,59	3,55	0,04
Total Debt to Total Equity	Jumlah Pinjaman/Total Equity Total Loans/Total Equity	0,47	0,45	0,02
Total Debt to Total Fixed Assets	Jumlah Pinjaman/Jumlah Aset Tetap Total Loans/Total Fixed Assets	0,35	0,38	-0,03
Long-Term Debt to Equity	Pinjaman Jk Panjang/Ekuitas Long-Term Loans/Equity	0,43	0,42	0,01
Net Debt to EBITDA	Jumlah Pinjaman + Kas Setara Kas/ EBITDA Total Loan+Cash Equivalent/EBITDA	4,64	4,35	0,29
Weighted Average Cost of Capital (WACC)		8,89	8,97	-0,08



Rasio likuiditas di 2020 baik diukur dengan menggunakan rasio kas (*cash ratio*) dan rasio lancar (*current ratio*) dengan pencapaian secara berurutan antara lain: 0,43 dan 1,33. Berdasarkan besarnya rasio lancar, bahwa kemampuan Perseroan dalam membayar utang di 2020 masih relatif baik.

Liquidity ratio in 2020, measured using both cash ratio and current ratio, was 0.43 and 1.33 respectively. Based on the current ratio, the Company's ability to pay debt in 2020 was still relatively good.

Rasio solvabilitas menunjukkan kemampuan Perseroan dalam membayar kewajiban-kewajibannya khususnya kewajiban jangka panjang. Nilai solvabilitas Perseroan cenderung stabil jika dibandingkan tahun sebelumnya, dilihat dari rasio *total assets to total debt*, yang masih relatif baik yaitu sebesar 3,59.

The solvency ratio demonstrates the Company's ability to pay its obligations, especially long-term liabilities. The company's solvency rate tends to be stable compared to the previous year, judging by the ratio of total assets to total debt, the Company's solvency rate also remained relatively good at 3.59.

Rasio Pengungkit

Gearing Ratio

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

Uraian Description		2020	2019
Pinjaman Bank	Bank Loan	1.598.654	1.486.586
Liabilitas Sewa Pembiayaan	Financing Lease Liabilities	129.313	82.030
Total Pinjaman yang Berdampak Bunga	Total Interest Bearing Loan	1.727.967	1.568.616
Total Ekuitas	Total Equity	3.407.887	3.482.293
Rasio Pengungkit (kali)	Gearing Ratio (time)	0,507	0,450

KEMAMPUAN MEMBAYAR UTANG ABILITY TO PAY DEBT

Perseroan senantiasa berkomitmen untuk memenuhi hak-hak kreditur dengan melakukan pembayaran pokok pinjaman dan bunganya secara tepat waktu. Kemampuan Perseroan dalam memenuhi seluruh kewajiban baik kewajiban jangka panjang maupun jangka pendek diukur melalui beberapa rasio antara lain rasio likuiditas dan rasio solvabilitas.

The Company is continuously committed to fulfilling the rights of creditors by making payments on their principal and interest in a timely manner. The Company's ability to meet all liabilities both long-term and short-term liabilities is measured through several ratios, including liquidity ratio and solvency ratio.

Rasio likuiditas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek, sedangkan rasio solvabilitas digunakan untuk digunakan untuk mengukur kemampuan memenuhi seluruh kewajiban. Berikut ini adalah rasio keuangan untuk mengukur likuiditas dan solvabilitas Perseroan.

Liquidity ratios are used to measure the ability to pay off short-term liabilities, while solvency ratios are used to measure the ability to meet all liabilities. The following is the financial ratio to measure the Company's liquidity and solvency.

Kemampuan Membayar Utang Jangka Pendek

Kemampuan Perseroan dalam memenuhi kewajiban utang jangka pendek sebagai bagian dari liabilitas Perseroan ditunjukkan dengan rasio likuiditas yang dilihat dari rasio lancar (*current ratio*) dan rasio kas (*cash ratio*).

Ability to Pay Short-Term Debt

The Company's ability to meet short-term debt obligations as part of the Company's liabilities is demonstrated by the liquidity ratio as seen from the current ratio and cash ratio.



TINJAUAN KINERJA KEUANGAN

FINANCIAL PERFORMANCE REVIEW

Tabel Kinerja Likuiditas

Table Liquidity Performance

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Kas dan setara kas	Cash and Cash Equivalent	362.469	185.649	95
Aset Lancar	Current Assets	1.130.926	1.071.983	5
Liabilitas Jangka Pendek	Short-Term Liabilities	850.139	468.526	81
Rasio	Ratio			
Rasio Lancar (kali)	Current Ratio (time)	1,33	2,26	-41
Rasio Kas (kali)	Cash Ratio (time)	0,43	0,40	8

Rasio lancar turun sebesar 0,93 poin, atau 41% dari 2,26 pada tahun 2019 menjadi 1,33 di tahun 2020. Sementara itu pada rasio kas meningkat 0,03 poin atau 8% dari 0,40 di tahun 2019 menjadi 0,43 pada tahun 2020. Berdasarkan rasio lancar tersebut, kemampuan Perseroan dalam membayar utang masih relatif baik.

The current ratio fell by 0.93 points, or 41% from 2.26 in 2019 to 1.33 in 2020. Meanwhile, the cash ratio increased by 0.03 points or 8%, from 0.40 in 2019 to 0.43 in 2020. Based on the current ratio, the Company's ability to pay debts is relatively good.

Kemampuan Membayar Utang Jangka Panjang

Rasio solvabilitas menggambarkan kemampuan Perseroan dalam membayar kewajiban dalam jangka panjang. Berikut adalah uraiannya.

Ability to Pay Long-Term Debt

Solvency ratio portrays the Company's ability to pay its long-term obligation. The following are details to describe this matter.

Tabel Kinerja Solvabilitas

Table Solvency Performance

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

Uraian Description		2020	2019	Perubahan (%) Change (%)
Total Aset	Total Assets	5.737.176	5.571.270	3
Total Liabilitas	Total Liabilities	2.329.287	2.088.977	12
Total Ekuitas	Total Equity	3.407.889	3.482.293	-2
EBITDA	EBITDA	416.434	406.780	2
Hutang Berbunga	Interest Bearing Debt	1.727.967	1.568.616	10
Beban Bunga	Interest Expense	183.780	157.609	17
Rasio (Kali)	Ratio (Time)			
Total Debt to Equity Ratio (DER)	Total Debt to Equity Ratio (DER)	0,68	0,60	14
Interest Bearing Debt to Equity Ratio	Interest Bearing Debt to Equity Ratio	0,51	0,45	13
Interest Coverage Ratio	Interest Coverage Ratio	2,27	2,58	-12

Pada tahun 2020, *interest bearing debt to equity ratio* Perseroan mencapai 0,51 kali. Rasio tersebut naik 0,06 poin atau 13% dari tahun 2019 yang sebesar 0,45 kali. Sementara pada *interest coverage ratio* Perseroan pada tahun 2020 mencapai 2,27 kali turun 0,31 poin atau 12% dari tahun 2019 sebesar 2,58 kali.

In the year 2020, the Company's ratio interest bearing debt to equity ratio reached 0.51 times. This ratio increased 0.06 point by 13% from 0.45 in 2019. While the Company's interest coverage ratio in 2020 reached 2.27 times, a decrease of 0.31 point by 12% from 2.58 times in 2019.



Kolektibilitas Piutang

Sampai dengan akhir periode pelaporan, Perseroan berhasil menjaga likuiditas piutang usaha kepada pihak ketiga. Piutang usaha Perseroan turun sebesar Rp30,41 miliar di tahun 2020 dari Rp480,63 miliar pada tahun 2019 menjadi Rp450,22 miliar pada tahun 2020. Pada Tahun 2020, Perseroan memiliki Tingkat kolektabilitas piutang 95 hari, lebih lama 7 hari dari tingkat kolektabilitas tahun 2019.

Collectibility of Receivables

Until the end of the reporting period, the Company managed to maintain account receivable liquidity with third parties. The Company's account receivables dropped by Rp30.41 billion in 2020, from Rp480.63 billion in 2019 to Rp450.22 billion in 2020. In 2020, the Company's receivables collectability is 95 days, 7 days longer than 2019's collectability.

Umur Piutang Usaha

Maturity of Receivables

(Rp Juta | Rp Million)

Umur Piutang Receivable Maturity		2020	2019
Lancar	Current	197.214	208.933
0 bulan s.d. 3 bulan	0 to 3 months	88.735	83.277
3 bulan s.d. 8 bulan	3 months to 8 months	27.699	46.239
8 bulan s.d. 1 tahun	8 months to 1 year	111.574	71.923
Lebih dari 1 tahun	More than 1 year	108.349	78.317
Cadangan penurunan nilai piutang usaha	Allowance for impairment of trade receivables	(83.350)	(8.057)
Jumlah piutang usaha bersih	Total Trade Receivables - Net	450.222	480.633

Rasio Kolektibilitas

Collectibility Ratio

Uraian Description		2020	2019
Pendapatan Bersih Terhadap Rata-Rata Piutang Usaha (kali)	Net Revenues to Average Trade Receivables (times)	3,8	4,2
Jangka Waktu Rata-Rata Penagihan (hari)	Average Collection Period (days)	95	88

STRUKTUR MODAL CAPITAL STRUCTURE

Dalam rangka menjaga kepercayaan pemerintah, investor, kreditur maupun pelaku pasar dalam jangka panjang, Direksi memiliki kebijakan untuk senantiasa mempertahankan basis modal yang kuat. Kebijakan manajemen atas struktur modal juga mempertimbangkan kondisi bisnis, tingkat pengembalian modal, maupun dividen yang dibagikan.

In order to maintain long-term trusts of the government, investors, creditors and the market, the Board of Directors has a policy to always maintain strong capital base. The management policy on capital structure also considers business conditions, the rate of return on investment, and dividends payment.

Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal

Kebijakan manajemen atas struktur modal didasarkan untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha. Dengan begitu, Perseroan dapat tetap memberikan imbal hasil bagi Pemegang Saham dan manfaat bagi pemangku

Basis of Management Policy on Capital Structure

The management's policy on capital structure is based on the intention to protect the Company's ability to maintain business continuity thereby will continue to provide returns for shareholders and benefits for other



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kepentingan lainnya serta mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

Kebijakan Struktur Modal

Untuk mempertahankan atau menyesuaikan struktur permodalannya, Perseroan dan entitas anak dapat menyesuaikan jumlah dividen yang dibayar kepada Pemegang Saham, menerbitkan saham baru atau menjual aset untuk mengurangi liabilitas.

Perseroan disyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman. Persyaratan permodalan eksternal tersebut telah dipenuhi oleh entitas terkait pada tanggal 31 Desember 2020 dan 2019.

Selain itu, Perseroan juga dipersyaratkan oleh Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas, efektif sejak tanggal 16 Agustus 2007, untuk mengalokasikan sampai dengan 25% dari modal saham diterbitkan dan dibayar penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut telah dipertimbangkan oleh Perseroan serta telah diputuskan pada Rapat Umum Pemegang Saham (RUPS).

Perseroan mengelola struktur permodalan dan melakukan penyesuaian, bila diperlukan berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Perseroan dapat menyesuaikan pembayaran dividen kepada pemegang saham, menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman. Tidak ada perubahan atas tujuan kebijakan maupun proses selama periode yang berakhir pada tanggal 31 Desember 2020 dan 2019.

Konsisten dengan entitas lain dalam industri, Perseroan dan entitas anak memonitor modal berdasarkan rasio hutang terhadap modal. Rasio ini dihitung dengan membagi jumlah hutang dengan total modal. Hutang merupakan jumlah liabilitas pada laporan posisi keuangan konsolidasian. Modal terdiri dari seluruh komponen ekuitas yang ada sebagaimana jumlah dalam laporan posisi keuangan konsolidasian.

Struktur modal merupakan perimbangan antara penggunaan modal sendiri dengan pinjaman/utang yang terdiri dari utang jangka pendek dan utang jangka panjang. Struktur modal dengan minimum biaya penggunaan dana (*Weighted Average*

stakeholders and maintain optimal capital structure to reduce costs of capital.

Capital Structure Policy

To maintain or adjust its capital structure, the Company and subsidiaries may adjust the amount of dividend payment to the shareholders, issue new shares or sell assets in order to reduce liabilities.

The Company is required by loan agreements to maintain a certain level of capital. Such external capital requirement has been fulfilled by related parties as of 31 December 2020 and 2019.

Furthermore, the Company is also required by Law No 40 of 2007 on Limited Liability Companies, effective as of 16 August 2007, to allocate up to 25% of issued shares capital and pay-up in full into the fund reserves which shall not be distributed. This external capital requirement has been taken into account by the Company as well as decided upon in the General Meeting of Shareholders (GMS).

The Company manages the capital structure and make adjustments when necessary based on arising economic conditions. To maintain and adjust the capital structure, the Company may adapt the dividend payment to the shareholders, issue new shares or seek for funds through loans. There has been no change on the intention of the policy and the process throughout the period which ends on 31 December 2020 and 2019.

Consistent with other entities of the industry, the Company and subsidiaries monitor their capital based on debt to capital ratio. This ratio is calculated by deviding the total debt with the total capital. Debt is the amount of liabilities on the consolidated financial position report. Capital consists of all equity components as the amount contained in the consolidated position report.

Capital structure is a balance between the use of own-capital with loans/debt consisting of short-term and long-term loans. A capital structure with a minimum cost of funds (*Weighted Average Cost of Capital, WACC*) may result in an increase in the value of the



Cost of Capital/WACC) dapat mengakibatkan peningkatan nilai saham Perseroan, tetapi tidak berarti meningkatkan laba bersih per saham (*earning per share*/EPS). *Leverage* yang besar dapat meningkatkan EPS, namun sekaligus meningkatkan risiko. Oleh karena itu Perseroan menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perseroan.

Perseroan mengawasi modal dengan menggunakan rasio pengungkit (*gearing ratio*) dengan membagi total pinjaman berdampak bunga dengan total ekuitas yang dapat diatribusikan kepada pemilik entitas induk. Kebijakan Perseroan adalah menjaga rasio pengungkit dalam kisaran dari perusahaan terkemuka di Indonesia untuk mengamankan akses terhadap pendanaan pada biaya yang rasional. Termasuk dalam total pinjaman berdampak bunga adalah pinjaman bank jangka pendek, pinjaman bank jangka panjang, pinjaman kepada pemerintah Republik Indonesia, dan liabilitas sewa pembiayaan.

Rincian Struktur Modal

Selama tahun 2020, Perseroan dan entitas anak masih mempertahankan strategi yang diterapkan pada tahun 2019 yaitu mempertahankan rasio utang terhadap modal maksimum sebesar 2:1 yaitu total liabilitas terhadap ekuitas naik dari 60% pada tahun 2019 menjadi 68,3% pada tahun 2020. Rasio utang terhadap modal (*interest bearing*) pada 31 Desember 2020 mencapai 50,1% naik dari periode 31 Desember 2019 yang mencapai 45,1%.

Tabel Perkembangan Struktur Modal

Table Development of Capital Structure

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

Uraian Description		2020	Proporsi (%) Proportion (%)	2019	Proporsi (%) Proportion (%)
Total Liabilitas jangka pendek	Total Short -Term Liabilities	850.139	14,8	468.526	8,4
Total Liabilitas jangka panjang	Total Long-Term Liabilities	1.479.148	25,8	1.620.451	29,1
Jumlah liabilitas	Total Liabilities	2.329.287	40,6	2.088.977	37,5
Total Ekuitas	Total Equity	3.407.889	59,4	3.482.293	62,5
Total Aset	Total Assets	5.737.176	100	5.571.270	100

Komposisi struktur modal di 2020 yang dimiliki oleh Perseroan adalah 40,6% berasal dari liabilitas dan 59,4% berupa ekuitas. Komposisi tersebut mengalami perubahan jika dibandingkan dengan 2019. Komposisi struktur modal yang berasal dari liabilitas mengalami peningkatan 3,1% sedangkan ekuitas mengalami penurunan 3,1%.

Company's shares, however, this does not always mean increasing earnings per share (EPS). Large leverage may increase EPS and at the same time also increase risks. Therefore, the Company has designed an optimal capital structure policy in order to optimize value of the Company.

The Company oversees its capital by using a gearing ratio, by dividing the total loan bearing interest by the total equity attributable to the owners of the parent entity. The Company's policy is to maintain a leverage ratio in the range of leading companies in Indonesia to secure access to funding at rational costs. Included in the total interest-bearing loans are short-term bank loans, long-term bank loans, loans to the government of the Republic of Indonesia, and finance lease liabilities.

Details of Capital Structure

Throughout the year 2020, the Company and subsidiaries remain with the strategy applied in 2019, namely maintain debt to maximum capital ratio at 2:1, which is the total liabilities on equity increased from 60% in 2019 to 68.3% in 2020. Debt to interest bearing capital as of 31 December 2020 reached 50.1%, an increase from the period as of 31 December 2019 which reached 45.1%.

The Company's capital structure composition in the year 2020 was 40.6% from liabilities and 59.4% in the form of equity. This composition changed if compared to 2019. The capital structure composition which originated from liabilities increased by 3.1% while equity declined by 3.1%.



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IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT

Sepanjang tahun 2020, tidak terdapat ikatan material untuk investasi barang modal, sehingga Perseroan tidak menyajikan informasi mengenai nama pihak yang melakukan ikatan, tujuan ikatan, sumber dana yang diharapkan untuk memenuhi ikatan, mata uang yang menjadi denominasi dan langkah-langkah yang direncanakan Perseroan untuk melindungi risiko dari posisi mata uang asing.

Throughout the year 2020, there were no material commitment for capital goods investment, thus, the Company do not present information on the names of parties in such commitment, the intention of the commitment, the source of funds expected to fulfill the commitment, the currency and the Company's planned steps to protect risks from foreign currency's position.

REALISASI INVESTASI BARANG MODAL

Investasi berupa barang modal (*capital expenditure*) merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset tetap atau menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa depan.

REALIZATION OF CAPITAL GOODS INVESTMENT

Investment in the form of capital goods (*capital expenditure*) is an expenditure of funds used to purchase a number of fixed assets or increase in the fixed asset value which is expected to provide beneficial values in the future.

Investasi Barang Modal Tahun 2020

Capital Goods Investment in 2020

Jenis Investasi Type of Investment		Nilai Investasi (Rp Ribu) Investment Value (Rp Thousand)
Bangunan dan Infrastruktur	Building and Infrastructure	9.501
Mesin	Machinery	38.838
Peralatan Berat/Bantu	Heavy/Support Equipment	2.829
Peralatan Kantor/Rumah Dinas	Office/Official Residence Equipment	1.007
Aset Dalam Pembangunan	In-Building Assets	52.480
Total Investasi	Total Investment	104.655

Tujuan Investasi Barang Modal

Investasi barang dan modal yang dilakukan Perseroan berdasarkan sifatnya terdiri atas investasi yang bertujuan untuk investasi pengembangan dan rutin. Investasi pengembangan bertujuan meningkatkan kapasitas produksi dan kualitas pelayanan jasa, sehingga meningkatkan produktivitas Perseroan. Investasi rutin bertujuan memenuhi minimal *requirement*, meningkatkan keamanan dan keselamatan kerja, serta mendukung tujuan administratif.

Objectives of Capital Goods Investment

Investment of capital goods carried out by the Company based on its traits consists of investment intended as development and routine investments. Development investment aims to increase the production capacity and service quality, so that productivity improves. Routine investment aims to fulfill the minimum requirement, improve security and occupational safety, as well as support administrative objectives.



PERBANDINGAN ANTARA TARGET DAN REALISASI SERTA PROYEKSI 1 (SATU) TAHUN MENDATANG

COMPARISON BETWEEN TARGETS AND REALIZATION, AND PROJECTION 1 (ONE) FOR THE NEXT YEAR

Target dan Realisasi 2020

Target and Realization 2020

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

Uraian Description		Target 2020 Target 2020	Realisasi 2020 Realization 2020	Perbandingan Realisasi terhadap Target (%) Realization on Target Comparison (%)
Pendapatan	Revenues	1.803.122	1.721.907	-5
Laba Usaha	Operating Profit	239.145	215.137	-10
Volume Produksi	Production Volume	1.925.098	1.915.848	0
Volume Penjualan	Sales Volume	1.925.098	1.930.022	0
Beban Penjualan	Sales Expense	310.370	315.425	2
Pengembangan Kompetensi SDM	HR Competency Development	1.733	1.716	-1
Liabilitas Jangka Pendek	Short-Term Liabilities	839.042	850.139	1
Liabilitas Jangka Panjang	Long-Term Liabilities	1.558.433	1.479.148	-5
Jumlah Liabilitas	Total Liabilities	2.397.476	2.329.287	-3
Total Ekuitas	Total Equity	3.476.477	3.407.889	-2
Total Aset	Total Assets	5.873.953	5.737.176	-2
Kebijakan Dividen	Dividend Policy	14.719	6.159	-58

Pendapatan dari penjualan bersih pada tahun 2020 sebesar Rp1,72 triliun atau 95% dari target 2020 sebesar Rp1,80 triliun. Volume produksi semen di tahun 2020 mencapai 1.915.848 ton atau 100% dari target 2020 sebesar 1.925.098 ton. Volume penjualan pada tahun 2020 mencapai sebesar 1.930.022 ton atau 100% dari target 2020 sebesar 1.925.098 ton.

Pendapatan

Pendapatan yang terealisasi atas target yang telah ditetapkan adalah sebesar 95% dari pencapaian Rp1,721 triliun pada tahun 2020 berbanding Rp1,803 triliun pada RKAP 2020. Hal ini terutama disebabkan oleh tidak tercapainya rencana kenaikan harga jual.

Laba

Laba usaha yang terelisasi atas target yang telah ditetapkan adalah sebesar 90% dari pencapaian Rp215,13 miliar pada tahun 2020 berbanding Rp239,14 miliar pada RKAP 2020. Hal ini disebabkan oleh tidak tercapainya pendapatan dan adanya peningkatan beban operasional perusahaan.

Revenues from net sales in the year 2020 was Rp1.72 trillion or 95% of 2020 target of Rp1.80 trillion. Cement production volume in 2020 reached 1,915,848 tons or 100% of 2020 target of 1,925,098 tons. Sales volume in 2020 reached 1,930,022 tons or 100% of 2020 target of 1,925,098 tons.

Revenues

Realized revenues over set target was 95% of achieved Rp1.721 trillion in 2020, compared to Rp1.803 trillion in the 2020 RKAP. This was mainly due to the unachieved increase in selling price as planned.

Profit

Operating profit realized over set target was 90% from achieved Rp215.13 billion in 2020, compared to Rp239.14 billion in the 2020 RKAP. This was caused by the unachieved revenues and the increase in the Company's operational expense.



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Produksi

Dalam mencapai target penjualan tersebut, Perseroan telah memproduksi semen sebanyak 1.915.848 ton di 2020 atau tercapai 100% dari target RKAP 2020 sebesar 1.925.097 ton. Hal ini disebabkan karena menyesuaikan rencana penjualan.

Penjualan

Volume penjualan yang terealisasi atas target yang telah ditetapkan adalah sebesar 100% dari pencapaian 1.930.022 ton pada tahun 2020 berbanding 1.925.098 ton pada RKAP 2020. Hal ini dikarenakan adanya perbaikan pertumbuhan demand pada kuartal IV sehingga sampai dengan akhir tahun, Perseroan mampu mencapai target yang telah di tetapkan.

Beban Penjualan

Realisasi beban penjualan pada tahun 2020 sebesar Rp315,42 miliar atau 102% dari rencana sebesar Rp310,37 miliar. Hal ini terutama disebabkan oleh peningkatan biaya angkutan semen intransit kereta api.

Pengembangan Kompetensi SDM

Perseroan melakukan pengembangan kompetensi dengan berbagai kegiatan *training*, *asesment* dan sertifikasi yang terealisasi sebesar 99% dari pencapaian Rp1,71 miliar pada tahun 2020 berbanding Rp1,73 miliar pada RKAP 2020.

Aspek lain (Liabilitas, Ekuitas, Aset)

Aspek-aspek lain Perseroan seperti liabilitas, ekuitas dan aset adalah sebagai berikut:

1. Liabilitas jangka pendek yang terealisasi atas target yang telah ditetapkan adalah sebesar 101% dari pencapaian Rp850,13 miliar pada tahun 2020 berbanding Rp839,04 miliar pada RKAP 2020.
2. Liabilitas jangka panjang yang terealisasi atas target yang telah ditetapkan adalah sebesar 95% dari pencapaian Rp1,48 triliun pada tahun 2020 berbanding Rp1,56 triliun pada RKAP 2020.
3. Total ekuitas yang terealisasi atas target yang telah ditetapkan adalah sebesar 98% dari pencapaian Rp3,41 triliun pada tahun 2020 berbanding Rp3,48 triliun pada RKAP 2020.
4. Total aset yang terealisasi atas target yang telah ditetapkan adalah sebesar 98% dari pencapaian Rp5,74 triliun pada tahun 2020 berbanding Rp5,87 triliun pada RKAP 2020.

Production

In achieving the set sales target as above, the Company produced cement at 1,915,848 tons in 2020 or 100% achieved of the 2020 target of 1,925,097 tons. This was due to the adjustments made in the sales plan.

Sales

Sales volume realized over target was 100% of the achieved 1,930,022 tons in 2020, compared to the 1,925,098 tons set in the 2020 RKAP. This resulted from the improvement in demand growth in quarter IV that by the end of the year the Company was able to reach the set targets.

Sales Expense

Realized sales expenses in the year 2020 was Rp315.42 billion or 102% of the planned Rp310,37 billion. This was mainly caused by the increase in cement transport in transit by train.

HR Competency Development

The Company conducts competency development programs through various training activities, assessment and certification of which 99% of the achieved Rp1.71 billion were actualized in the year 2020, compared to the Rp1.73 billion set in the RKAP.

Other Aspects (Liabilities, Equity, Assets)

Other aspects of the Company such as liabilities, equity and asset are described as follows:

1. Short-term (current) liabilities realized over the set targets was 101% of the achieved Rp850.13 billion in the year 2020, compared to Rp839.04 billion set in the 2020 RKAP.
2. Long-term (non-current) liabilities realized over the set targets was 95% of the achieved Rp1.48 trillion in the year 2020, compared to Rp1.56 trillion set in the 2020 RKAP.
3. Total equity realized over the set targets was 98% of the achieved Rp3.41 trillion in 2020, compared to Rp3.48 trillion set in the 2020 RKAP.
4. Total assets realized over the set targets was 98% of the achieved Rp5.74 trillion in 2020, compared to Rp5.87 trillion set in the 2020 RKAP.



Kebijakan Dividen

Realisasi dividen tahun 2020 sebesar Rp6,159 miliar atau 42% dari rencana sebesar Rp14,72 miliar. Hal ini disebabkan dividen tahun 2020 sesuai dengan hasil RUPS Tahun buku 2019 sebesar 20,48% sebagai dividen tunai.

Dividend Policy

Realized dividend in the year 2020 was Rp6.159 billion or 42% of the planned Rp14.72 billion. This is due to the amount of dividends for 2020, according to the results of the 2019 Annual General Meeting of Shareholders, amounting to 20.48% distributed as cash dividends.

Proyeksi 2021 dan Realisasi 2020

Projected 2021 and Realization 2020

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

Uraian Description		Proyeksi 2021 Projection 2021	Realisasi 2020 Realization 2020	Perubahan (%) Change (%)
Pendapatan	Revenues	1.949.500	1.721.907	13
Laba Usaha	Operating Profit	380.900	215.137	77
Produksi Semen	Cement Production	2.133.589	1.915.848	11
Volume Penjualan	Sales Volume	2.133.589	1.930.022	11
Beban Penjualan	Sales Expense	362.733	315.425	15
Pengembangan Kompetensi SDM	HR Competency Development	2.370	1.716	38
Liabilitas Jangka Pendek	Current Liabilities	441.207	850.139	-48
Liabilitas Jangka Panjang	Non-Current Liabilities	1.938.137	1.479.148	31
Jumlah Liabilitas	Total Liabilities	2.379.344	2.329.287	2
Total Ekuitas	Total Equity	3.556.035	3.407.889	4
Total Aset	Total Assets	5.935.378	5.737.176	3
Kebijakan Dividen	Dividend Policy	324	6.159	-95

Pendapatan dari penjualan bersih di tahun 2021 ditargetkan meningkat sebesar 13% yang dapat diperoleh dengan menargetkan volume penjualan semen sebesar 2.133.589 ton atau naik 11% dari realisasi volume penjualan tahun 2020 sebesar 1.930.022 ton.

Revenue from net sales in the year 2021 is targeted to increase by 13% expected to achieve by targeting the sales volume to reach 2,133,589 tons or an increase by 11% from the realized sales volume in the year 2020 of 1,930,022 tons.

Pendapatan

Pendapatan yang direncanakan dalam RKAP 2021 terhadap realisasi 2020 adalah sebesar 113% atau Rp1,95 triliun berbanding Rp1,72 triliun.

Revenues

Revenues as planned in the 2021 RKAP over the 2020 realization is set at 113% or Rp1.95 trillion compared to Rp1.72 trillion.

Laba Usaha

Laba usaha yang direncanakan dalam RKAP 2021 terhadap realisasi 2020 adalah sebesar 177% atau Rp380,9 miliar berbanding Rp215,14 miliar.

Operating Profit

Operating profit is set in the 2021 RKAP at 177% or Rp380.9 billion over the Rp215.14 billion realized in 2020.

Produksi

Volume produksi yang direncanakan dalam RKAP 2021 terhadap realisasi 2020 adalah sebesar 111% atau 2.133.589 ton berbanding 1.915.848 ton.

Production

Production volume is set in the 2021 RKAP at 111% or 2,133,589 tons over the 1,915,848 tons realized in 2020.

Penjualan

Volume penjualan yang direncanakan dalam RKAP 2021 terhadap realisasi 2020 adalah sebesar 111% atau 2.133.589 ton berbanding 1.930.022 ton.

Sales

Sales volume is set in the 2021 RKAP at 111% or 2,133,589 tons over the 1,930,022 tons realized in 2020.



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Beban Penjualan

Beban penjualan yang direncanakan dalam RKAP 2021 terhadap realisasi 2020 adalah sebesar 115% atau Rp362,73 miliar berbanding Rp315,46 miliar.

Pengembangan Kompetensi SDM

Perseroan berencana melakukan pengembangan kompetensi dengan berbagai kegiatan *training*, *assessment* dan sertifikasi yang direncanakan dalam RKAP 2021 terhadap realisasi 2020 adalah sebesar 38% atau Rp2,34 miliar berbanding Rp1,72 miliar.

Aspek lain (Liabilitas, Ekuitas, Aset)

Aspek-aspek lain Perseroan seperti liabilitas, ekuitas dan aset adalah sebagai berikut:

1. Liabilitas jangka pendek yang direncanakan dalam RKAP 2021 adalah sebesar 52% dari Rp441,2 miliar berbanding Rp850,12 miliar pada realisasi 2020.
2. Liabilitas jangka panjang yang direncanakan dalam RKAP 2021 adalah sebesar 131% dari Rp1,94 triliun berbanding Rp1,48 triliun pada realisasi 2020.
3. Total ekuitas yang direncanakan dalam RKAP 2021 adalah sebesar 104% dari Rp3,56 triliun berbanding Rp3,41 triliun pada realisasi 2020.
4. Total aset yang direncanakan dalam RKAP 2021 adalah sebesar 103% dari Rp5,94 triliun berbanding Rp5,74 triliun pada realisasi 2020.

Kebijakan Dividen

Dividen yang direncanakan dalam RKAP 2021 terhadap realisasi 2020 adalah sebesar 5% atau Rp324 juta berbanding Rp6.159 juta pada realisasi tahun 2020.

Sales Expense

Sales expense is set in the 2021 RKAP at 115% or Rp362.73 billion over the Rp315.46 billion realized in 2020.

HR Competency Development

The Company plans to conduct competency development by setting various training, assessment and certification activities as set in the 2021 RKAP by 38% or Rp2.34 billion over the Rp1.72 billion realized in 2020.

Other Aspects (Liabilities, Equity, Assets)

Other aspects of the Company such as liabilities, equity and assets are described as follows:

1. Short-term (current) liabilities as planned in the 2021 RKAP is set at 52% or Rp441.2 billion compared to Rp850.12 billion realized in 2020.
2. Long-term (non-current) liabilities as planned in the 2021 RKAP is set at 131% or Rp1.94 trillion compared to Rp1.48 trillion realized in 2020.
3. Total equity as planned in the 2021 RKAP is set at 104% of Rp3.56 trillion compared to Rp3.41 trillion realized in 2020.
4. Total assets as planned in the 2021 RKAP is set at 103% of Rp5.94 trillion compared to Rp5.74 trillion realized in 2020.

Dividend Policy

Dividends planned in the 2021 RKAP is set at 5% or Rp324 million compared to Rp6,159 million realized in 2020.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTANSI SUBSEQUENT MATERIAL INFORMATION AND FACTS AFTER THE DATE OF ACCOUNTING REPORT

Berikut adalah informasi dan fakta material yang terjadi di Perseroan setelah tanggal laporan akuntansi.

a. Perubahan Komite Audit

Berdasarkan Keputusan Menteri BUMN No. SK-01/DK-SB/1/2021 tanggal 29 Januari 2021 menyatakan pemberhentian dan pengangkatan anggota Komite Audit Grup PT Semen Baturaja (Persero) Tbk, memutuskan:

Following are material information and facts which materialized in the Company subsequent to the date of the accounting report.

a. Change in the Audit Committee

Based on the Minister of BUMN Decision No. SK-01/DK-SB/1/2021 dated 29 January 2021 on the dismissal and appointment of members of the Audit Committee of PT Semen Baturaja (Persero) Tbk Group, the following are the decisions taken:



- Memberhentikan dengan hormat Sdr. Harsi Romli sebagai Anggota Komite Audit PT Semen Baturaja (Persero) Tbk yang diangkat berdasarkan Keputusan Dewan Komisaris Grup PT Semen Baturaja (Persero) Tbk Nomor: SK-01/DK-SB/I/2018 tanggal 1 Februari 2018;
- Mengangkat Sdr. Muhammad Imran sebagai Anggota Komite Audit Grup PT Semen Baturaja (Persero) Tbk;
- Masa jabatan Anggota Komite Audit yang diangkat tersebut pada Diktum Kedua adalah (tiga) tahun dengan tidak mengurangi hak dan kewenangan Dewan Komisaris untuk memberhentikannya sewaktu-waktu;
- Kepada anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris diberikan honorarium sebesar Rp12.500.000 dan
- Keputusan ini berlaku terhitung mulai tanggal 1 Februari 2021 dan apabila terdapat kekeliruan di dalamnya, akan diadakan perbaikan sebagaimana mestinya.

b. Penandatanganan Perjanjian Kredit

Pada tanggal 16 Februari 2021, PT Semen Baturaja (Persero) Tbk menandatangani Akta Addendum I Perjanjian Kredit Sindikasi No. 13 dan Akta Perjanjian Line Fasilitas Sindikasi Pembiayaan Musyarakah Mutanaqisah No. 15 di Jakarta dimana PT Semen Baturaja (Persero) Tbk menerima fasilitas sindikasi dari Bank Negara Indonesia, Bank Pembangunan Daerah Jawa Barat dan Banten, Bank Pembangunan Daerah Sumsel Babel, Bank Pembangunan Daerah Maluku Maluku, dan Bank Pembangunan Daerah Bengkulu, Bank Mega dan Bank Mega Syariah dengan nilai total sebesar Rp1.700.000.000 dengan jangka waktu 132 (seratus tiga puluh dua) bulan sejak tanggal 13 Agustus 2020 dengan bunga sebesar 9,45%.

b. Signing of Credit Agreement

On 16 February 2021, PT Semen Baturaja (Persero) Tbk signed the Deed of Addendum I of the Syndicated Credit Agreement No 13 and the Deed of Line Agreement of Musyarakah Mutanaqisah Financing Syndication Facility No. 15 in Jakarta where PT Semen Baturaja (Persero) Tbk received syndicated facility from Bank Negara Indonesia, Bank Pembangunan Daerah Jawa Barat and Banten, Bank Pembangunan Daerah Sumsel Babel, Bank Pembangunan Daerah Maluku Maluku, and Bank Pembangunan Daerah Bengkulu, Bank Mega and Bank Mega Syariah with a total value of Rp1,700,000,000, tenor of 132 (one hundred thirty two) months effective as of 13 August 2020 with an interest of 9.45%.

**PROSPEK USAHA
BUSINESS PROSPECTS**

Produsen semen di Indonesia masih mengalami tekanan untuk meningkatkan pendapatan yang disebabkan oleh melemahnya kondisi ekonomi pada tahun 2020 akibat pandemi COVID-19 dan juga berlebihnya pasokan semen dalam negeri. Salah satu dampak yang terjadi adalah tekanan pada

Cement producers in Indonesia are still experiencing pressure to increase their income due to the sluggish economic conditions in the year 2020 impacted by the COVID-19 pandemic and also by the oversupply of domestic cement. One of the impacts that occurred was the suppressed price, that average income margin



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harga, sehingga margin pendapatan rata-rata kian tergerus dalam lima tahun terakhir. Sementara itu, para pendatang baru relatif berhasil memperoleh dan meningkatkan pangsa pasar yang cukup besar sejak mereka mulai melakukan produksi komersial pada tahun 2014-2015.

Kehadiran pemain baru tersebut juga telah mendorong persaingan harga yang semakin ketat. Para pelanggan lebih mementingkan harga ketimbang merek dagang yang lebih baik. Jika dilihat dari pasar geografis, penjualan semen di Indonesia masih berfokus di wilayah Jawa dan Sumatera. Sisanya berasal dari Sulawesi, Kalimantan, Nusa Tenggara, dan kawasan Indonesia Timur.

Asosiasi Semen Indonesia (ASI) menyebutkan, penjualan semen pada tahun 2020 mencapai 71,7 juta ton, turun 6,1% dibandingkan dengan tahun sebelumnya yang sebesar 76,4 juta ton.

was continuously crushed in the past five years. In the mean time, newcomers were relatively successful in capturing and increasing their market share quite significantly since they first began commercial production in 2014-2015.

The presence of newcomers in this business has pushed tight price competition. Customers became more concerned with price than of better trademark. Viewing from the geographical market aspect, cement sales in Indonesia is still focused in around Java and Sumatera regions. The remaining are from the regions of Sulawesi, Kalimantan, Nusa Tenggara and Eastern Indonesia.

The Indonesian Cement Association (ASI) stated, cement sales in the year 2020 reached 71.7 million tons, a decrease of 6.1% compared to the previous year with 76.4 million tons.

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

Daerah Region	2020	2019	Pertumbuhan (%) Growth (%)
Sumatera	13.788.192	14.373.133	-4,07
Jawa	33.803.949	39.109.878	-13,57
Kalimantan	3.971.863	4.454.888	-10,84
Sulawesi	5.369.305	6.089.271	-11,82
Nusa Tenggara	3.577.447	4.144.481	-13,68
Indonesia Timur East Indonesia	1.999.436	1.824.872	9,57
Indonesia	62.510.192	69.996.523	-10,70
Ekspor Export	9.273.415	6.429.421	44,23
Total	71.783.607	76.425.944	-6,07

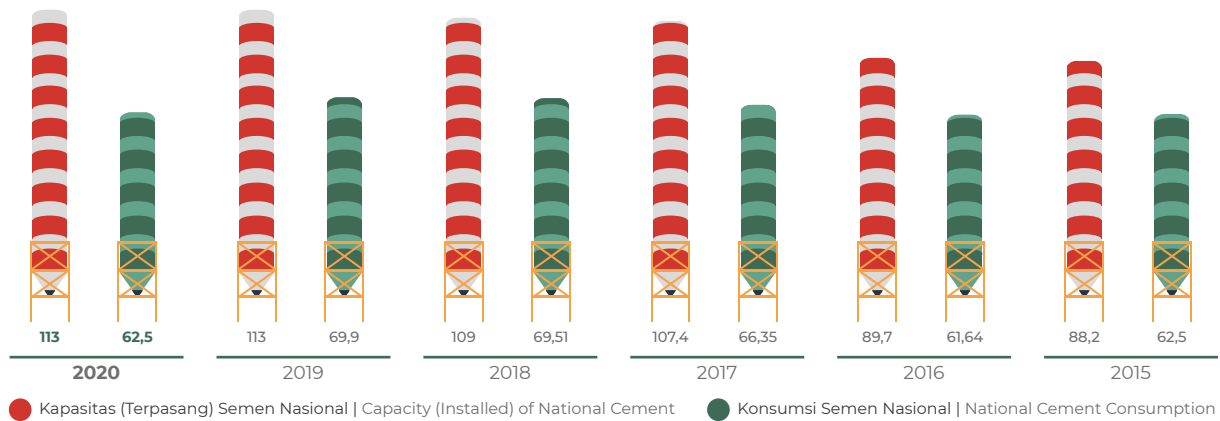
Sumber | Source: Asosiasi Semen Indonesia (ASI)

Industri semen nasional berkontraksi cukup kuat sepanjang tahun 2020, yang ditandai dengan permintaan semen nasional yang mengalami penurunan 10,7%. Permintaan dari Pulau Sumatera tempat beroperasinya aktivitas penjualan Perseroan pun turun 4,07%, namun masih lebih baik dibandingkan mayoritas penjualan di pulau lainnya.

The national cement industry was heavily contracted throughout the year 2020, indicated by the 10.7% decrease in demand for domestic cement. Demand from Sumatera where the Company's sales activities operate was also on the decline by 4.07%, however it was still better than the majority of sales in other regions.



Kapasitas Semen vs. Konsumsi Semen di Indonesia (dalam juta ton)
Cement Capacity vs. Cement Consumption in Indonesia (in million tons)



Dari penjualan sebanyak 71,7 juta ton, 62,5 juta ton di antaranya merupakan penjualan di pasar domestik dan 9,2 juta ton di pasar ekspor. Jumlah tersebut cukup baik, namun apabila dibandingkan dengan kapasitas terpasang industri semen yang mencapai 113 juta ton, angka itu masih relatif jauh, yang menunjukkan konsumsi semen nasional sekitar 63%.

From the 71.7 million-ton sales, 62.5 tons was domestic sales and 9.2 tons were exported. Though the numbers were still good, however if compared to the industry's installed capacity that reached 113 million tons, they were relatively far from sufficient where national cement consumption was around 63%.

Seiring dengan pengembangan vaksin yang memungkinkan pemulihan aktivitas ekonomi, diharapkan menjadi momentum untuk memasuki tahun 2021. Selain itu, dukungan pemerintah berupa penyederhanaan regulasi dan reformasi birokrasi diharapkan dapat meningkatkan kegiatan investasi nasional yang akan berdampak pada peningkatan perekonomian nasional maupun perekonomian daerah. Peningkatan perekonomian tersebut dapat meningkatkan daya beli masyarakat sehingga akan berdampak pada peningkatan konsumsi semen.

In line with the development in the vaccine which may possibly encourage the recovery of economic activities, hopefully this will be the momentum in entering the year 2021. Moreover, the government's support in the forms of regulations and bureaucratic reformation can hopefully increase the national investment activities that can impact both the national and regional economic development. Such economic improvements can increase the public's buying power that can bring about increase in cement consumption.

Prospek perekonomian nasional tahun 2021 diperkirakan membaik, sejalan dengan pulihnya perekonomian global. Optimisme pemerintah pada tahun 2021, antara lain didukung pemantapan berbagai reformasi kebijakan seperti kebijakan fiskal untuk dunia usaha, UU Cipta Kerja serta program vaksinasi secara bertahap. Dengan demikian, kebijakan tersebut diharapkan dapat memulihkan kehidupan sosial masyarakat serta meningkatkan daya beli masyarakat.

The 2021 national economic prospects are estimated to improve, in line with the recovery of global economy. Government's optimism in the year 2021, among others, is supported by the stabilizing policy reforms such as the fiscal policies for the business sector, the Copyright Laws as well as the vaccination program to implemented in stages. Thus, the policy is expected to help the recovery of the people's social life as well as improve the public's purchasing power.

Pemerintah telah menetapkan sejumlah asumsi makro yang optimistis untuk tahun 2021. Pertumbuhan ekonomi ditargetkan 5,0% dan inflasi 3,0%.

The government has established a number of optimistic macro assumptions for the year 2021. Economic growth is set at 5.0% and inflation at 3.0%



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Pemulihan ekonomi domestik di tahun 2021 juga diperkirakan semakin menarik arus modal masuk dan memperkuat rupiah hingga asumsi nilai tukar rupiah Rp14.600/USD. Selain hal tersebut, adanya risiko ketidakpastian pasar keuangan global dan prospek membaiknya perekonomian Indonesia menyebabkan asumsi suku bunga Surat Berharga Negara (SBN) dengan tenor 10 tahun di tahun 2021 sebesar 7,29%.

Mengacu pada hal-hal tersebut, Perseroan optimistis pertumbuhan permintaan semen nasional akan meningkat berkisar 7-8% pada tahun 2021, sesuai asumsi yang dikeluarkan oleh ASI. Hal tersebut juga diperkuat dengan alokasi anggaran infrastruktur tahun 2021 sebesar Rp417,4 triliun atau naik 48% dari tahun 2020.

Mempertimbangkan asumsi tersebut, maka Perseroan menetapkan sasaran penjualan sebesar 2,1 juta ton pada tahun 2021 dengan asumsi *market share* di wilayah Sumbagsel sebesar 34% berikut target market share untuk masing-masing wilayah yakni Sumatera Selatan (59%), Lampung (30%), Jambi (14%), Bengkulu (11%), Bangka Belitung (5%) dan Kalimantan Barat (2%). Seiring dengan sasaran penjualan semen 2,1 juta ton, Perseroan juga menargetkan pengembangan produk hilirisasi berupa penjualan mortar dan penjualan produk sampingan berupa white clay. Melalui target penjualan semen, mortar dan white clay, Perseroan kemudian menargetkan hasil penjualan bersih sebesar Rp1,9 miliar.

ASPEK PEMASARAN

MARKETING ASPECT

Kebijakan Pemasaran

Perseroan memiliki keunggulan strategis dari lokasi pabrik yang berada di dekat wilayah pemasaran dan merupakan satu-satunya produsen semen yang beroperasi di wilayah Sumatera Bagian Selatan (Sumbagsel). Sedangkan pabrikan pesaing kebanyakan berada di Jawa Barat dan Sumatera Barat. Hal ini membuat kontinuitas suplai produk dari Perseroan menjadi lebih baik dari pesaing lainnya. Di tengah persaingan yang semakin ketat, strategi pemasaran yang tepat akan menjadi faktor yang sangat menentukan.

Pertumbuhan permintaan semen nasional yang masih melambat dan pertumbuhan permintaan semen dari Sumbagsel yang negatif serta penerapan

Domestic economic recovery in 2021 is also estimated to increasingly attract capital inflow and strengthen the rupiah currency that exchange rate is assumed at Rp14,600/USD. Other than that, the risk of uncertainty in the global financial market and the prospect of improving Indonesia's economy led to the assumption of 10-year Government Securities (SBN) interest rate in 2021 is at 7.29%.

Referring to such issues as above, the Company is optimistic on the growth in the demand for the local cement to increase by around 7-8% in the year 2021, in line with assumptions released by ASI. This is also strengthened by the allocated infrastructure budget for 2021 at Rp417.4 trillion or an increase of 48% from 2020.

Considering the above assumptions, the Company therefore established the sales target of 2.1 million tons for the year 2021, with assuming that the market share in the Souther Sumatera region is 34% and the other regions are South Sumatera (59%), Lampung (30%), Jambi (14%), Bengkuu (11%), Bangka Belitung (5%) and West Kalimantan (2%). In line with the cement sales target of 2.1 million tons, the Company also targets the development of such derivative products as in mortar sales and other byproducts of white clay. Through the sales targets for cement, mortar and white clay, the Company then targets the net sales achievement of Rp1.9 billion.

Marketing Policy

The Company has the strategic advantage in the location of the plants being nearby the marketing area and being the only cement producer in the South Sumatera region. Meanwhile, competing manufacturers are located in West Java and West Sumatera. This makes the continuity of the product supply from the Company in a better position than the competitors. In the midst of tightening competition, effective marketing strategy becomes a decisive factor.

Growth in the demand for local cement remains sluggish and the negative growth in the demand from the South Sumatera areas as well as the predatory



praktik *predatory pricing* berdampak pada kinerja penjualan Perseroan. Kondisi ini pun diperparah dengan pandemi COVID-19 yang membuat mobilitas sedikit terhambat dan sejumlah proyek pembangunan infrastruktur sempat tertunda.

Di tengah kondisi tersebut, Perseroan mampu mempertahankan kinerja penjualan sejalan dengan permintaan semen nasional. Hal itu terlihat dari volume penjualan semen yang meskipun turun sebesar 9%, namun masih lebih baik jika dibandingkan dengan total konsumsi semen domestik yang turun hingga 10,7% di sepanjang tahun 2020.

Strategi Pemasaran

Perseroan mengimplementasikan beberapa strategi dalam rangka *meningkatkan brand equity* dan *customer loyalty* sehingga mampu mempertahankan posisi sebagai *market leader*, terutama di wilayah Sumbagsel. Beberapa strategi yang diimplementasikan Perseroan antara lain:

1. Komunikasi Pemasaran

Komunikasi pemasaran bertujuan untuk memberikan informasi kepada pelanggan agar produk Perseroan selalu diingat dan menjadi pilihan utama dalam setiap keputusan pembelian pelanggan. Komunikasi pemasaran Perseroan dilakukan dengan menggunakan berbagai media seperti media sosial, media luar ruang dan media elektronik. Selain itu, Perseroan juga aktif melakukan komunikasi tatapmuka seperti kunjungan ke toko, hadir sebagai *sponsorship* kegiatan olahraga, pendidikan, komunitas dan *event* lainnya terutama di wilayah basis pemasaran.

2. Pelayanan Pelanggan

Perseroan berkomitmen untuk selalu hadir bagi pelanggannya. Oleh karena itu Perseroan telah menyiapkan layanan "Customer Care" untuk memastikan beberapa aspek:

1. Tersedianya produk di pasaran dengan jumlah memadai
2. Terpenuhinya harapan konsumen terhadap spesifikasi produk Perseroan.

Perseroan juga menerapkan konsep pelayanan *business to business* dan *business to consumer* untuk meningkatkan kualitas pelayanan hingga ke pelanggan akhir baik itu pelanggan individu maupun pelanggan korporasi. Pelayanan kepada pelanggan individu difokuskan agar dapat menggunakan

pricing practices have all affected the Company's sales performance. Such conditions were worsened by the COVID-19 pandemic causing a slowdown in mobility and delays in a number of infrastructure projects.

In the midst of such conditions, the Company managed to maintain performance in line with the demand in domestic cement. This was visible from the cement sales volume that although it decreased by 9%, however it was still better than the total consumption of domestic cement that dropped up to 10.7% throughout the year 2020.

Marketing Strategy

The Company implemented several strategies in order to increase brand equity and customer loyalty to maintain its position as the market leader, especially in the Southern Sumatera region. The strategies implemented by the Company, among others are as follows:

1. Marketing Communication

Marketing communication is intended to provide information to customers so that the Company's products remain in the minds of the customers and become the main choice in each of their purchasing decision. The Company's marketing communications are carried out through various media such as social media, outdoor and electronic media. In addition, the Company is also active in conducting face-to-face communication such as visits to stores, attending as sponsorships for sports, education, community activities and other events, especially in the marketing base areas.

2. Customer Service

The Company is committed to always by customers side. Therefore, the Company prepared a "Customer Care" service to ensure several aspects:

1. Availability of products in sufficient quantities on the market;
2. Fulfilled consumer expectations of the Company's product specifications.

The Company's operation is a business-to-business and business-to-consumer service concept aimed to improve service quality to to the end customer, both individual and corporate customers. Services to individual customers are focused on the use products based on specific needs in construction



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produk sesuai dengan kebutuhan spesifik dalam kegiatan konstruksi, Perseroan menyebarkan *booklet* berisi penjelasan fitur produk secara ringkas, padat dan jelas. Perseroan juga mencantumkan fitur produk pada kemasan yang digunakan untuk memenuhi kebutuhan pasar ritel.

Khusus kepada pelanggan korporasi seperti kontraktor dan produsen beton, Perseroan memiliki tim khusus sebagai pendamping pelanggan korporasi untuk menyusun komposisi yang tepat dalam kebutuhan pembuatan beton, memberikan layanan uji kualitas, tekanan beton secara gratis. Perseroan juga melakukan evaluasi secara terintegrasi terhadap setiap keluhan yang disampaikan dan berkoordinasi dengan pihak terkait untuk mencegah terjadinya keluhan serupa. Selain itu, Perseroan menyelenggarakan program kunjungan secara rutin oleh tim pelayanan teknis ke pelanggan pabrikan, *readymix* dan proyek guna memberikan presentasi *product knowledge*, pendampingan dalam proses semen menjadi produk lanjutan.

3. Distribusi Pemasaran

Perseroan terus berupaya menyempurnakan jaringan dan fasilitas pendukung distribusi yang tersebar di seluruh wilayah pemasaran untuk meningkatkan jaminan pasokan semen kepada seluruh pelanggannya. Untuk mendukung efektivitas jaringan distribusi, Perseroan telah bekerja sama dengan PT Kereta Api Indonesia (Persero) untuk mengangkut produk semen ke masing-masing *distribution centre*. Selain itu, Perseroan juga menjalin kerja sama dengan ekspediter guna memenuhi kebutuhan distribusi produk sampai seluruh pelosok wilayah pemasaran Perseroan.

4. Diversifikasi Produk

Menyikapi kondisi *over supply* yang terus berlanjut, Perseroan berupaya memasarkan varian produk-produk baru guna menambah pendapatan Perseroan. Adapun beberapa produk baru yang saat ini telah dipasarkan adalah *white clay* yang digunakan sebagai bahan baku pembuatan pupuk. Selain itu Perseroan juga menyiapkan produk-produk turunan semen seperti mortar, bata ringan, dan beton porous.

activities, the Company distributes booklets containing a brief, concised and clear explanation of product features. The Company also mentions product features on the packaging used to fulfill the needs of the retail markets.

Specifically for such corporate customers as the contractors and concrete manufacturers, the Company formed a special team to accompany the corporate customers to establish the right composition in the concrete manufacturing requirements, provide quality testing services, free concrete pressure testing. The Company also conducts integrated assessments on every complaint submitted and coordinates with related parties to prevent similar complaints from occurring. In addition, the Company also organizes regular visits conducted by the Technical Service Team to manufacturing customers, ready mix and projects to provide product knowledge presentations, mentoring in the cement processing into derivative products.

3. Marketing Distribution

The Company is continuously in the effort to improve its distribution network and supporting facilities spread across the marketing areas to increase the assurance of cement supply to all of its customers. In support of the effectiveness of the distribution networks, the Company has worked together with PT Kereta Api Indonesia (Persero) to deliver products to each distribution center. In addition, the Company has also cooperated with freight forwarding companies to meet the needs of the product distribution to all of the Company's marketing areas.

4. Product Diversification

In response to the prolonged condition of oversupply, the Company attempts to distribute new products in order to increase the Company's revenue. The new products currently marketed by the Company is the white clay, used as raw material in fertilizer production. Moreover, the Company also prepares cement derivative products such as cement mortar, lightweight brick and porous concrete.



Pangsa Pasar

Di tengah persaingan yang masih sangat ketat akibat kondisi *over supply* serta perlambatan pertumbuhan permintaan karena pandemi COVID-19, pada triwulan I-2020, permintaan mengalami perlambatan, terutama disebabkan karena belum dimulainya berbagai proyek pemerintah dan musim hujan. Kelesuan di pasar ekspor semen juga terpengaruh oleh adanya perlambatan di pasar global akibat mulai mewabahnya COVID-19.

Pandemi COVID-19 di China membuat pasar semen di dalam dan luar negeri melemah. Bahkan sampai dengan Mei 2020, pasar nasional turun hingga 13% dari periode yang sama di tahun 2019. Hal itu terjadi, antara lain akibat pemberlakuan kebijakan Pembatasan Sosial Berskala Besar (PSBB), di sejumlah daerah sehingga mobilitas menjadi terbatas.

Permintaan mulai mengalami perbaikan setelah pemerintah mengeluarkan kebijakan untuk tetap memperkenankan pekerjaan konstruksi dan logistik tetap berjalan di tengah kondisi pandemi COVID-19. Bahkan permintaan pada Juni 2020 berhasil meningkat hingga 54% dibandingkan Mei 2020 sehingga mampu menekan penurunan permintaan di pasar nasional sepanjang kuartal II-2020 menjadi hanya 8%.

Seiring dengan perbaikan permintaan dan mulai diberlakukannya kebijakan adaptasi kebiasaan baru atau *the new normal*, permintaan semen nasional pada kuartal III-2020 terus mengalami perbaikan sampai dengan akhir tahun, walaupun masih belum dapat membukukan pertumbuhan apabila dibandingkan dengan tahun 2019. Perbaikan permintaan didukung oleh sejumlah kebijakan dan paket stimulus yang telah dikeluarkan pemerintah, khususnya untuk mendorong sektor perekonomian di bidang infrastruktur dan properti.

Berdasarkan data Asosiasi Semen Indonesia (ASI), permintaan semen nasional tahun 2020 mengalami penurunan yang cukup signifikan yaitu sebesar 10,7%. Pulau Sumatera mengalami minus 4,07%, Jawa turun 13,57%, Kalimantan melambat 10,84%, Sulawesi negatif 11,82%, dan Nusa Tenggara menurun 13,68%. Pertumbuhan hanya terjadi di wilayah Indonesia Timur yang sebesar 9,57%.

Market Share

In the midst of continuous very tight competition due to product over supply as well as the sluggish demand growth caused by the COVID-19 pandemic, demand remained low in the quarter I of 2020, where a number of government projects have not continued and because of the rain season. The sluggish cement market was also caused by the slowdown in the global market caused the start of the COVID-19 pandemic.

The COVID-19 pandemic in China has caused both domestic and overseas cement markets to weaken. Even up until May 2020, the domestic market dropped by 13% compared to the same period in 2019. This occurred, among others, due to the enactment of the Large-Scale Social Restrictions (PSBB) in various regions causing limited mobility.

Demand began to improve following the government's issuance of the policy to allow construction works and logistics to resume in the midst of the COVID-19 pandemic. Moreover, demand in June 2020 managed to increase up to 54% compared to May 2020 that this helped suppressed further decrease in demand in the domestic markets throughout quarter II of 2020 to 8%.

In line with increasing demand and the effective implementation of the new adaptation policy to the new normal living, demand for domestic cement in quarter III of 2020 continued to show improvements until the end of the year, although this remained to be booked as growth if compared to the year 2019. Improvement in demand was supported by the several policies and stimulus packages issued by the government, specifically intended to encourage the infrastructure and property sectors of the economy.

Based on the Indonesian Cement Association (ASI), demand for domestic cement in 2020 declined quite significantly, namely by 10.7%. Sumatera recorded a minus 4.07%, Java dropped by 13.57%, Kalimantan slowed down by 10.84%, Sulawesi a negative 11.82%, and Nusa Tenggara decreased by 13.68%. Growth only occurred in the Eastern region of Indonesia, noted at 9.57%.



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	Daerah Region	2020	2019	Pertumbuhan (%) Growth (%)
Sumatera		13.788.192	14.373.133	-4,07
Jawa		33.803.949	39.109.878	-13,57
Kalimantan		3.971.863	4.454.888	-10,84
Sulawesi		5.369.305	6.089.271	-11,82
Nusa Tenggara		3.577.447	4.144.481	-13,68
Indonesia Timur East Indonesia		1.999.436	1.824.872	9,57
Total		62.510.192	69.996.523	-10,70

Sumber | Source: Asosiasi Semen Indonesia (ASI)

Kinerja permintaan di Pulau Sumatera mengalami penurunan 4,07%, yang apabila dilihat lebih lanjut 7 dari 10 provinsi di Pulau Sumatera mengalami koreksi permintaan. Provinsi Kepulauan Riau, Sumatera Selatan dan Lampung merupakan provinsi yang mengalami koreksi paling signifikan. Wilayah pemasaran Perseroan yakni Bangka Belitung pun ikut turun. Hanya permintaan di Aceh, Bengkulu dan Jambi yang mengalami pertumbuhan masing-masing sebesar 10,7%, 9,18% dan 4,71%.

Demand performance in Sumatera declined by 4.07%, and furthermore, 7 out of 10 provinces in island of Sumatera stood corrected in their demand. The province of Riau Island, Southern Sumatera and Lampung were provinces that went through significant correction. The Company's marketing area of Bangka Belitung also declined. Only demand from Aceh, Bengkulu and Jambi did they experienced some growth, each with 10.7%, 9.18% and 4.71% respectively.

	Daerah Region	2020	2019	Pertumbuhan (%) Growth (%)
D.I. Aceh	D.I. Aceh	1.283.427	1.159.359	10,70
Sumatera Utara	North Sumatera	2.846.025	3.019.647	-5,75
Sumatera Barat	West Sumatera	1.242.725	1.298.175	-4,27
Riau	Riau	1.708.547	1.801.756	-5,17
Kep. Riau	Kep. Riau	717.321	838.759	-14,48
SUMBAGSEL	SOUTHERN SUMATERA	5.990.146	6.255.437	-4,24
· Jambi	· Jambi	986.072	941.732	4,71
· Sumatera Selatan	· South Sumatera	2.104.770	2.270.744	-7,31
· Bangka Belitung	· Bangka Belitung	286.907	305.496	-6,09
· Bengkulu	· Bengkulu	549.744	503.526	9,18
· Lampung	· Lampung	2.062.654	2.233.940	-7,67
SUMATERA	SUMATERA	13.788.192	14.373.133	-4,07

Sumber | Source: Asosiasi Semen Indonesia (ASI)

Pada tahun 2020, penurunan permintaan nasional berdampak pada perlambatan pertumbuhan permintaan di wilayah pasar Perseroan yakni Sumbagsel yang juga turun 4,24% sehingga menyebabkan pencapaian penjualan Perseroan turun sebesar 9% menjadi 1.930.022 ton. Kinerja *market share* Perseroan di beberapa wilayah ikut tergerus namun secara keseluruhan masih dapat dijaga.

In the year 2020, decline in the national demand has impacted the growth slowdown in demand from around the Company's marketing areas, namely Southern Sumatera with a decrease of 4.24% that the Company's sales dropped by 9% or down to 1,930,022 tons. The Company's market share performance several areas were crushed, but overall it is still relatively well maintained.



Wilayah Region		Volume Penjualan Sales Volume	Permintaan Demand	Market Share (%) Market Share (%)	+/- Market Share +/- Market Share
Jambi	Jambi	121.807	986.072	12	-3
Sumatera Selatan	South Sumatera	1.134.174	2.104.770	54	-10
Bangka – Belitung	Bangka – Belitung	7.400	286.907	3	-1
Bengkulu	Bengkulu	76.557	549.744	14	4
Lampung	Lampung	582.285	2.062.654	28	7
SUMBAGSEL	SOUTHERN SUMATERA	1.922.223	5.990.146	32	-2
Kalimantan Barat	West Kalimantan	7.799	1.084.553	1	1
Total	Total	1.930.022	7.074.699	27	-

Kinerja *market share* Perseroan masih cukup baik, karena berhasil meningkatkan *market share* di wilayah Bengkulu sebesar 4% dan Lampung sebesar 7%. Namun *market share* Perseroan di wilayah Jambi tergerus minus 3%, Sumatera Selatan minus 10% dan Bangka Belitung minus 1% yang disebabkan oleh permintaan yang cenderung menurun dan penetrasi yang dilakukan pesaing. Meskipun demikian, pada tahun 2020 Perseroan mampu merambah wilayah pasar baru di Kalimantan Barat dengan *market share* sebesar 1%.

Pada tahun 2020, kondisi permintaan nasional turun sebesar 10,7% dengan utilisasi mencapai 54%, namun untuk total permintaan di wilayah Sumbagsel mengalami penurunan sebesar 4,24%. Persaingan usaha di pasar utama Perseroan pada tahun tersebut juga diwarnai dengan praktik *predatory pricing* oleh produsen semen pesaing.

The Company's market share performance remained fairly good, as the market share in the Bengkulu area increased by 4% and Lampung by 7%. However, the Company's market share in the Jambi region was compressed to minus 3%. Souther Sumatera was minus 10% and Bangka Belitung minus 1%, due to the sluggish trend in demand and penetration by competitors. Nevertheless, in the year 2020 the Company managed to seize new market in West Kalimantan with a market share of 1%.

In the year 2020, the national demand declined by 10.7% with utilization up to 54%, however the total demand in Southern Sumatera dropped by 4.24%. Business competition in the Company's main markets during the year was also marked by predatory pricing practices by competing cement producers.

Produsen Producer	Volume Volume	Market Share (%) Market Share (%)
Semen Indonesia	30.715.486	49
Conch	3.798.596	6
Tiga Roda	16.218.429	26
Merah Putih	2.737.623	4
Bosowa	2.147.507	3
Baturaja	1.930.022	3
Jui Shin Garuda	1.236.867	2
Solusi Bangun Andalas	1.257.151	2
Bima	1.021.401	2
Kupang	242.129	0
Jawa	1.205.182	2

Sampai dengan akhir tahun 2020, volume penjualan nasional masih dikuasai oleh PT Semen Indonesia sebesar 30,7 juta ton semen dengan *market share* nasional mencapai 49% dan PT Indocement Tunggal

Until the end of the year 2020, the national sales volume was still dominated by PT Semen Indonesia with 30.7 million tons of cement and up to 49% of the national market share, and PT Indocement Tunggal



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Perkasa berada pada posisi kedua dengan volume penjualan sebesar 16,2 juta ton serta *market share* nasional mencapai 26%. Sedangkan volume penjualan Perseroan sebesar 1,93 juta ton dan tetap dapat mempertahankan *market share* nasional sebesar 3%.

Pertumbuhan permintaan nasional yang melambat, pertumbuhan permintaan Sumbagsel yang negatif dan penerapan praktik *predatory pricing* ditambah dengan pandemi COVID-19 berdampak pada kinerja penjualan Perseroan. Namun Perseroan terus berupaya memaksimalkan potensi penjualan yang ada, baik di wilayah pasar basis maupun pengembangan. Karena itu, salah satu fokus kebijakan penjualan Perseroan di tahun 2020 adalah memaksimalkan penjualan ke wilayah pasar basis, yang memberi kontribusi margin yang maksimal sehingga walaupun terjadi penurunan volume penjualan, Perseroan tetap mampu meningkatkan pendapatan yang ditunjang oleh peningkatan harga jual.

Selain memaksimalkan penjualan ke wilayah pasar basis, Perseroan di tahun 2020 mulai melakukan pengembangan pasar ke wilayah lain, yaitu Pontianak. Perseroan juga memperluas bisnis hilirisasi produk dengan melakukan penjualan *white clay* dan mortar. Pengelolaan dan pemanfaatan limbah B3 juga menjadi salah satu strategi Perseroan untuk melakukan efisiensi produksi sekaligus sumber perolehan pendapatan lain-lain. Pandemi COVID-19 yang menjadi isu berpengaruh terhadap penjualan Perseroan di tahun 2020, menjadi salah satu faktor yang mempercepat Perseroan untuk melakukan digitalisasi pada proses bisnis Perseroan khususnya pemasaran.

Perkasa in second position with sales volume of 16.2 million tons and 26% of the national market share. While the Company's sales volume was at 1.93 million tons and maintained 3% of the national market share.

The slowing growth in the national demand, Southern Sumatera's negative growth in demand as well as the implementation of predatory pricing practices and topped with the COVID-19 pandemic have all impacted the Company's sales performance. Nevertheless, the Company continues to maximize existing sales potentials, both in the base-market areas as well as the expanded areas. For this reason, one of the focuses of the Company's sales policies in the year 2020 is to maximize sales to the base-market areas, which contribute maximum margin that although sales volume decreases, the Company remains capable of increasing income that is supported by selling price increment.

Aside from maximizing sales in base-market areas, the Company in year 2020 began to conduct market expansion to other regions, namely Pontianak. The Company also expanded its product downstream business by selling white clay and mortar. Managing and taking advantage of B3 waste has also become one of the Company's strategies to implement production efficiency altogether as another source for other income. The COVID-19 pandemic that has become an influential issue on the Company's sales in 2020, was one of the factors that accelerate the Company to apply digitalization in the Company's business process, especially in marketing.

KEBIJAKAN DIVIDEN

DIVIDEND POLICY

Kebijakan Dividen

Perseroan memiliki kebijakan dividen yang mengacu pada prospektus saat Perseroan melakukan *Initial Public Offering (IPO)*. Kebijakan tersebut diuraikan sebagai berikut:

1. Perseroan merencanakan untuk membagikan dividen dalam bentuk uang tunai sekurang-kurangnya sekali dalam setahun.
2. Besarnya dividen dikaitkan dengan keuntungan Perseroan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perseroan dan tanpa mengurangi hak dari RUPS

Dividend Policy

The Company's dividend policy refers to the prospectus when the Company performed Initial Public Offering (IPO). The policy is described as follows:

1. The Company plans to disburse dividends in the form of cash at least once a year.
2. The amount of dividends is related to the Company's profits earned in the concerned fiscal year, without ignoring the soundness of the Company and without reducing the right of the



- untuk menentukan lain sesuai dengan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.
3. Perseroan dapat mengumumkan pembagian dividen pada tahun saat Perseroan membukukan laba ditahan yang positif.
 4. Sebelum berakhirnya suatu tahun buku, dividen interim dapat dibagikan selama diizinkan oleh Anggaran Dasar Perseroan dan jika pembagian dividen interim tersebut tidak menyebabkan jumlah kekayaan bersih Perseroan lebih kecil dari jumlah modal ditempatkan dan disetor serta memperhatikan ketentuan mengenai penyisihan cadangan wajib sebagaimana dipersyaratkan dalam UUPT.
 5. Pembagian dividen interim tersebut ditentukan oleh Direksi setelah disetujui oleh Dewan Komisaris.
 6. Apabila setelah akhir tahun buku tersebut, Perseroan mengalami kerugian, dividen interim yang telah dibagikan harus dikembalikan oleh Pemegang Saham kepada Perseroan.
 7. Direksi dan Dewan Komisaris akan bertanggung jawab secara renteng jika dividen interim tersebut tidak dikembalikan kepada Perseroan.
 8. Pembayaran dividen kas kepada Pemegang Saham Perseroan akan bergantung pada rekomendasi dari Direksi Perseroan dan tidak terdapat kepastian bahwa Perseroan akan dapat membayarkan dividen setiap tahunnya.
 9. Keputusan Direksi Perseroan dalam memberikan rekomendasi pembayaran dividen tergantung pada:
 - a. Hasil kegiatan usaha dan arus kas Perseroan.
 - b. Perkiraan kinerja keuangan dan kebutuhan modal kerja Perseroan.
 - c. Prospek usaha Perseroan di masa yang akan datang.
 - d. Belanja modal dan rencana investasi Perseroan lainnya.
 - e. Perencanaan investasi dengan pertumbuhan lainnya.
 - f. Kondisi ekonomi dan usaha secara umum dan faktor-faktor lainnya yang dianggap relevan oleh Direksi Perseroan serta ketentuan pembahasan mengenai pembayaran dividen berdasarkan perjanjian terkait.
- GMS to determine otherwise in accordance with the provisions of the Articles of Association and prevailing laws and regulations.
3. The company may announce the dividends disbursement on the year when the Company records positive retained profits.
 4. Prior to the end of a fiscal year, interim dividends may be disbursed as long as permitted under the Company's Articles of Association and if the distribution of interim dividends does not cause the Company's net worth to be less than the amount of capital placed and paid-up as well as taking into account the provisions regarding the mandatory reserves as required under the Laws on Limited Liability Companies
 5. The interim dividend disbursement is determined by the Board of Directors following the approval of the Board of Commissioners.
 6. Should, by the end of the concerned fiscal year, the Company suffered some loss, the disbursed interim dividends must be returned by the Shareholders to the Company.
 7. The Board of Directors and the Board of Commissioners will be jointly responsible should the interim dividends are not returned to the Company.
 8. The cash dividends disbursement to the Company's shareholders will depend on recommendations from the Company's Board of Directors where there is no certainty that the Company will be able to disburse dividends annually.
 9. Decisions of the Company's Board of Directors in recommending the dividends disbursement will depend on the following:
 - a. Results of the Company's business activities and cash flows.
 - b. The company's estimated financial performance and required working capital of the Company.
 - c. The Company's future business prospects.
 - d. The Company's Capital expenditure and other investment plans.
 - e. Investment plans with growth in other aspects.
 - f. General economic and business conditions as well as other factors regarded as relevant by the Board of Directors as well as the provision on discussions regarding dividend disbursement based on related agreements.



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10. Apabila keputusan telah dibuat untuk membayar dividen, dividen tersebut akan dibayar dalam rupiah.
11. Pemegang saham pada tanggal pencatatan yang berlaku berhak atas sejumlah penuh dividen yang disetujui, dan dapat dikenai pajak penghasilan (*withholding tax*) yang berlaku di Indonesia.
12. Pemegang saham pada tanggal pencatatan yang berlaku berhak atas sejumlah penuh dividen yang disetujui, dan dapat dikenai pajak penghasilan (*withholding tax*) yang berlaku di Indonesia.

Dividen yang diterima oleh pemegang saham asing akan dikenai pajak penghasilan (*withholding tax*) Indonesia maksimum sebesar 20% (berdasarkan ketentuan pajak yang berlaku saat ini).

Terkait dengan *payout* dividen, kebijakan Perseroan ialah memberikan minimal 20%. Pada tahun buku 2015 hingga 2018, *payout* dividen Perseroan sebesar 25% dan pada tahun buku 2019 sebesar 20,48%. Perseroan merencanakan tingkat pembayaran dividen yang dapat memberikan hasil atau *return* yang reguler kepada para Pemegang Saham, namun tetap memungkinkan Perseroan untuk memanfaatkan sebagian besar saldo laba untuk diinvestasikan kembali dalam kegiatan usaha Perseroan. Besaran *payout ratio* untuk dividen diputuskan dalam mekanisme Rapat Umum Pemegang Saham Tahunan berdasarkan usulan dari pengurus Perseroan.

Pada Rapat Umum Pemegang Saham Tahun Buku 2019, pemegang saham menyetujui untuk menetapkan penggunaan laba bersih Tahun Buku 2019 sebesar Rp30.072.339.000 sebagai dividen tunai sebanyak 20,48% atau Rp6.158.815.000 serta sisanya sebesar 79,52% atau Rp23.913.524.000 ditetapkan sebagai cadangan lainnya.

Pembayaran dividen dari laba bersih Perseroan sebesar Rp6.158.815.000 atau sebesar Rp0,6200695 per saham yang akan dibagikan kepada 9.932.534.336 saham Perseroan. Dividen tunai akan dibagikan kepada Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan (DPS) atau *recording date* pada tanggal 18 Agustus 2020. Pembayaran dividen tahun buku 2019 dilakukan pada tanggal 4 September 2020. Adapun untuk kinerja keuangan tahun buku 2020 akan diputuskan pada RUPS tahun 2021.

10. If disbursement of dividends has been officially decided upon, then the dividends shall be paid in the rupiah currency.
11. The Shareholders, on the effective date of listing, are entitled to the full amount of dividends approved, and subject to income tax (*withholding tax*) that prevails in Indonesia.
12. The Shareholders, on the effective date of listing, are entitled to the full amount of dividends approved, and may be subject to withholding tax that prevails in Indonesia.

Dividends received by foreign shareholders will be subject to Indonesia's withholding tax of a maximum 20% (based on current prevailing tax provisions).

Regarding dividends disbursement, the Company's policy is to provide a minimum of 20%. In fiscal years 2015 to 2018, the Company's dividend payout was 25% and in fiscal year 2019 was 20.48%. The Company plans for the amount of dividend payment to be able to provide regular return to the Shareholders, however, it still allows the Company to utilize most of its retained earnings for reinvestment in the Company's business activities. The payout ratio for dividends is decided in the mechanism of the Annual General Meeting of Shareholders based on a proposal from the Company's board of trustees.

In the General Meeting of Shareholders for Fiscal Year 2019, the Shareholders agreed to determine the use of the net profit in Fiscal Year 2019 of Rp30,072,339,000 as a 20.48% cash dividend or Rp6,158,815,000 and the remaining 79.52% or Rp23,913,524,000 allocated as other reserves.

Payment of dividends from the Company's net profit of Rp6,158,815,000 or at Rp0.6200695 per share that will be disbursed to the Company's 9,932,534,336 shares. Cash dividends will be distributed to the Shareholders whose names are listed in the Company Shareholders Registry on recording date of 18 August 2020. Dividend payments for fiscal year 2019 was conducted on 4 September 2020. While for the financial performance of fiscal year 2020, it will be decided at the GMS in 2021.



Dividen yang Dibagikan

Disbursed Dividends

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

Uraian Description	Tahun Buku 2019 Fiscal Year 2019	Tahun Buku 2018 Fiscal Year 2018	Tahun Buku 2017 Fiscal Year 2017	Tahun Buku 2016 Fiscal Year 2016	Tahun Buku 2015 Fiscal Year 2015
Laba Bersih Net Profit	30.072	76.072	146.644	259.091	354.180
Jumlah Dividen Total Dividends	6.158	18.971	36.661	64.769	88.539
Rasio Dividen/Payout Ratio Dividend Ratio/Payout Ratio	20,48%	25%	25%	25%	25%
Tahun Pembayaran Year of Payment	2020	2019	2018	2017	2016
Jumlah Saham Total Shares	9.932.534.336	9.932.534.336	9.924.797.283	9.837.678.500	9.837.678.500
Dividen per Saham (Rupiah penuh) Dividend per Share (in full Rupiah)	0,6200695	1,91	4	7	9
Tanggal Pengumuman Dividen Dividend Date of Announcement	18 Agustus 2020 18 August 2020	28 Mei 2019 28 May 2019	28 Februari 2018 28 February 2018	27 April 2017 27 April 2017	13 April 2016 13 April 2016
Tanggal Pembayaran Dividen Dividend Date of Payment	4 September 2020 4 September 2020	19 Juni 2019 19 June 2019	26 Maret 2018 26 March 2018	22 Mei 2017 22 May 2017	9 Mei 2016 9 May 2016

PROGRAM KEPEMILIKAN SAHAM KARYAWAN DAN/ATAU MANAJEMEN (ESOP/MSOP)

EMPLOYEE AND/OR MANAGEMENT STOCK OPTION PROGRAM (ESOP/MSOP)

Pada tahun 2020, Perseroan tidak melaksanakan *Management Employee Stock Option Plan* (MESOP). Adapun riwayat MESOP yang pernah dilakukan oleh Perseroan diurai sebagai berikut.

Pada IPO di Juni 2013, Perseroan mengalokasikan 0,82% dari total saham yang diterbitkan pada saat IPO melalui Program *Employee Stock Allocation* (ESA). Program tersebut berjangka waktu 1 (satu) tahun dan telah teralisasi. Selain ESA, Perseroan juga mengeluarkan program kepemilikan lainnya yaitu *Management Employee Stock Option Plan* (MESOP) sebanyak-banyaknya 1,65% dari total modal yang ditempatkan dan disetor penuh setelah IPO.

Pada program MESOP, karyawan akan mendapatkan hak opsi untuk membeli saham dengan harga yang telah ditentukan oleh Direksi dengan persetujuan Dewan Komisaris dan akan diberitahukan kepada karyawan Program MESOP sebelum dibukanya periode pelaksanaan (*window exercise*). Hak opsi tersebut didistribusikan dalam dua tahap yakni:

1. Tahap I sebanyak 40% pada tanggal pencatatan saham Perseroan di Bursa Efek Indonesia.

In 2020, the Company's did not implement the *Management Employee Stock Option Plan* (MESOP). The history of the MESOP that has been carried out by the Company is described as follows.

At the IPO in June 2013, the Company allocated 0.82% of the total shares issued at the time of the IPO through the *Employee Stock Allocation* (ESA) Program. The program has a period of 1 (one) year and has been realized. Apart from ESA, the Company also issued another ownership program, namely the *Management Employee Stock Option Plan* (MESOP) of up to 1.65% of the total issued and fully paid capital after the IPO.

In the MESOP program, employees will receive option rights to buy shares at a price determined by the Board of Directors with the approval of the Board of Commissioners and will be notified to employees of the MESOP Program prior to the opening of the exercise window. The option rights are distributed in two stages, namely:

1. Stage I amounting to 40% on the date of listing of the Company's shares on the Indonesia Stock Exchange.



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2. Tahap II sebanyak 60% pada ulang tahun pertama tanggal pencatatan saham Perseroan di Bursa Efek Jakarta. Pelaksanaan hak opsi peserta untuk membeli saham dan penerbitan hak opsi akan dilakukan secara bertahap dalam jangka waktu 5 (lima) tahun dengan ketentuan 1 (satu) tahun dapat dibuka 2 (dua) kali. Adapun kriteria peserta yang berhak mengikuti Program ESA adalah:

- Karyawan tetap yang tercatat dan aktif bekerja pada 31 Maret 2013;
- Mempunyai masa kerja minimal 1 tahun pada tanggal 31 Maret 2013;
- Apabila sedang dalam menjalani masa hukuman/Surat Peringatan (SP) akan dilakukan pengurangan atas nilai ESA yang diterimanya, dengan rincian sebagai berikut:
 - SP I diberikan 75% dari Nilai ESA ybs
 - SP II diberikan 50% dari Nilai ESA ybs
 - SP III diberikan 25% dari Nilai ESA ybs

Perseroan telah menetapkan kriteria karyawan yang berhak menjadi peserta program MESOP yaitu:

1. Dewan Komisaris kecuali Komisaris Independen;
2. Direksi;
3. Karyawan tetap yang tercatat dalam data Perseroan per tanggal 31 Maret 2013 saat penerbitan hak opsi dan mempunyai masa kerja minimal 1 tahun per tanggal 31 Maret 2013.

Jangka waktu Program ESA selama 1 (satu) tahun dan saat ini program tersebut sudah terealisasi. Selain itu, Perseroan mengeluarkan program kepemilikan lainnya yaitu Management Employee Stock Option Plan (MESOP) sebanyak-banyaknya 1.65% dari total modal yang ditempatkan dan disetor penuh setelah IPO, dan program ini berhasil direalisasikan pada tahun 2017.

Periode Pelaksanaan Program MESOP

Program MESOP MESOP Program	2017	2018	2019
Tahap I Phase I			
Window Exercise 1	2 Mei 2017-15 Juni 2017 2 May 2017-15 June 2017	2 Mei 2018-26 Juni 2018 2 May 2018-26 June 2018	
Window Exercise 2	2 Oktober 2017-10 November 2017 2 October 2017-10 November 2017	Hak Opsi Tahap I Telah Berakhir 26 Juni 2018 Option Rights of Phase I Has Expired June 26 2018	
Tahap II Phase II			
Window Exercise 1	2 Mei 2017-15 Juni 2017 2 May 2017-15 June 2017	2 Mei 2018-26 Juni 2018 2 May 2018-26 June 2018	2 Mei 2019-20 Juni 2019 2 May 2019-20 June 2019
Window Exercise 2	2 Oktober 2017-10 November 2017 2 October 2017-10 November 2017	1 Oktober 2018 -9 November 2018 1 October 2018 -9 November 2018	Hak Opsi Tahap 2 Telah Berakhir 20 Juni 2019 Option Rights of Phase I Has Expired 20 June 2019

2. Phase II of 60% on the first anniversary of the listing date of the Company's shares on the Jakarta Stock Exchange. The exercise of option rights of participants to buy shares and issuance of option rights will be carried out in stages over a period of 5 (five) years provided that 1 (one) year can be opened 2 (two) times. The criteria for participants who are eligible to take part in the ESA Program are:

- Permanent employees who are registered and actively working on 31 March 2013;
- Have a minimum 1 year of service as of 31 March 2013;
- If he is currently serving a sentence/Warning Letter (SP), a reduction will be made on the ESA value he received, with the following details:
 - SP I is given 75% of the relevant ESA Value
 - SP II is given 50% of the value of the ESA
 - SP III is given 25% of the value of the ESA

The Company has determined the criteria for employees who are eligible to participate in the MESOP program, namely:

1. Board of Commissioners except for Independent Commissioners;
2. Board of Directors;
3. Permanent employees registered in the Company's data as of 31 March 2013 at the time of issuance of option rights and have a minimum service period of 1 year as of 31 March 2013.

The term of the ESA Program is 1 (one) year and currently the program has been realized. In addition, the Company issued another ownership program, namely the Management Employee Stock Option Plan (MESOP) of up to 1.65% of the total issued and fully paid capital after the IPO, and this program was successfully implemented in 2017.

MESOP Program Implementation Period



Program MESOP MESOP Program	2017	2018	2019
Harga Pelaksanaan (90% x Harga Rata-rata 25 hari penutupan perdagangan saham) Exercise Price (90% x Average Price of 25 closing days of stock trading)	Rp2.550 per saham (Hitungan periode 2 Maret 2017 s/d 6 April 2017) Rp2,550 per share (Calculation for the period 2 March 2017 to 6 April 2017)	Rp3.090 per saham (Hitungan periode 7 Maret 2018 s/d 11 April 2018) Rp3,090 per share (Calculation for the period 7 March 2018 to 11 April 2018)	Rp1.160 per saham (Hitungan periode 14 Maret 2019 s/d 22 April 2019) Rp1,160 per share (Calculation for the period 14 March 2019 to 22 April 2019)

Penetapan Harga MESOP

Penetapan harga pelaksanaan mengacu pada Butir V.2 peraturan Pencatatan PT Bursa Efek Indonesia No I-A Lampiran Keputusan Direksi PT Bursa Efek Indonesia No. 305/BEJ/07-2004 tanggal 19 Juli 2004 yakni sekurang-kurangnya 90% dari harga rata-rata penutupan perdagangan saham Perseroan di Bursa Efek Indonesia selama 25 (dua puluh lima) hari bursa sebelum tanggal pemberitahuan rencana pembukaan periode pelaksanaan kepada Bursa Efek Indonesia.

MESOP Pricing

The exercise price refers to Point V.2 of the Indonesian Stock Exchange Listing Regulation No. I-A, Attachment to the Decree of the Board of Directors of PT Bursa Efek Indonesia No. 305/BEJ/07-2004 dated 19 July 2004, which states that at least 90% of the average closing price for trading of the Company's shares on the Indonesia Stock Exchange for 25 (twenty five) stock exchange days prior to the notification of the planned opening of the implementation period to Indonesia stock exchange.

Pelaksanaan Program MESOP Tahun 2017-2019

MESOP Program 2017-2019

Program MESOP MESOP program	Alokasi Allocation	2017	2018	2019	Eksekusi Execution	Sisa Hak Opsi Remaining Option Rights
Tahap I Phase I	64.928.160	40.353.021	1.144.523	-	41.497.544	23.430.616
Window Exercise I		33.659.378	1.144.523	-		
Window Exercise II		6.693.643	-	-		
Tahap II Phase II	97.392.240	46.765.762	6.592.530	-	53.358.292	44.033.948
Window Exercise I		29.475.557	6.592.530	-		
Window Exercise II		17.290.205	-	-		
Total	162.320.400	87.118.783	7.737.053	-	94.855.836	67.464.564

Pada periode pelaksanaan (*window exercise*) dari tahun 2017-2019 terserap sebanyak 94.855.836 lembar saham, dan sisa MESOP hingga akhir periode pelaksanaan pada tahun 2019 tidak terserap sebanyak 67.464.564 lembar saham. Sehingga jumlah saham beredar Perseroan pada akhir tahun buku 2020 sebanyak 9.932.534.336 lembar saham yang terdiri dari Pemerintah Republik Indonesia sebesar 7.500.000.000 lembar saham dan masyarakat 2.432.534.336 lembar saham.

During the exercise window in 2017-2019, 94,855,836 shares were absorbed, and the remaining MESOP which until the end of the implementation period in 2019 was not absorbed was 67,464,564 shares. So that the total outstanding shares of the Company at the end of the 2020 financial year amounted to 9,932,534,336 shares consisting of the Government of the Republic of Indonesia of 7,500,000,000 shares and the public of 2,432,534,336 shares.



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM REALIZATION OF THE USE OF PROCEEDS FROM PUBLIC OFFERING

Sebagai upaya mendukung pendanaan proyek Baturaja II, pada tahun 2013 Perseroan melakukan penawaran umum saham perdana. Jumlah dana yang diterima dari hasil penawaran umum tersebut sebesar Rp1,268 triliun.

As an effort to support the financing for Baturaja II project, in 2013 the Company performed initial public offering. The amount proceeds from the public offering totaled Rp1.268 trillion.

Pada tahun 2018, Perseroan telah menggunakan seluruh dana hasil penawaran umum perdananya sesuai rencana penggunaan dana yang diungkapkan dalam prospektus dan RUPSLB serta telah dilaporkan kepada OJK dan BEI melalui surat Nomor: UM.05.09/1389A/2018 tanggal 6 April 2018 mengenai Laporan Penggunaan Dana Hasil Penawaran umum.

In the year 2018, the Company used the full amount of proceeds from the initial public offering in accordance with plans as stated in the prospectus and EGMS and reported to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (BEI) through Letter No. UM.05.09/1389A/2018 dated 6 April 2018 regarding the Report on the Realization of the Use of Public Offering Proceeds.

TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/BERELASI MATERIAL TRANSACTIONS THAT CONTAIN CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Transaksi dengan Pihak Afiliasi

Selama tahun 2020, Perseroan tidak melakukan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi.

Transactions with Affiliated Parties

Throughout the year 2020 the Company did not conduct material transactions that contain conflict of interest and/or transaction with affiliated parties.

Transaksi dengan Pihak-pihak Berelasi

Perseroan dan entitas anak mempunyai transaksi dengan pihak-pihak berelasi. Definisi pihak-pihak berelasi yang dipakai adalah sesuai dengan yang diatur dalam PSAK No. 7 (revisi 2010) "Pengungkapan Pihak-Pihak Berelasi" dan PSAK No.67 (revisi 2013) "Pengungkapan Kepentingan dalam Entitas Lain". Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan.

Transactions with Related Parties

The Company and subsidiaries retain transactions with related parties. The definition of related parties used is in accordance with the provisions set forth under PSAK No. 7 (revised in 2010) "Disclosure of Related Parties" and PSAK No. 67 (revised in 2013) "Disclosure of Interests in Other Entities". All material transactions and balance with related parties are disclosed in the notes to the financial statements.

Nama Pihak dan Sifat Hubungan Berelasi

Perseroan memiliki transaksi usaha yang signifikan dengan pihak-pihak berelasi. Pihak-pihak berelasi dan sifat hubungannya dengan Perseroan diuraikan sebagai berikut:

Name of Parties and Nature of Relationship

The Company retains significant business transactions with related parties. Related parties and the nature of the relationships with the Company are as follows:



Sifat Hubungan Nature of Relation	Pihak yang Berelasi Related Party	Objek/Jenis Transaksi Object/Type of Transaction	
Pemegang saham yang sama Common Shareholders	PT Amarta Karya (Persero)	Pembelian jasa konstruksi	Purchase of construction services
	PT Aneka Tambang (Persero) Tbk,	Pembelian barang umum	Purchase of general goods
	PT Asuransi Jasa Indonesia (Persero)	Pembelian jasa asuransi	Purchase of insurance services
	PT Asuransi Jiwa Bringin Jiwa Sejahtera	Pembelian jasa asuransi	Purchase of insurance services
	PT Asuransi Jiwasraya (Persero)	Pembelian jasa asuransi	Purchase of insurance services
	PT Banda Ghara Rekasa (Persero)	Pembelian jasa angkutan	Purchase of transportation services
	PT Bank Mandiri (Persero) Tbk.	Penempatan dana	Placement of funds
	PT Bank Negara Indonesia (Persero) Tbk.	Penempatan dana	Placement of funds
	PT Bank Pembangunan Daerah Banten Tbk.	Penempatan dana	Placement of funds
	PT Bank Pembangunan Daerah Jabar Tbk.	Penempatan dana	Placement of funds
	PT Bank Pembangunan Daerah Sumsel Babel	Penempatan dana & pinjaman	Placement of funds & loans
	PT Bank Rakyat Indonesia (Persero) Tbk.	Penempatan dana	Placement of funds
	PT Garuda Indonesia (Persero)	Pembelian jasa angkutan	Purchase of transportation services
	PT Kereta Api Indonesia (Persero)	Pembelian jasa angkutan, Sewa Tanah	Purchase of transportation services, Land Lease
	PT Pertamina (Persero)	Pembelian bahan bakar	Purchase of fuel
	PT Perusahaan Listrik Negara (Persero)	Pembelian energi listrik	Purchase of electricity
	PT Perusahaan Perdagangan Indonesia (Persero)	Penjualan semen	Sale of cement
	PT Semen Indonesia (Persero) Tbk	Pembelian bahan baku	Purchase of raw materials
	PT Sucofindo (Persero)	Pembelian jasa survey	Purchase of survey services
	PT Surveyor Indonesia (Persero)	Pembelian jasa survey	Purchase of survey services
PT Telekomunikasi Indonesia (Persero)	Pembelian jasa komunikasi	Purchase of communication services	
PT Wijaya Karya Beton	Pembelian jasa	Purchase of services	
Perusahaan di bawah entitas pengendali Companies under the controlling entity	PT Bukit Asam Tbk	Pembelian bahan bakar	Purchase of fuel
	PT Kebomas Mitra Abadi	Pembelian	Purchase
	PT Kereta Api Logistik	Pembelian jasa angkutan	Purchase of transportation services
	PT Pasoka Sumber Karya	Pembelian jasa angkutan	Purchase of transportation services
	PT Petrokimia Gresik	Pembelian bahan baku	Purchase of raw materials
	PT Pos Logistik	Pembelian jasa angkutan	Purchase of transportation services
	PT Priamanaya Energi	Pengelolaan limbah	Waste management
	PT Semen Tonasa	Pembelian bahan baku	Purchase of raw materials
	PT United Tractors Semen Gresik	Pembelian jasa peledakan	Purchase of blasting services
	PT Varia Usaha Beton	Penjualan semen	Sale of cement
	DPLK BNI	Pembelian jasa asuransi	Purchase of insurance services

Alasan Transaksi Pihak Berelasi

Transaksi dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

Reason for Related Party Transactions

Transactions conducted based on the reason of the Company's needs and free from conflict of interest.



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

Realisasi Transaksi pada Periode Tahun Buku Terakhir

Dalam kegiatan usahanya, Perseroan melakukan transaksi dengan pihak-pihak berelasi yang dilakukan dengan syarat-syarat dan kondisi normal. Transaksi ini termasuk pembayaran oleh Perseroan atas beban-beban pihak-pihak berelasi atau sebaliknya.

Saldo transaksi dengan pihak berelasi pada tanggal 31 Desember 2020 dan 31 Desember 2019 adalah sebagai berikut:

Realization of Transactions during the Period of the Last Fiscal Year

In its business activities, the Company performed transactions with related parties based on requirements and under normal condition. Such transactions include payments by the Company for related party expenses or vice-versa.

Balance of transactions with related parties as of 31 December 2020 and 31 December 2019 are as follows:

Uraian Description	31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019	Persentase terhadap Total Jumlah Aset Percentage of Total Assets	
			31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019
Kas dan setara kas (Kas di Bank) Cash and cash equivalents (Cash in the Bank)	96.676.368	77.529.868	2,10%	1,72%
Deposito Berjangka Time deposit	213.000.000	45.000.000	4,62%	1,00%
Aset Lancar Lainnya (Kas dan Setara Kas yang Dibatasi Penggunaannya) Other Current Assets (Restricted Use of Cash and Cash Equivalents)	20.408.397	16.694.485	0,44%	0,37%
Piutang Usaha Accounts Receivable	7.081.985	3.966.196	0,15	0,09%
Piutang Lain-lain Other Receivables	2.239.021	0	--	--
Aset Tidak Lancar Lainnya Other Non-current Assets	0	4.500.000	--	0,10%
Biaya Dibayar di Muka (Sewa Tanah Dibayar di Muka & Asuransi) Prepaid Expenses (Prepaid Land Rental & Insurance)	2.632.166	4.477.205	0,06%	0,10%
Uang Jaminan Guarantee	17.752.500	17.752.500	0,39%	0,39%
Uraian Description	31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019	Persentase terhadap Total Jumlah Aset Percentage of Total Assets	
			31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019
Utang Usaha Accounts Payable	64.214.407	93.580.486	4,34%	5,77%
Beban Aktual Actual Expenses	31.660.120	35.196.373	2,14%	2,17%
Uraian Description	31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019	Persentase terhadap Total Jumlah Aset Percentage of Total Assets	
			31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019
Penjualan Sales	19.623.920	6.823.955	1,14%	0,34%
Penjualan Jasa (Pengelolaan Limbah) Sales of Services (Waste Management)	7.588.892	0	--	--
Uraian Description	31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019	Persentase terhadap Total Jumlah Aset Percentage of Total Assets	
			31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019
Jasa (Pembelian Bahan Baku dan Penunjang, Biaya Angkut Material, Pembelian Logam Mulia, Pembelian Listrik) Services (Purchase of Raw and Supporting Materials, Material Transportation Costs, Purchase of Precious Metals, Purchase of Electricity)	432.717.367	634.408.236	43,20%	56,41%



Kewajaran dan Mekanisme Reviu atas Transaksi

Seluruh transaksi yang dilakukan pada tahun 2020 dilakukan secara wajar (*arm's length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan.

Perseroan melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7 (Revisi 2010), "Pengungkapan Pihak-pihak Berelasi". Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang terkait.

Pemenuhan Peraturan dan Ketentuan

Perseroan memiliki kebijakan mengenai persyaratan dan kondisi transaksi yang mengandung benturan kepentingan dan/atau transaksi dengan pihak berelasi. Secara umum persyaratan dan kondisi transaksi dengan pihak berelasi dilakukan sebagaimana dengan pihak ketiga yang direviu oleh Komite Audit serta wajib mendapatkan persetujuan dari Dewan Komisaris. Selama tahun 2020 tidak terdapat pelanggaran atas peraturan perundang-undangan terkait dengan transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Fairness and Review Mechanism for Transaction

All transactions in 2020 are carried out fairly (at arm's length) and in accordance with normal commercial requirements. The fairness of the transactions with related parties or containing conflict of interest exerted fairly according to the laws and regulations.

The Company conducts transactions with related parties as defined in PSAK 7 (revised in 2010), "Disclosure of Related Parties". All significant transactions and balance with related parties are disclosed in the related notes of the consolidated financial statements.

Compliance with Regulations and Provisions

The Company retains the policy regarding the terms and conditions of transactions that contain conflict of interest and/or transactions with related parties. In general, the terms and conditions of the transactions with related parties are carried out similar as with third parties where they are reviewed by the Audit Committee as well as required to be approved by the Board of Commissioners. During the year 2020, there were no violation of the laws and regulations related to transactions with related parties as well as no transaction that contain conflict of interest.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH TERHADAP PERUSAHAAN CHANGE IN REGULATIONS AFFECTING THE COMPANY

Sebagai perusahaan yang patuh terhadap peraturan perundang-undangan, Perseroan senantiasa memperhatikan perubahan perundangan-undangan untuk diimplementasikan ke dalam kegiatan usahanya. Adapun perubahan peraturan perundangan-undangan yang berpengaruh terhadap perusahaan pada tahun buku 2020 adalah sebagai berikut.

As a company that complies with the laws and regulations, the Company unceasingly pays attention to the changes occurring in the laws and regulations to be implemented in its activities. Changes in the laws and regulations that affected the Company during fiscal year 2020 are as follows;

Tabel Perubahan Peraturan Perundang-undangan

Table: Changes in Regulations

No.	Peraturan Perundang-undangan Change in Regulation	Pokok Perubahan Principal Change	Dampak Bagi Perusahaan Impact on the Company	Upaya Mitigasi Mitigation
1	Peraturan Pemerintah Pengganti Undang-Undang Nomor 1 tahun 2020 Government Regulation in Replacement of Regulation No. 1 of 2020	Penyesuaian Tarif Pajak Penghasilan Wajib Pajak Badan. - Tarif lama: 25% - Tarif baru: 22% pada Tahun pajak 2020 dan tahun pajak 2021, serta sebesar 20% yang berlaku pada Tahun Pajak 2022 Adjustment in Corporate Taxpayer Income Tax Rates - Previous rate: 25% - New rate: 22% in the 2020 tax year and 2021 tax year, and 20% which is applicable in the 2022 Fiscal Year	Mendapatkan pengurangan tarif PPh. Reduction in Income Tax (PPh)	-



TINJAUAN KINERJA KEUANGAN FINANCIAL PERFORMANCE REVIEW

PERUBAHAN KEBIJAKAN AKUNTANSI CHANGES IN ACCOUNTING POLICY

Berikut adalah revisi, amendemen, penyesuaian dan interpretasi atas Standar Akuntansi Keuangan yang diterbitkan dan berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2020, dengan penerapan dini diperkenankan, yaitu:

- PSAK 71: Instrumen Keuangan;
- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan;
- PSAK 73: Sewa;
- PSAK 62 (Amandemen 2017): Kontrak Asuransi tentang Menerapkan PSAK 71: Instrumen Keuangan dengan PSAK 62: Kontrak Asuransi;
- PSAK 15 (Amandemen 2017): Investasi pada Entitas Asosiasi dan Ventura Bersama tentang Kepentingan Jangka Panjang pada Entitas Asosiasi dan Ventura Bersama;
- PSAK 71 (Amandemen 2018): Instrumen Keuangan tentang Fitur Percepatan Pelunasan dengan Kompensasi Negatif;
- PSAK 35: Penyajian Laporan Keuangan Entitas Berorientasi Non Laba;
- PSAK 1 (Amandemen dan Penyesuaian Tahunan 2019): Penyajian Laporan Keuangan;
- PSAK 25 (Amandemen 2019): Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan;
- PSAK 102 (Revisi 2019): Akuntansi Murabahah;
- ISAK 101: Pengakuan Pendapatan Murabahah Tangguh Tanpa Risiko Signifikan terkait Kepemilikan Persediaan;
- ISAK 102: Penurunan Nilai Piutang Murabahah;
- ISAK 36: Interpretasi atas Interaksi antara Ketentuan Mengenai Hak atas Tanah dalam PSAK 16: Aset Tetap dan PSAK 73: Sewa;
- PPSAK 13: Pencabutan PSAK 45: Pelaporan Keuangan Entitas Nirlaba; dan
- Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, tentang Reformasi Acuan Suku Bunga.

Hingga tanggal laporan keuangan ini diotorisasi, Perseroan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amendemen standar dan interpretasi standar tersebut. Kecuali untuk perubahan yang dijelaskan di bawah ini, implementasi dari standar-standar tersebut tidak menghasilkan perubahan substansial terhadap kebijakan akuntansi Perseroan dan tidak memiliki dampak yang material terhadap laporan keuangan di tahun berjalan atau tahun sebelumnya.

Following are revisions, amendments, adjustments and interpretations of the issued Financial Accounting Standards and valid effective for the fiscal year which begins on 1 January 2020, with early application permitted, namely as follows:

- PSAK 71: Financial Instruments;
- PSAK 72: Income from Contracts with Customers;
- PSAK 73: Rent;
- PSAK 62 (Amendment 2017): Insurance Contract on the Implementation of PSAK 71: Financial Instruments PSAK 62: Insurance Contract;
- PSAK 15 (Amendment 2017): Investment in Associated Entity and Joint Venture on Long-Term Interests in Associated Entity and Joint Venture;
- PSAK 71 (Amendment 2018): Financial Instrument on Repayment Acceleration Feature with Negative Compensation;
- PSAK 35: Presentation of Entity's Non-Profit-Oriented Financial Statements;
- PSAK 1 (Amendment and Annual Adjustment 2019): Presentation of Financial Statements;
- PSAK 25 (Amendment 2019): Accounting Policy, Change in Accounting Estimates and Errors;
- PSAK 102 (Revised 2019): Murabahah Accounting
- ISAK 101: Murabahah Revenue Recognition, Resilient, No Risk, Significant, related to Supply Ownership;
- ISAK102: Murabahah Decreasing Value of Receivables;
- ISAK 36: Interpretation of Interaction between Provision on Rights over Land in PSAK 16: Fixed Assets and PSAK 73: Rent;
- PPSAK 13: Revocation of PSAK 45: Financial Reporting of Non-Profit Entity; and
- PSAK 71 Amendment, PSAK 55 Amendment, PSAK 60 Amendment, on Reformation of Interest Rate Benchmark.

Until the date this financial statements are authorized, the Company's remained on carrying out assessment on the potential impact of implementing new standards, standard amendments and interpretation of these standards. Unless for changes as explained below, implementation of these standards does not result in substantial changes in the Company's accounting policies and has not no material impact on the financial statements of current year or the previous year.



1. PSAK 71: Instrumen Keuangan

PSAK 71 menggantikan PSAK 55 (Revisi 2014) "Instrumen Keuangan: Pengakuan dan Pengukuran" dan memperkenalkan pengaturan baru untuk klasifikasi dan pengukuran instrumen keuangan berdasarkan penilaian atas model bisnis dan arus kas kontraktual, pengakuan dan pengukuran cadangan kerugian penurunan nilai instrumen keuangan dengan menggunakan model kerugian kredit ekspektasian, yang menggantikan model kerugian kredit yang terjadi serta memberikan pendekatan yang lebih sederhana untuk akuntansi lindung nilai. Sesuai dengan persyaratan transisi pada PSAK 71, Perseroan memilih penerapan secara retrospektif dengan dampak kumulatif pada awal penerapan diakui pada tanggal 1 Januari 2020 dan tidak melakukan penyajian kembali informasi komparatif.

Berdasarkan hasil kajian Perseroan terhadap dua kriteria dalam menentukan klasifikasi aset keuangan, terdapat perubahan klasifikasi dan pengukuran investasi jangka panjang yang diklasifikasikan sebagai tersedia untuk dijual dan diukur dengan metode biaya menurut PSAK 55 berubah menjadi klasifikasi aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain sesuai PSAK 71. Perubahan pendekatan dalam perhitungan penurunan nilai aset keuangan juga berdampak pada nilai tercatat aset keuangan Perseroan pada awal penerapan PSAK 71.

Berikut adalah tabel nilai tercatat aset keuangan berdasarkan ketentuan PSAK 55 dan PSAK 71, serta penyesuaian saldo laba pada tanggal penerapan awal 1 Januari 2020:

1. PSAK 71: Financial Instruments

PSAK 71 replaced PSAK 55 (Revised 2014) "Financial Instrument: Recognition and Measurement" and introduced the new regulation to classify and measure financial instruments based on assessment of the business model and contractual cash flow, recognition and measurement of reserves of impairment losses of financial instruments by using the credit loss expectancy model, which replaces occurring credit loss model as well as provide a simpler approach to value-protective accounting. In accordance with the transition requirement of PSAK 71, the Company selected the retrospective implementation with cumulated impact at the initial implementation, recognized on 1 January 2020 and no restatement of comparative information.

Based on results of the Company's review of the two criterias in determining the financial asset classification, there are changes in the classification and measurement of long-term investment classified as available for sale and measured with the cost method in accordance with PSAK 55 has changed to classification of financial assets that are measured on the fair value through other comprehensive earnings in accordance with PSAK 71. The change in the approach in the calculation of financial asset impairment has also affected the listed value of the Company's financial assets at the beginning of PSAK 71 implementation.

Below is a table of the carrying value of financial assets based on the provisions of PSAK 55 and PSAK 71, as well as adjustments to retained earnings on the initial application date of 1 January 2020:

(Rp)

Uraian Description		Dilaporkan Sebelumnya per 31 Desember 2019 As Previously Reported as of 31 December 2019	Penyesuaian atas Penerapan PSAK 71 Adjustment on Initial Implementation of PSAK 71	Disesuaikan pada 1 Januari 2020 Adjusted as of 1 January 2020
Aset Assets				
Aset Lancar	Current Assets			
Piutang Usaha	Account Receivables	480.633.738	(75.123.250)	405.510.488
Jumlah Aset	Total Assets	480.633.738	(75.123.250)	405.510.488
Liabilitas dan Ekuitas Liabilities and Equity				
Liabilitas	Liabilities			
Liabilitas Jangka Panjang	Non-Current Liabilities			
Liabilitas Pajak Tangguhan	Deferred Tax Liabilities	(109.724.413)	(5.688.056)	(115.412.469)
Jumlah Liabilitas	Total Liabilities	(109.724.413)	(5.688.056)	(115.412.469)
Ekuitas	Equity			
Saldo Laba	Retained Earnings			
Belum Ditentukan Penggunaannya	Unappropriated	283.943.118	(69.435.194)	214.507.924
Jumlah Ekuitas	Total Equity	283.943.118	(69.435.194)	214.507.924
Jumlah Liabilitas dan Ekuitas	Total Liabilities and Equity	174.218.705	(75.123.250)	99.095.455



TINJAUAN KINERJA KEUANGAN

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2. PSAK 72: Pendapatan dari Kontrak dengan Pelanggan

PSAK 72: Pendapatan dari Kontrak dengan Pelanggan diterbitkan di bulan Juli 2017 dan berlaku efektif pada tanggal 1 Januari 2020 dengan penerapan dini diperkenankan. Grup menerapkan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan mulai 1 Januari 2020.

- **Pendapatan dari kontrak dengan pelanggan**

Pengakuan pendapatan harus memenuhi 5 (lima) langkah analisa sebagai berikut:

- a. Identifikasi kontrak dengan pelanggan;
- b. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;
- c. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Perseroan dan entitas anak membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak;
- d. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relative diperkirakan berdasarkan biaya yang diharapkan ditambah margin;
- e. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

- Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau

2. PSAK 72: Income from Contracts with Customers

PSAK 72: Income from Contracts with Customers is issued on the month of July 2017 and effective on 1 January 2020 with early application is permitted. The Group applied PSAK 72: Income from Contracts with Customers as of 1 January 2020.

- **Income from contracts with customers**

Recognition of income must fulfill 5 (five) steps of analysis as follows:

- a. Identification of contract with customer;
- b. Identification of obligations in the implementation of the contract. Obligations in the implementation are commitments in the contract to hand over goods or services with different characteristics to the customers;
- c. Determining the price of the transaction, which is the amount pay rightfully to accept by an entity as a compensation of the goods or services delivered as promised to customers. If the pay as promised in the contract contains an amount that is variable, then the Company and the subsidiary should make an estimate amount of the entitled pay expected to receive for the goods or services as promised to the customer, deducted by an estimate amount of guarantee of the service performance to be paid during the period of the contract;
- d. The allocation of transaction prices to each implementation obligation using the basis of the relative stand-alone selling price of each different goods or services as promised in the contract. When it is possible for direct observation, the relative stand-alone selling price is estimated based on expected costs plus the margin;
- e. Acknowledgement of the income when implementation obligation is fulfilled by delivering the goods or services promised in the contract (when customer has control of the concerned goods or services).

Implementation obligations may be fulfilled by means of the following:

- One point in time (generally on the commitment to deliver goods to customer); or



- Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Perusahaan memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.
- One point in time (generally on commitment to deliver services to customer). For implementation obligations fulfilled in one period of time, the Company selects the measurement of completion in accordance with the determined amount of income that must be recognized due to the fulfillment of implementation obligations.

- **Beban dari kontrak dengan pelanggan dan beban lainnya**

Biaya yang secara langsung berhubungan dengan kontrak, menghasilkan sumber daya untuk memenuhi kontrak ("biaya untuk memenuhi") atau penambahan untuk mendapatkan kontrak ("biaya untuk memperoleh") dan diharapkan dapat dipulihkan. Beban tersebut dengan demikian memenuhi syarat kapitalisasi berdasarkan PSAK 72: Pendapatan dari kontrak dengan pelanggan dan dicatat sebagai aset lancar lainnya. Beban tersebut diamortisasi dengan cara sistematis sejalan dengan penyerahan barang atau jasa yang terkait dengan aset tersebut.

Berdasarkan kajian yang telah dilakukan Grup terhadap kontrak pendapatan dengan mengacu 5 (lima) tahapan yang ada di dalam PSAK 72: Pendapatan dari kontrak dengan pelanggan, tidak terdapat dampak yang signifikan terhadap laporan keuangan dan tidak memerlukan penyesuaian di saldo awal 1 Januari 2020.

3. PSAK 73: Sewa

PSAK 73: Sewa diterbitkan di bulan September 2017 dan berlaku efektif pada tanggal 1 Januari 2020 dengan penerapan dini diperkenankan, untuk entitas yang menerapkan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan, pada atau sebelum tanggal penerapan awal PSAK 73: Sewa.

Grup telah menerapkan PSAK 73: Sewa sejak 1 Januari 2020, yang berdampak pada perubahan atas kebijakan akuntansi dan adanya penyesuaian-penyesuaian terhadap jumlah yang telah diakui pada laporan keuangan.

Grup menerapkan PSAK 73: Sewa secara retrospektif dengan dampak kumulatif pada awal penerapan dan tidak melakukan penyajian kembali untuk informasi komparasi. Grup mengakui utang

- **Expenses incurred from the contract with customers and other expenses**

Costs that are directly related to the contract, generating resources to fulfill the contract ("costs to fulfill") or additional to obtain the contract ("costs to obtain") and expected recovery. These expenses therefore meet the capitalization requirements based on PSAK 72: Income from contracts with customers and recorded as other current assets. These expenses are systematically amortized in line with the delivery of goods or services related to the asset.

Based on reviews conducted by the Group on income contracts by referring to the 5 (five) stages contained in PSAK 72: Income from contract with customers, there were no significant impact on the financial statements and adjustments in the initial balance of 1 January 2020 were not required.

3. PSAK 73: Lease

PSAK 73: Lease is issued in the month of September 2017 and valid effective as of 1 January 2020 with early application is permitted for entities that implement PSAK 72: Income from Contracts with Customers, on or prior to initial implementation date of PSAK 73: Lease.

The Group has implemented PSAK 73: Lease since 1 January 2020, which impacted on the change in the accounting policy and adjustments made on the amount recognized in the financial report.

The Group retrospectively applied the PSAK 73: Lease with cumulated impact at the beginning of implementation and did not conduct restatement of comparative information. The Group



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sewa dan aset hak-guna pada tanggal penerapan awal. Grup sebagai penyewa akan mengukur utang sewa pada nilai kini dari sisa pembayaran sewa, yang didiskontokan dengan menggunakan tingkat bunga implisit sewa (jika tersedia) atau pinjaman inkremental pada tanggal penerapan awal. Kemudian Grup mengukur aset hak-guna pada jumlah yang sama dengan utang sewa, yang disesuaikan dengan jumlah sewa dibayar di muka atau terutang terkait dengan sewa tersebut, yang segera diakui dalam laporan posisi keuangan sebelum tanggal penerapan awal.

Untuk semua sewa, kecuali sewa jangka pendek dan sewa aset bernilai rendah di luar yang subsewa yang sebelumnya diklasifikasikan sebagai sewa operasi, mulai tanggal 1 Januari 2020:

- Grup mengakui utang sewa yang diukur pada nilai kini dari sisa pembayaran sewa, dan didiskontokan dengan menggunakan tingkat bunga pinjaman inkremental perusahaan pada 1 Januari 2020;
- Grup telah memilih untuk mengakui aset hak-guna sebesar utang sewa, dengan penyesuaian atas jumlah sewa dibayar di muka atau akrual atas pembayaran terkait sewa tersebut yang diakui pada laporan keuangan sebelum penerapan awal standar ini.

Adapun dampak terhadap laporan keuangan dari penerapan PSAK 73, liabilitas sewa diukur berdasarkan nilai sekarang dari sisa pembayaran sewa, didiskontokan menggunakan suku bunga pinjaman inkremental pada 1 Januari 2020. Suku bunga pinjaman rata-rata tertimbang yang diterapkan pada liabilitas sewa pada 1 Januari 2020 adalah 9,45%.

Rekonsiliasi antara komitmen sewa operasi pada 31 Desember 2019 dan liabilitas sewa pada 1 Januari 2020 adalah sebagai berikut:

Uraian	Description	Nominal (Rp)
Komitmen sewa operasi pada 31 Desember 2019	Operating lease commitment as at 31 December 2019	127,597,691
Nilai diskonto komitmen sewa menggunakan rata-rata tertimbang suku bunga pinjaman <i>incremental</i>	Present value of operating lease commitment discounted using the weighted average incremental borrowing rate	88,264,713
Penambahan atau (pengurangan) pada 1 Januari 2020	Additional or (Deduction) as at 1 January 2020	-
Penambahan:	Additional:	
Liabilitas sewa pada 31 Desember 2019	Lease liability as at 31 December 2019	82,029,952
Liabilitas sewa pada 1 Januari 2020	Lease liability as at 1 January 2020	170,294,665

acknowledged the lease loan and used rights asset on the date of initial implementation. The Group as lease will calculate the lease loan on current value from the remaining lease payment, discounted by use of the lease implicit interest rate (if available) or incremental loan on the date of the initial implementation. The Group then calculates the used rights asset on the same amount of lease loan, adjusted with the prepaid lease amount or owed related to the concerned lease, as immediately recognized in the financial position report before the date of the initial implementation.

For all lease, except short-term lease and the low value asset lease outside of the sublease which was previously classified as operational lease, as of 1 January 2020:

- The Group acknowledged lease loan calculated on current value of the remaining lease payment, and discounted by the Company's incremental loan interest rate on 1 January 2020;
- The Group has selected to acknowledge the right-to-use asset at the amount of the lease loan, by adjusting on the amount of prepaid lease or accrual of the payments related to the lease as acknowledged in the financial report prior to the initial implementation of this standard.

Impact of the PSAK 73 implementation on the financial report include lease liabilities measured based on current value of the remaining lease payment, discounted by the incremental loan interest rate in 1 January 2020. The average weighed loan interest rate applied on lease liabilities on 1 January 2020 was 9.45%

Reconciliation between operating lease commitments as of 31 December 2019 and lease liabilities as of 1 January 2020 is as follows:



Aset bernilai rendah yang disubsewakan diakui sebagai aset hak-guna, demikian juga dengan liabilitas sewanya. Pada tanggal penerapan awal, Grup juga menggunakan beberapa kebijakan praktis, sebagai berikut:

- Menggunakan tingkat diskonto tunggal pada portofolio sewa dengan karakteristik yang cukup serupa;
- Mengandalkan penilaiannya apakah sewa bersifat memberatkan sesuai PSAK 57: Provisi, Kontinjensi, dan Aset Kontinjensi segera sebelum tanggal penerapan awal sebagai alternatif untuk melakukan tinjauan penurunan nilai;
- Memilih tidak menerapkan persyaratan untuk sewa yang masa sewanya berakhir dalam 12 bulan dari tanggal penerapan awal. Mencatat sewa tersebut dengan cara yang sama dengan sewa jangka pendek dan memasukkan biaya yang terkait dengan sewa tersebut dalam pengungkapan beban sewa jangka pendek dalam periode pelaporan tahunan yang mencakup tanggal penerapan awal.

Low value assets that are subleased are recognized as rights-to-use assets, as well as its lease liabilities. On the date of its initial implementation, the Group also applied several practical policies as follows:

- Use of single discount rates on lease portfolio with similar characteristics;
- Rely on the assessment if the lease is burdening in line with PSAK 57: Provision, Contingency and Contingency Asset immediately before the date of initial implementation as an alternative to conducting impairment review;
- Select not to apply lease requirement of which the lease term ends in 12 months from the date of initial implementation. Record the lease in the same manner as short-term lease and incur the costs related to the lease in the disclosure of short-term lease expense in the annual reporting period that covers the date of initial implementation.

INFORMASI MATERIAL TERKAIT DENGAN INVESTASI, EKSPANSI, DIVESTASI, AKUISISI DAN RESTRUKTURISASI

MATERIAL INFORMATION RELATED TO INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION AND RESTRUCTURIZATION

Investasi

Pada tahun 2020, Perseroan tidak melakukan investasi sehingga informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Ekspansi

Hingga berakhirnya tahun buku 2020, tidak ada ekspansi yang direalisasikan oleh Perseroan sehingga informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Divestasi

Sepanjang tahun 2020, Perseroan tidak melakukan divestasi sehingga informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Akuisisi

Semen Baturaja tidak melakukan akuisisi pada tahun 2020 sehingga informasi tentang hal ini tidak dapat disajikan pada laporan ini.

Investment

In the year 2020, the Company did not execute any investment, thus information on this matter is not presented.

Expansion

Until the end of fiscal year 2020, there were no expansion realized by the Company, thus information on this matter is not presented.

Divestment

Throughout the year 2020, the Company did not conduct divestment, thus information on this matter is not presented.

Acquisition

Semen Baturaja did not conduct any acquisition during the year 2020, thus information on this matter is not presented.



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Restrukturisasi

Pada tahun 2020, Perseroan tidak melakukan restrukturisasi. Dengan demikian informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Restructurization

In the year 2020, the Company did not carry out restructuring, thus information on this matter is not presented.

INFORMASI KELANGSUNGAN USAHA

INFORMATION ON BUSINESS CONTINUITY

Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan

Kelangsungan usaha Perseroan sangat dipengaruhi oleh kondisi eksternal yang berada di luar kontrol Perseroan, walaupun kinerja internal juga ikut memberikan kontribusi. Terdapat beberapa kondisi eksternal yang berpengaruh terhadap kelangsungan usaha Perseroan ke depan. Pertama, *oversupply* industri semen yang masih berlangsung pada tahun 2020 dan diperkirakan akan berlanjut sampai dengan tahun 2030 menyebabkan utilisasi pabrik Perseroan belum optimal.

Kedua, terjadinya pandemi COVID-19 yang mengubah drastis arah pembangunan global dan nasional dari optimisme pemulihan ekonomi pada awal 2020, menjadi krisis perekonomian yang memengaruhi kehidupan sosial, kesejahteraan finansial dan juga berdampak pada penurunan *demand* semen Nasional.

Asumsi yang Digunakan dalam Melakukan Asesmen

Beberapa Faktor yang menjadi pertimbangan manajemen dalam melakukan asesmen terhadap kelangsungan usaha adalah sebagai berikut:

- Kinerja Operasional
- Kinerja Keuangan
- Internal

Pada tahun 2020, Perseroan menerapkan Inisiatif Tiga Gajah dan menjadi strategi utama yang dijalankan untuk mencapai target dan sasaran Perseroan sebagai berikut:

a. *Cost Leadership Initiative*

Perseroan menerapkan efisiensi biaya di berbagai bidang, baik di bidang operasi, bidang administrasi dan umum maupun bidang penjualan, seperti:

- Menurunkan faktor klinker dengan mengoptimalkan pemanfaatan limbah B3.

Issues with Potential Significant Impact on the Company's Business Continuity

The Company's business continuity is very much influenced by external conditions which are outside of the Company's control, although internal performance also takes part. There were several external conditions that directly influenced the Company's future business continuity. Firstly, the cement industry's oversupply that was ongoing since the year 2020 and is estimated to continue until the year 2030 that the Company's plant utilization was not optimal.

Secondly, the COVID-19 pandemic has drastically changed the direction of global and national development, from optimistic in the economy's recovery in early 2020, to economic crisis that affected social, welfare and financial aspects of life that caused the decline in the demand for national cement.

Assumptions Used in Assessment

A number of factors taken into account by the management in assessing business continuity area as follows:

- Operational Performance
- Financial Performance
- Internal

In the year 2020, the Company applied the Three Elephant Initiatives and became the main strategy implemented to attain the targets and goals of the Company's as follows:

a. *Cost Leadership Initiative*

The Company applies cost efficiency in various areas, including in operation, administration and general affairs as well as sales, details as follows:

- Reduce the clinker factor with optimal utilization of B3 waste.



- Menggunakan sumber energi yang lebih murah.
- Memperketat peraturan penggunaan anggaran, serta menurunkan biaya administrasi dan umum serta biaya penjualan.

b. Business Process Streamlining

Mencakup upaya perbaikan proses bisnis dalam rangka mempercepat pengambilan keputusan dan kebijakan melalui sistem yang terintegrasi, salah satunya melalui:

- Implementasi *Enterprise Resource Planning (ERP) SAP*, yang akan sangat bermanfaat dalam pengelolaan Perseroan baik di tahun berjalan maupun di tahun yang akan datang. Manajemen juga mendapatkan informasi yang akurat dan cepat dalam rangka optimalisasi seluruh rantai pasokan dan perbaikan arus distribusi secara keseluruhan.
- Meningkatkan kompetensi Sumber Daya Manusia (SDM).

c. Market Expansion

Peningkatan penjualan dan *market share* melalui perbaikan sistem distribusi dan perluasan area pasar.

- Meningkatkan produksi dan penjualan semen.
- Mengembangkan fasilitas distribusi secara bertahap.
- Mengembangkan bisnis hulu dan hilir.
- Digitalisasi *marketing channel* yaitu Implementasi *Customer Relationship Management (CRM)*, *Transportation Management System (TMS)*, *Warehouse Management System (WMS)*, dan *Market Intelligence Application (MIA)*.

Penerapan strategi ini memungkinkan Perseroan menekan harga pokok produksi semen dan mencapai harga yang mampu bersaing dengan kompetitor yang menerapkan praktik *predatory pricing*, dan meningkatkan *market share*.

Hasil Assessment terhadap Hal-hal yang Mempengaruhi Kinerja Perusahaan

Melihat kinerja Perseroan pada tahun 2020, manajemen Perseroan menilai bahwa Perseroan akan mampu melanjutkan kelangsungan usahanya dan berkeyakinan Perseroan memiliki sumber daya yang cukup untuk melanjutkan usahanya di masa mendatang. Selain bisnis penjualan semen, Perseroan

- Use of less-expensive energy sources.
- Tighten use of the budget, as well as reduce administrative and general costs and sales costs.

b. Streamlining Business Process

This contains efforts to improve business process with the aim to accelerate decision and policy making through an integrated system, which include the following:

- Implementation of the *Enterprise Resource Planning (ERP) SAP*, that will be highly beneficial in managing the Company both in the current year as well as the year to come. The Management also received accurate and quick information in optimizing the entire supply chain and the overall improvement of the distribution flow.
- Improve Human Resource (HR) Competency.

c. Market Expansion

Increase in sales and market share through improving the distribution system and expansion of the market areas.

- Increase cement production and sales.
- Develop distribution facilities in stages.
- Develop upstream and downstream businesses.
- Digitalization of marketing channel, namely the Implementation of *Customer Relationship Management (CRM)*, *Transportation Management System (TMS)*, *Warehouse Management System (WMS)*, and *Market Intelligence Application (MIA)*.

The implementation of this strategy allows the Company to reduce the cost of production of cement and achieve a price that is competitive with competitors who apply predatory pricing practices, and increase market share.

Assessment Results on Issues that Influence the Company's Performance

Looking at the Company's performance in 2020, the management appraised that the Company is able to maintain its business continuity and assured that the Company has the sufficient resources to continue its business in the future. Aside from selling cement, the Company can also take advantage of other business



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dapat memanfaatkan peluang bisnis lain yang cukup potensial untuk dikembangkan dalam upaya untuk meningkatkan pendapatan Perseroan seperti peningkatan bisnis pengelolaan limbah. Pada tahun 2020, bisnis pengelolaan limbah memberi kontribusi yang besar terhadap pendapatan Perseroan.

Dampak Pada Perusahaan

Penerapan inisiatif tiga gajah sebagai strategi *corporate* pada tahun 2020 telah memberikan dampak positif bagi Perseroan, dimana terlihat dari penurunan volume penjualan semen Perseroan (9%) masih lebih baik dibandingkan dengan penurunan *demand* nasional yakni 10,7% dan penurunan volume penjualan semen SMGR (14%) serta mampu mempertahankan *market share* di wilayah SumbagSel. Kinerja positif lainnya yang dicapai Perseroan adalah pertumbuhan EBITDA pada tahun 2020. Perseroan berhasil menurunkan harga produksi semen sehingga dapat bersaing di tengah kondisi *oversupply* dan pandemi COVID-19.

Meninjau kinerja Perseroan tahun 2020, manajemen optimis bahwa Perseroan akan mampu dan memiliki sumber daya yang cukup untuk melanjutkan usahanya di masa mendatang. Ke depannya, manajemen akan tetap memprioritaskan pengembangan pasar, peningkatan *market share*, efisiensi di bidang produksi, efisiensi di bidang penjualan, efisiensi di bidang administrasi & umum, penyempurnaan IT dan perbaikan di sisi operasi melalui inisiatif Industri 4.0 dan pengembangan SDM.

Hal ini meningkatkan sentimen positif terhadap percepatan pemulihan aktivitas ekonomi global ke depan. Pemulihan ekonomi global diproyeksikan akan terus berlangsung terutama didukung oleh stimulus di berbagai negara serta mulainya program vaksinasi. Kondisi ini diharapkan dapat menjadi momentum pemulihan pada akhir tahun 2020 untuk memasuki tahun 2021. Seiring dengan pengembangan vaksin yang memungkinkan percepatan pemulihan aktivitas ekonomi global, pertumbuhan ekonomi nasional pada tahun 2020 dinyatakan kontraksi sebesar 2,07%, sejalan dengan proyeksi pemerintah yakni kontraksi minus 2,2% sampai dengan minus 1,7%.

opportunities that are fairly potential for development in the effort to increase Company's earnings such as increasing the waste management business. In 2020, waste management business provided an immense contribution on the Company's income.

Impact on the Company

The implementation of the three elephants initiative as a corporate strategy in 2020 has had a positive impact on the Company, as seen from the decrease in the Company's cement sales volume (9%) which was still better than the decrease in the national demand of 10.7% and the decrease in SMGR cement sales volume (14%) and was able to maintain market share in Southern Sumatera areas. Another positive performance achieved by the Company is EBITDA growth in 2020. The Company managed to lower the price of cement production so that it can compete in the midst of oversupply and the COVID-19 pandemic.

Reviewing the Company's 2020 performance, management is optimistic that the Company will be able and have sufficient resources to continue its business in the future. Going forward, management will continue to prioritize market development, increase in market share, efficiency in production, efficiency in sales, efficiency in administration & general affairs, refinement of IT and improvements in operations through Industry 4.0 initiatives and HR development.

This increased positive sentiment towards the recovery acceleration of global economic activity in the future. The global economic recovery is projected to continue, primarily supported by stimulus in various countries as well as the start of the vaccination programs. This condition is expected to be the momentum of recovery by the end of 2020 to enter 2021. Along with the development of the vaccine that allows the acceleration of global economic activity recovery, national economic growth in 2020 was declared a contraction of 2.07%, in line with the government's projection of a contraction of minus 2.2% to minus 1.7%.



Penyesuaian yang Dilakukan/Keputusan Perseroan

Perseroan dihadapkan pada risiko bisnis yang bersumber dari lingkungan eksternal maupun internal yang berkaitan dengan pengelolaan usahanya. Dalam rangka meminimalkan risiko yang berdampak pada pencapaian tujuan Perseroan, maka dilakukan pelaksanaan kegiatan manajemen risiko sebagai berikut:

- *Monitoring* mitigasi risiko secara periodik/semester.
- Menyusun dan mensosialisasikan *risk profile corporate* RKAP tahun 2020
- Pengukuran tingkat maturitas manajemen risiko yang dilakukan oleh konsultan

Kondisi *oversupply* dan pandemi COVID-19 yang terjadi pada tahun 2020 mengakibatkan terjadinya penurunan kinerja penjualan. Untuk itu Perseroan mengambil beberapa penyesuaian langkah strategis pada tahun 2020 yakni:

- Pelaksanaan program efisiensi *fix cost* dan *variable cost* yang mampu menurunkan harga pokok produksi Perseroan.
- Membangun kerja sama pembangunan proyek-proyek infrastruktur dan properti di wilayah Sumbagsel sehingga Perseroan dapat mempertahankan *market share* di wilayah sumbagsel melalui peningkatan *market share* di wilayah Lampung dan Bengkulu.
- Melakukan ekspansi pasar ke wilayah Kalimantan Barat dengan melakukan pengiriman semen sebesar 7.799 ton.
- Meningkatkan pendapatan lainnya dengan pengoptimalan penerimaan limbah B3 dan penjualan *white clay*.

Perseroan juga fokus terhadap kebijakan untuk memaksimalkan penjualan ke wilayah pasar yang memberi kontribusi margin yang lebih tinggi, memaksimalkan pengelolaan limbah untuk meningkatkan pendapatan sekaligus menurunkan biaya produksi, serta mengoptimalkan strategi *cost leadership* di setiap lini Perseroan. Selain itu, Perseroan terus berkoordinasi dengan pemerintah/pihak lain untuk menjaga kelangsungan usaha Perseroan.

Adjustments/Decisions Taken by the Company

The Company is faced with business risks coming from external and internal environments related to business management. In the effort to minimize risks that impacted the achievement of the Company's objectives, activities in risk management were conducted as follows:

- Monitoring of periodic/semester risk mitigation.
- Prepare and socialize the 2020 RKAP corporate risk profile
- Measurement of risk management's maturity level conducted by consultants

The oversupply condition and the COVID-19 pandemic that emerged in the year 2020 has caused in the decline in sales performance. For this reason, the Company took several strategic steps in 2020, as follows:

- Implementation of fix cost and variable cost efficiency programs that can reduce the production base price.
- Build cooperation on infrastructure and property project development in Souther Sumatera areas that the Company can maintain market share in Souther Sumatera areas through the increase in market share in Lampung and Bengkulu.
- Expand the market in West Kalimantan region by delivering 7,799 tons of cement.
- Increase other income by optimizing B3 waste and sale of white clay.

The Company also focused on policies to maximize sales to market areas that contribute higher margins, maximize waste management to increase revenue while lowering production costs, and optimize cost leadership strategies in each line of the Company. In addition, the Company continues to coordinate with the government/other parties to maintain the Company's business continuity.



TINGKAT KESEHATAN PERUSAHAAN COMPANY HEALTH LEVEL



Sebagai BUMN, Perseroan memiliki perangkat untuk melakukan pengukuran Tingkat Kesehatan Perusahaan yang mengacu pada keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara. Tingkat Kesehatan Perseroan melalui keputusan Menteri BUMN ini diukur melalui beberapa indikator, yakni aspek keuangan, aspek operasional, dan aspek administrasi.

Sesuai dengan Surat Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia No. Kep100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara, nilai Skor Kinerja Perseroan untuk tahun 2020 berjumlah "70,50" yang berarti tingkat kesehatannya dikategorikan "SEHAT". Hasil ini serupa dengan tingkat Kesehatan yang diperoleh Perseroan pada tahun 2019.

As a state-owned enterprise, the Company's has a device to measure the Company Health Level that refers to the decision of the Minister of SOEs No. KEP-100/MBU/2002 dated 4 June 2002 concerning the Health Level Assessment of State-Owned Enterprises. the Company's Health Level through the decision of the Minister of SOEs is measured through several indicators, namely financial, operational, and administrative aspects.


In accordance with Minister of State-Owned Enterprises of the Republic of Indonesia Decision Letter No. Kep100/MBU/2002 dated 4 June 2002 on the Assessment of the Health Level of State-Owned Enterprises, the performance score of the Company for 2020 was "70.50" which defined the health level category as "HEALTHY". This result is similar to the level of Health obtained by the Company in 2019.



Berikut disampaikan Tingkat Kesehatan Perusahaan untuk tahun 2020 dibandingkan bobot dan pencapaian di tahun sebelumnya.

The following is conveyed by the Company Health Level for 2020 compared to the weight and achievement in the previous year.

No.	Uraian Description		Bobot Weight	Realisasi Realization	
				2020	2019
I. Aspek Keuangan Financial Aspect					
1	ROE (%)	ROE (%)	20,00	2,00	4,00
2	ROI (%)	ROI (%)	15,00	7,50	6,00
3	Cash Ratio (%)	Cash Ratio (%)	5,00	5,00	5,00
4	Current Ratio (%)	Current Ratio (%)	5,00	5,00	5,00
5	Collection Period (hari)	Collection Period (days)	5,00	4,00	4,50
6	Perputaran Persediaan (hari)	Supply Cycle (days)	5,00	5,00	4,50
7	Perputaran Total Aset (%)	Total Asset Cycle (%)	5,00	2,00	3,00
8	Rasio Total Modal Sendiri terhadap Total Aset (%)	Total Owner's Equity to Total Assets Ratio (%)	10,00	10,00	8,50
	Total Aspek Keuangan	Total Financial Aspect	70,00	40,50	40,50
II. Aspek Operasional Operational Aspect					
1	Produktivitas Tenaga Kerja	Manpower Productivity	5,00	5,00	5,00
2	Pencapaian Efisiensi Produksi	Achievement in Production Efficiency			
	· Hari Operasi Kiln	· Kiln Operation Day	5,00	5,00	5,00
3	Index Pemakaian Bahan	Material Use Index			
	· Listrik	· Electricity	2,50	2,50	2,50
	· Heat Consumption	· Heat Consumption	2,50	2,50	2,50
	Total Aspek Operasional	Total Operational Aspect	15,00	15,00	15,00
III. Aspek Administrasi Administrative Aspect					
1	Laporan Perhitungan Tahunan	Annual Calculation Report	3,00	3,00	3,00
2	Rancangan RKAP	Corporate Work Plan and Budget (RKAP) Draft	3,00	3,00	3,00
3	Laporan Periodik	Periodic Reports	3,00	3,00	3,00
4	Kinerja PUKK	PUKK Performance			
	· Efektivitas Penyaluran	· Disbursement Effectiveness	3,00	3,00	3,00
	· Tingkat Kolektibilitas Pengembalian Pinjaman	· Level of Collectibility in Loan Repayment	3,00	3,00	3,00
	Total Aspek Administrasi	Total Administrative Aspect	15,00	15,00	15,00
	Total Skor	Total Score	100,00	70,50	70,50
	Tingkat Kesehatan	Health Level		SEHAT HEALTHY	



PENDUKUNG BISNIS

SUPPORTING BUSINESS

SUMBER DAYA MANUSIA 220
Human Resources

TEKNOLOGI INFORMASI DAN KOMUNIKASI 238
Information Technology and Communication





SUMBER DAYA MANUSIA HUMAN RESOURCES



Bagi Perseroan, sumber daya manusia (SDM) memiliki peran yang sangat penting dalam mendukung strategi dan sasaran/tujuan Perseroan. Keberadaan SDM yang andal, produktif dan integritas tinggi, merupakan faktor kunci Perseroan tetap mampu menjalankan operasional dengan baik dan stabil di sepanjang tahun buku.

For the Company's, human resources (HR) plays a very important role in supporting the Company's strategies and targets/objectives. A reliable and productive HR with high integrity, is the key factor for the Company to remain sound and stable in its operation throughout the fiscal year.



REKRUTMEN

Dalam melakukan kegiatan rekrutmen dan seleksi SDM yang profesional, Perseroan menggunakan prinsip kesetaraan dengan memberikan kesempatan yang sama kepada calon karyawan tanpa membedakan suku, agama, ras dan golongan. Perseroan memiliki beberapa program untuk mendapatkan insan Perseroan yang berdaya saing tinggi dan mampu menjawab tantangan bisnis Perseroan sejalan dengan perkembangan bisnis yang terus berkembang.

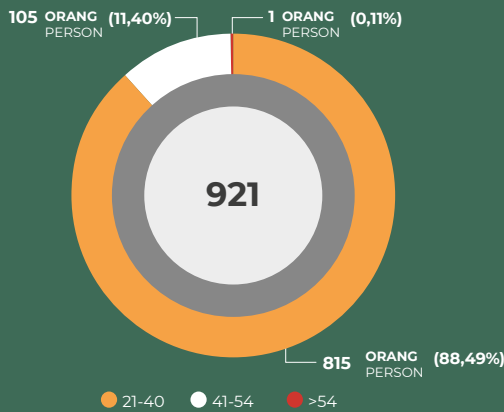
RECRUITMENT

In recruitment and selection of professional HR, the Company bases its action on the principles of equality by providing equal opportunities for all prospective employees disregarding the difference in ethnicity, religion, race and group. The Company has several programs to retain Company individuals who are competitive and able to answer the Company's business challenges in line with the growing business development.

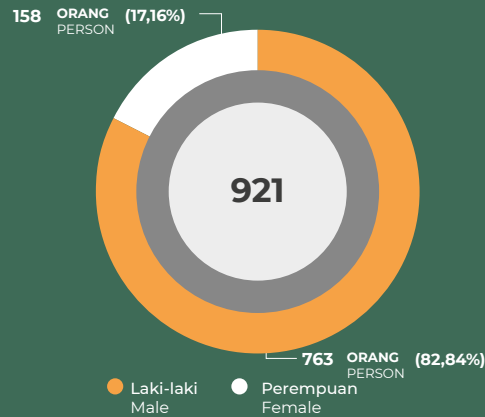


JUMLAH KARYAWAN TOTAL EMPLOYEES

KARYAWAN BERDASARKAN USIA Employees by Age



KARYAWAN BERDASARKAN GENDER Employees by Gender



Para calon karyawan yang direkrut, diberikan program induksi oleh Perseroan yang ditujukan sebagai persiapan sebelum memasuki dunia kerja. Program induksi tersebut diharapkan dapat memberikan pengetahuan terhadap calon karyawan sehingga mampu menciptakan karyawan yang unggul dan berkompeten dalam bekerja agar dapat menunjang pencapaian sasaran Perseroan, baik jangka pendek maupun jangka panjang,

Recruited prospective employees are provided with induction program by the Company as preparation to entering the world of working life. The induction program is expected to provide knowledge to prospective employees so as to generate employees of excellence and competent at work to support the achievement of the Company's goals, both short and long terms.

Program induksi karyawan Perseroan terbagi ke dalam empat tahapan yang dijelaskan dalam tabel berikut.

The employee induction program of the Company's consists of four stages as described in the table below.

Tahapan Stage	Tujuan	Objective
Pembinaan Mental, Fisik dan Disiplin Mental, Physical, Disciplinary Coaching	Kegiatan ini diadakan bertujuan untuk: <ul style="list-style-type: none"> • Membentuk kedisiplinan yang tinggi, membentuk etika dan sopan santun agar dapat menghargai para seniornya. • Membentuk pribadi yang tangguh secara fisik dan mental. • Mampu memupuk rasa kebersamaan. • Memiliki loyalitas yang tinggi kepada Perseroan. 	The objectives of this activity are as follows: <ul style="list-style-type: none"> • To establish high discipline, ethics and manners so as to respect the senior members. • To establish strong personality both physically and mentally. • Capable of fostering a sense of togetherness. • Possess high loyalty/dedication to the Company.
Motivation Training	Motivasi training didesain untuk membantu Perseroan sebagai upaya meningkatkan kemampuan karyawannya dalam hal memotivasi diri secara efektif. Karyawan yang mampu menumbuhkan motivasi diri secara efektif akan sangat mempengaruhi kehidupan kerja sehari-hari dan kepuasan kerja. Dengan kemampuan tersebut, akan terpujuk semangat karyawan dalam berprestasi dan terus berusaha untuk memetik hasil terbaik.	Motivation training is designed to help the Company through improving the employees' ability to effectively motivate themselves. Employees who are able to effectively develop self-motivation will greatly affect their daily work life and work satisfaction. With this ability, employees will be encouraged to achieving their work goals and continue to strive to reap the best results.



SUMBER DAYA MANUSIA HUMAN RESOURCES

Tahapan Stage	Tujuan	Objective
In Class Training yang Terdiri dari Training Umum dan Training Dasar In Class Training: General Training and Basic Training	Training umum ditujukan untuk memberikan gambaran umum tentang sejarah Perseroan, fungsi dan tugas di unit kerja serta hubungan organisasi dalam struktur organisasi Perseroan.	General training is intended to provide the overview of the Company's history, functions and duties of the work units as well as organizational relationships within the Company's organizational structure.
	Training dasar bertujuan memberikan pemahaman kepada siswa calon karyawan dari proses penambangan bahan mentah hingga ke produk akhir yaitu semen Portland Type I dan PCC. Selain itu juga siswa diberikan pemahaman tentang pengendalian kualitas mutu proses produksi maupun kualitas produk yang akan dijual ke konsumen. Dengan instruktur yang berkompeten di bidangnya, kegiatan training dasar diharapkan mampu memberikan wawasan kepada siswa sebelum terjun ke dunia kerja dan memahami alur proses pembuatan semen.	Basic training is intended to provide prospective employees with the understanding of the whole process at work, from the processing of mining raw materials to the final product of Cement Portland Type I and PCC. In addition, students are also provided with the understanding of the quality control of the production process and the quality of products to be sold to consumers. With instructors competent in their fields, basic training activities are expected to give insights to students prior to diving into the working life and the understanding of the cement production process flow.
Tahapan Pembinaan & Pengembangan Coaching and Development Stage	On the job training atau magang bertujuan untuk memperkenalkan ke dalam dunia kerja yang sesungguhnya, dilaksanakanlah on the job training di masing-masing unit kerja dengan harapan calon karyawan dapat mengenal secara menyeluruh kegiatan di unit kerja dan mampu memberikan kontribusi yang maksimal di dalam mencapai sasaran strategis Perseroan.	On the job training or internship aims to introduce the working world which is actually carried out in on-the-job-training at each work unit with the hope that trainees will better fully comprehend the work unit's activities and are able to optimally contribute to the Company's efforts to achieve its strategic goals.
	Masa percobaan calon karyawan merupakan tahapan dimana calon karyawan diberikan tugas khusus berupa tulisan yang merupakan bentuk pemahaman dan penguasaan dari calon karyawan terhadap fungsi dan tugas yang ada di unit kerja. Bagi calon karyawan tingkat S1 dan D3 tugas khusus yang dibuat merupakan suatu bentuk inovasi dan atau improvement terhadap suatu peralatan dan atau sistem yang ada untuk meningkatkan performa peralatan maupun kesempurnaan suatu sistem. Sedangkan untuk tingkat SMU/SMK hanya membuat tulisan berupa laporan kegiatan selama orientasi di unit kerja.	The probation period of prospective employees is a phase where prospective employees are given special writing assignments to cover their understanding and mastery of the functions and duties of the work units. The assignment for prospective employees with Bachelor's degree and Diploma-3 level is in the form of an innovation and/or an improvement of existing equipment and/or system to enhance the performance of such equipment and the perfection of a system. While graduates of general high school/vocation high school level would only write an activity report of their orientation period in the work unit.

Para calon karyawan yang mampu menyelesaikan program induksi tersebut selanjutnya diangkat menjadi karyawan tetap. Sepanjang tahun 2020, Perseroan mengangkat karyawan tetap sebanyak 36 (tiga puluh enam) orang yang merupakan hasil dari Program Vokasi tahun 2018. Adapun pada tahun 2020, Perseroan tidak melakukan proses rekrutmen.

PENILAIAN KINERJA KARYAWAN

Perseroan mengatur mengenai penilaian *performance* individu karyawan sebagaimana yang diatur dalam Surat Keputusan Direksi Nomor PH.01.04/073.C/2018 tentang Pembinaan dan Pengembangan SDM. Penilaian tersebut terbagi ke dalam tiga unsur yakni Sasaran Kerja/KPI dengan bobot 50%, Kompetensi dengan bobot 30% dan Disiplin/Kehadiran yang berbobot 20%.

1. Sasaran Kerja/KPI

Penilaian KPI individu karyawan adalah khusus untuk karyawan setingkat staf yaitu menetapkan sasaran (tujuan) yang dilakukan secara bersama-sama oleh atasan dan bawahan dengan mengacu pada sasaran unit kerja setiap periode tertentu.

Prospective employees who are able to complete the induction program are then appointed as permanent employees. Throughout the year 2020, the Company appointed 36 (thirty-six) individuals generated from the 2018 Vocation Program. In 2020, the Company's did not conduct any recruitment process.

EMPLOYEE PERFORMANCE ASSESSMENT

The Company regulates individual employee performance assessment as stipulated under the Board of Directors Decision Letter No. PH.01.04/073.C/2018 on HR Coaching and Development. The assessment is categorized into three elements, namely Work Goals/Key Performance Indicator (KPI) weighing at 50%, Competency at 30% and Discipline/Attendance at 20%.

1. Work Goals/KPI

Individual KPI assessment of employees is specifically for employees at staff level, which is to set the goals (objectives) together between supervisor and subordinate by referring to the targets of the work unit for a certain period of time.



2. Penilaian Kompetensi

Aspek yang dinilai pada penilaian kompetensi adalah nilai budaya perusahaan dengan bobot masing-masing 25%.

3. Penilaian Disiplin

Penilaian disiplin menimbang hal-hal seperti kehadiran, izin, sakit tanpa keterangan dokter, mangkir, dan terlambat. Batasan toleransi untuk keterlambatan kehadiran adalah 5 (lima) menit dan maksimum toleransi sebanyak 3 (tiga) kali dalam sebulan.

Penilaian KPI tersebut dilakukan oleh tim/pejabat penilai yang terdiri dari atasan langsung dan atasan tidak langsung karyawan dalam satu direktorat/unit kerja atau atasan operasional di wilayah operasional Perseroan. Hasil penilaian tersebut mempengaruhi pemberian tunjangan *performance*, tunjangan kinerja, dan bonus tahunan serta dijadikan data untuk memudahkan manajemen dalam melakukan pembinaan dan pengembangan ke depannya.

2. Competency Assessment

Assessment on the corporate cultural values with weighing at 25% each.

3. Disciplinary Assessment

Disciplinary assessment weighs on such matters as attendance, permit/clearance, sick without doctor's notice, absent without notice, and tardiness. Limitation of tardiness is tolerated up to 5 (five) minutes and maximum of 3 (three) times within one month.

The KPI assessment is conducted by a team/ assessor officials consisting of direct and indirect supervisor of employees within one directorate/work unit or operational supervisors in the Company's operational areas. Results of the assessment will affect the provision of performance allowances, work allowances, and annual bonus as well as the data to be used in facilitating the management to perform future coaching and development programs.



SUMBER DAYA MANUSIA HUMAN RESOURCES



PENGHARGAAN MASA KERJA

Mengacu pada Surat Keputusan Direksi Perseroan Nomor PH.01/04/117/2020 tentang Pemberian Tanda Jasa Penghargaan kepada Karyawan dan Karyawan Tahun 2020, Perseroan memberikan tanda jasa dan penghargaan sebagai ucapan terima kasih atas hasil karya karyawan selama bekerja di Perseroan. Tanda jasa dan penghargaan tersebut diharapkan mampu meningkatkan prestasi untuk di masa yang akan datang.

Tanda jasa dan penghargaan diberikan kepada karyawan Perseroan, dengan rincian sebagai berikut:

LOYALTY REWARDS

Referring to the Company's Decision Letter No. PH.01/04/117/2020 on Presentation of Awards to Employees in 2020, the Company provides merits/ medals of services and awards as token of appreciation for employees acknowledged work during their services in the Company. These acknowledgements hopefully serve as incentives for future improvements in achievement.

The medals and awards are given to employees of the Company under certain conditions, details are noted as follows:

Jenis Tanda Jasa dan Penghargaan Type of Awards	Ketentuan Masa Kerja Terms of Tenure	Nilai Penghargaan Value of Awards
Cincin Emas 22 Karat berlogo tiga gajah 22 karat Gold Ring with the three-elephant logo	10 tahun 10 years	7 gram 7 grams
Uang Tunai Cash	30 tahun 30 years	1,5 (satu koma lima) bulan Gaji Dibawa Pulang* pada Oktober dan atau Gaji Dibawa Pulang yang bersangkutan bulan terakhir 1.5 (one point five) month Take-Home-Pay* in October and/or the concerned employee's last month Take-Home-Pay
	35 tahun 35 years	2 (dua) bulan Gaji Dibawa Pulang* pada Oktober dan atau Gaji Dibawa Pulang yang bersangkutan bulan terakhir 2 (two) months Take-Home-Pay* in October and/or the concerned employee's last month Take-Home-Pay

*Gaji Dibawa Pulang adalah gaji dasar, tunjangan pengabdian, tunjangan jabatan, tunjangan penyesuaian, tunjangan sewa rumah dan tunjangan perangsang efisiensi dasar.
Take-Home-Pay is basic salary, services allowance, job allowance, adjustment allowance, house rent allowance and basic efficiency incentive allowance.



Pada tahun 2020, terdapat lima karyawan yang mendapatkan tanda jasa dan penghargaan tersebut dengan rincian sebagai berikut:

In the year 2020, there were five employees who received such merit of services and award with details described in the following:

Nama Name	Jabatan Position	Unit Kerja Work Unit
Karyawan yang Mempunyai Masa Kerja 10 Tahun Employees with 10-Year Working Period		
Jogy Alpha Mediarta	Vice President	Division Safety, Security, Health & Environment
Yudi Kurniawan	Manager	Department Investor Relation
Risna Hendayani	Manager	Department Process Improvement
Karyawan yang Mempunyai Masa Kerja 30 Tahun Employees with 30-Year Working Period		
Zilza	Manager	Division Human Resource & General Affair
Karyawan yang Mempunyai Masa Kerja 35 Tahun Employees With 35-Year Working Period		
A. Rivai. S	Junior Manager	Department Railway Distribution

PEMETAAN KEBUTUHAN TRAINING

Perseroan menyediakan serangkaian program pengembangan sebagai wujud kepedulian Perseroan untuk menambah nilai lebih bagi setiap individu di lingkungan Perseroan. Peningkatan nilai tersebut termasuk memberikan pelatihan dan pengembangan kompetensi melalui pementoran, seminar maupun *workshop*. Sepanjang tahun 2020, Perseroan telah memfasilitasi pendidikan dan pelatihan yakni:

TRAINING REQUIREMENT MAPPING

The Company provides a series of development programs as a form of the Company's concern to increase the added value for each individual within the Company. Such value increase includes the provision of training and competency development opportunities through mentoring, seminars and workshops. Throughout the year 2020, the Company facilitated such educational and training programs as follows:

Uraian Description	2020	2019
Jumlah Karyawan Total Employees	921	894
Jumlah Jam Training Total Training Hours	12.883,5	57.698,5
Jumlah Hari Training Total Training Days	536,8	487
Hari Training/Karyawan Days of Training/Employee	0,58	0,54
Total Pegawai yang Training Total Employees in Training	1.788	4.476

Berdasarkan bidang pelatihannya, berikut adalah uraian jumlah pelatihan dan jumlah peserta sepanjang tahun buku.

Based on the fields of training, following are details to describe the frequency of the training and the number of participants throughout the fiscal year.

Bidang Pelatihan Field of Training	2020			2019			2018		
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%
Bidang Keuangan Finance	3	5	60	2	5	40	14	153	9
Bidang Sumber Daya Manusia Human Resources	27	108	25	100	2.293	4	26	713	4
Bidang Pemasaran/Distribusi Marketing/Distribution	8	91	9	3	20	15	13	132	10
Bidang Teknik/Operasi Mechanical/Operation	30	232	13	67	634	11	36	288	13



SUMBER DAYA MANUSIA HUMAN RESOURCES

Bidang Pelatihan Field of Training	2020			2019			2018		
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%
Bidang Keselamatan dan Kesehatan Kerja Occupational Health and Safety	31	612	5	15	185	8	4	138	3
Bidang Pengembangan Manajemen Management Development	19	101	19	95	1.048	9	45	1.039	4
Bidang Pengawasan Supervisory	5	8	63	2	26	8	18	346	5
Bidang PKBL dan lain-lain PKBL and others	-	-	-	17	233	7	16	151	11
Bidang Teknologi Informasi Information Technology	6	62	10	4	32	13	14	803	2
Bidang Hukum & Kehumasan Legal & Public Relations	13	152	9	-	-	-	-	-	-
Bidang Procurement Procurement	1	2	50	-	-	-	-	-	-
Bidang Umum & Lain-lain General Affairs & Others	27	415	7	-	-	-	-	-	-
Total	170	1.788	10	305	4.476	7	186	3.763	5

JENIS-JENIS TRAINING

Program pendidikan dan pelatihan di lingkungan Perseroan pada tahun 2020 terbagi ke dalam tiga jenis yakni *online*, *in house training* dan *public training program*. Adapun program pendidikan dan pelatihan berdasarkan jenis yang telah dilaksanakan oleh Perseroan sepanjang tahun 2020 adalah sebagai berikut:

1. Pelatihan *In-House*

Perseroan mengembangkan program pelatihan secara internal dengan melakukan kerja sama dengan pihak eksternal dalam pemberian materi pelatihan yang ditujukan untuk peningkatan kompetensi karyawan terkait bidang pekerjaan.

2. Pelatihan Umum

Pada *Public Training Program*, Perseroan mengikutsertakan para karyawan secara intens pada program pelatihan-pelatihan serta seminar dalam dan luar negeri sesuai dengan kebutuhan untuk meningkatkan kompetensi karyawan.

3. Pelatihan *Online*

Perseroan mengikutsertakan para Karyawan pada pelatihan yang diselenggarakan secara daring/virtual baik yang diselenggarakan oleh internal maupun pihak ketiga.

TYPES OF TRAINING

The Company's education and training programs in the year 2020 were categorized into three types, namely online, in-house and public training programs. The training programs conducted by the Company throughout the year 2020 are as listed below:

1. In-House Training

The Company developed in-house training programs in collaboration with external parties in providing training materials aimed at enhancing employee competence related to the field of work.

2. Public Training

In the Public Training Program, the Company intensively enrolls employees in domestic and foreign training programs and seminars according to the need to improve employee competencies.

3. Online Training

The Company engages its employees in online/virtual training held by, both internally and by third parties.



No	Jenis Pelatihan Type of Training	Jumlah Pelatihan Total of Training	Jumlah Peserta Total Participant	% Pelatihan per Jenis Pelatihan % Training per Type of Training	% Peserta per Jenis Pelatihan % Participants per Type of Training
1	Pelatihan <i>In-House</i> In-House Training	53	1.229	31,18	68,74
2	Pelatihan Umum Public Training	22	49	12,94	2,74
3	Pelatihan <i>Online</i> Online Training	95	510	55,88	28,52
Jumlah Total		170	1.788	100	100

Pelatihan *In-House* | In House Training

Pelatihan <i>In-House</i> "Executive Development Program Esselon I"	In-House Training on "Executive Development Program for Echelon I"
Pelatihan <i>In-House</i> "HIRADC"	In-House Training on "HIRADC "
Pelatihan <i>In-House</i> "Penanganan Ular"	In-House Training on "Handling Snakes"
Pelatihan <i>In-House</i> /Seminar "Economy Macro"	In-House Training/Seminar on "Macro Economics"
Pelatihan <i>In-House</i> "Pemeliharaan Belt Conveyor"	In-House Training on "Conveyor Belt Maintenance"
Pelatihan <i>In-House</i> /Workshop "Comprehensive Marketing & Selling Skill"	In-House Training/Workshop on "Comprehensive Marketing & Selling Skill"
Pelatihan <i>In-House</i> /Workshop "Penyambungan Belt Conveyor"	In-House Training/Workshop on "Conveyor Belt Splicing"
Pelatihan <i>In-House</i> "Assessment Batch II"	In-House Training on "Batch II Assessment"
Pelatihan <i>In-House</i> "Interpretasi KPKU BUMN (Kriteria Penilaian Kinerja Unggul)"	In-House Training on "Interpretation of Assessment Criteria of Excellent Performance (KPKU BUMN)"
Pelatihan <i>In-House</i> "Sharing Session Buy, Hold and Enjoy"	In-House Training on "Sharing Session of Buy, Hold and Enjoy"
Pelatihan <i>In-House</i> "Penyuluhan Pencegahan Virus Corona"	In-House Training on "Tutoring/Socialization of Corona Virus Prevention"
Pelatihan <i>In-House</i> /Workshop "Penyambungan Belt Conveyor"	In-House Training/Workshop on "Conveyor Belt Splicing"
Pelatihan <i>In-House</i> "Pembekalan Mahasiswa PMMB Batch 1 Tahun 2020"	In-House Training on "Input/Feedback for College/University Students of PMMB Batch 1 of 2020"
Pelatihan <i>In-House</i> "How To Be A Profesional MC"	In-House Training on "How To Be A Profesional MC"
Pelatihan <i>In-House</i> "Sekolah Pasar Modal Batch 1"	In-House Training on "School of Capital Market Batch 1"
Pelatihan <i>In-House</i> "Sekolah Pasar Modal Batch 2"	In-House Training on "School of Capital Market Batch 2"
Pelatihan <i>In-House</i> "Penjelasan Struktur Organisasi dan Pengetahuan Kepersonaliaan & Kesejahteraan Personil"	In-House Training on "Explanation of the Organizational Structure and Knowledge on Personnel & Personal Welfare"
Pelatihan <i>In-House</i> "End of Month Closing Activity SAP"	In-House Training on "End of Month Closing Activity SAP"
Pelatihan <i>In-House</i> "Fire Hydrant PPG Batch 1"	In-House Training on "Fire Hydrant PPG Batch 1"
Pelatihan <i>In-House</i> "Fire Hydrant PBR Batch 1"	In-House Training on "Fire Hydrant PBR Batch 1"
Pelatihan <i>In-House</i> "Fire Hydrant PPJ Batch 1"	In-House Training on "Fire Hydrant PPJ Batch 1"
Pelatihan <i>In-House</i> "Fire Hydrant PPJ Batch 2"	In-House Training on "Fire Hydrant PPJ Batch 2"
Pelatihan <i>In-House</i> "Fire Hydrant PBR Batch 2"	In-House Training on "Fire Hydrant PBR Batch 2"
Pelatihan <i>In-House</i> /Workshop "Balancing Batch I"	In-House Training/Workshop on "Balancing Batch I"
Pelatihan <i>In-House</i> "Fire Hydrant PPG Batch 2"	In-House Training on "Fire Hydrant PPG Batch 2"



SUMBER DAYA MANUSIA HUMAN RESOURCES

Pelatihan <i>In-House/Workshop</i> "Balancing Batch II"	In-House Training/Workshop on "Balancing Batch II"
Pelatihan <i>In-House</i> "Fire Hydrant PPJ Batch 3"	In-House Training on "Fire Hydrant PPJ Batch 3"
Pelatihan <i>In-House</i> "Fire Hydrant PBR Batch 3"	In-House Training on "Fire Hydrant PBR Batch 3"
Pelatihan <i>In-House</i> "Fire Hydrant PBR Batch 4"	In-House Training on "Fire Hydrant PBR Batch 4"
Pelatihan <i>In-House</i> "Fire Hydrant Mining"	In-House Training on "Fire Hydrant Mining"
Pelatihan <i>In-House</i> "Pelatihan Operasional Unit Water Tank"	In-House Training on "Water Tank Operational Unit Training"
Pelatihan <i>In-House</i> dan <i>Workshop</i> "Pengelasan"	In-House Training and Workshop on "Welding"
Pelatihan <i>In-House</i> "Pemadaman Api akibat Peralatan Rumah Tangga"	In-House Training on "Extinguishing Fire Due to Household Appliances"
Pelatihan <i>In-House</i> "Rancangan Jalan Beton Lalu Lintas Rendah"	In-House Training on "Design of Low Traffic Concrete Roads"
Pelatihan <i>In-House</i> "Pemahaman dan Pengoperasian XRF & QCX Dalam Pengendalian Kualitas"	In-House Training on "Understanding and Operation of XRF & QCX in Quality Control"
Pelatihan Umum Public Training	
Pelatihan "Documented Information for OHS Management System & Documented Information for ISO 37001"	Training on "Documented Information for OHS Management System & Documented Information for ISO 37001"
Seminar "Outlook Economy 2020"	Seminar on "2020 Economic Outlook"
Sertifikasi Ahli K3 Umum	Certification of General Occupational Health and Safety (K3) Expertise
Pelatihan "Certified Risk Management Profesional (CRMP)"	Refreshing Program on "Radiation Protection Personnel (PPR)"
Penyegaran "Petugas Proteksi Radiasi (PPR)"	Refreshing Program on "Radiation Protection Personnel (PPR)"
<i>Workshop</i> "Strategi Penyelesaian Sengketa Hukum Kepabeanan & Cukai"	Workshop on "Strategy of Resolving Custom & Excise Legal Disputes"
Pelatihan "Sertifikasi Petugas P3K"	Training on "Certification of First Aid (P3K) Personnel"
Pelatihan "CCNA V3 Routing Switching"	Training on "CCNA V3 Routing Switching"
Sosialisasi Program Magang Industri Tahun 2020 SMK Kab OKU	Socialization of the 2020 Industry Internship Program at Vocation High School (SMK) of OKU Regent
<i>The 6th Indonesia HR Director Summit</i>	The 6 th Indonesia HR Director Summit
Pelatihan "Escaping The Old Power"	Training on "Escaping The Old Power"
Pelatihan "Manajemen Investasi Dana Pensiun"	Training on "Pension Fund Investment Management"
Pelatihan "Concrete Inspection Technology"	Training on "Concrete Inspection Technology"
Pelatihan & Workshop "Vibration Analysis Alignment"	Training & Workshop on "Vibration Analysis Alignment"
Pelatihan "Dasar-dasar Audit"	Training on "The Fundamentals of Audit"
Pelatihan "Vendor Management & Strategi Sourcing"	Training on "Vendor Management & Sourcing Strategy"
BIMTEK "Pengendalian Risiko Akibat Efek Penuaan Material"	BIMTEK on "Risk Control Due to Material Ageing Effects"
BIMTEK "Penyusunan Rencana Tenaga Kerja Perusahaan"	BIMTEK on "Company Manpower Planning"
BIMTEK Dalam Rangka Sinergi Program Pemberdayaan Alternatif dengan Stakeholder	BIMTEK related to Synergy Program of Alternative Empowerment with Stakeholders



BIMTEK Penyusunan Rencana Tenaga Kerja (RTK) Perusahaan bagi Mentor di Daerah	BIMTEK on Company Manpower Planning (RTK) for Mentoring in Rural Areas
Sosialisasi Peraturan Menteri Perhubungan N0.58 Tahun 2013 tentang Penanggulangan Pencemaran di Perairan dan Pelabuhan	Socialization on the Regulations of the Minister of Communications N0.58 Year 2013 on Pollution Management in Waters and Ports
Diklat Uji Kompetensi Human Capital	Education and training on Examining Human Capital Competency
Pelatihan Online Online Training	
Pelatihan <i>Online</i> "Affiliate Marketing & Organic SEO in 2020"	Online Training on "Affiliate Marketing & Organic SEO in 2020"
Pelatihan <i>Online</i> "Seminar Strategy Berbisnis di Internet"	Online Training on "Seminar: The Strategy To Do Business on the Internet"
Pelatihan <i>Online</i> "Project Nightmares"	Online Training on "Project Nightmares"
Pelatihan <i>Online</i> "Transformasi Inovatif Pelatihan dan Pendidikan Karyawan"	Online Training on "Innovative Transformation of Employee Education and Training"
Pelatihan <i>Online</i> "Pencegahan Cidera Serius & Fatalitas"	Online Training on "Prevention of Serious Injuries & Fatalities"
Pelatihan <i>Online</i> /Seminar & Workshop <i>Online</i> "Penulisan Jurnal Terindeks Scopus"	Online Training/Seminar & Workshop on "Journal Writing With Scopus Index"
Pelatihan <i>Online</i> "Mensinergikan Kapabilitas Eksekusi, Kepemimpinan Agilitas dan Value Organisasi di era Digital"	Online Training on "Synergizing Execution Capability, Agile Leadership and Organization Value in the Digital Era"
Pelatihan <i>Online</i> "Leadership Resilience"	Online Training on "Leadership Resilience"
Pelatihan <i>Online</i> "Kajian Makin Sehat, Makin Nikmat"	Online Training on "Review of The Healthier, the More Gratifying"
Pelatihan <i>Online</i> "Sikap Muslim Menghadapi Wabah"	Online Training on "Muslim's Attitude in Facing Plague"
Pelatihan <i>Online</i> "Human Capital ARTchitect"	Online Training on "Human Capital ARTchitect"
Pelatihan <i>Online</i> "Sharing Knowledge "Pekerjaan Tuntas. Keluarga Harmonis"	Online Training on "Sharing Knowledge: "Work is Complete, Family is Harmonious"
Pelatihan <i>Online</i> "Kajian Industrial Relation Ketenagakerjaan"	Online Training on "Analysis of Manpower Industrial Relations"
Pelatihan <i>Online</i> /Seminar "5 Strategi Meningkatkan Produktivitas agar SDM Menjadi Profit Perusahaan"	Online Training/Seminar on "5 Strategies to Increase Productivity for HR to Become Company Profit"
Pelatihan <i>Online</i> "Increasing Self Hope During Crisis"	Online Training on "Increasing Self-Hope During Crisis"
Pelatihan <i>Online</i> /Seminar "Strategi Belajar Daring yang Efektif"	Online Training/Seminar on "The Strategy of Effective Learning Online"
Pelatihan <i>Online</i> /Seminar "Program Solusi & Coaching Soft Skill"	Online Training/Seminar on "Solution & Coaching Soft Skill Program"
Pelatihan <i>Online</i> "Kajian IR Ketenagakerjaan Batch 2"	Online Training "Review of IR Manpower Batch 2"
Pelatihan <i>Online</i> "Marketing In Crisis, More Quality, Less Price"	Online Training on "Marketing In Crisis, More Quality, Less Price"
Pelatihan <i>Online</i> "Strategi Pembelajaran Berbasis Teknologi"	Online Training on "The Strategy of Technology-Based Learning"
Pelatihan <i>Online</i> "Mortar Convention"	Online Training on "Mortar Convention"
Pelatihan <i>Online</i> "Upgrading OHSAS to ISO 45001"	Online Training on "Upgrading OHSAS to ISO 45001"
Pelatihan <i>Online</i> "Panduan Audit ISO 19011 : 2018"	Online Training on "ISO 19011 : 2018 Audit Guidelines"
Pelatihan <i>Online</i> "Efektivitas Pelaksanaan Pendidikan di Tengah Suci Ramadhan"	Online Training on "Effectiveness of Education During the Holy Month of Ramadhan"



SUMBER DAYA MANUSIA HUMAN RESOURCES

Pelatihan <i>Online</i> /Seminar “Strategi Pembelajaran Berbasis Teknologi”	Online Training/Seminar on “The Strategy of Technology-Based Learning”
Pelatihan <i>Online</i> /Seminar “Covid IT Gov”	Online Training/Seminar on “Covid IT Gov”
Pelatihan <i>Online</i> “Process Improvement”	Online Training on “Process Improvement”
Pelatihan <i>Online</i> “Effective Problem Solving”	Online Training on “Effective Problem Solving”
Pelatihan <i>Online</i> “Interprestasi Kriteria Audit SMK3 Untuk Element 1-4”	Online Training on “Interpretation of SMK3 Audit Criteria for Element 1-4”
Pelatihan <i>Online</i> “Marketing Fundamental Analytical dan Creative Thinking”	Online Training on “Marketing Fundamentals: Analytical dan Creative Thinking”
Pelatihan <i>Online</i> “Marketing Fundamental Analytical”	Online Training on “Marketing Fundamental Analytical”
Pelatihan <i>Online</i> /Seminar “Team Empowerment In the New Normal”	Online Training/Seminar on “Team Empowerment In the New Normal”
Pelatihan <i>Online</i> “Strategi Mengelola HR di Masa “The New Normal”	Online Training on “The Strategy of HR Management in the New Normal”
Pelatihan <i>Online</i> “Develop Your Emotional Agility Thought Crisis”	Online Training on “Develop Your Emotional Agility Thought Crisis”
Pelatihan <i>Online</i> “Bribery Risk Aseessment and Due Diligence in Implementing ABMS ISO 37001 a Practical Approach”	Online Training on “Bribery Risk Aseessment and Due Diligence in Implementing ABMS ISO 37001: A Practical Approach”
Pelatihan <i>Online</i> “Kajian IR Ketenagakerjaan Batch 3”	Online Training on “IR Analysis of Manpower Batch 3”
Pelatihan <i>Online</i> “Sharing Knowledge Penyusunan RKAP 2021”	Online Training on “Sharing Knowledge on RKAP 2021 Preparation”
Pelatihan <i>Online</i> “Leading The New Normal”	Online Training on “Leading The New Normal”
Pelatihan <i>Online</i> “Persiapan New Normal dan Dampaknya bagi Karyawan dan Industri”	Online Training on “Preparation for New Normal and Its Impact on the Employee and Industry”
Pelatihan <i>Online</i> “Kajian IR Ketenagakerjaan Batch 4”	Online Training on “IR Analysis on Manpower Batch 4”
Pelatihan <i>Online</i> “Program Pemagangan yang Efektif Meningkatkan Daya Saing SDM Daerah”	Online Training on “Internship Program Effective in Improving Competitiveness of Local (Regional) HR”
Pelatihan <i>Online</i> “Building Agility for The Next Generation Organizations”	Online Training on “Building Agility for The Next Generation Organizations”
Pelatihan <i>Online</i> /Seminar “How to Build Winning Teams in New Normal”	Online Training/Seminar on “How to Build Winning Teams in New Normal”
Pelatihan <i>Online</i> “Unit Pengendalian Gratifikasi”	Online Training on “Gratification Control Unit”
Pelatihan <i>Online</i> “Meningkatkan Produktifitas & Efisiensi Pelumas Batch 1”	Online Training on “Increasing Productivity & Lubricant Efficiency Batch 1”
Pelatihan <i>Online</i> “Meningkatkan Produktifitas & Efisiensi Pelumas Batch 2”	Online Training on “Increasing Productivity & Efficiency of Lubricants Batch 2”
Pelatihan <i>Online</i> “Meningkatkan Produktifitas & Efisiensi dan Produktifitas Logistik & Transportasi & Pelumasan”	Online Training on “Increasing Productivity & Efficiency, and Productivity of Logistics, Transportation & Lubricants”
Pelatihan <i>Online</i> “Fitting Selection Bearing”	Online Training on “Fitting Selection Bearing”
Pelatihan <i>Online</i> “Meningkatkan Produktifitas & Efisiensi dan Produktifitas Logistik & Transportasi”	Online Training on “Increasing Productivity & Efficiency and Productivity of Logistics & Transportation”
Pelatihan <i>Online</i> “Improving Business Productivity, Efficiency and Scalability Through Lean Agile and Digital Practice”	Online Training on “Improving Business Productivity, Efficiency and Scalability Through Lean Agile and Digital Practice”



Pelatihan <i>Online</i> "Sosialisasi Rencana Pelaksanaan PPI Unila di Baturaja"	Online Training on "Socialization of Plans to Implement PPI Unila in Baturaja"
Pelatihan <i>Online</i> "Engagement Survey & Strategy in Digital Era and New Normal"	Online Training on "Engagement Survey & Strategy in Digital Era and New Normal"
Pelatihan <i>Online</i> "Implementasi SMK3"	Online Training on "Occupational Health and Safety Management System (SMK3) Implementation"
Pelatihan <i>Online</i> "Manajemen Keuangan untuk Non Keuangan"	Online Training on "Financial and Non-Financial Management"
Pelatihan <i>Online</i> "Business Process Mapping"	Online Training on "Business Process Mapping"
Pelatihan <i>Online</i> "Sosialisasi Insentif Super Tax Deduction & Tindak Lanjut Program Pendidikan Vokasi Industri"	Online Training on "Socialization of Super Tax Deduction Incentive & Follow-Up Program on Vocation Education Industry"
Pelatihan <i>Online</i> "Manajemen Strategi"	Online Training on "Strategy Management"
Pelatihan <i>Online</i> "Berpikir Cerdas & Berpikir Cepat"	Online Training "Thinking Smart & Thinking Fast"
Pelatihan <i>Online</i> /Workshop "Kurikulum Program Studi Teknik Material, Jurusan Teknik Manufaktur dan Kebumihan"	Online Training/Workshop on "Study Program Curriculum of Material Engineering, Manufacturing & Earth Engineering Major"
Pelatihan <i>Online</i> "Perlindungan Aset BUMN dalam Perspektif Keuangan Negara"	Online Training on "Protection of BUMN Asset in the Perspective of the State Finances"
Pelatihan <i>Online</i> /Workshop "K3 Series Online Risk Management (HIRADC)"	Online Training/Workshop on "Occupational Health and Safety Risk Management Online Series (HIRADC)"
Pelatihan <i>Online</i> /Workshop "Awareness ISO 50001 : 2018"	Online Training/Workshop on "Awareness of ISO 50001 : 2018"
Pelatihan <i>Online</i> "Awareness ISO 14001:2015"	Online Training on "Awareness of ISO 14001:2015"
Pelatihan <i>Online</i> "Pelatihan Teknis Aplikasi Cosmic oleh Covid Ranger"	Online Training on "Technical Cosmic Application by Covid Ranger"
Pelatihan <i>Online</i> "Launching LSP HC LPP"	Online Training on "Launching of LSP HC LPP"
Pelatihan <i>Online</i> "Digitalisasi dan Implentasi Nilai-Nilai AKHLAK sebagai Ruh dalam Mendorong Kinerja BUMN"	Online Training on "Digitalization and Implementation of AKHLAK Values as the Spirit to Encouraging BUMN's Performance"
Pelatihan <i>Online</i> "Industrial Talk, Pengenalan Industri Semen dan Pengembangannya"	Online Training on "Industrial Talk, Introduction to Cement Industry and Its Development"
Pelatihan <i>Online</i> "Tantangan & Inovasi Industri Semen di Indonesia"	Online Training on "Challenge & Innovation of Indonesia's Cement Industry"
Pelatihan <i>Online</i> "Implentasi Kebijakan Kampus Merdeka terhadap Proses Magang di Perguruan Tinggi"	Online Training on "Implementation of Merdeka Campus Policy on Internship Process in Colleges/Universities"
Pelatihan <i>Online</i> "Awareness Integrated Management System (ISO 9001, ISO 14001 dan ISO 45001) dan Integrated Management System Internal Audit Based on ISO 19011:2018"	Online Training on "Awareness Integrated Management System (ISO 9001, ISO 14001 and ISO 45001) and Integrated Management System Internal Audit Based on ISO 19011:2018"
Pelatihan <i>Online</i> "Workshop Mitra Kerjasama"	Online Training on "Partnership Workshop"
Pelatihan <i>Online</i> "Ujian Sertifikasi Manager Energi & Auditor Energi"	Online Training on "Examination for Energy & Energy Auditor Manager Certification"
Pelatihan <i>Online</i> "Pelatihan & Serifikasi Ahli K3 Umum"	Online Training on "Training and Certification for General Occupational Health and Safety Expertise"
Pelatihan <i>Online</i> "Laboratory Management System SNI ISO/ IEC 17025:2017"	Online Training on "Laboratory Management System SNI ISO/ IEC 17025:2017"
Pelatihan <i>Online</i> "Penyelarasan Kurikulum Pembelajaran Berbasis Industri si SMK 01 OKU Selatan"	Online Training on "Alignment of the Industry-Based Learning Curriculum in Vocational High School Level (SMK) 1 South OKU"



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Pelatihan <i>Online</i> "Living in the Grand Why Core Values AKHLAK"	Online Training Living in the Grand Why Core Values AKHLAK
Pelatihan <i>Online</i> "Management Pengelolaan Piutang Macet, Negosiasi dan Mediasi Penagihan, Ranah Litegasi terkait Piutang Macet serta Dasar Hukum Penagihan"	Online Training on "Non-Performing Loan Management, Negotiation and Mediation of Collection, Litigation Related to Non-Performing Loan and Legal Basis of Collection"
Pelatihan <i>Online</i> "5 Foundation"	Online Training on "5 Foundations"
Pelatihan <i>Online</i> "How HR Payroll On Cloud Can Change Your Company"	Online Training on "How HR Payroll On Cloud Can Change Your Company"
Pelatihan <i>Online</i> "Mewujudkan Link and Match dan Peningkatan Kompetensi Peserta Didik SMK Melalui Program Magang Terstruktur bersama IDUKA"	Online Training on "Actualize Link and Match and Competency Improvement of SMK Students Through Structure Internship Program with Actual Industries and Work Life (IDUKA)"
Pelatihan <i>Online</i> "New Product Development"	Online Training on "New Product Development"
Pelatihan <i>Online</i> "ISO 3700 1:2016 SMAP"	In-House Training on "ISO 3700 1:2016 SMAP"
Pelatihan <i>Online</i> "Penyelarasan Dokumen Kurikulum dengan Industri dan Dunia Kerja (IDUKA)"	Online Training on "Alignment of Curriculum Documents with Actual Industries and Work Life IDUKA"
Pelatihan <i>Online</i> "Pembekalan Personil Warehouse Area Lubuk Linggau"	In-House Training on "Input/Feedback for Warehouse Personnel in Lubuk Linggau"
Pelatihan <i>Online</i> "How to Persuade Others"	Online Training on "How to Persuade Others"
Pelatihan <i>Online</i> "K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut"	Online Training on "OHS Technicians/Officers on Inspection Evaluation on Transport Lift Aircraft"

BIAYA PENGEMBANGAN KOMPETENSI KARYAWAN

Pada tahun 2020, Perseroan merealisasikan biaya pengembangan kompetensi untuk karyawan sebesar Rp1.716.259.339. Nilai tersebut setara dengan 99% target yang telah ditetapkan yakni sebesar Rp1.733.544.338. Adapun rincian realisasi dibandingkan dengan target per bidang pelatihan adalah sebagai berikut.

EXPENSE OF EMPLOYEE COMPETENCY DEVELOPMENT

In the year 2020, the Company actualized the expense in employee competency development for a total of Rp1,716,259,339. This amount is 99% on target set at Rp1,733,544,338. Details of the realized expenses comparative to the set target per field of training are as follows:

(Rp)

Bidang Pelatihan Training Field	2020			2019			2018		
	Target	Realisasi Realized	%	Target	Realisasi Realized	%	Target	Realisasi Realized	%
Bidang Teknik dan Operasi Engineering and Operations	296.498.059	287.648.060	97	1.159.331.221	954.176.069	82	1.457.000.000	722.725.998	50
Bidang Manajemen Management	1.298.913.093	1.290.478.093	99	4.112.152.454	3.185.292.066	77	320.629.000	425.998.000	133
Bidang Akuntansi dan Keuangan Accounting and Finance	16.300.000	16.300.000	100	88.000.000	9.000.000	10	313.000.000	181.400.000	58
Bidang Adm. Umum General Administration	12.500.000	12.500.000	100	37.450.000	33.500.000	89	483.000.000	180.335.000	37
Bidang Komputer Computer	9.750.000	9.750.000	100	30.000.000	20.000.000	67	100.000.000	18.500.000	19
Bidang Bahasa Asing Foreign Language	-	-	-	102.200.000	102.200.000	100	1.000.000.000	102.200.000	10



Bidang Pelatihan Training Field	2020			2019			2018		
	Target	Realisasi Realized	%	Target	Realisasi Realized	%	Target	Realisasi Realized	%
Bidang Kehumasan Public Relations	17.250.000	17.250.000	100	9.000.000	-	-	-	26.700.000	-
Bidang Umum Lainnya Other General Subjects	82.333.186	82.333.186	100	40.590.239	36.490.239	90	1.368.000.000	7.000.000	1
Diklat Calon Karyawan Prospective Employees Education and Training	-	-	-	-	-	-	-	2.538.488.000	-
Total	1.733.544.338	1.716.259.339	99	5.578.723.914	4.340.658.374	78	5.921.000.000	4.203.346.998	71

KEWASPADAAN TERHADAP PENYEBARAN COVID-19

Perseroan segera bereaksi saat COVID-19 mulai mewabah dan secara aktif melakukan penanggulangan penyebaran *Coronavirus Disease 19* (COVID-19) di lingkungan Perseroan, baik di kantor pusat Palembang, pabrik Baturaja, pabrik Panjang, maupun kantor perwakilan Jakarta.

Perseroan melalui Division Safety, Security, Health and Environment (SSHE) telah mengambil langkah memutus penyebaran COVID-19. Di antaranya, melalui pembuatan SOP terkait COVID-19, pembuatan video dan *e-Book* Protokol Kesehatan dalam Bekerja, *monitoring* keadaan pekerja atau tamu yang akan masuk kerja, melakukan pencegahan dengan pembuatan *banner* atau *e-flyer* dan beberapa kegiatan pencegahan lainnya.

Berikut ini disampaikan kegiatan pencegahan COVID-19 di lingkungan kerja Perseroan.

1. Menjaga Sanitasi dan Pembersihan Lingkungan Kerja

Perseroan melalui Divisi SSHE rutin menjaga sanitasi lingkungan kerja, dengan menyediakan fasilitas cuci tangan setiap gedung atau kantor, melakukan kontrol kebersihan toilet dan menempatkan *hand sanitizer* di area kerja. Perseroan juga memberlakukan kebiasaan bagi karyawan untuk rutin melakukan disinfeksi mandiri di meja kerja masing-masing. Disinfeksi juga dilakukan secara rutin di ruang rapat serta ruang tamu Perseroan.

ALERTNESS ON THE SPREAD COVID-19

The company immediately reacted when COVID-19 began to spread and was actively doing in tackling the spread of the Coronavirus Disease 19 (COVID-19) around the Company's premises, both in the Palembang head office, as well as Baturaja and Panjang plants and Jakarta representative office.

Through the Safety, Security, Health and Environment (SSHE) Division, the Company takes on measures to stop the spread of COVID-19. Among others, by establishing SOPs related to COVID-19, the making of video and *e-Book* on Health Protocols at Work, monitoring of workers' condition or visitors at the office, prevention by means of socialization through banners and *e-flyers* and other activities.

Below are activities related to COVID-19 prevention around the working areas of the Company's.

1. Maintain Sanitation and Cleaning of Work Areas

The Company's through the SSHE Division by routine sanitation of work areas, providing hand-washing facilities in each building or office, control the cleaning of toilets and place hand sanitizers in work areas. The Company's also enforces employees to constantly self-disinfect at their individual desks. Disinfectant is also routinely carried out around the meeting and guest rooms.



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2. Pembagian Alat Pelindung Diri (APD) ke Pekerja

Perseroan melalui Divisi SSHE secara rutin memberikan APD kepada pekerja di lingkungan Perseroan. Perseroan juga memberikan APD khusus yang ditujukan bagi pekerja yang secara kumulatif banyak berhubungan dengan pekerja lainnya seperti hasmat, sarung tangan sekali pakai, masker, *hand sanitizer*, dan *face shield*.

2. Distribution of Personal Protective Equipment (PPE) to Workers

Through the SSHE Division, the Company's routinely provide PPE to workers in the Company's premises. The Company's also provide special PPE for worker who are continuously in contact with other workers, such as hazmat (hazardous materials) suit, sanitary gloves, masks, hand sanitizers and face shields.



Pembagian APD Masker untuk Pekerja Semen Baturaja melalui Serikat Karyawan Semen Baturaja
Distribution of PPE Masks for Workers of Semen Baturaja through the Employee Union of Semen Baturaja



Pembagian APD Masker untuk Tamu Perusahaan yang Tidak Menggunakan Masker Standar (Medis, Kain 3 ply atau N95)
Distribution of PPE Masks to Company visitors who are not using the standard (3-ply cloth medical masks or N95) masks.



Pembagian APD *face shield* untuk petugas security dalam pengecekan temperatur pekerja
Distribution of PPE face shields to security staff on duty for checking workers body temperature.



Pembagian APD Hasmat untuk perawat dalam melakukan *screening* atau *swab antigen* pekerja atau tamu
Distribution of PPE hazmat suits to medical staff/nurses on duty for screening or antigen swabbing of workers or visitors



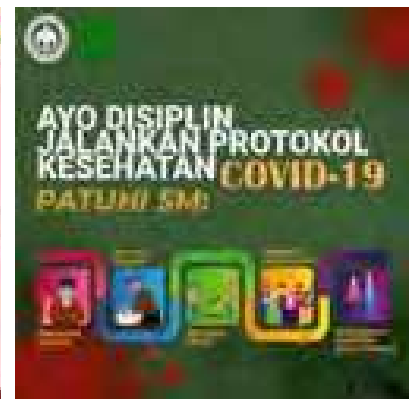
Pembagian APD sarung tangan sekali pakai untuk *office boy*
Distribution of PPE sanitary gloves to office boys

3. Edukasi Kesehatan Terkait COVID-19

Perseroan melalui Divisi SSHE rutin melakukan edukasi terkait COVID-19 ke semua pekerja. Edukasi dilakukan melalui *banner* yang dipasang di lingkungan kerja, *E-Flyer* yang di-*blasting* di *group whatsapp*, pembuatan video terkait COVID-19 dan diskusi langsung dengan pekerja dari berbagai lini di Perseroan. Hal tersebut dilakukan untuk memberikan pengertian, ilmu dan informasi terkini terkait COVID-19 serta mengurangi kekhawatiran berlebihan di kalangan pekerja dalam menghadapi pandemi.

3. Health Education Related to COVID-19

Through the SSHE Division, the Company's routinely conduct education activities related to COVID-19 to all workers. This is done, among others, through placement of banners around work areas, e-flyer blasts in whatsapp groups, production of video related to COVID-19 and direct discussions with workers from various levels in the Company's. The objective is to provide an understanding, knowledge and updated information on COVID-19 as well as to reduce overly-concerns among the workers in facing the pandemic.



Salah satu contoh *e-Flyer* yang rutin dibuat Divisi SSHE setiap minggunya dan di-*blasting* via aplikasi whatsapp group serta di cetak dan dijadikan *banner* di lingkungan kerja Semen Baturaja
Examples of e-flyers weekly produced, distributed, blasted through whatsapp groups and printed as banners around Semen Baturaja work premises conducted by the SSHE Division



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Edukasi dan *sharing* mengenai *safety* dan COVID-19 di lingkungan Pekerja Semen Baturaja
Educating and sharing information on safety and COVID-19 around workers' areas in at Semen Baturaja

4. Pengawasan, Pemeriksaan dan Pemantauan Lingkungan Kerja

Perseroan melalui Divisi SSHE rutin melaksanakan kegiatan pengawasan, pemeriksaan dan pemantauan pekerja dan area kerja. Sebagai pedoman dalam bekerja di masa pandemi, Perseroan telah menyediakan Protokol Kesehatan selama Pandemi dan SOP Kesiapsiagaan Menghadapi Penyebaran Virus COVID-19. Perseroan juga telah menunjuk "Covid Ranger" sebagai perwakilan tiap divisi dan diharapkan menjadi *agent of change* dalam penerapan protokol kesehatan di area kerja. "Covid Ranger" juga bertugas melaporkan keadaan lingkungan kerja masing-masing unit kerja dengan input data cosmic dan akan dilaporkan ke Kementerian BUMN.

Kegiatan lain yang dilakukan oleh Perseroan yaitu pemeriksaan suhu tubuh pekerja sebelum masuk ke tempat kerja, melakukan *screening* bagi tamu perusahaan, *memonitoring* kondisi kesehatan karyawan serta memantau potensi terpaparnya COVID-19 melalui aplikasi SMBR survey, mewajibkan swab antigen bagi tamu luar kota dan pekerja yang telah bepergian dari luar kota, pembuatan SK Direksi terkait COVID-19 dan melakukan sidak masker serta kepatuhan pekerja terhadap protokol kesehatan yang berlaku di Perseroan.

4. Supervision, Inspection and Monitoring of Work Areas

The Company's Working Environment through the SSHE Division by conducting activities related to supervision, inspection and monitoring of workers and work environment. As a guideline in working in the pandemic era, the Company provides Health Protocols and the SOP on the Readiness in Facing the Spread of COVID-19 Virus. The Company's also assigned the "Covid Ranger" as representative in each division and hopefully as agent of change in implementing health protocols around working areas. The "Covid Rangers" are also assigned to report all conditions of the working environment of each work unit by inputting cosmic data to be reported also to the BUMN Ministry.

Other activities conducted by the Company's include checking body temperature of all employees/workers prior to entering working areas, screening of company visitors, monitoring of health conditions of employees as well as monitoring of potential exposure to COVID-19 through the application of SMBR survey, requirement of swab antigen for out-of-town visitors and workers who have been on out-of-town duties, establishing Decision Letter of the Board of Directors regarding COVID-19 and conduct sudden mask inspections as well as workers' compliance with health protocols prevailing at the Company's.



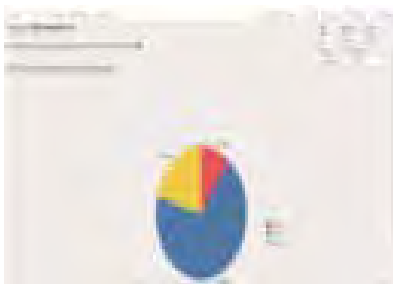
Self-assessment pekerja via SMBR Survey
Workers self-assessment via SMBR Survey



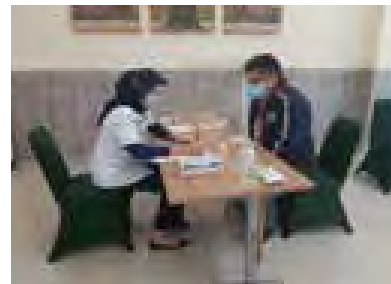
SOP Kesiapsiagaan Menghadapi Penyebaran COVID-19
SOP on Readiness in Facing the Spread of COVID-19



Pembuatan Pengumuman dan SK Direksi terkait Pengendalian COVID-19
Establish Announcements and Decrees of the Board of Directors related to COVID-19 Control



Hasil Pengisian SMBR Survey di update setiap hari dan di-blasting di Group WA
Results of SMBR Survey are updated every day and blasted through WA groups



Kegiatan screening dan swab antigen yang dilakukan untuk memantau potensi terpaparnya seorang tamu perusahaan atau pekerja
Screening and antigen swab conducted to monitor potential exposure of visitors or workers



Protokol Kesehatan Selama Pandemi
Health Protocols During the Pandemic

REALISASI KEBIJAKAN LARANGAN KEGIATAN KE LUAR DAERAH DAN/ATAU MUDIK

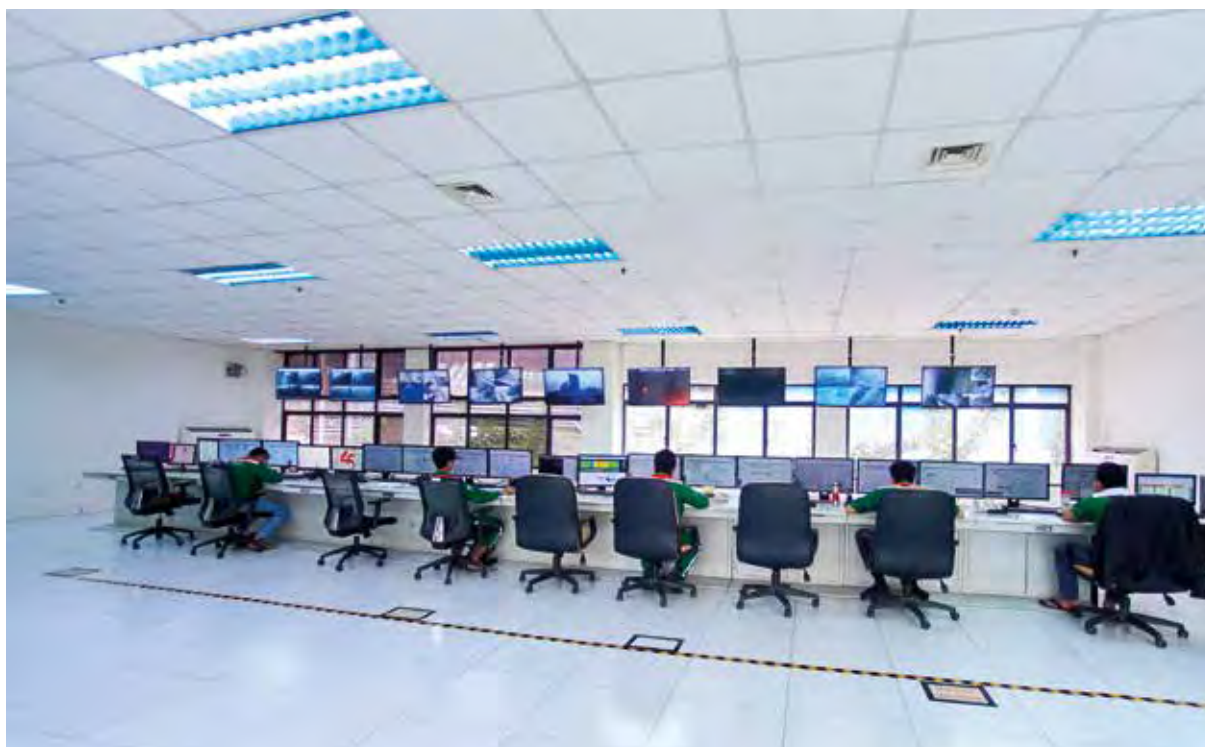
Perseroan telah mengakomodir Surat Edaran Menteri BUMN No. SE-4/MBU/04/2020 tentang Larangan Kegiatan Berpergian Ke Luar Daerah dan/ atau Kegiatan Mudik dalam Upaya Pencegahan Penyebaran Corona Virus Disease 2019 (COVID-19) di dalam Surat Pengumuman dari Vice President Human Resource PT Semen Baturaja (Persero) Tbk No. PH.08.04/DHR.0436/2020 tentang Hari Libur Nasional dan Cuti Bersama Hari Raya Idul Fitri Tahun 2020/1441 H. Poin kelima peraturan tersebut menyatakan bahwa seluruh Karyawan/ti (termasuk yang ditempatkan/ditugaskan di Anak Perusahaan/ Afiliasi) dilarang untuk bepergian ke luar daerah dan/ atau melakukan kegiatan mudik. Surat pengumuman tersebut telah dipublikasikan melalui portal internal Perseroan yang dapat diakses oleh seluruh karyawan/ti Perseroan.

REALIZATION OF THE POLICY ON THE PROHIBITION OF OUT-OF-TOWN AND/OR HOMECOMING ACTIVITIES

The Company has accommodated the BUMN Ministry Circular Letter No. SE-4/MBU/04/2020 on the Prohibition of Out-of-Town and/or Homecoming Travel Activities in the Effort to Prevent the Spread of Corona Virus Disease 2019 (COVID-19) as stated in the Announcement Letter of the Human Resource Vice President of PT Semen Baturaja (Persero) Tbk No. PH.08.04/DHR.0436/2020 on National Holidays and Idul Fitri Holiday Leave for the Year 2020/1441H. Point five of the regulation states that all Employees (including those posted/assigned in Subsidiaries/ Affiliated Entities) are prohibited from out-of-town traveling and/or travel for homecoming purposes. The announcement letter is published through the Company's internal portal accessible by all employees of the Company.



TEKNOLOGI INFORMASI DAN KOMUNIKASI INFORMATION TECHNOLOGY AND COMMUNICATION



Bagi Perseroan, Teknologi Informasi dan Komunikasi (*Information and Communication Technology/ICT*) merupakan salah satu aset vital Perseroan. ICT memudahkan dan meningkatkan efektivitas proses komunikasi dan pengambilan keputusan serta pelaksanaan kegiatan operasional. ICT juga menjadi piranti penghasil, penyimpanan dan pengelola aset data dan informasi berharga milik Perseroan.

ICT merupakan sarana yang amat penting untuk memastikan rencana bisnis dan *Key Performance Indicator* (KPI) Perseroan tercapai. Adapun kebijakan pengelolaan ICT Perseroan ialah menuju industri 4.0 yang mana pengembangan-pengembangan ke depan mengarah kepada pemanfaatan teknologi *internet of things* (IoT), *artificial intelligence*, otomatisasi pabrik, digital *platform* bisnis

TATA KELOLA TEKNOLOGI INFORMASI DAN KOMUNIKASI

Mengingat strategisnya peran ICT di dalam kegiatan Perseroan, sehingga kesadaran arti penting dan sifat kritis dari ICT perlu dimiliki oleh seluruh jajaran manajemen dan karyawan Perseroan agar dapat berhati-hati dan mengoptimalkan investasi, pemanfaatan dan penggunaan ICT. Hal tersebut ditujukan agar Perseroan terhindar dari berbagai

For the Company's, Information and Communication Technology (ICT) is one of the Company's vital assets. ICT provides convenience and increased effectiveness of the communication and decision making processes as well as implementation of operational activities. ICT also becomes the tools for generating, storing and managing Company's assets of data and valuable information.

ICT is a highly important means to ensure that business plans and Key Performance Indicator (KPI) of the Company's are achieved. The Company's policy on ICT management is moving towards industry 4.0 where future developments are moving in the direction of "internet of things" (IoT) technology utilization, artificial intelligence, factory automation, digital business platforms.

INFORMATION AND COMMUNICATION TECHNOLOGY GOVERNANCE

Considering the strategic role of ICT within the Company's activities that awareness of the importance and critical traits of ICT are necessary to have by all levels of the management and that the Company's employees must be prudent and optimize the investment, utilization and use of ICT. This is intended so that the Company can avoid various unwanted



ancaman, kegagalan dan kerugian yang tidak kehendaki, baik yang berasal dari dalam (*internal fraud*) maupun dari luar Perseroan (*external crime*).

Mengacu pada kondisi tersebut, Perseroan menyusun suatu tata kelola ICT (*ICT governance*) dalam kegiatan operasional, perencanaan dan pengembangan. Perseroan telah menerapkan tata kelola TI yang terus direviu dan diperbaharui menyesuaikan dengan perkembangan teknologi yang terjadi.

Ruang lingkup Pedoman Tata Kelola ICT Perseroan mengatur hal-hal mengenai pengelolaan dan penggunaan layanan ICT tentang:

1. Prinsip, kerangka kerja tata kelola dan struktur organisasi ICT.
2. Kebijakan mengenai sumber daya ICT, mencakup:
 - a. Sumber daya Informasi;
 - b. Layanan, infrastruktur, dan aplikasi/*software* ICT;
 - c. Sumber daya manusia (keahlian dan kompetensi).
3. Kebijakan pengelolaan ICT, yaitu kebijakan mengenai operasional dan pengembangan.
4. Ketentuan dan standar etika pengelolaan dan penggunaan layanan ICT.

Tata kelola ICT SMBR juga mencakup prinsip dan komponen yang wajib diperhatikan bagi pengurus dan pejabat ICT dalam merencanakan, mengembangkan dan mengelola ICT Perseroan. Adapun prinsip dan komponen tersebut diurai dalam tabel berikut ini:

Prinsip Principles	Tata Kelola Governance
<ul style="list-style-type: none"> • Terpenuhinya kebutuhan para pemangku kepentingan • Menunjang kegiatan seluruh grup (from <i>end-to-end</i>) • Berdasarkan pada satu kerangka kerja terpadu di seluruh grup • Memungkinkan perusahaan menerapkan pendekatan yang bersifat holistik terhadap berbagai aspek kegiatan Perseroan • Memisahkan dengan jelas antara pengambil keputusan, pelaksana, dan pengawas ICT • Fulfillment of the stakeholders' needs • Support all groups' end-to-end activities • Based on one integrated framework in all groups • Enabling the Company to adopt a holistic approach to the various aspects of the Company's activities • Clearly separating between the decision-makers, executors and supervisors of ICT 	<ul style="list-style-type: none"> • Proposisi Nilai ICT SMBR • Perencanaan • Proses pengelolaan ICT (pengembang dan pengoperasian) • Manajemen risiko dan keberlanjutan layanan ICT • Pengendalian, pengawasan/pemantauan dan evaluasi kinerja • Pengorganisasian • SMBR's ICT Value Proposition • Planning • ICT management process (development and operation) • Risk management and sustainable ICT services • Performance control, supervision/monitoring and assessment • Organization

threats, failures and losses, which may emerge internally (*internal fraud*) as well as externally from outside the Company (*external crime*).

Referring to such conditions, the Company's establishes the ICT governance in its operational, planning and development activities. The Company enforces the IT governance which is continuously reviewed and updated in accordance with occurring technological development.

The scope of the ICT Governance Guidelines of the Company's regulates on matters related to the management and the use of ICT services as follows:

1. Principles, governance framework and organizational structure of ICT.
2. Policy on ICT resources, containing:
 - a. Information resources;
 - b. ICT services, infrastructure, and application/*software*;
 - c. Human resources (expertise and competency).
3. Policy on ICT management, namely policy on operation and development.
4. Provisions and ethical standards on the management and use of ICT services.

SMBR's ICT governance also covers the principles and components that must be attended to by ICT administrators and officials in planning, developing and managing the Company's ICT. Such principles and components are described in the table below:



TEKNOLOGI INFORMASI DAN KOMUNIKASI INFORMATION TECHNOLOGY AND COMMUNICATION

LANDASAN HUKUM DAN RUJUKAN

Dalam melakukan pengelolaan ICT, Perseroan memperhatikan beragam landasan hukum dan rujukan yakni sebagai berikut.

1. Undang-Undang Republik Indonesia Nomor: 40 Tahun 2007 tentang Perseroan Terbatas
2. *The Indonesia Good Corporate Governance Manual, OJK-International Financial Corporation, 2014*
3. Peraturan Menteri BUMN Nomor: 1 Tahun 2011 tentang Pedoman Penerapan *Good Corporate Governance* di Lingkungan Badan Usaha Milik Negara
4. Peraturan Menteri BUMN Nomor: 3 Tahun 2018 tentang Panduan Penyusunan Tata Kelola Teknologi Informasi Badan Usaha Milik Negara
5. Pedoman *Good Corporate Governance* PT Semen Baturaja (Persero) Tbk
6. Kebijakan dan Pedoman *Governance Risk and Compliance (GRC) Terpadu* PT Semen Baturaja (Persero) Tbk
7. Pedoman Sistem Manajemen Semen Baturaja (SMSB)
8. Rencana Jangka Panjang Perusahaan (RJPP) PT Semen Baturaja (Persero) Tbk Tahun 2017 - 2021
9. *Control Objective for IT (COBIT)*, ISACA

FOKUS 2020

Perseroan telah menentukan fokus ICT untuk tahun buku yang telah disesuaikan dengan rencana bisnis Perseroan. Berikut uraiannya:

1. Optimalisasi SAP

Sistem ERP SAP yang mulai *go live* pada Januari 2019 terus dikembangkan dan dioptimalkan penggunaannya dengan menambah fitur dan mengembangkan aplikasi-aplikasi turunan pendukung guna meningkatkan kinerja Perseroan.

2. Pengembangan sistem ERP yang terintegrasi untuk anak usaha

Anak usaha yang terus mengembangkan bisnisnya membutuhkan sistem ERP yang dapat mendukung kegiatan operasional dan mendigitalisasikan proses bisnis sehingga dilakukan implementasi ERP pada anak usaha yang *go live* pada Januari 2021.

LEGAL BASIS AND REFERENCE

In managing ICT, the Company's takes into account the various legal basis and references as follows:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies
2. The Indonesia Good Corporate Governance Manual, OJK-International Financial Corporation, 2014
3. Ministry of BUMN Regulation No. 1 of 2011 on Implementation Guidelines of Good Corporate Governance in State-Owned Enterprises Environment
4. Ministry of BUMN Regulation No. 3 of 2018 on Guidelines to Establishing Information Technology Governance in State-Owned Companies.
5. Good Corporate Governance Guidelines of PT Semen Baturaja (Persero) Tbk
6. Policy and Guidelines of the Integrated Governance Risk and Compliance (GRC) of PT Semen Baturaja (Persero) Tbk
7. Guidelines of the Management System of Semen Baturaja (SMSB)
8. Company's Long-Term Plans (RJPP) of PT Semen Baturaja (Persero) Tbk of 2017-2021
9. Control Objective for IT (COBIT), ISACA

2020 FOCUS

The Company determined the focus of ICT for the fiscal year as adjusted to the business plans of the Company's, as described below:

1. SAP Optimization

SAP (System Application and Products in data processing) of Enterprise Resource Planning (ERP) system, which went live on January 2019, continues to grow and its utilization is optimized with the additional features and development of supporting downline applications for the improvement of the Company's performance.

2. Development of the ERP integrated system for subsidiaries

Subsidiaries that continue to expand its business require the ERP system that supports operational activities and digitalization of the business process so that ERP is implemented in subsidiaries that went live on January 2021.



3. Digitalisasi Proses Bisnis

Dilakukan dengan mengembangkan aplikasi-aplikasi dan *dashboard monitoring* pendukung otomatisasi dan digitalisasi Perseroan.

PELAKSANAAN INISIATIF DAN PENGEMBANGAN ICT 2020

Sepanjang tahun 2020, Perseroan merealisasikan 22 inisiatif di bidang ICT yang dikelompokkan ke dalam tiga bidang inisiatif yakni bidang tata kelola, bidang pengembangan sistem dan bidang infrastruktur. Dari ke-22 inisiatif tersebut, sebanyak 19 inisiatif telah selesai dikembangkan pada tahun buku. Sementara tiga sisanya masih dalam status *carry over*. Adapun rinciannya disajikan dalam tabel berikut.

3. Digitalization of Business Process

This process is carried out through the applications and dashboard monitoring that support the Company's automation and digitalization.

IMPLEMENTATION OF THE 2020 ICT INITIATIVE AND DEVELOPMENT

Throughout the year 2020, the Company realized 22 initiatives in the field of ICT, categorized into three areas of initiative, namely governance, system development and infrastructure. From the 22 initiatives, as many as 19 initiatives were developed during the fiscal year. While the other three remain in carry over status. Details of these initiatives are noted in the following table.



TEKNOLOGI INFORMASI DAN KOMUNIKASI INFORMATION TECHNOLOGY AND COMMUNICATION

Tabel Pelaksanaan Inisiatif dan Pengembangan ICT 2020
Table Implementation of 2020 ICT Initiatives and Development

Kelompok Inisiatif Field Group Initiative	Nama Inisiatif Name of Initiative	Uraian Description	Status Status
Bidang Tata Kelola Governance	ITMP Perseroan Company ITMP	Penyusunan <i>Information Master Plan</i> <i>Establishment of Information Master Plan</i>	Carry Over
	ITSM	Implementasi <i>IT Service Management</i> <i>Implementation of IT Service Management</i>	Selesai Completed
	Kebijakan TI IT Policy	Penyusunan kebijakan (<i>standard operating procedure</i>) IT <i>Establishment of IT Policy (standard operating procedures)</i>	Carry Over
	Penilaian Kedewasaan TI Assessment IT Maturity	Melakukan <i>assessment IT maturity</i> <i>Assessment of IT maturity</i>	Selesai Completed
Bidang Pengembangan Sistem System Development	Aplikasi SMBR Survey <i>Self-Assesment</i> SMBR Self-Assessment Survey Application	Untuk melakukan pendeteksian dini dan tracking terhadap COVID-19 dengan melakukan <i>self-assessment online</i> via aplikasi yang hasilnya dapat langsung dilihat pada dashboard manajemen Perseroan To conduct early detection and tracking of COVID-19 by means of online self-assessment via application of which the result may be directly accessed on the Company management dashboard.	Selesai Completed
	Aplikasi <i>Contract Controlling System (CCS)</i> Contract Controlling System (CCS) Application	Digitalisasi proses pembuatan kontrak, <i>tracking</i> dan penyimpanan digital dokumen-dokumen kontrak serta <i>monitoring</i> kontrak Digitalization of such process as contract development, tracking and storage of digital contractual documents as well as contract monitoring.	Selesai Completed
	Aplikasi <i>Risk Management System (RMS)</i> Risk Management System (RMS) Application	Digitalisasi proses penyusunan <i>risk management</i> Perseroan Process digitalization of formulating the Company's risk management.	Selesai Completed
	Aplikasi SMBR SOS SMBR SOS Application	Digitalisasi proses observasi terhadap <i>safety</i> dengan menginputkan data observasi, hasil temuan dan tindak lanjut ke dalam aplikasi Process digitalization of observation of safety by inputting observation data, findings and follow-up into the application.	Selesai Completed
	Aplikasi <i>e-Voucher</i> e-Voucher Application	Digitalisasi dengan melakukan <i>enhancement</i> pada aplikasi <i>approval</i> verifikasi pembayaran (<i>e-voucher</i>) dengan menambahkan beberapa fitur <i>tracking</i> , <i>payment schedule</i> dan <i>paperless</i> dokumen Digitalization in applying enhancement on the application's payment approval verification (e-voucher) by adding several features of tracking, payment schedule ad paperless document.	Selesai Completed
	ERP anak usaha (BMU) ERP Subsidiary (BMU)	Digitalisasi proses bisnis dengan menerapkan ERP (<i>Enterprise Resource Planning</i>) dimana setiap transaksi tersistem dan terintegrasi. Input data dan akses <i>report</i> dapat dilakukan dimana saja melalui koneksi internet Digitalization of business process by applying ERP (Enterprise Resource Planning) where each transaction is systemized and integrated. Data input and report access may be carried out anywhere through internet connection.	Selesai Completed
	Aplikasi POD POD Application	Memastikan distribusi produk berjalan tepat dan tertib dengan melakukan <i>prove of delivery (POD)</i> melalui aplikasi Ensuring that product distribution runs accurately and properly by proof of delivery (POD) through the application.	Selesai Completed
	<i>Tableau Dashboard</i> Tableau Dashboard	Membantu manajemen dalam mengambil keputusan dan memantau kinerja perusahaan dan operasional melalui <i>dashboard</i> yang dapat diakses kapanpun dimanapun melalui akses internet Support the management in decision making and company performance and operation monitoring through the dashboard, accessible any time anywhere through internet access.	Selesai Completed
	<i>Enhancement SAP</i> SAP Enhancement	Pengembangan pada ERP SAP yang sudah berjalan dengan menambahkan fitur dan <i>report</i> yang dibutuhkan dan aplikasi turunan pendukung Development of the ongoing ERP SAP by adding necessary features and report and supporting offline applications.	Selesai Completed
	GCG APPS GCG APPS	<i>Paperless</i> (surat pernyataan kepatuhan) GCG <i>Paperless (statement letter of compliance) GCG</i>	Selesai Completed
Bidang Infarstruktur Infrastructure	Legalisasi <i>Software</i> Software Legalization		Selesai Completed
	Infrastruktur <i>Personal Computer</i> Personal Computer Infrastructure	Penyediaan dan peremajaan <i>laptop</i> serta <i>desktop</i> perusahaan Provision and rejuvenation of corporate laptops and desktops.	Selesai Completed
	Infrastruktur DRC DRC Infrastructure	Pembuatan ruang <i>server</i> dan <i>ICT control central room</i> <i>Development of server room and ICT central control room</i>	Selesai Completed
		Penyediaan <i>server</i> DRC <i>Provision of DRC server</i>	Carry Over
	Infrastruktur <i>Network</i> Network Infrastructure	Penyediaan, penambahan kapasitas, penggantian infarstruktur jaringan komunikasi dan <i>security</i> <i>Provision, addition of capacity, replacement of communication and security network infrastructure</i>	Selesai Completed
<i>Video Conference</i> Video Conference	Penambahan kapasitas dan peremajaan perangkat <i>video conference</i> <i>Additional capacity and rejuvenation of video conference device</i>	Selesai Completed	



TANTANGAN

Pencapaian pelaksanaan inisiatif dan pengembangan ICT pada tahun 2020 tidak terlepas dari beragam tantangan, utamanya ialah pandemi COVID-19 yang membuat proses pengembangan dan pembahasan implementasi lebih banyak dilakukan dengan *remote* dan *online*. Kondisi tersebut tersebut cukup memberikan pengaruh terhadap pelaksanaan pengembangan sistem.

Meskipun demikian, sebagai langkah untuk mengantisipasi hal tersebut, Perseroan mulai menerapkan protokol COVID-19 yang cukup memadai serta meningkatkan fasilitas pendukung untuk bekerja secara *remote* dengan meningkatkan kualitas jaringan internet, menyediakan fasilitas *meeting online* dan melakukan *change management* dalam menghadapi perubahan pola dan cara kerja.

SISTEM KEAMANAN

Dalam mengelola sistem keamanan dan sistem kontrol, Perseroan memiliki pedoman yang tertuang dalam Pedoman Tata Kelola Teknologi dan Informasi Perseroan. Dalam dokumen tersebut disebutkan bahwa pengelolaan dan penggunaan jaringan/*network* ICT Perseroan wajib dilakukan dengan memperhatikan aspek pengendalian dan keamanannya sesuai dengan ketentuan sebagai berikut:

1. Pengendalian Jaringan/*Network*

- a. Unit ICT Perseroan harus melindungi jaringan/*network* dari akses oleh pihak yang tidak berwenang dengan menerapkan kontrol-kontrol yang tepat.
- b. Kegiatan jaringan/*network* harus dipantau untuk menjamin bahwa sumber daya jaringan digunakan secara efektif dan efisien dan agar kesalahan pemrosesan tidak terjadi.
- c. Penyambungan atau perluasan jaringan/*network* komputer, akses ke sistem jaringan internal atau eksternal ditentukan berdasarkan kebutuhan kegiatan Perseroan dan dikendalikan serta diatur oleh Unit ICT Perseroan.
- d. Kemampuan pengguna untuk memasuki jaringan komputer harus dibatasi sesuai dengan layanan yang telah ditetapkan.

CHALLENGES

The achievement of ICT initiative implementation and development in 2020 was inseparable from various challenges, especially the COVID-19 pandemic that caused development process and implementation discussions were more often carried out remotely and online. Such conditions were sufficiently influential to the implementation of system development.

Nevertheless, as an anticipative measure, the Company began to implement adequate COVID-19 protocols as well as improve supporting facilities to be able to work remotely by improving the quality of the internet network, provide online meeting facilities and conduct change management in facing the changes in work patterns and methods.

SECURITY SYSTEM

In managing the security system and control system, the Company's retains the guidelines contained in the Technology and Information Governance Guidelines of the Company's. The document mentions that implementation of the management and use of the Company's ICT network must take into account the control and security aspects with the following conditions:

1. Network Control

- a. ICT Unit of the Company's must protect the network from access by unauthorized parties by implementing strict control.
- b. Network activities must be monitored to ensure that network resources are used effectively and efficiently to avoid errors in the process.
- c. Connection or expansion of computer network, access to internal or external networks are determined based on the needs of the Company's and controlled as well as regulated by the ICT Unit of the Company's.
- d. The ability of users to enter the computer network must be limited in accordance with the established services.



TEKNOLOGI INFORMASI DAN KOMUNIKASI INFORMATION TECHNOLOGY AND COMMUNICATION

2. Keamanan Layanan Jaringan/Network

- a. Internet dan Perangkat *Firewall*
Setiap sistem yang menyimpan aplikasi penting yang dikelola Unit ICT Perseroan atau yang memberi akses ke informasi yang rahasia harus dipasang perangkat *firewall* untuk melindungi dari akses oleh pihak yang tidak berwenang.
- b. Profile Akses Jaringan/*Network*
Pengguna jaringan baik melalui kabel, wifi maupun VPN harus dibuatkan profil berdasarkan kepentingan aksesnya agar bisa diberikan kontrol terhadap jaringan/*network* sebagaimana diperlukan.
- c. Akses Pihak Ketiga ke Dalam Jaringan/*Network*
Akses oleh pihak ketiga ke jaringan/*network* Perseroan hanya diberikan untuk pelaksanaan kegiatan organisasi dan setelah perjanjian kontrak dan kesepakatan kewajiban menjaga rahasia (*non-disclosure agreement/NDA*) disetujui oleh kedua belah pihak serta pihak ketiga yang diizinkan masuk ke jaringan/*network* Perseroan harus dirinci serta secara jelas dan kegiatannya selama menggunakan jaringan/*network* harus dipantau, diawasi dan dicatat.

RENCANA STRATEGI 2021

Pada tahun 2021, Perseroan merencanakan strategi pengembangan ICT yang menuju pada Industri 4.0 dengan mengarah kepada otomasi pabrik, digitalisasi dalam bisnis dan sinergi antar BUMN serta peningkatan penerapan pengelolaan IT.

Di samping itu, Perseroan juga sudah memetakan potensi tantangan di masa depan yakni bagaimana bersinergi secara digital dengan BUMN yang termasuk dalam klaster semen dan mengarah pada revolusi industri 4.0 sesuai dengan arahan Kementerian BUMN. Untuk mengantisipasi hal tersebut, Perseroan telah melakukan pendekatan kerja sama dengan BUMN yang termasuk dalam klaster semen dan mulai memperkuat infrastruktur dan teknologi untuk dapat mengadopsi teknologi Industri 4.0.

2. Security of Network Services

- a. Internet and Firewall Device
Each system that stores important applications managed by the ICT Unit of the Company's or which provides access to confidential information must be installed with firewall device in order to protect from unauthorized access.
- b. Network Access Profile
Network users, either through cable, wifi or VPN, must set up profiles based on the access importance so that control of the network can be provided.
- c. Third-Party Access Into the Network
Access by third parties into the network of the Company's may only be provided for the purpose of the organization's activities and upon a contract agreement and liability agreement to maintain confidentiality (*non-disclosure agreement (NDA)* approved by both parties and the third party allowed to enter into the network of the Company's must be clearly detailed and that activities during the use of the network must be monitored, supervised and recorded.

2021 STRATEGIC PLAN

In the year 2021, the Company's plans for ICT development strategy towards Industry 4.0 by moving towards factory automation, business digitalization and synergy among BUMNs as well as improvement in IT management implementation.

In addition, the Company has also mapped potential challenges in times ahead, namely how to digitally synergize with other BUMN included in the cement cluster and move towards industrial revolution 4.0 in accordance with the directives set forth by the Ministry of BUMN. To anticipate such circumstances, the Company has begun with approaching to set up cooperation with other BUMN that are included in the cement cluster and begun to strengthen the infrastructure and technology to be able to adopt Industry 4.0 technology.



DEMOGRAFI PERSONEL ICT

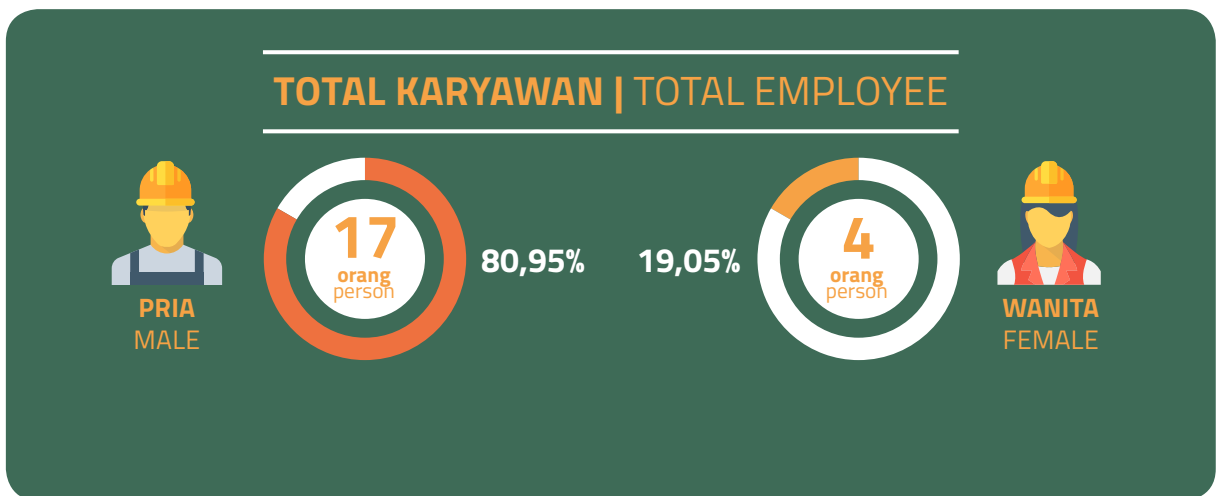
Hingga 31 Desember 2020, Perseroan didukung oleh 21 personel di bidang ICT. Sebanyak 17 orang atau 80,95% adalah personel laki-laki dan sisanya yakni 4 orang atau 19,05% merupakan personel perempuan.

Berikut adalah profil demografi personel ICT Perseroan.

ICT PERSONNEL DEMOGRAPHY

As of 31 December 2020, the Company is supported by 21 personnel in the field of ICT. As many as 17 individuals or 80.95% were male personnel and the remaining 4 or 19.05% were female.

Following is the demography profile of the Company's ICT personnel.



(Orang | People)

Kelompok Karyawan Employee Group	Jumlah Amount
Vice President	1
Senior Manager	3
Manager	4
Junior Manager	7
Non Staff	4
Kontrak	2
Total	21

(Orang | People)

Rentang Usia Age Range	Jumlah Amount
<26	1
26 - 30	10
31 - 35	4
36 - 40	5
41 - 55	1
Total	21

TATA KELOLA PERUSAHAAN

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PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES



// Melalui komitmen yang tinggi dan konsistensi terhadap penerapan tata kelola perusahaan yang baik, Perseroan meyakini akan dapat mencegah praktik-praktik Suap, Korupsi, Kolusi dan Nepotisme (KKN) serta meningkatkan fungsi pengawasan dalam mengelola Perseroan.

Through high commitment and consistency to the implementation of good corporate governance, the Company believes that it will be able to prevent bribery, corruption, collusion and nepotism (KKN) and improve the supervisory function in managing the Company. //

Tata Kelola Perusahaan merupakan suatu proses dan struktur yang digunakan oleh organ Perseroan untuk meningkatkan keberhasilan usaha dan akuntabilitas Perseroan guna mewujudkan nilai Pemegang Saham dalam jangka panjang (*sustainable*) dengan tetap memperhatikan kepentingan *Stakeholders* lainnya, berlandaskan peraturan perundang-undangan dan nilai-nilai etika.

Perseroan menyadari peran penting penerapan tata kelola perusahaan yang baik (GCG) adalah

Corporate Governance is a process and also a structure that is used by the Company's organs to improve the Company's business and accountability in order to realize the value for Shareholders in the long term (*sustainable*) while taking into account the interests of other stakeholders, based on applicable laws and regulations and ethical values.

The Company realizes that GCG implementation is the foundation and the means to achieve its



landasan dan sarana dalam upaya pencapaian visi, misi dan tujuan Perseroan agar mampu menjaga kesinambungan kegiatan usaha. Selain itu, Perseroan juga berkeyakinan bahwa penerapan GCG akan mendorong terciptanya persaingan yang sehat dan iklim usaha yang kondusif. Pemahaman ini mendasari komitmen Perseroan untuk senantiasa menegakkan penerapan GCG dalam setiap jenjang organisasi dan kegiatan operasionalnya. Melalui komitmen yang tinggi dan konsistensi terhadap penerapan tata kelola perusahaan yang baik, Perseroan meyakini akan dapat mencegah praktik-praktik Suap, Korupsi, Kolusi dan Nepotisme (KKN) serta meningkatkan fungsi pengawasan dalam mengelola Perseroan

Wujud komitmen tersebut dapat dilihat dalam Pedoman GCG Perseroan yang ditetapkan melalui Surat Keputusan Direksi PT Semen Baturaja Nomor: PH.01.04/079.A/2005 tanggal 1 Agustus 2005 tentang Buku Pedoman *Good Corporate Governance* (GCG) PT Semen Baturaja (Persero). Buku Pedoman *Good Corporate Governance* (GCG) Perseroan terakhir dimutakhirkan dengan ditetapkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/114.A/2020.

Pedoman GCG Perseroan disusun dengan tujuan untuk:

1. Memaksimalkan nilai Perseroan dengan cara meningkatkan prinsip Keterbukaan, Akuntabilitas, Pertanggungjawaban, Kemandirian dan Kewajaran agar Perseroan memiliki daya saing yang kuat.
2. Mendorong pengelolaan Perseroan secara profesional, transparan dan meningkatkan kemandirian organ Perseroan.
3. Mendorong organ Perseroan dalam membuat keputusan yang lebih baik dan menjalankan aksi korporasi dengan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku, serta kesadaran akan adanya tanggung jawab sosial terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar Perseroan.

Pedoman GCG yang diimplementasikan dalam pengelolaan Perseroan mengacu pada peraturan perundang-undangan yang berlaku dan praktik-praktik terbaik (*best practices*) sehubungan dengan pengelolaan Perseroan. Ke depan, Pedoman GCG Perseroan ini terus diperbarui dan bersifat dinamis

vision, mission and objectives, as well as to be able to maintain the continuity of business activities. In addition, the Company also believes that by applying GCG principles, it will encourage a healthy competition and a conducive business climate. This understanding underlies the Company's commitment to always uphold the implementation of GCG at every level of the organization and its operational activities. Through high commitment and consistency to the implementation of good corporate governance, the Company believes that it will be able to prevent bribery, corruption, collusion and nepotism (KKN) and improve the supervisory function in managing the Company.

The manifestation of this commitment can be seen in the Company's GCG Guidelines which were established through the Decree of the Board of Directors of PT Semen Baturaja Number: PH.01.04/079.A/2005 dated 1 August 2005 concerning the Guidelines for Good Corporate Governance (GCG) of PT Semen Baturaja (Persero). The Company's GCG Guidebook was last updated based on Decree of the Board of Directors PT Semen Baturaja (Persero) Tbk Number: PH.01.04/114.A/2020.

The Company's GCG Guidelines are prepared with the aim of:

1. Maximizing the value of the Company by enhancing the principles of Openness, Accountability, Responsibility, Independence and Fairness so that the Company has a strong competitive edge.
2. Encouraging professional, transparent management of the Company and increasing the independence of the Company's organs.
3. Encouraging the Company's organs to make better decisions and carry out corporate actions based on high moral values and compliance with applicable laws and regulations, as well as awareness of social responsibility towards stakeholders and environmental sustainability around the Company.

The Company's GCG guidelines is prepared by referring to the prevailing laws and regulations and best practices relevant to the management of the Company. Going forward, the Company's GCG Guidelines will continue to be updated and are dynamic in line with the latest GCG developments



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

sesuai dengan perkembangan GCG terkini serta perubahan arah pengelolaan Perseroan ke arah yang lebih strategis.

LANDASAN HUKUM TATA KELOLA PERUSAHAAN

Dalam menerapkan praktik tata kelola perusahaan yang baik (GCG), Perseroan berpedoman pada kebijakan Komite Nasional Kebijakan *Governance* (KNKG) yang didirikan pada tanggal 30 November 2004 berdasarkan Keputusan Menteri Koordinator Perekonomian RI No. KEP-49/M.EKON/11/Tahun 2004 tentang Komite Nasional Kebijakan *Governance* (KNKG) yang diperbarui dengan keputusan Menko Bidang Perekonomian RI No. KEP-14/M.EKON/03/2008 tentang Komite Nasional Kebijakan *Governance* (KNKG). Peraturan lainnya yang menjadi landasan implementasi dan praktik GCG Perseroan adalah:

1. Undang-Undang Nomor 11 tahun 1980 tentang Tindak Pidana Suap;
2. Undang-Undang Republik Indonesia Nomor 8 tahun 1995 tentang Pasar Modal;
3. Undang-Undang Nomor 28 tahun 1999 tentang penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme;
4. Undang-Undang Republik Indonesia Nomor 20 tahun 2001 tentang Perubahan atas Undang-Undang Republik Indonesia Nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
5. Undang-Undang nomor 19 tahun 2003 tentang Badan Usaha Milik Negara;
6. Undang-Undang nomor 40 tahun 2007 tentang Perusahaan Terbatas;
7. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
8. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011, tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
9. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi dan Dewan Pengawas Badan Usaha Milik Negara;

and changes in the direction of the Company's management in a more strategic direction.

LEGAL BASIS FOR CORPORATE GOVERNANCE

In implementing good corporate governance practices (GCG), the Company is guided by the policies of the National Committee on Governance (KNKG) which was established on 30 November 2004 based on the Decree of the Coordinating Minister for the Economy of the Republic of Indonesia No. KEP-49/M.EKON/11/2004 concerning the National Committee on Governance Policy (KNKG) which was renewed by the Decree of the Coordinating Minister for Economic Affairs of the Republic of Indonesia No. KEP-14/M.EKON/03/2008 concerning the National Committee on Governance Policy (KNKG). Other regulations that form the basis for the implementation and practice of the Company's GCG are:

1. Law No. 11/1980 on Bribery;
2. Law of the Republic of Indonesia Number 8 of 1995 concerning Capital Market;
3. Law Number 28 of 1999 concerning the administration of a State that is Clean and Free from Corruption, Collusion and Nepotism;
4. Law of the Republic of Indonesia Number 20 of 2001 concerning Amendments to Law of the Republic of Indonesia Number 31 of 1999 concerning Eradication of Corruption;
5. Law number 19 of 2003 concerning State-Owned Enterprises;
6. Law number 40 of 2007 regarding Limited Liability Companies;
7. Regulation of the State Minister for State-Owned Enterprises Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises;
8. Regulation of the State Minister for State-Owned Enterprises Number: PER-09/MBU/2012 concerning Amendments to the Regulation of the State Minister for State-Owned Enterprises Number: PER-01/MBU/2011, concerning the Implementation of Good Corporate Governance in State Owned Enterprises;
9. Regulation of the State Minister for State-Owned Enterprises Number: PER-02/MBU/02/2015 concerning Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Directors and the Supervisory Board for State-Owned Enterprises;



10. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;
11. Peraturan Bapepam Nomor IX.I.1, Lampiran Keputusan Ketua Bapepam No: Kep-60/PM/1996 tanggal 17 Januari 1996, tentang Rencana dan Pelaksanaan Rapat Umum Pemegang Saham;
12. Peraturan Bapepam Nomor X.K.4, Lampiran Keputusan Ketua Bapepam No: Kep-27/PM/2003 tanggal 17 Juli 2003, tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum;
13. Peraturan Bapepam IX.I.5, Lampiran Keputusan Ketua Bapepam Nomor: Kep-29/PM/2004 tanggal 24 September 2004 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
14. Peraturan Bapepam Nomor X.K.6, Lampiran Keputusan Ketua Bapepam dan Lembaga Keuangan No: Kep-134/BL/2006 tanggal 7 Desember 2006, tentang Kewajiban Penyampaian Laporan Tahunan Bagi Emiten atau Perusahaan Publik;
15. Peraturan Bapepam X.K.2, Lampiran Keputusan Ketua Bapepam dan Lembaga Keuangan No: Kep-346/BL/2011 tanggal 5 Juli 2011, tentang Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik;
16. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan publik;
17. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan publik;
18. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
19. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
20. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
10. Regulation of the State Minister for State-Owned Enterprises Number: PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointing and Dismissing Members of the Board of Commissioners and the Supervisory Board for State-Owned Enterprises;
11. Bapepam Regulation Number IX.I.1, Attachment to Decision of the Chairman of Bapepam No: Kep-60/PM/1996 dated 17 January 1996, concerning Planning and Implementation of General Meeting of Shareholders;
12. Bapepam Regulation Number X.K.4, Attachment to Decree of the Chairman of Bapepam No: Kep-27/PM/2003 dated 17 July 2003, concerning Report on Realization of Use of Proceeds from Public Offering;
13. Bapepam Regulation IX.I.5, Attachment to the Decree of the Chairman of Bapepam Number: Kep-29/PM/2004 dated 24 September 2004 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee;
14. Bapepam Regulation Number X.K.6, Attachment to Decree of the Chairman of Bapepam and Financial Institutions No: Kep-134/BL/2006 dated 7 December 2006, concerning Obligations to Submit Annual Reports for Issuers or Public Companies;
15. Bapepam Regulation X.K.2, Attachment to Decision of the Chairman of Bapepam and Financial Institutions No: Kep-346/BL/2011 dated 5 July 2011, concerning Submission of Periodic Financial Statements of Issuers or Public Companies;
16. Financial Services Authority Regulation (POJK) Number: 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies;
17. Financial Services Authority Regulation (POJK) Number: 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies;
18. Financial Services Authority Regulation (POJK) Number: 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies;
19. Financial Services Authority Regulation (POJK) Number: 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies;
20. Financial Services Authority Regulation (POJK) Number: 15/POJK.04/2020 concerning Recana and Implementation of General Meeting of Shareholders of Public Companies;



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

21. Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
 22. Surat Edaran Otoritas Jasa Keuangan (POJK) Nomor 32/POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
 23. *OECD Principles of Corporate Governance*, 2004;
 24. *The Asean Corporate Governance Scorecard* yang dirilis pada tahun 2012;
 25. Kebijakan Komite Nasional Kebijakan *Governance* (KNKG) yang didirikan pada tanggal 30 November 2004 berdasarkan keputusan Menteri Koordinator Perekonomian RI No.KEP-49/M.EKON/11/TAHUN 2004 tentang Komite Nasional Kebijakan *Governance* (KNKG) yang diperbarui dengan keputusan Menko bidang Perekonomian RI No: KEP-14/M.EKON/03/tahun 2008 tentang Komite Nasional Kebijakan *Governance* (KNKG).
21. Decree of the Secretary of the Ministry of BUMN Number: SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises;
 22. Financial Services Authority Circular Letter (POJK) Number 32/POJK.04/2015 concerning Governance Guidelines for Public Companies;
 23. *OECD Principles of Corporate Governance*, 2004;
 24. *The Asean Corporate Governance Scorecard* which was released in 2012;
 25. The National Committee for Governance Policy (KNKG) was established on 30 November 2004 based on the Decree of the Coordinating Minister for the Economy of the Republic of Indonesia No. KEP-49/M.EKON/11/TAHUN 2004 concerning the National Committee on Governance Policy (KNKG) which was renewed by the Decree of the Coordinating Minister for the Economy. RI No: KEP-14/M.EKON/03/2008 concerning the National Committee on Governance Policy (KNKG).

STRUKTUR TATA KELOLA PERUSAHAAN

Berdasarkan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, organ utama Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Masing-masing organ utama memiliki independensi dalam menjalankan tugas, fungsi dan tanggungjawabnya dalam menerapkan tata kelola perusahaan yang baik.

Organ utama Perseroan dibantu oleh organ pendukung yang bertugas untuk membantu organ utama dalam menjalankan tugas, fungsi dan tanggungjawab. Adapun organ pendukung Perseroan terdiri dari Komite Audit, Komite Manajemen Risiko dan Komite Nominasi dan Remunerasi, Divisi Corporate Secretary dan Divisi Internal Audit dibawah Direksi dan Eksternal Auditor di bawah RUPS. Adapun struktur tata kelola perusahaan Perseroan dapat dilihat dalam bagan berikut:

THE CORPORATE GOVERNANCE STRUCTURE

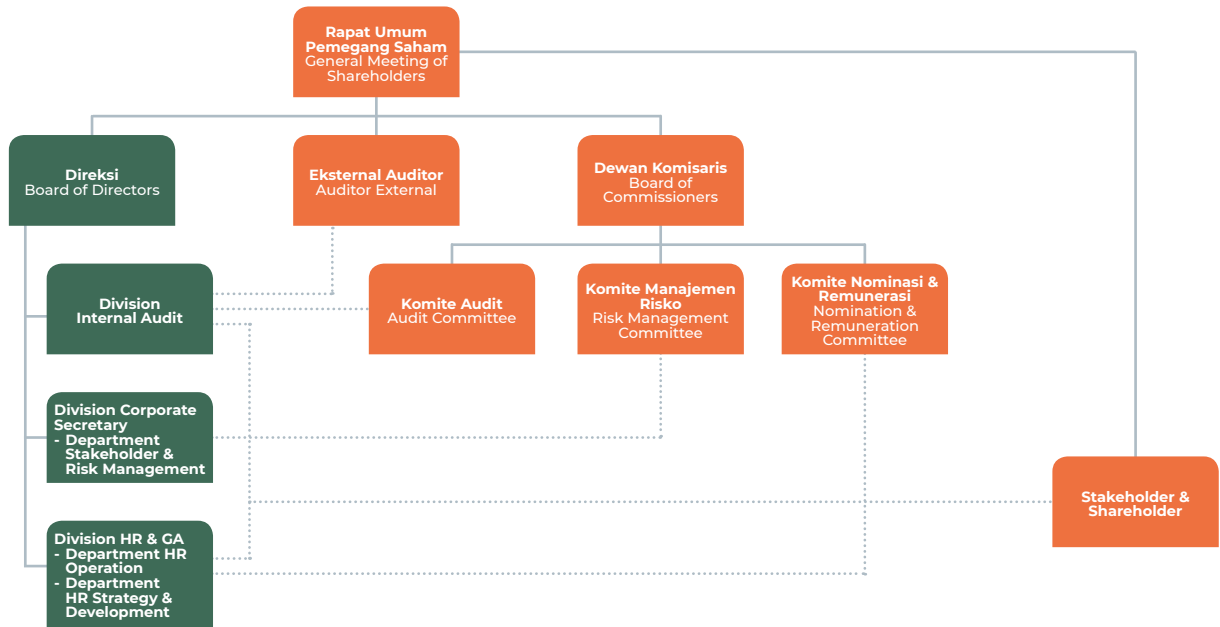
Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Company's organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. Each of the main organs has independence in carrying out their duties, functions and responsibilities in implementing good corporate governance.

The main organs of the Company are assisted by the supporting organs, assigned to assist the main organs in carrying out their duties, functions and responsibilities. The Company's supporting organs consist of the Audit Committee, the Risk Management Committee and the Nomination and Remuneration Committee, the Corporate Secretary Division and the Internal Audit Division under the Board of Directors and the External Auditor under the GMS. The corporate governance structure of the Company can be seen in the following chart:



Struktur Tata Kelola Perusahaan

The Corporate Governance Structure



TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN

Penerapan tata kelola perusahaan di lingkungan Perseroan memiliki tujuan, antara lain:

1. Perseroan berupaya memaksimalkan nilai perusahaan dengan melaksanakan prinsip-prinsip Keterbukaan, Akuntabilitas, Tanggung Jawab, Kemandirian dan Kewajaran agar Perseroan memiliki daya saing yang tinggi di tengah tantangan usaha sejenis.
2. Mendorong pengelolaan Perseroan secara profesional, transparan dan efisien serta memberdayakan fungsi dan meningkatkan kemandirian manajemen.
3. Mendorong agar manajemen dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku serta kesadaran adanya tanggung jawab sosial perusahaan terhadap *Stakeholders* serta menjaga kesesuaian dengan lingkungan di sekitar Perseroan.
4. Menjadi pedoman bagi seluruh Insan Perseroan dalam menjalankan aktivitas Perseroan.

OBJECTIVES OF IMPLEMENTING CORPORATE GOVERNANCE

The implementation of corporate governance within the Company has the following objectives:

1. The Company seeks to maximize corporate value by implementing the principles of Openness, Accountability, Responsibility, Independence and Fairness so that the Company has high competitiveness amidst the challenges of similar businesses.
2. Encouraging the management of the Company in a professional, transparent and efficient manner as well as empowering functions and increasing management independence.
3. Encouraging the management to make decisions and to take actions based on high moral values and compliance with applicable laws and regulations as well as awareness of the Company's social responsibility towards Stakeholders, and maintaining conformity to the environment around the Company.
4. To serve as a guideline for all the Company Individuals in carrying out the Company's activities.



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

PRINSIP-PRINSIP TATA KELOLA PERUSAHAAN

Dalam menerapkan tata kelola perusahaan, Perseroan berpedoman pada 5 (lima) prinsip yang meliputi Keterbukaan, Akuntabilitas, Tanggung Jawab, Kemandirian dan Kewajaran. Penerapan prinsip-prinsip tersebut bertujuan untuk mencapai pertumbuhan yang berkelanjutan (*sustainable growth*), seperti yang digambarkan dalam bagan berikut.



PRINCIPLES OF CORPORATE GOVERNANCE

In implementing corporate governance, the Company is guided by 5 (five) principles which include Openness, Accountability, Responsibility, Independence and Fairness. The application of these principles aims to achieve sustainable growth, as illustrated in the following chart.

GOVERNANCE SOFT STRUCTURE

Untuk meningkatkan dan memaksimalkan penerapan tata kelola perusahaan yang baik secara berkelanjutan, Perseroan menyusun dan menerapkan *governance softstructure* yang dapat dijadikan acuan yang mengatur hubungan antar organ Perseroan dalam pelaksanaan tugas, tanggung jawab dan wewenang yang sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, prinsip-prinsip GCG, etika bisnis dan praktik-praktik terbaik.

Perseroan memiliki seperangkat kebijakan yang tercermin di dalam pedoman-pedoman yang dimiliki sebagai berikut:

1. Pedoman GCG yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/114.A/2020.
2. Board Manual yang disahkan bersama oleh Dewan Komisaris dan Direksi PT Semen Baturaja (Persero) Tbk pada tanggal 27 Maret 2020.
3. Pedoman Perilaku (*Code of Conduct*) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/009/2019.

GOVERNANCE SOFT STRUCTURE

To improve and to maximize the implementation of good corporate governance in a sustainable manner, the Company prepares and implements a governance soft structure to be used as reference regulating the relationship between the Company's parties in carrying out their duties, responsibilities and authorities in accordance with the prevailing laws and regulations, principles of GCG principles, business ethics and best practices.

The Company has a set of policies reflected in the following guidelines:

1. GCG Guidelines, ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk Number: PH.01.04/114.A/2020.
2. Board Manual, jointly endorsed by the Board of Commissioners and Directors of PT Semen Baturaja (Persero) Tbk on 27 March 2020.
3. Code of Conduct which is ratified by a Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk Number: PH.01.04/009/2019.



- | | |
|---|--|
| <p>4. Pedoman Pengendalian Gratifikasi yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/144/2020.</p> <p>5. Pedoman Benturan Kepentingan (<i>Conflict of Interest</i>) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/010/2019.</p> <p>6. Pedoman Pengelolaan Informasi yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/011/2020.</p> <p>7. SOP Pelaporan Pelanggaran/<i>Whistleblowing System</i> yang disahkan oleh Direksi pada tanggal 2 Desember 2020.</p> <p>8. SOP Uji Kelayakan yang disahkan oleh Direksi pada tanggal 2 Desember 2020.</p> | <p>4. Gratuity Control Guidelines ratified by a Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk Number: PH.01.04/144/2020.</p> <p>5. Guidelines for Conflict of Interest which were ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk Number: PH.01.04/010/2019.</p> <p>6. Information Management Guidelines ratified by a Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk Number: PH.01.04/011/2020.</p> <p>7. SOP for Reporting Violations/<i>Whistleblowing System</i> which was ratified by the Board of Directors on 2 December 2020.</p> <p>8. Due Diligence SOPs ratified by the Board of Directors on 2 December 2020.</p> |
|---|--|

Bentuk penerapan tata kelola perusahaan di Perseroan untuk masing-masing prinsip dapat dilihat pada tabel berikut ini:

The realisation of corporate governance in the Company, for each principle, can be seen in the following table:

No	Prinsip Principle	Bentuk Implementasi Type of Implementation
1	<p>Keterbukaan Prinsip ini diadopsi sebagai Budaya Perusahaan yang mengedepankan keterbukaan dalam melaksanakan proses pengambilan keputusan. Keterbukaan dalam melaksanakan pengambilan keputusan dan keterbukaan dalam mengemukakan informasi materiil dan relevan mengenai Perseroan. Perseroan akan menyediakan informasi yang cukup, akurat dan tepat waktu kepada seluruh <i>Stakeholders</i>, sehingga pihak-pihak yang mempunyai keterkaitan dengan Perseroan, seperti Pemegang Saham, Otoritas Jasa Keuangan (OJK), PT Bursa Efek Indonesia (BEI), Karyawan, Pelanggan, Pemasok dan <i>Stakeholders</i> lainnya, mengetahui risiko yang mungkin terjadi dan keuntungan yang dapat diperoleh dalam melakukan transaksi dengan Perseroan, sekaligus ikut serta dalam mekanisme pengawasan terhadap jalannya Perseroan.</p> <p>Openness This principle is adopted as a Corporate Culture to promote openness in the decision-making process. Openness in making decision and openness in presenting material and relevant information about the Company. The Company will provide sufficient, accurate and timely information to all stakeholders, so that parties related to the Company, such as Shareholders, Financial Services Authority (OJK), PT Bursa Efek Indonesia (BEI), Employees, Customers, Suppliers and Other stakeholders, know the risks that may occur and the benefits that can be obtained in conducting transactions with the Company, as well as participate in the supervisory mechanism of the running of the Company.</p>	<ul style="list-style-type: none"> - Perseroan menyelenggarakan Rapat Umum Pemegang Saham (RUPS) guna memenuhi persyaratan Anggaran Dasar Perusahaan. - Dewan Komisaris dan Direksi melaksanakan pertemuan baik internal maupun rapat gabungan sebagai upaya pengawasan maupun pengelolaan Perseroan. - Mempublikasikan Laporan Keuangan yang disajikan melalui media cetak nasional (Bisnis Indonesia), serta disajikan dalam IDX Net dan <i>Website</i> Perseroan. - Kebijakan-kebijakan Perseroan telah dikomunikasikan kepada seluruh pemangku kepentingan melalui berbagai media komunikasi. - Dewan Komisaris dan Direksi mengungkapkan keberadaannya dalam laporan pelaksanaan tata kelola perusahaan yang baik secara transparan. - Menginformasikan tentang Perseroan di <i>website</i> Perseroan sesuai dengan ketentuan yang diatur dalam peraturan. - Mempublikasikan informasi Perseroan di <i>website</i> dan media sosial Perseroan. - Perseroan membuat laporan tahunan (<i>Annual Report</i>). <ul style="list-style-type: none"> - The Company holds General Meeting of Shareholders (GMS) to comply with the Company's Articles of Association. - The Board of Commissioners and the Board of Directors hold both internal and joint meetings as part of the effort in supervising and managing the Company. - Publishing financial statements in the national print media (Bisnis Indonesia), as well as on the IDX Net and the Company's website. - The Company's policies have been communicated to all stakeholders through various communication media. - The Board of Commissioners and the Board of Directors disclosed their existence in the report on the implementation of good corporate governance in a transparent manner. - Informs about the Company on the Company's website in accordance with the provisions stipulated in the regulations. - Publish the Company's information on the Company's website and social media. - The Company publishes Annual Report.



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

No	Prinsip Principle	Bentuk Implementasi Type of Implementation
2	<p>Akuntabilitas Yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ-organ Perseroan sehingga pengelolaan dan pengawasan Perseroan terlaksana secara efektif. Akuntabilitas mencerminkan aplikasi mekanisme sistem <i>internal control</i> yang mencakup praktik-praktik yang sehat. Direksi bertanggung jawab dalam kegiatan operasional sehari-hari dan Dewan Komisaris mewakili Pemegang Saham dalam pelaksanaan pengawasan atas jalannya Perseroan.</p> <p>Accountability The clarity of functions, implementation and accountability of the Company's organs so that the management and supervision of the Company can be carried out effectively. Accountability reflects the application of an internal control system that includes healthy practices. The Board of Directors is responsible for day-to-day operations and the Board of Commissioners represents the Shareholders in the implementation of supervision over the running of the Company.</p>	<ul style="list-style-type: none"> - Perseroan telah memiliki berbagai perangkat atau kebijakan seperti struktur organisasi, <i>job description</i> untuk tiap-tiap jabatan dan penilaian secara eksternal atau <i>Self-Assessment</i> tiap-tiap Direksi. - Perseroan memiliki Rencana Kerja dan Anggaran Perusahaan yang telah disahkan oleh Dewan Komisaris. - Manajemen melaksanakan tugas dan tanggungjawabnya dengan baik dan memberikan pertanggungjawaban setiap bulan. - Auditor eksternal telah melaksanakan pemeriksaan terhadap laporan keuangan Perseroan dengan opini auditor independen adalah bahwa laporan disajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Perseroan dan entitas anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut sesuai dengan standar Akuntansi Keuangan di Indonesia. - Laporan tahunan Perseroan merupakan bentuk pertanggungjawaban Perseroan dan telah mendapat persetujuan oleh RUPS. - Perseroan memberikan penghargaan bagi karyawan berprestasi namun juga tegas memberikan sanksi kepada karyawan yang melakukan pelanggaran. - Konsultan eksternal melaksanakan <i>assessment</i> terhadap tata kelola perusahaan yang baik (GCG) tahun 2020 dengan skor 92,476 (capaian 92,48%). - Perseroan memperoleh Sertifikasi SNI ISO 37001:2016 pada 11 Desember 2020. - Konsultan eksternal telah melaksanakan pengukuran maturitas manajemen risiko tahun 2020 dengan capaian 66,30 %. <ul style="list-style-type: none"> - The Company has various tools and policies such as organizational structure, job description for each position and external or Self-Assessment of each Board of Directors. - The Company has a Corporate Work Plan and Budget which has been approved by the Board of Commissioners. - The Management carries out its duties and responsibilities properly and provides an accountability every month. - The external auditor audited the Company's financial statements with the independent auditor's opinion stated that the report has been presented fairly, in all material respects, for the consolidated financial position of the Company and its subsidiaries as of 31 December 2020, as well as the consolidated financial performance and cash flows for the year ended on that date, in accordance with Financial Accounting standards in Indonesia. - The Company's annual report is the realization of the Company's accountability and has been approved by the GMS. - The Company rewards the outstanding employees but also firmly imposes sanctions on employees who commit violations. - External consultant carried out an assessment of good corporate governance (GCG) in 2020 with a score of 92.476 (achievement 92.48%). - The Company received SNI ISO 37001: 2016 Certification on 11 December 2020. - External Consultant carried out measurement on the risk management maturity in 2020 and scoring 66.30%.
3	<p>Tanggung jawab Merupakan kesesuaian pelaksanaan pengelolaan Perseroan dengan peraturan yang berlaku dan prinsip-prinsip Perseroan yang sehat termasuk di dalamnya pemenuhan hak-hak <i>Stakeholders</i>, keselamatan dan kesehatan kerja serta penghindaran dari praktik bisnis yang tidak sehat.</p> <p>Responsibilities It is the conformity between the implementation of the management of the Company with the applicable regulations and the principles of a healthy company, including the fulfillment of the rights of stakeholders, occupational safety and health and avoidance of unhealthy business practices.</p>	<ul style="list-style-type: none"> - Memiliki perangkat GCG, Anggaran Dasar serta kebijakan <i>Corporate Sosial Responsibility</i> (CSR). - Seluruh SDM Perseroan senantiasa memastikan pelaksanaan tugas dan tanggungjawabnya berdasarkan kepada peraturan yang berlaku. - Melakukan proses audit oleh Audit Eksternal dan hasilnya tidak adanya temuan material dari hasil laporan Keuangan tersebut. - Penerapan Pedoman Perilaku Perseroan. <ul style="list-style-type: none"> - Has GCG organs, Articles of Association and Corporate Social Responsibility (CSR) policies. - All of the Company's human resources always ensure that the implementation of their duties and responsibilities is based on the prevailing regulations. - Conducted an audit process by External Audit and the result was that there were no material findings from the results of the Financial statements. - Implementation of the Company's Code of Conduct.



No	Prinsip Principle	Bentuk Implementasi Type of Implementation
4	<p>Kemandirian Merupakan suatu keadaan dimana Perseroan dikelola secara profesional tanpa benturan kepentingan dan intervensi dari pihak manapun yang bertentangan dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip Perseroan yang sehat. Direksi dalam menjalankan tugas-tugas kepengurusan Perseroan dan Dewan Komisaris dalam melaksanakan peran pengawasan atas jalannya Perseroan bebas dari intervensi pihak luar.</p> <p>Independence It is a condition where the Company is managed in a professional manner without conflict of interest and intervention from any party, which is against the prevailing laws and regulations and the principles of a healthy Company. The Board of Directors in carrying out management duties of the Company and the Board of Commissioners in carrying out a supervisory role in the operation of the Company are free from outside intervention.</p>	<ul style="list-style-type: none"> - Manajemen serta karyawan telah menandatangani pakta integritas. Hal ini mendukung kebijakan mengenai benturan kepentingan (<i>Conflict of Interest</i>). - Setiap organ GCG Perseroan yaitu Rapat Umum Pemegang Saham, Dewan Komisaris dan Direksi telah melaksanakan tugas dan tanggung jawab masing-masing tanpa adanya intervensi dan dominasi pihak lainnya. - Perseroan melakukan <i>assessment</i> baik GCG maupun kepada Dewan Komisaris dan Direksi, yang hasilnya menunjukkan peningkatan dari tahun ke tahun. - Para Pemegang Saham tidak mengintervensi Dewan Komisaris dan Direksi untuk mengelola Perseroan secara profesional dan independen. - Penyelenggaraan pertemuan secara berkala oleh Dewan Komisaris dan Direksi sebagai bentuk implementasi <i>check and balances</i>. <ul style="list-style-type: none"> - Management and employees have signed an integrity pact. This supports the policy on Conflict of Interest. - Every organ of the Company's GCG, namely the General Meeting of Shareholders, the Board of Commissioners and the Board of Directors have carried out their respective duties and responsibilities without intervention and domination by other parties. - The Company conducts GCG assessments as well as to the Board of Commissioners and Directors, which results show an increase from year to year. - The Shareholders do not interfere with the Board of Commissioners and the Board of Directors to manage the Company professionally and independently. - Organizing regular meetings by the Board of Commissioners and the Board of Directors as a form of implementation of checks and balances.
5	<p>Kewajaran Merupakan prinsip keadilan dan kesetaraan di dalam memenuhi hak-hak <i>Stakeholders</i> yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Terhadap <i>Stakeholders</i> tersebut diberikan perlindungan, kesempatan dan perlakuan yang wajar untuk menuntut jika terjadi pelanggaran terhadap hak mereka.</p> <p>Fairness It is the principle of justice and equality in fulfilling the rights of Stakeholders that arise based on agreements and applicable laws and regulations. Stakeholders are given protection, opportunity and fair treatment to file claims if there is a violation of their rights.</p>	<ul style="list-style-type: none"> - Perseroan memiliki peraturan yang mengatur hak dan kewajiban yang berkaitan dengan seluruh pemangku kepentingan. - Perseroan memberikan perlakuan yang adil dan proporsional kepada seluruh karyawan, mitra kerja dan pemangku kepentingan lainnya. - Perseroan telah memberikan kesempatan kepada seluruh pemangku kepentingan melalui media elektronik (<i>website</i>), saluran pelayanan <i>call centre</i> dan saluran pelaporan pelanggaran (<i>whistleblowing system</i>). <ul style="list-style-type: none"> - The Company has regulations governing rights and obligations relating to all stakeholders. - The Company provides fair and proportional treatment to all employees, work partners and other stakeholders. - The Company has provided opportunities to all stakeholders through electronic media (<i>website</i>), call center service channels and whistleblowing systems.



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

PENILAIAN GCG TAHUN 2020

Mekanisme Pelaksanaan Penilaian

Perseroan senantiasa mengupayakan implementasi tata kelola perusahaan yang selaras dengan *best practices*. Guna memantau peningkatan perkembangan implementasi GCG secara berkala, Perseroan melaksanakan *assessment* terhadap penerapan GCG Perseroan. Hal ini juga merupakan bentuk kepatuhan kepada peraturan regulator dalam Peraturan Menteri BUMN No. Per-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara dan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Penerapan GCG tersebut terus dimonitor secara berkala melalui penilaian penerapan GCG yang dilakukan setiap tahunnya. Pada tahun 2020, Perseroan dalam melakukan penilaian terhadap penerapan GCG di Perseroan dilaksanakan oleh konsultan independen.

Pihak yang Melaksanakan Assessment

Perseroan telah menunjuk konsultan independen untuk melakukan *assessment* terhadap penerapan GCG pada tahun 2020.

Kriteria yang Digunakan

Penilaian GCG yang dilakukan Perseroan menggunakan parameter dan indikator yang ditetapkan dalam keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor: SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara yang menguji 6 (enam) aspek yang terdiri dari:

1. Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan.
2. Pemegang Saham dan RUPS/pemilik modal.
3. Dewan Komisaris/Dewan Pengawas.
4. Direksi.
5. Pengungkapan informasi dan transparansi.
6. Aspek lainnya.

2020 GCG ASSESSMENT

Mechanism for Assessment

The Company always strives to implement corporate governance in line with best practices. To monitor the progress of GCG implementation on a regular basis, the Company carries out an assessment of the implementation of the Company's GCG, in compliance with the Regulation of the Minister of BUMN No. Per-0/MBU/2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises and Regulation of the State Minister for State-Owned Enterprises Number: PER-09/MBU/2012 concerning Amendments to Ministerial Regulations State State-Owned Enterprises Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

The implementation of GCG is monitored regularly through assessments that are carried out annually. In 2020, an assessment of the implementation of the Company's GCG was carried out by an independent consultant.

Parties Implementing the Assessment

The Company has appointed an independent consultant to carry out an assessment of the implementation of GCG in 2020.

Criteria Used

The assessment of GCG in the Company uses the parameters and indicators set out in the decision of the Secretary of the Ministry of State-Owned Enterprises Number: SK-16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises which tests 6 (six) aspects consisting of:

1. Commitment to the implementation of good corporate governance in a sustainable manner.
2. Shareholders and GMS/owners of capital.
3. Board of Commissioners/Supervisory Board.
4. Board of Directors.
5. Information disclosure and transparency.
6. Other aspects.



Hasil Assessment GCG Perseroan Tahun 2020

Berikut hasil *assessment* GCG Perseroan pada tahun 2020, yang tersaji dalam tabel di bawah ini.

Results of the Company's 2020 GCG Assessment

Following are the results of the Company's GCG assessment in 2020, which are presented in the table below.

No.	Aspek Pengujian Aspects of Examination	Bobot Weight	Capaian Tahun 2020 Achievement in 2020	
			Skor Score	Capaian Achievement
1	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Sustainable Implementation of Good Corporate Governance	7,000	7,000	100,000
2	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Owners of Capital	9,000	8,827	98,080
3	Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,000	33,801	96,570
4	Direksi Board of Directors	35,000	34,300	98,000
5	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,000	7,548	83,870
6	Aspek Lainnya Other Aspects	5,000	1,000	20,000
Skor Keseluruhan Overall Score		100,000	92,476	92,480
Klasifikasi Kualitas Penerapan GCG Classification of GCG Implementation Quality		Sangat Baik Excellent		

Perbandingan Hasil Penilaian GCG Perseroan Tahun 2020 dan 2019

Berikut perbandingan hasil penilaian GCG Perseroan di tahun 2020 dan tahun 2019.

Comparison of the Results of the GCG Assessment of the Company in 2020 and 2019

The following is a comparison of the results of the Company's GCG assessment in 2020 and 2019.

No.	Aspek Pengujian Aspects of Examination	Bobot Weight	Perbandingan Comparison	
			2020	2019
1	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Sustainable Implementation of Good Corporate Governance	7,000	7,000	6,848
2	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Owners of Capital	9,000	8,827	8,827
3	Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,000	33,801	33,431
4	Direksi Board of Directors	35,000	34,300	34,223
5	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,000	7,548	7,405
6	Aspek Lainnya Other Aspects	5,000	1,000	1,000
Skor Keseluruhan Overall Score		100,000	92,476	91,733
Klasifikasi Kualitas Penerapan GCG Classification of GCG Implementation Quality		Sangat Baik Excellent		Sangat Baik Excellent

Perkembangan Skor Indeks GCG Perseroan

Skor indeks GCG Perseroan terus mengalami perkembangan setiap tahunnya dan berikut adalah perkembangan skor indeks GCG Perseroan dari tahun 2010 sampai dengan saat ini:

Development of the GCG Index Score in the Company

The Company's GCG index score continues to develop every year and the following is the development of the Company's GCG index score from 2010 to the present:

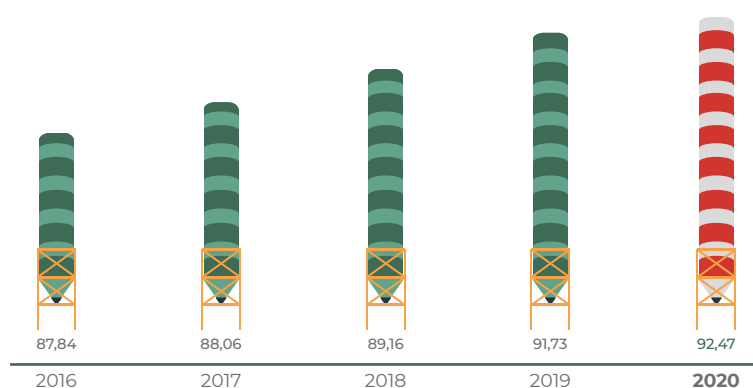


PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

Tahun Year	Metode dan Pihak Penilai Method and Assessor		Hasil Skoring Score Result
2010	Assessment yang berkerja sama dengan Badan Pengawasan Keuangan dan Pembangunan (BPKP).	Assessment in collaboration with the Financial and Development Supervisory Agency (BPKP).	Skor 64,90 dengan predikat "Cukup Baik" Score 64.90 with the predicate "Good Enough"
2012	Assessment oleh BPKP dengan menggunakan parameter SK Sekretaris Menteri BUMN Nomor SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan Yang Baik (GCG) pada BUMN	Assessment by BPKP with parameters based on the Decree of the Secretary of the Minister of BUMN Number SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in BUMN	Skor 72,05 dengan predikat "Cukup Baik" Score 72.05 with predicate "Good Enough"
2013	Self-assessment oleh Divisi Internal Audit dengan didampingi pihak konsultan independen.	Self-assessment by the Internal Audit Division accompanied by an independent consultant.	Skor 82,72 dengan predikat "Baik" Score 82.72 with predicate "Good"
2014	Assessment oleh konsultan independen PT Pratama Indomitra.	Assessment by an independent consultant PT Pratama Indomitra.	Skor 85,40 dengan predikat "Sangat Baik" Score 85.40 with predicate "Very Good"
2015	Self-assessment oleh Divisi Internal Audit dengan didampingi pihak konsultan independen	Self-assessment by the Internal Audit Division accompanied by an independent consultant	Skor 86,92 dengan predikat "Sangat Baik" Score 86.92 with predicate "Very Good"
2016	Assessment oleh pihak konsultan independen PT Sierra Bisnis Konsulting.	Assessment by independent consultant, PT Sierra Bisnis Konsulting.	Skor 87,84 dengan predikat "Sangat Baik" Score 87.84 with predicate "Very Good"
2017	Self-assessment oleh Divisi Internal Audit dengan didampingi pihak konsultan independen	Self-assessment by the Internal Audit Division accompanied by an independent consultant	Skor 88,06 dengan predikat "Sangat Baik" Score 88.06 with predicate "Very Good"
2018	Assessment oleh pihak konsultan independen PT Citra Solusi Manajemen	Assessment by an independent consultant PT Citra Solusi Manajemen	Skor 89,16 dengan predikat "Sangat Baik" Score 89.16 with the predicate "Very Good"
2019	Self-assessment oleh Divisi Internal Audit dengan didampingi pihak konsultan independen	Self-assessment by the Internal Audit Division accompanied by an independent consultant	Skor 91,73 dengan predikat "Sangat Baik" Score 91.73 with predicate "Very Good"
2020	Assessment oleh pihak konsultan independen PT Citra Solusi Manajemen	Assessment by an independent consultant PT Citra Solusi Manajemen	Skor 92,47 dengan predikat "Sangat Baik" Score 92.47 with predicate "Very Good"

Perkembangan Penilaian GCG Perseroan dalam 5 Tahun Terakhir

GCG Assessment of the Company in the Last 5 Years



Rekomendasi dan Tindak Lanjut

Berikut adalah rekomendasi terhadap penilaian penerapan GCG Perseroan pada tahun 2020 adalah sebagai berikut:

Recommendations and Follow Up

The following are recommendations for the implementation of the Company GCG in 2020 as follows:



No.	Aspek Pengujian Aspects of Examination	Rekomendasi Recommendation
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Sustainable Implementation of Good Corporate Governance	Tidak terdapat rekomendasi pada Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan. There are no recommendations on the Aspect of Commitment to the Sustainable Implementation of Good Corporate Governance.
2	Pemegang Saham dan RUPS/ Pemilik Modal Shareholders and GMS/Owners of Capital	Pemegang Saham/RUPS sebaiknya memuat alasan pemberhentian dalam Keputusan RUPS pemberhentian Anggota Direksi dan Anggota Dewan Komisaris sesuai dengan ketentuan Undang-Undang Nomor: 19 Tahun 2013 tentang BUMN dan ketentuan Anggaran Dasar Perseroan. Shareholders/GMS should state the reasons for dismissal in the GMS Decision concerning the dismissal of Members of the Board of Directors and Members of the Board of Commissioners in accordance with the provisions of Law Number 19 of 2013 concerning BUMN and the provisions of the Company's Articles of Association.
3	Dewan Komisaris/Dewan Pengawas Board of Commissioners/ Supervisory Board	<ol style="list-style-type: none"> 1. Dewan Komisaris sebaiknya menetapkan dalam <i>Board Manual</i> yaitu: <ol style="list-style-type: none"> a. Kebijakan dan kriteria seleksi bagi calon Anggota Direksi dan pengusulan calon Anggota Direksi kepada Pemegang Saham yang akan menjadi pedoman bagi Dewan Komisaris dalam menjalankan perannya dalam proses seleksi bagi calon Anggota Direksi dan pengusulan calon Anggota Direksi kepada Pemegang Saham. b. Ketentuan yang mengatur mengenai tugas dan tanggung jawab Dewan Komisaris terkait pengusulan remunerasi Direksi yang akan menjadi pedoman bagi Dewan Komisaris dalam menjalankan tugas dan tanggung jawabnya terkait pengusulan remunerasi Direksi. c. Ketentuan mengenai tugas dan tanggung jawab Dewan Komisaris untuk melakukan fungsi pengawasan terhadap penerapan GCG di Perseroan yang akan menjadi pedoman bagi Dewan Komisaris dalam menjalankan fungsi terkait aspek dimaksud. 2. Dewan Komisaris sebaiknya melakukan evaluasi dan pengukuran terhadap pencapaian KPI Dewan Komisaris sebagaimana telah ditetapkan dalam Rencana Kerja dan Anggaran Dewan Komisaris serta menyampaikan hasilnya kepada Pemegang Saham baik secara triwulan maupun tahunan. 3. Komite Manajemen Risiko sebaiknya memperhatikan ketentuan mengenai jumlah pelaksanaan Rapat Komite Manajemen Risiko sebagaimana diatur dalam Piagam Komite Manajemen Risiko. 4. Komite Audit dan Komite Manajemen Risiko sebaiknya melakukan penyempurnaan dalam penyusunan risalah rapat komite dengan memuat dinamika rapat dalam risalah rapat komite. 5. Komite Audit dan Komite Manajemen Risiko sebaiknya menyusun dan menyampaikan laporan triwulanan dan laporan tahunan komite kepada Dewan Komisaris sebagai bentuk pertanggungjawaban pelaksanaan tugas komite sebagaimana diatur di dalam Peraturan Menteri BUMN Nomor: Per-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara. <ol style="list-style-type: none"> 1. The Board of Commissioners should stipulate in the Board Manual, namely: <ol style="list-style-type: none"> a. Policies and criteria for selecting candidates for members of the Board of Directors and proposing candidates for members of the Board of Directors to Shareholders that will serve as guidelines for the Board of Commissioners in carrying out its role in the process of selecting candidates for members of the Board of Directors and in proposing candidates for members of the Board of Directors to Shareholders. b. The provisions governing the duties and responsibilities of the Board of Commissioners in relation to proposing remuneration for the Board of Directors, which will serve as guidelines for the Board of Commissioners in carrying out their duties and responsibilities related to proposing remuneration for the Board of Directors. c. Provisions regarding the duties and responsibilities of the Board of Commissioners to carry out the supervisory function of the implementation of GCG in the Company which will serve as guidelines for the Board of Commissioners in carrying out functions related to these aspects. 2. The Board of Commissioners should evaluate and measure the KPI achievement of the Board of Commissioners as stipulated in the Work Plan and Budget of the Board of Commissioners and submit the results to Shareholders, both quarterly and annually. 3. The Risk Management Committee should pay attention to the provisions regarding the number of Risk Management Committee Meetings as stipulated in the Risk Management Committee Charter. 4. The Audit Committee and Risk Management Committee should make improvements in the preparation of committee meeting minutes by including meeting dynamics in the minutes of committee meetings. 5. The Audit Committee and Risk Management Committee should prepare and submit quarterly reports and committee annual reports to the Board of Commissioners as a form of accountability for the implementation of committee duties as stipulated in BUMN Metering Regulation Number: Per-12/MBU/2012 dated 24 August 2012 concerning Supporting Organs. Board of Commissioners/Supervisory Board for State Owned Enterprises.



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

No.	Aspek Pengujian Aspects of Examination	Rekomendasi Recommendation
4	Direksi Board of Directors	<ol style="list-style-type: none"> 1. Direksi sebaiknya menyusun Kebijakan Pengelolaan Anak Perusahaan yang di dalamnya memuat ketentuan yang mengatur mengenai: <ol style="list-style-type: none"> a. Pedoman pengangkatan dan pemberhentian Direksi dan Dewan Komisaris Anak Perusahaan, b. Pedoman penilaian kinerja Direksi dan Dewan Komisaris anak perusahaan, dan c. Pedoman pemberian gaji/honorarium, tunjangan dan fasilitas Direksi dan Dewan Komisaris anak perusahaan. 2. Direksi sebaiknya dapat memastikan pembayaran atas kewajiban Perseroan yang telah jatuh tempo dapat dilakukan secara tepat waktu sesuai dengan perjanjian yang telah ditetapkan. 3. Direksi sebaiknya terus mengupayakan pencapaian kinerja perusahaan sesuai dengan target RKAP dan KPI yang ditetapkan dalam upaya meningkatkan nilai Pemegang Saham secara konsisten dan berkelanjutan. 4. Direksi sebaiknya mengupayakan pemenuhan tenaga auditor baik dari sisi jumlah maupun keahlian mengacu pada analisa beban kerja dan kebutuhan organisasi Divisi Internal Audit. 5. Divisi Internal Audit sebaiknya dapat memastikan rencana kerja program pengembangan auditor baik yang sifatnya pelatihan dalam rangka pengembangan kapasitas maupun dalam rangka program sertifikasi profesi dapat dijalankan sesuai rencana kerja yang telah ditetapkan. 6. Divisi Internal Audit sebaiknya melakukan penilaian (<i>assessment</i>) secara menyeluruh terkait program jaminan kualitas dan peningkatan fungsi pengawasan intern dalam rangka memastikan kinerja Divisi Internal Audit telah berjalan sesuai dengan fungsinya. Penilaian tersebut dilakukan secara berkala baik oleh Divisi Internal Audit maupun pihak <i>Assessor Independen</i>. <ol style="list-style-type: none"> 1. The Board of Directors should prepare a Subsidiary Management Policy which contains provisions governing: <ol style="list-style-type: none"> a. Guidelines for the appointment and dismissal of the Board of Directors and Board of Commissioners of a Subsidiary, b. Guidelines for performance appraisal of the Board of Directors and Board of Commissioners of a subsidiary, and c. Guidelines for the provision of salaries/honoraria, allowances and facilities for the Board of Directors and Board of Commissioners of a subsidiary. 2. The Board of Directors should be able to ensure that the payment of the Company's obligations that are due can be made in a timely manner in accordance with the predetermined agreement. 3. The Board of Directors should continue to strive for the achievement of company performance in accordance with the RKAP and KPI targets set in an effort to consistently and sustainably increase shareholder value. 4. The Board of Directors should make efforts to fulfill the number of auditors both in terms of number and expertise by referring to the workload analysis and organizational needs of the Internal Audit Division. 5. The Internal Audit Division should be able to ensure that the work plan of the auditor development program, both in the form of training for capacity building and for the framework of the professional certification program, can be carried out according to the predetermined work plan. 6. The Internal Audit Division should conduct a comprehensive assessment related to the quality assurance program and the enhancement of the internal control function in order to ensure the performance of the Internal Audit Division is running according to its function. The assessment is carried out periodically by both the Internal Audit Division and the Independent Assessor.
5	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	<ol style="list-style-type: none"> 1. Direksi sebaiknya terus mengupayakan peningkatan pencapaian hasil penilaian dalam <i>Annual Report Award</i> (ARA) dengan memperhatikan rekomendasi hasil penilaian Dewan Juri <i>Annual Report Award</i> (ARA) yang telah diberikan. 2. Direksi sebaiknya mempertimbangkan untuk menyusun Laporan Keberlanjutan (<i>Sustainability Report</i>) dan berpartisipasi mengikuti <i>Sustainability Report Award</i> dalam upaya untuk membangun reputasi Perseroan sebagai <i>Corporate Citizen</i> dan meningkatkan strategi keberlanjutan Perseroan. <ol style="list-style-type: none"> 1. The Board of Directors should continue to strive to increase the achievement of the assessment results in the Annual Report Award (ARA) by taking into account the recommendations of the assessment results of the Jury of the Annual Report Award (ARA) that have been given. 2. The Board of Directors should consider preparing a Sustainability Report and participating in the Sustainability Report Award in an effort to build the Company's reputation as a Corporate Citizen and improve the Company's sustainability strategy.



Selama tahun 2020, Perseroan melakukan beberapa perbaikan terkait rekomendasi hasil *assessment* GCG tahun 2019 di antaranya:

1. Perseroan telah memutakhirkan Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) yang ditetapkan melalui Surat Keputusan Direksi Nomor: PH.01.04/114.A/2020 tanggal 25 September 2020.
2. Perseroan telah menetapkan di dalam *Board Manual* yaitu kebijakan dan prosedur terkait peran Dewan Komisaris dalam pengangkatan Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan, yang terdapat dalam Bab 6 tentang Pengelolaan Anak Perusahaan.
3. Perseroan telah mendorong seluruh Pejabat Perseroan untuk menyampaikan LHKPN sesuai dengan ketentuan dalam rangka meningkatkan kepatuhan terkait pelaporan LHKPN sesuai dengan Pedoman Pelaporan LHKPN yang ditetapkan melalui Surat Keputusan Direksi Nomor: PH.01.04/018/2019 tanggal 22 Februari 2019 tentang Pedoman Penyampaian Harta Kekayaan bagi pejabat di lingkungan PT Semen Baturaja (Persero) Tbk.
4. Direksi melalui Divisi Internal Audit telah melakukan audit terhadap efektivitas penerapan sistem teknologi informasi yang dilaksanakan pada bulan September sampai dengan Desember 2020.
5. Direksi telah menyampaikan laporan penerapan Manajemen Risiko secara triwulan yang terdapat pada Laporan Manajemen Perusahaan Tahunan yang dilaporkan ke Kementerian BUMN.

IMPLEMENTASI DAN SOSIALISASI GCG TAHUN 2020

Penerapan dan Kegiatan GCG Perseroan di tahun 2020

Pada tahun 2020, Perseroan melaksanakan penerapan dan kegiatan terkait GCG yang berjalan sesuai dengan prinsip-prinsip GCG dan berdasarkan Buku Pedoman GCG pada Bab IV poin 2 bahwa Perseroan wajib melakukan internalisasi pedoman kepada seluruh karyawan dan pihak-pihak yang berkepentingan dengan Perseroan tentang sosialisasi dan pemahaman *softstructure*. Adapun perangkat *softstructure* GCG terdiri dari Pedoman GCG, *Board Manual*, Pedoman Perilaku, Pedoman Benturan Kepentingan, Pedoman Pengelolaan Informasi, Pedoman Pengendalian Gratifikasi, Pedoman Manajemen Risiko dan SOP Pelaporan Pelanggaran/*Whistleblowing System*.

During 2020, the Company made several improvements related to the recommendations for the results of the 2019 GCG assessment, including:

1. The Company has updated the Good Corporate Governance Guidelines which are stipulated in the Decree of the Board of Directors Number: PH.01.04/114.A/2020 dated 25 September 2020.
2. In the Board Manual, the Company establishes policies and procedures related to the role of the Board of Commissioners in the appointment of the Board of Directors and the Board of Commissioners of subsidiaries/joint ventures, which are contained in Chapter 6 on Subsidiary Management.
3. The Company encourages all Company Officials to submit LHKPN in accordance with the provisions in order to improve compliance with LHKPN reporting in accordance with the LHKPN Reporting Guidelines stipulated in the Decree of the Board of Directors No: PH.01.04/018/2019 dated 22 February 2019 concerning Guidelines for Submitting Assets Wealth for officials within PT Semen Baturaja (Persero) Tbk.
4. Through the Internal Audit Division, the Board of Directors audits the effectiveness of the implementation of information technology systems from September to December 2020.
5. The Board of Directors has submitted a report on the implementation of Risk Management on a quarterly basis which is contained in the Annual Company Management Report which is reported to the Ministry of SOE.

GCG IMPLEMENTATION AND SOCIALIZATION IN 2020

Implementation and Activities of the Company's GCG in 2020

In 2020, the Company implements GCG in accordance with the principles of GCG and based on the GCG Guidelines Book in Chapter IV point 2 that the Company is obliged to carry out the internalization of guidelines to all employees and parties with an interest in the Company regarding the socialization and understanding of the soft structure. The GCG soft structure consists of GCG Guidelines, Board Manuals, Code of Conduct, Conflict of Interest Guidelines, Information Management Guidelines, Gratuity Control Guidelines, Risk Management Guidelines and Whistleblowing System SOPs.



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

Pelaksanaan kegiatan sosialisasi ditujukan ke seluruh Insan Perseroan. Selain mengadakan sosialisasi GCG, berbagai kegiatan GCG Perseroan yang dilaksanakan di tahun 2020 yang diuraikan sebagai berikut:

1. Melaksanakan sosialisasi penerapan prinsip-prinsip GCG & komitmen terhadap tata kelola kepada Insan Perseroan dan Mitra Usaha Perseroan.
2. Mensosialisasikan *softstructure* GCG melalui media *website* Perseroan di www.semenbaturaja.co.id yang bisa di akses oleh pihak internal maupun eksternal dan media portal intranet Perseroan <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh Insan Perseroan, serta sosialisasi melalui *e-mail blast* kepada Insan Perseroan dan mitra usaha.
3. Reviu *softstructure* GCG terkait dengan perubahan Anggaran Dasar Perseroan, struktur organisasi, peraturan-peraturan, rekomendasi *assessment* GCG dan pemenuhan klausul Standar SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan.
4. Melaksanakan penandatanganan Surat Pernyataan Kepatuhan Pedoman Perilaku Insan Perseroan serta mitra usaha.
5. Melaksanakan penandatanganan Surat Pernyataan Pakta Integritas, Pernyataan Kepatuhan Pedoman Perilaku, Kepemilikan Saham untuk Dewan Komisaris dan Direksi serta Surat Pernyataan Pemenuhan Persyaratan terkait Pengangkatan sebagai Anggota Dewan Komisaris dan Anggota Direksi Perseroan yang baru.
6. Perseroan pada tanggal 11 Mei 2020 melaksanakan penerapan prinsip-prinsip GCG dengan penerbitan iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri yang dipublikasikan di 3 (tiga) media massa (Sumatera Ekspres, Lampung Post dan OKU Ekspres) serta portal intranet, media sosial Perseroan dan *website*. Selain itu, pada tanggal 24 Desember 2020 telah diterbitkan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Natal melalui portal intranet, *website* dan media sosial Perseroan.
7. Membuat laporan penerimaan gratifikasi Perseroan ke Direksi selama tahun 2020.
8. Memonitor pelaporan pelanggaran yang dilaporkan di *e-mail whistleblowing system*.
9. Membuat laporan pelaporan pelanggaran ke Direksi selama tahun 2020.

The socialization is aimed at all Semen Baturaja Individuals and is carried out in the Company. In addition to the socialization of GCG, the following are the Company's GCG activities that will be carried out in 2020:

1. Socialization of the implementation of GCG principles & commitment to governance to Semen Baturaja People and Business Partners of PT Semen Baturaja (Persero) Tbk.
2. Socialization of the GCG *softstructure* through the Company's *website*, www.semenbaturaja.co.id, which can be accessed by internal and external parties and the Company's intranet media <http://10.10.2.105/intranetptsb/> which can be accessed by all Semen Baturaja personnel, as well as via e-mail blast to Semen Baturaja People and business partners.
3. Review the GCG *softstructure* related to changes to the Company's Articles of Association, organizational structure, regulations, GCG assessment recommendations and compliance with the clauses of the SNI ISO 37001: 2016 Standard on Anti-Bribery Management System.
4. Signing of Statement of Compliance with the Code of Conduct for Semen Baturaja Individuals and business partners.
5. Signing of Statement of Integrity Pact, Statement of Compliance with Code of Conduct, Share Ownership for the Board of Commissioners and Directors and Statement of Compliance with Requirements related to Appointment as a new Member of the Board of Commissioners and Board of Directors of the Company.
6. On 11 May 2020, the Company implemented GCG principles through the publication of advertisements prohibiting accepting or requesting gratuities in the context of Eid Al-Fitr which were published in 3 (three) mass media (Sumatra Ekspres, Lampung Post and OKU Ekspres) and intranet. The Company's social media and *website*. On 24 December 2020, the Company again issued a ban on accepting or requesting gratuities in the context of Christmas Day through the Company's intranet, *website* and social media.
7. Prepare a report on the receipt of the Company's gratuities to the Board of Directors during 2020.
8. Monitor the reporting of violations that are reported in the e-mail whistleblowing system.
9. Preparing violation reporting reports to the Board of Directors during 2020.



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| <p>10. Menerbitkan Pedoman Perilaku (<i>Code of Conduct</i>) dengan Surat Keputusan Direksi Nomor: PH.01.04/009/2019 tanggal 1 Februari 2019.</p> <p>11. Menerbitkan Pedoman Benturan Kepentingan dengan Surat Keputusan Direksi Nomor: PH.01.04/010/2019 tanggal 1 Februari 2019.</p> <p>12. Menerbitkan Pedoman Pengelolaan Informasi dengan Surat Keputusan Direksi Nomor: PH.01.04/011/2019 tanggal 1 Februari 2019.</p> <p>13. Pelaksanaan <i>assessment</i> GCG tahun 2020.</p> <p>14. Melaksanakan <i>In House Training Awareness & Implementation of Anti Bribery Management System</i> (ISO 37001:2016).</p> <p>15. Melaksanakan pelatihan audit internal SNI ISO 37001:2016 (SMAP) berbasis SNI ISO 19011:2018 (Pedoman Audit Sistem Manajemen).</p> | <p>10. Issued Code of Conduct with the Decree of the Board of Directors Number: PH.01.04/009/2019 dated 1 February 2019.</p> <p>11. Issuing Conflict of Interest Guidelines with the Decree of the Board of Directors Number: PH.01.04/010/2019 dated 1 February 2019.</p> <p>12. Issued Guidelines for Information Management with Decree of the Board of Directors Number: PH.01.04/011/2019 dated 1 February 2019.</p> <p>13. Implementation of the 2020 GCG assessment.</p> <p>14. Carry out In House Training Awareness & Implementation of Anti Bribery Management System (ISO 37001: 2016).</p> <p>15. Carry out SNI ISO 37001: 2016 (SMAP) internal audit training based on SNI ISO 19011: 2018 (Management System Audit Guidelines).</p> |
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PENGHARGAAN GCG OLEH PIHAK EKSTERNAL

Pada tahun 2020, Perseroan tidak mendapatkan penghargaan terkait dengan GCG oleh pihak eksternal. Adapun penghargaan yang pernah diperoleh Perseroan di tahun-tahun sebelumnya ialah sebagai berikut:

GCG AWARDS BY THE EXTERNAL PARTY

In 2020, the Company did not receive awards related to GCG by external parties. The awards received by the Company in previous years are as follows:

Tahun Year	Penghargaan Award
2019	<i>Best State Owned Enterprise</i> Kategori <i>Midcap & TOP 50 Mid Capitalization of Public Listed Company</i> pada <i>The 11th IICD Corporate Governance, Conference and Award 2019</i> Best State Owned Enterprise in Mid Capital Category & TOP 50 Mid Capitalization Of Public Listed Company, The 11 th IICD Corporate Governance, Conference and Award 2019
2018	TOP 50 Emiten Kapitalisasi Pasar Terbesar (Big Cap PLCs) dengan praktik Tata Kelola Perusahaan Terbaik dari Indonesia <i>Institute for Corporate Directorship</i> (IICD) TOP 50 Issuers with the Largest Market Capitalization (Big Cap PLCs) with Best Corporate Governance practices from the Indonesia Institute for Corporate Directorship (IICD)
2017	Peringkat ke-10 GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia dari <i>Majalah Economic Review</i> Rank 10 Best GCG - Company Tbk (Persero) in Indonesia from <i>Economic Review Magazine</i>
2016	Predikat: Sangat Baik (A) GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia Sektor Industri Dasar & Kimia – Semen dari <i>Majalah Economic Review</i> Predicate: Very Good (A) Best GCG - Company Tbk (Persero) in Indonesia Basic Industry & Chemical Sector - Cement from <i>Economic Review Magazine</i>

ROADMAP PELAKSANAAN DAN PENGEMBANGAN GCG PERSEROAN

Setiap tahunnya Perseroan telah memiliki rencana implementasi GCG yang tertuang dalam *Roadmap* Penerapan GCG Tahun 2018-2022. *Roadmap* tersebut disusun untuk mencapai kondisi ideal implementasi GCG secara bertahap dan berkelanjutan yang mengacu pada metode *assessment* parameter GCG BUMN dalam Surat Keputusan Menteri BUMN No. SK-16/S.MBU/2012.

ROADMAP OF THE COMPANY'S GCG IMPLEMENTATION AND DEVELOPMENT

Every year, the Company prepares a GCG implementation plan as outlined in the 2018-2022 GCG Implementation Roadmap. The roadmap was prepared to achieve the ideal conditions for implementing GCG in stages and in a sustainable manner which refers to the method of assessing BUMN GCG parameters in the Decree of the Minister of SOEs No. SK-16/S.MBU/2012.



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

Pada tahun 2021, implementasi GCG akan fokus pada dua hal yakni penambahan ruang lingkup dan *surveillance audit* ISO 37001:2016 (*Anti Bribery Management System*), program pengendalian gratifikasi dan menindaklanjuti rekomendasi hasil *assessment* 2020 dan penilaian ACGS. Berikut adalah *Roadmap* GCG Perseroan.

In 2021, GCG implementation will focus on two things, namely increasing the scope and surveillance of ISO 37001: 2016 (Anti-Bribery Management System), gratification control program and following up on recommendations for the 2020 assessment results and the ACGS assessment. The following is the Company's GCG Roadmap.

2018	2019	2020	2021	2022
<ul style="list-style-type: none"> - Revisi SOP <i>Whistleblowing System</i> (WBS) - Pedoman Pengendalian Gratifikasi - Revisi Pedoman GCG - Revisi Pedoman Perilaku - Revisi Pedoman Benturan Kepentingan - Revisi Pedoman Pengelolaan Informasi - Sosialisasi GCG 	<ul style="list-style-type: none"> - Pembentukan GCG Officer - Revisi <i>Board Manual</i> - Pengesahan Pedoman Perilaku - Pengesahan Pedoman Benturan Kepentingan - Pengesahan Pedoman Pengelolaan Informasi 	<ul style="list-style-type: none"> - Revisi Pedoman GCG - Revisi SOP Pelaporan Pelanggaran (WBS) - Pengesahan <i>Board Manual</i> - Pengesahan Pedoman GCG - Sosialisasi GCG - Pembuatan Aplikasi GCG - Penyusunan <i>Database</i> pengelolaan informasi - Sertifikasi ISO 37001: 2016 Sistem Manajemen Anti Penyuapan 	<ul style="list-style-type: none"> - Penambahan Ruang Lingkup Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan - <i>Surveillance Audit</i> SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan - Pelaksanaan Program Pengendalian Gratifikasi 2021 - Menindaklanjuti Rekomendasi Hasil <i>Assessment</i> Tahun 2020 - Tindaklanjuti penilaian ACGS 	<ul style="list-style-type: none"> - Evaluasi Penerepan GCG Perseroan - <i>Benchmark</i> - Pelatihan - Sosialisasi GCG - <i>Surveillance Audit</i> SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan - Menindak-lanjuti Rekomendasi Hasil <i>Self-Assessment</i> Tahun 2021
<ul style="list-style-type: none"> - Revising <i>Whistleblowing System</i> (WBS) SOP - Guidelines for Gratification Control - Revised GCG Guidelines - Revising Code of Conduct - Revising Conflict of Appeal Guidelines - Revising Information Management Guidelines - Socialization of GCG 	<ul style="list-style-type: none"> - Appointing GCG Officer - Reviewing Board Manual - Approving Code of Conduct - Approving Conflict of Interest Guidelines - Ratifying Information Management Guidelines 	<ul style="list-style-type: none"> - Reviewing GCG Guidelines - Reviewing WBS SOP - Ratifying Board - Ratifying GCG Guidelines - Socialization of GCG - Developing GCG applications - Compiling information management database - ISO 37001: 2016 certification 	<ul style="list-style-type: none"> - Additional Scope of SNI ISO 37001: 2016 Certification for Anti-Bribery Management System - <i>Surveillance Audit</i> SNI ISO 37001: 2016 Anti-Bribery Management System - Implementation of the 2021 Gratuity Control Program - Following up on the 2020 Assessment Results Recommendations - Follow up ACGS assessment 	<ul style="list-style-type: none"> - Evaluation of the Company's GCG Implementation - <i>Benchmark</i> - Training - Socialization of GCG - <i>Surveillance Audit</i> SNI ISO 37001: 2016 Anti-Bribery Management System - Following up on recommendations for 2021 self-assessment results

Pencapaian Roadmap GCG Tahun 2020

Realisasi pencapaian *Roadmap* Tata Kelola Perusahaan untuk tahun 2020 berfokus pada komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan, antara lain dengan:

1. Pengesahan Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).
2. Pengesahan *Board Manual* yang disesuaikan dengan Anggaran Dasar terbaru Perseroan, struktur organisasi terbaru, peraturan-peraturan yang berlaku dan hasil rekomendasi *assessment* GCG.
3. Revisi SOP Pelaporan Pelanggaran/*Whistleblowing System*.

Achievements of the 2020 Roadmap

The realization of the achievement of the Corporate Governance Roadmap for 2020 focuses on a commitment to the implementation of good corporate governance in a sustainable manner, including by:

1. Ratification of Good Corporate Governance Guidelines.
2. Ratification of the Board Manual in accordance with the latest Articles of Association of the Company, the latest organizational structure, applicable regulations and the results of the GCG assessment recommendations.
3. Revision of the SOP for Reporting Violations/*Whistleblowing System*.



4. Menyempurnakan laporan tahunan tentang penerapan tata kelola perusahaan yang baik (*Good Corporate Governance*) sesuai dengan kriteria Peraturan OJK dan *Annual Report Award* (ARA).
5. Melaksanakan *assessment* tata kelola perusahaan yang baik (*Good Corporate Governance*) oleh konsultan eksternal.
6. Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan oleh PT BSI Group Indonesia.
7. Sosialisasi perangkat GCG kepada pihak internal dan eksternal melalui *e-mail blast* dan media sosial Perseroan.

Rencana Implementasi GCG Tahun 2021

Untuk tahun 2021 Implementasi GCG Perseroan akan berfokus pada:

1. Reviu Pedoman Perilaku.
2. Reviu *Board Manual*.
3. Sosialisasi GCG baik Internal maupun eksternal.
4. Pemutakhiran aplikasi WBS.
5. Menindaklanjuti rekomendasi hasil *assessment* tahun 2020.
6. *Surveillance* Audit SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP).
7. Penambahan ruang lingkup untuk Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP).
8. Pelaksanaan program pengendalian gratifikasi sesuai rencana kerja yang telah diajukan ke Komisi Pemberantasan Korupsi (KPK).

PENANDATANGANAN PAKTA INTEGRITAS

Pada tahun 2020, di semua level organisasi diwajibkan menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku guna memastikan semua organ Perseroan memiliki komitmen untuk membangun etika dan kultur bisnis yang sehat serta membangun pemahaman, kepedulian dan komitmen di semua jajaran Perseroan.

Sebanyak 4 (empat) Dewan Komisaris, 5 (lima) Direksi dan 921 karyawan dan karyawan serta *Stakeholders* telah menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku pada tahun 2020.

4. Refining the annual report on the implementation of Good Corporate Governance in accordance with the criteria of the OJK Regulations and the Annual Report Award (ARA).
5. Carry out a good corporate governance assessment (Good Corporate Governance) by an external consultant.
6. Certification of SNI ISO 37001: 2016 for Anti-Bribery Management System by PT BSI Group Indonesia.
7. Socialization of GCG tools to internal and external parties via e-mail blasts and the Company's social media.

Plan for 2021

For 2021, the Company's GCG implementation will focus on:

1. Review the Code of Conduct.
2. Review Board Manual.
3. Socialization of GCG both internally and externally.
4. Update the WBS application.
5. Follow up the recommendations of the 2020 assessment results.
6. Surveillance Audit SNI ISO 37001: 2016 Anti-Bribery Management System (SMAP).
7. Additional scope for SNI ISO 37001: 2016 Certification for Anti-Bribery Management System (SMAP).
8. Implementation of the gratuity control program in accordance with the work plan submitted to the Corruption Eradication Commission (KPK).

INTEGRITY PACT SIGNING

In 2020, all levels of the organization are required to sign a statement of compliance with the Code of Conduct to ensure that all organs of the Company are committed to building healthy business ethics and culture and building understanding, concern and commitment at all levels of the Company.

A total of 4 (four) Board of Commissioners, 5 (five) Directors and 921 employees and employees and stakeholders have signed a statement of compliance with the Code of Conduct in 2020.



PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

PRAKTIK BAD CORPORATE GOVERNANCE

Praktik *Bad Corporate Governance* senantiasa menjadi ancaman karena dapat membawa dampak buruk terhadap para pemangku kepentingan. Selain menguatkan fungsi tata kelola perusahaan, Perseroan senantiasa memperhatikan praktik bisnis dengan upaya pelestarian lingkungan. Untuk menunjang hal tersebut, Perseroan senantiasa melaksanakan kegiatan dan aktivitas operasionalnya berdasarkan ketentuan yang berlaku.

Berdasarkan kajian dokumen, tidak ditemukan penyimpangan yang dapat mengurangi kualitas penerapan tata kelola perusahaan yang baik di Perseroan, seperti perkara tindak pidana korupsi yang dihadapi oleh Anggota Direksi dan Anggota Dewan Komisaris, pencemaran lingkungan, adanya permohonan pailit maupun pembekuan produk utama Perseroan.

Praktik *Bad Corporate Governance* lainnya juga diindikasikan pada ketidakpatuhan dalam pemenuhan kewajiban perpajakan serta ketidaksesuaian penyajian laporan keuangan *audited* dengan Standar Akuntansi Indonesia (SAK). Pada tahun 2020, Perseroan telah memenuhi kewajiban perpajakan serta penyesuaian penyajian laporan keuangan *audited* dengan SAK.

Dalam rangka mendukung penguatan tata kelola perusahaan yang baik, Perseroan tidak melakukan segala tindakan serta kebijakan yang berkaitan dengan praktik *bad corporate governance* sebagaimana yang ditunjukkan pada tabel berikut:

BAD CORPORATE GOVERNANCE PRACTICES

Bad corporate governance practices continue to be a threat because they can have a negative impact on stakeholders. In addition to strengthening the corporate governance function, the Company always pays attention to business practices with environmental preservation efforts. To support this, the Company continues to carry out its activities and operational activities based on applicable regulations.

Based on the document review, irregularities were not found that could reduce the quality of the implementation of good corporate governance in the Company, such as corruption cases faced by Members of the Board of Directors and Members of the Board of Commissioners, environmental pollution, the existence of bankruptcy requests or freezing of the Company's main products.

Other bad corporate governance practices are also indicated in non-compliance in fulfilling tax obligations as well as inconsistencies in the presentation of audited financial reports with Indonesian Accounting Standards (SAK). In 2020, the Company has fulfilled tax obligations as well as adjusted the presentation of audited financial statements with SAK.

In order to support the strengthening of good corporate governance, the Company does not take any actions and policies related to bad corporate governance practices as shown in the following table:

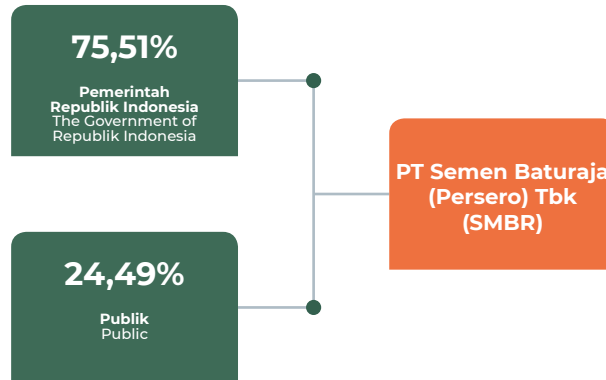
No.	Keterangan Note	Praktik Practice	
1.	Laporan atas aktivitas Perseroan yang mencemari lingkungan	Reports on the Company's activities that pollute the environment	Nihil Nil
2.	Perkara penting yang sedang dihadapi oleh Perseroan, entitas anak, anggota Direksi dan/atau anggota Dewan Komisaris yang sedang menjabat tidak diungkapkan dalam laporan tahunan	Important cases currently being faced by the Company, its subsidiaries, members of the Board of Directors and/or members of the Board of Commissioners who are currently serving are not disclosed in the annual report.	Nihil Nil
3.	Ketidakpatuhan dalam pengungkapan pemenuhan kewajiban perpajakan	Non-compliance in disclosure of fulfillment of tax obligations	Nihil Nil
4.	Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan SAK	The inconsistency in the presentation of annual reports and financial reports with the applicable regulations and Indonesian GAAP	Nihil Nil
5.	Kasus terkait buruh dan karyawan	Cases related to labor and employees	Nihil Nil
6.	Tidak terdapat pengungkapan segmen operasi pada laporan keuangan	There is no disclosure of operating segments in the financial statements	Nihil Nil
7.	Terdapat ketidaksesuaian antara buku laporan tahunan dengan laporan tahunan <i>softcopy</i>	There is a discrepancy between the annual report book and the softcopy annual report	Nihil Nil



INFORMASI PEMEGANG SAHAM UTAMA/PENGENDALI INFORMATION ON MAIN/CONTROLLING SHAREHOLDERS

Pemegang saham utama dan pengendali Perseroan adalah Pemerintah Indonesia dengan kepemilikan saham sebesar 75,51%. Sementara itu, sisanya 24,49% dimiliki oleh publik.

The main and controlling shareholder of the Company is the Government of Indonesia with a share ownership of 75.51%. Meanwhile, the remaining 24.49% is owned by the public.





RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS



// RUPS menjadi forum evaluasi kinerja Dewan Komisaris dan Direksi dengan mempertimbangkan berbagai aspek terkait kinerja operasional Perseroan.

the GMS is a forum for evaluating the performance of the Board of Commissioners and Directors by considering various aspects related to the Company's operational performance. **//**

Undang-Undang Nomor 40 tahun 2007 Bab I mengenai Ketentuan Umum Pasal 1, menyatakan bahwa Organ Perseroan terdiri dari Rapat Umum Pemegang Saham, Direksi dan Dewan Komisaris. Rapat Umum Pemegang Saham (RUPS) memegang peranan sebagai organ tertinggi dalam struktur Perseroan. RUPS adalah organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam undang-undang dan/atau Anggaran Dasar.

Wewenang yang tidak dimiliki oleh Dewan Komisaris maupun Direksi tapi dimiliki oleh RUPS, di antaranya pemberian pertanggungjawaban Dewan Komisaris dan Direksi terkait pengelolaan Perseroan serta

Law Number 40 of 2007 Chapter I regarding General Provisions Article 1, the Company's organs consist of the General Meeting of Shareholders, the Board of Directors and the Board of Commissioners. The General Meeting of Shareholders (GMS) is the highest organ in the structure of the Company that has authority that is not delegated to the Board of Directors or the Board of Commissioners within the limits specified in law and/or the Articles of Association.

The GMS does not have the authority of the Board of Commissioners or the Board of Directors, including accepting/rejecting the accountability of the Board of Commissioners and the Board of Directors, and



mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi. Kemudian, mengevaluasi kinerja Dewan Komisaris dan Direksi, menyetujui perubahan Anggaran Dasar Perseroan dan menyetujui laporan keuangan serta menetapkan remunerasi bagi anggota Dewan Komisaris dan Direksi.

Meskipun demikian, RUPS, Dewan Komisaris dan Direksi saling menghormati tugas, tanggung jawab dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar. RUPS dan atau Pemegang Saham juga tidak dapat melakukan intervensi terhadap tugas, fungsi dan wewenang Dewan Komisaris serta Direksi.

Para Pemegang Saham juga memiliki hak untuk memberikan masukan dalam proses pengambilan keputusan penting menyangkut pengembangan dan masa depan Perseroan dalam RUPS. Selain itu, RUPS juga menjadi forum evaluasi kinerja Dewan Komisaris dan Direksi dengan mempertimbangkan berbagai aspek terkait kinerja operasional Perseroan.

JENIS RUPS

Perseroan membagi RUPS ke dalam dua jenis yakni RUPS Tahunan dan RUPS Luar Biasa. RUPS Tahunan diselenggarakan sebagai pertanggungjawaban Dewan Komisaris dan Direksi terkait pengelolaan Perseroan. Sementara itu, RUPS Luar Biasa diselenggarakan setiap kali terdapat keharusan Perseroan mengambil keputusan yang bersifat korporasi yang tidak menjadi wewenang Dewan Komisaris dan Direksi.

Dalam melaksanakan RUPS, Perseroan mengacu pada ketentuan peraturan perundang-undangan sebagai berikut:

1. Undang-Undang No.19 Tahun 2003 tentang Badan Usaha Milik Negara.
2. Undang-Undang No.40 Tahun 2007 tentang Perseroan Terbatas.
3. Peraturan Otoritas Jasa Keuangan (POJK) Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
4. Peraturan Otoritas Jasa keuangan (POJK) Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik.
5. Peraturan Bursa Efek Indonesia No.I-E tentang Kewajiban Penyampaian Informasi.
6. Anggaran Dasar Perusahaan.

appointing and dismissing members of the Board of Commissioners and Board of Directors Evaluating the performance of the Board of Commissioners and Directors, approving amendments to the Company's Articles of Association and approving reports finance and determine the remuneration of the members of the Board of Commissioners and the Board of Directors.

Nevertheless, the GMS, the Board of Commissioners and the Board of Directors respect each other's duties, responsibilities and authorities in accordance with laws and regulations and the Articles of Association. The GMS and/or Shareholders also cannot intervene in the duties, functions and powers of the Board of Commissioners and the Board of Directors.

Shareholders also have the right to provide input in the process of making important decisions regarding the development and future of the Company in the GMS. In addition, the GMS is also a forum for evaluating the performance of the Board of Commissioners and Directors by considering various aspects related to the Company's operational performance.

TYPE OF GMS

Semen Baturaja divides the GMS into Annual GMS and Extraordinary GMS. The Annual GMS is held for the accountability of the Board of Commissioners and the Board of Directors regarding the management of the Company. Meanwhile, an Extraordinary GMS is held whenever there is a requirement for the Company to make corporate decisions which are not under the authority of the Board of Commissioners and the Board of Directors.

In carrying out the GMS, the Company refers to the provisions of the laws and regulations as follows:

1. Law No. 19 of 2003 on State-Owned Enterprises.
2. Law No. 40 of 2007 regarding Limited Liability Companies.
3. Financial Services Authority Regulation (POJK) Number 15/POJK.04/2020 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies.
4. Financial Services Authority Regulation (POJK) Number 16/POJK.04/2020 concerning the Implementation of the General Meeting of Shareholders of Public Companies Electronically.
5. Indonesian Stock Exchange Regulation No. I-E concerning Obligation to Submit Information.
6. Articles of Association of the Company



RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS

TATA CARA PENYELENGGARAAN RUPS

Penyelenggaraan RUPS dapat dilakukan atas permintaan Dewan Komisaris atau dengan permintaan Pemegang Saham Seri A Dwiwarna atau permintaan seorang atau lebih Pemegang Saham, baik sendiri atau bersama-sama mewakili 1/10 atau lebih bagian dari seluruh jumlah saham yang telah dikeluarkan oleh Perseroan dengan hak suara yang sah sebagaimana diatur berdasarkan Anggaran Dasar Pasal 20 ayat 4. Setiap saham yang dikeluarkan mempunyai 1 (satu) hak suara kecuali Anggaran Dasar menentukan lain.

Sementara mengenai tata cara penyelenggaraan RUPS, Perseroan berpedoman pada Peraturan Otoritas Jasa Keuangan (POJK) Nomor 15/POJK.04/2020 dan POJK Nomor 16/POJK.04/2020 tanggal 20 April 2020 antara lain adalah sebagai berikut.

1. Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 21 (dua puluh satu) hari sebelum tanggal pelaksanaan RUPS dengan tidak memperhitungkan tanggal pemanggilan dan tanggal pelaksanaan RUPS melalui situs web Bursa Efek Indonesia, situs web Perseroan dan 1 (satu) surat kabar harian berbahasa Indonesia berperedaran nasional.
2. Sebelum melakukan pemanggilan, paling lambat 14 (empat belas) hari sebelumnya, Perseroan wajib melakukan pemberitahuan atau pengumuman bahwa akan dilakukan pemanggilan RUPS melalui situs web Bursa Efek Indonesia, Situs Web Perseroan dan 1 (satu) surat kabar harian berbahasa Indonesia berperedaran nasional.
3. Terkait dengan status Perseroan sebagai salah satu Perusahaan Terbuka serta dalam rangka keseragaman informasi mengenai rencana dan pelaksanaan RUPS, maka sesuai dengan ketentuan POJK Nomor 15, Perseroan wajib menyampaikan terlebih dahulu mata acara rapat tersebut kepada OJK paling lambat 5 (lima) hari kerja sebelum pemberitahuan atau pengumuman.
4. Perseroan dapat melaksanakan RUPS secara elektronik (e-RUPS) melalui penyedia e-RUPS. Informasi mengenai rencana pelaksanaan e-RUPS juga wajib dimuat dalam penyampaian mata acara RUPS kepada OJK dan pada saat pengumuman serta pemanggilan RUPS kepada pemegang saham.

PROCEDURES FOR ORGANIZING A GMS

The GMS may be held at the request of the Board of Commissioners or at the request of the Series A Dwiwarna Shareholder or the request of one or more Shareholders, either individually or collectively representing 1/10 or more of the total number of shares that have been issued by the Company with voting rights valid as regulated under the Articles of Association of Article 20 paragraph 4. Each share issued has 1 (one) vote, unless the Articles of Association determine otherwise.

Meanwhile, regarding the procedures for holding a GMS, the Company is guided by the Financial Services Authority Regulation (POJK) Number 15/POJK.04/2020 and POJK Number 16/POJK.04/2020 dated April 20, 2020, among others, as follows.

1. Summons to the GMS shall be made no later than 21 (twenty one) days prior to the date of the GMS, excluding the date of the invitation and the date of the GMS through the Indonesia Stock Exchange website, the Company's website and 1 (one) Indonesian language daily newspaper. have a national circulation.
2. Prior to making the summons, no later than 14 (fourteen) days in advance, the Company must notify or announce that a GMS will be called through the Indonesia Stock Exchange website, the Company's website and 1 (one) Indonesian language daily newspaper with national circulation.
3. In relation to the Company's status as a Public Company and in the context of uniformity of information regarding the plan and implementation of the GMS, in accordance with the provisions of POJK Number 15, the Company must first submit the agenda of the meeting to OJK no later than 5 (five) working days before notification or announcement.
4. The Company may carry out the GMS electronically (e-GMS) through the e-GMS provider. Information regarding the e-GMS implementation plan must also be published in the submission of the agenda of the GMS to the OJK and at the time of announcement and summons of the GMS to shareholders.



5. Selanjutnya setelah pelaksanaan RUPS, Perseroan wajib menyampaikan hasil rapat selambat-lambatnya 2 (dua) hari kerja setelah rapat tersebut dilaksanakan kepada OJK dan Bursa Efek Indonesia, serta mengumumkannya kepada Publik melalui 1 (satu) surat kabar Bahasa Indonesia, salah satunya berperedaran nasional.

PEMEGANG SAHAM

Pemegang saham ialah individu atau badan hukum yang secara sah memiliki saham Perseroan. Sesuai Anggaran Dasar Perseroan, saham Perseroan terdiri dari Saham Seri A Dwiwarna dan Saham Seri B. Saham Seri A Dwiwarna yang hanya khusus dapat dimiliki Negara Republik Indonesia, yakni sebesar 75,51% saham Perseroan. Sementara itu, Saham Seri B yang dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat. Adapun struktur kepemilikan Saham Seri B sebesar 24,49%.

Perseroan mengatur agar Pemegang Saham tidak diperkenankan melakukan intervensi terhadap fungsi, tugas dan wewenang Dewan Komisaris dan Direksi. Dalam hal untuk mengambil keputusan oleh Pemegang Saham, hanya dapat dilakukan pada RUPS yakni secara wajar, transparan, dan untuk kepentingan Perseroan jangka panjang. Pemegang Saham melalui RUPS memiliki kewenangan untuk menjalankan haknya sesuai dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

HAK PEMEGANG SAHAM

Perseroan selalu memperhatikan dan menghormati hak dari para Pemegang Saham, termasuk hak untuk menerima pemberitahuan atas undangan pelaksanaan RUPS. Berdasarkan ketentuan yang berlaku, sebelum pelaksanaan RUPS, Perseroan akan melakukan pemanggilan dalam jangka waktu paling lambat 14 (empat belas) hari terhitung sebelum tanggal pelaksanaan RUPS. Pemanggilan RUPS dilakukan melalui surat kabar, IDX net (surat tercatat) dan *website* Perseroan. Dalam pemanggilan tersebut, akan dicantumkan tanggal, waktu, tempat, ketentuan pemegang saham yang berhak hadir dalam RUPS dan mata acara rapat.

5. Subsequently, after the implementation of the GMS, the Company must submit the results of the meeting no later than 2 (two) working days after the meeting was held to the OJK and the Indonesia Stock Exchange, and announce it to the Public through 1 (one) Indonesian language newspaper, one of which is nationally circulated.

SHAREHOLDERS

Shareholders are individuals or legal entities who legally own share of the Company. In accordance with the Articles of Association of Semen Baturaja, the Company's shares consist of Series A Dwiwarna Shares and Series B Shares. Series A Dwiwarna shares which can only be owned by the State of the Republic of Indonesia, which is 75.51% of the Company's shares. Meanwhile, Series B Shares which can be owned by the Republic of Indonesia and/or the public. The share ownership for Series B SMBR is 24.49%.

The Company regulates that Shareholders are not allowed to intervene in the functions, duties and powers of the Board of Commissioners and Directors. In terms of making a decision by the Shareholders, it can only be done at the GMS, namely in a fair, transparent manner and for the long-term interest of the Company. Shareholders through the GMS have the authority to exercise their rights in accordance with the Articles of Association of the Company and the prevailing laws and regulations.

SHAREHOLDERS' RIGHTS

The Company always pays attention to and respects the rights of the Shareholders, including the right to receive notification of the invitation to hold a GMS. Based on the applicable provisions, prior to the implementation of the GMS, the Company will make a summons within 14 (fourteen) days from the date of the GMS. Summons to the GMS are made through newspapers, IDX net (registered mail) and the Company's website. The summons will state the date, time, place, provisions of the shareholders who are entitled to attend the GMS and the agenda of the meeting.



RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS

Berikut adalah hak Pemegang Saham berdasarkan seri saham yang dimiliki.

Following are the rights of the Shareholders based on the series of shares they have.

Pemegang Saham Seri A Dwiwarna Series A Dwiwarna Shareholder	Pemegang Saham Seri B Series B Shareholders
<ol style="list-style-type: none"> 1. Menghadiri dan memberikan suara dalam RUPS, setiap satu saham mewakili 1 hak suara; 2. Mengusulkan Calon Anggota Direksi dan Calon Anggota Dewan Komisaris; 3. Mengusulkan mata acara RUPS; 4. Menyetujui pengangkatan dan pemberhentian Dewan Komisaris dan Direksi; 5. Menyetujui perubahan Anggaran Dasar termasuk perubahan pemodalan; 6. Menyetujui penggabungan, peleburan, pengambilalihan, pemisahan dan pembubaran Perseroan; 7. Menyetujui remunerasi Direksi dan Dewan Komisaris; 8. Menyetujui pemindahtanganan aset; 9. Menyetujui mengenai penyertaan dan pengurangan prosentase penyertaan modal pada perusahaan lain; 10. Menyetujui penggunaan laba; 11. Menyetujui mengenai investasi dan pembiayaan jangka panjang yang tidak bersifat operasional; 12. Meminta laporan dan penjelasan mengenai hal tertentu kepada Direksi dan Dewan Komisaris Perseroan dengan memperhatikan peraturan yang berlaku di bidang Pasar Modal di Indonesia; 13. Menerima pembayaran dividen dan sisa kekayaan hasil likuidasi; 14. Menjalankan hak lainnya berdasarkan UUPT antara lain: <ul style="list-style-type: none"> • Setiap Pemegang Saham berhak mengajukan gugatan terhadap Perseroan ke Pengadilan Negeri apabila dirugikan karena tindakan Perseroan yang dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Direksi dan/atau Dewan Komisaris; • Setiap Pemegang Saham berhak meminta kepada Perseroan agar sahamnya dibeli dengan harga wajar apabila yang bersangkutan tidak menyetujui tindakan Perseroan yang merugikan Pemegang Saham atau Perseroan, berupa: <ul style="list-style-type: none"> - Perubahan Anggaran Dasar; - Pengalihan atau penjaminan kekayaan Perseroan yang mempunyai nilai lebih dari 50% kekayaan bersih Perseroan; atau penggabungan, peleburan, pengambil alihan atau pemisahan. <ol style="list-style-type: none"> 1. Attend and vote in the GMS, each share representing 1 voting right; 2. Propose Candidates for Members of the Board of Directors and Candidates for Members of the Board of Commissioners; 3. Propose the agenda of the GMS; 4. Approve the appointment and dismissal of the Board of Commissioners and Directors; 5. Approve changes to the Articles of Association including changes in capital; 6. Approve the merger, consolidation, takeover, separation and dissolution of the Company; 7. Approve the remuneration of the Board of Directors and the Board of Commissioners; 8. Approve the transfer of assets; 9. Approve participation and reduction in the percentage of equity participation in other companies; 10. Approve the use of profits; 11. Approve long-term investments and financing that are not operational in nature; 12. Request reports and explanations regarding certain matters from the Board of Directors and the Board of Commissioners of the Company with due observance of the prevailing regulations in the Capital Market sector in Indonesia; 13. Receiving payment of dividends and remaining assets resulting from liquidation; 14. Exercising other rights under the Company Law, among others: <ul style="list-style-type: none"> • Each Shareholder has the right to file a lawsuit against the Company to the District Court if they are harmed due to the Company's actions which are considered unfair and without reasonable reasons as a result of the resolution of the GMS, the Board of Directors and/or the Board of Commissioners. • Each Shareholder has the right to request the Company to purchase its shares at a fair price if the Shareholder does not approve of the Company's actions that are detrimental to the Shareholders or the Company, in the form of: <ul style="list-style-type: none"> - Amendments to the Articles of Association; - Transfer or guarantee of the Company's assets which have a value of more than 50% of the Company's net assets; or merger, consolidation, expropriation or separation. 	<ol style="list-style-type: none"> 1. Menghadiri dan memberikan suara dalam RUPS, setiap satu saham mewakili 1 hak suara; 2. Menerima pembayaran dividen dan sisa kekayaan hasil likuidasi; 3. Menjalankan hak lainnya berdasarkan UUPT antara lain: <ul style="list-style-type: none"> • Setiap Pemegang Saham berhak mengajukan gugatan terhadap Perseroan ke Pengadilan Negeri apabila dirugikan karena tindakan Perseroan yang dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Direksi dan/atau Dewan Komisaris. • Setiap Pemegang Saham berhak meminta kepada Perseroan agar sahamnya dibeli dengan harga wajar apabila yang bersangkutan tidak menyetujui tindakan Perseroan yang merugikan Pemegang Saham atau Perseroan, berupa: <ul style="list-style-type: none"> - Perubahan Anggaran Dasar; - Pengalihan atau penjaminan kekayaan Perseroan yang mempunyai nilai lebih dari 50% kekayaan bersih Perseroan; atau penggabungan, peleburan, pengambilalihan atau pemisahan. <ol style="list-style-type: none"> 1. Attending and casting votes in the GMS, each share representing 1 voting right; 2. Receive dividend payments and the remaining assets resulting from liquidation 3. Exercise other rights under the Company Law, including: <ul style="list-style-type: none"> • Each Shareholder has the right to file a lawsuit against the Company to the District Court if they are harmed due to the Company's actions which are considered unfair and without reasonable reasons as a result of the resolution of the GMS, the Board of Directors and/or the Board of Commissioners. • Each Shareholder has the right to request the Company to purchase its shares at a fair price if the Shareholder does not approve of the Company's actions that harm the Shareholders or the Company, in the form of: <ul style="list-style-type: none"> - Amendments to the Articles of Association; - Transfer or guarantee of the Company's assets which have a value of more than 50% of the Company's net assets; or merger, consolidation, acquisition or separation.



PELAKSANAAN RUPS PADA TAHUN BUKU

Perseroan telah melaksanakan RUPS sebanyak 1 (satu) kali sepanjang tahun 2020 yakni RUPS Tahunan Tahun Buku 2019.

Pengumuman RUPS

Pengumuman penyelenggaraan RUPS Tahunan dilakukan melalui *website* Perseroan dan dipublikasikan pada tanggal 29 Juni 2020 di surat kabar Media Indonesia dalam Bahasa Indonesia. Adapun pengumuman RUPS Tahunan tersebut memuat sebagai berikut:

1. Bersama ini Direksi PT Semen Baturaja (Persero) Tbk, selanjutnya disebut "Perseroan" akan menyelenggarakan Rapat Umum Pemegang Saham Tahunan untuk Tahun Buku 2019 ("Rapat") pada hari Rabu, tanggal 5 Agustus 2020.
2. Sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan ketentuan Anggaran Dasar Perseroan maka Pemanggilan Rapat akan diumumkan melalui 1 (satu) surat kabar berbahasa Indonesia yang berperedaran nasional, eASY.KSEI, situs *web* Bursa Efek Indonesia dan situs *web* Perseroan www.semenbaturaja.co.id pada tanggal 14 Juli 2020.
3. Para pemegang saham yang berhak menghadiri atau diwakili dalam Rapat adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan dan/atau pemilik saldo saham Perseroan pada sub rekening efek di Penitipan Kolektif PT Kustodian Sentral Efek Indonesia (KSEI) pada penutupan perdagangan saham Perseroan di Bursa Efek Indonesia pada tanggal 13 Juli 2020 sampai dengan pukul 16.00 WIB.
4. Sesuai ketentuan Pasal 16 ayat (2) Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 bahwa pemegang saham baik sendiri-sendiri bersama-sama yang mewakili 1/20 (satu per dua puluh) atau lebih dari jumlah seluruh saham Perseroan berhak memberikan usulan terkait agenda rapat termasuk melakukan penambahan agenda dengan ketentuan yang bersangkutan harus mengajukan secara tertulis kepada Direksi Perseroan selaku penyelenggara RUPS selambat-lambatnya 7 (tujuh) hari sebelum tanggal pemanggilan rapat atau tanggal 7 Juli 2020 dengan disertai alasan dan bahan usulan mata acara rapat, dengan memenuhi ketentuan peraturan perundang-undangan yang berlaku.

IMPLEMENTATION OF GMS FOR FINANCIAL YEAR

The Company held GMS 1 (one) time throughout 2020, namely the Annual GMS for the 2019 Financial Year.

Announcement of the GMS

Announcement of the holding of the Annual GMS is made through the Company's website and published on 29 June 2020 in the newspaper Media Indonesia in Indonesian. The announcement of the Annual GMS contains the following:

1. Hereby, the Board of Directors of PT Semen Baturaja (Persero) Tbk, hereinafter referred to as "the Company" will hold an Annual General Meeting of Shareholders for the 2019 Financial Year ("Meeting") on Wednesday, 5 August 2020.
2. In accordance with the Financial Services Authority Regulation Number 15/POJK.04/2020 dated April 20, 2020 concerning the Planning and Implementation of the General Meeting of Shareholders of Public Companies and the provisions of the Articles of Association of the Company, the Summons to the Meeting will be announced in 1 (one) Indonesian language newspaper which nationally circulated, eASY.KSEI, the website of the Indonesia Stock Exchange and the Company's website www.semenbaturaja.co.id on 14 July 2020.
3. Shareholders who are entitled to attend or be represented in the Meeting are Shareholders whose names are registered in the Register of Shareholders of the Company and/or owners of the Company's share balances in the securities sub-account in the Collective Custody of PT Kustodian Sentral Efek Indonesia (KSEI) at the close of share trading. Company on the Indonesia Stock Exchange on 13 July 2020 at 16.00 WIB.
4. In accordance with the provisions of Article 16 paragraph (2) of the Financial Services Authority Regulation Number 15/POJK.04/2020 that the shareholders either individually represent 1/20 (one twentieth) or more of the total shares of the Company has the right to provide suggestions related to the meeting agenda including adding to the agenda provided that the relevant provisions must submit in writing to the Board of Directors of the Company as the organizer of the GMS no later than 7 (seven) days before the date of the meeting invitation or 7 July 2020 accompanied by the reasons and materials for the proposed agenda, by complying with the provisions of the prevailing laws and regulations.



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Pemanggilan RUPS

Sesuai dengan aturan yang diterapkan oleh Perseroan, Perseroan mengirimkan surat panggilan kepada Pemegang Saham mengenai penyelenggaraan RUPS Tahunan pada 14 Juli 2020 melalui pemasangan iklan di surat kabar Media Indonesia dalam bahasa Indonesia sebagai undangan resmi sesuai dengan ketentuan Anggaran Dasar Perseroan. Dalam surat panggilan RUPS juga memuat penjelasan dari masing-masing mata acara sesuai pemenuhan atas Peraturan Otoritas Jasa Keuangan (POJK) no. 15/POJK.04/2020. Di dalam surat panggilan tersebut terdapat keterangan bahwa formulir surat kuasa untuk menghadiri rapat dapat diperoleh dengan ketentuan sebagai berikut:

- Bagi para Pemegang Saham yang berhak untuk hadir dalam RUPS yang sahamnya dimasukkan dalam penitipan kolektif KSEI, dapat memberikan kuasa secara elektronik melalui fasilitas *Electronic General Meeting System* KSEI (eASY.KSEI) dalam tautan <https://akses.ksei.co.id/> yang disediakan oleh KSEI sebagai mekanisme pemberian kuasa secara elektronik dalam proses penyelenggaraan RUPS yang tersedia sampai dengan pukul 12.00 WIB 1 (satu) hari kerja sebelum pelaksanaan rapat.
- Bagi para Pemegang Saham yang akan menghadiri Rapat di luar mekanisme eASY.KSEI, Pemegang Saham dapat mengunduh formulir surat kuasa di situs web Perseroan www.semenbaturaja.co.id dan selanjutnya surat kuasa yang telah diisi dikirimkan melalui e-mail dm@datindo.com dan aslinya dikirim ke Biro Administrasi Efek ("BAE") Perseroan, yaitu PT Datindo Entrycom yang beralamatkan di Jl. Hayam Wuruk No.28 Lantai 2 Jakarta 10120 Telepon 021-3508077 Faksimili 021-3508078 selambat-lambatnya tanggal 31 Juli 2020.

Pemanggilan RUPS Tahunan memuat:

1. Hari, tanggal, waktu dan tempat pelaksanaan RUPS Tahunan Perseroan.
2. Mata acara dalam RUPS Perseroan Tahunan Perseroan.
3. Penjelasan-penjelasan yang harus disampaikan terkait dengan mata acara RUPS Tahunan Perseroan seperti mata acara RUPS agenda rutin Perseroan, mata acara RUPS yang terkait dengan perubahan peraturan yang perlu persetujuan RUPS dan usulan Pemegang saham Seri A Dwiwarna terhadap perubahan pengurusan Perseroan.
4. Catatan/informasi terkait dengan RUPS tahunan Perseroan seperti: undangan RUPS Tahunan, ketentuan Pemegang Saham yang berhak hadir

Summons to the GMS

In accordance with the regulations applied by the Company, the Company sent a summons to the Shareholders for the Annual General Meeting of Shareholders on 14 July 2020 through advertising in the Media Indonesia newspaper in Indonesian as an official invitation in accordance with the provisions of the Company's Articles of Association. The summons for the GMS also contains an explanation of each agenda item in accordance with the compliance with the Financial Services Authority Regulation (POJK) no. 15/POJK.04/2020. The summons contains information that the power of attorney to attend the meeting can be obtained with the following conditions:

- Shareholders who are entitled to attend the GMS whose shares are placed in the collective custody of KSEI, may authorize electronically through the KSEI Electronic General Meeting System (eASY.KSEI) facility in the <https://akses.ksei.co.id/> provided by KSEI as a mechanism for electronic power of attorney in the process of organizing a GMS which is available up to 12.00 WIB 1 (one) working day prior to the meeting.
- For Shareholders who will attend the Meeting outside the eASY.KSEI mechanism, Shareholders can download the power of attorney form on the Company's website www.semenbaturaja.co.id and then the completed power of attorney will be sent via e-mail dm@datindo.com and the original is sent to the Company's Securities Administration Bureau ("BAE"), namely PT Datindo Entrycom, which is located at Jl. Hayam Wuruk No.28 2nd Floor Jakarta 10120 Telephone 021-3508077 Facsimile 021-3508078 by 31 July 2020.

Invitation to the Annual GMS contains:

1. The day, date, time and place of the Company's Annual GMS.
2. Agenda at the Company's Annual GMS.
3. The explanations that must be submitted are related to the agenda of the Company's Annual GMS, such as the agenda of the Company's routine GMS, agenda of the GMS related to changes in regulations that require GMS approval and the proposal of the Dwiwarna Series A shareholder for changes in the management of the Company.
4. Notes/information related to the Company's annual GMS, such as: invitation to the Annual GMS, provisions for Shareholders who are entitled to



dalam RUPS Tahunan, imbauan untuk melakukan *physical distancing* serta protokol keamanan dan kesehatan yang berlaku pada saat pelaksanaan RUPS, Pemegang Saham yang tidak hadir dapat memberikan kuasa melalui mekanisme eASY KSEI atau diwakili oleh kuasanya dalam rapat dengan membawa Surat Kuasa yang dapat diunduh di situs web Perseroan dan mengirimkannya ke PT Datindo Entrycom, pemegang saham berbentuk Badan hukum diminta untuk membawa foto kopi lengkap Anggaran Dasarnya serta susunan pengurus yang terakhir, bahan mata acara rapat tersedia sejak tanggal Pemanggilan RUPS sampai dengan penyelenggaraan RUPS kecuali kecuali untuk materi mata acara Rapat keenam, sesuai dengan Pasal 18 ayat (4) POJK Nomor 15/2020 dan Anggaran Dasar Perseroan Pasal 23 ayat 10.b, akan tersedia paling lambat pada saat Rapat diselenggarakan. Bahan mata acara Rapat dalam bentuk salinan dokumen fisik dapat diperoleh di kantor pusat Perseroan di Palembang/kantor perwakilan di Jakarta pada jam kerja Perseroan jika diminta secara tertulis oleh Pemegang Saham Perseroan.

Penyelenggaraan RUPS Tahunan

Pada tahun 2020, Perseroan melaksanakan RUPS Tahunan tahun buku 2019 yang diselenggarakan pada hari Rabu, tanggal 5 Agustus 2020 pukul 14.00 WIB - selesai, bertempat di Hotel Sari Pacific Jakarta. Proses penyelenggaraan Rapat Umum Pemegang Saham Tahunan dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan Peraturan Otoritas Jasa keuangan Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik.

RUPS Tahunan dipimpin oleh Komisaris dengan terlebih dahulu membacakan tata tertib RUPS sebelum memasuki mata acara rapat. Ketua rapat memberikan kesempatan kepada pemegang saham dan/atau kuasanya untuk mengajukan pertanyaan/tanggapan dan/atau usulan pada setiap mata acara rapat. Ketua rapat atau Direktur yang ditunjuk oleh Ketua rapat menjawab atau menanggapi pertanyaan/catatan pemegang saham yang hadir. Setelah semua pertanyaan dijawab dan ditanggapi selanjutnya dilakukan pemungutan suara dan hanya pemegang saham dan/atau kuasanya yang sah yang berhak untuk mengeluarkan suara.

attend the Annual GMS, calls for physical distancing and safety and health protocols that apply at the time of the GMS, Shareholders who are not present can provide power of attorney through the KSEI eASY mechanism or represented by proxies at the meeting by bringing a Power of Attorney which can be downloaded on the Company's website and sending it to PT Datindo Entrycom, shareholders in the form of a legal entity are required to bring a complete copy of their Articles of Association and the latest composition of the management, eye material The meeting agenda is available from the date of the Summons to the GMS until the holding of the GMS, except for the sixth agenda of the Meeting, in accordance with Article 18 paragraph (4) POJK Number 15/2020 and the Company's Articles of Association Article 23 paragraph 10.b, will be available at the latest when the Meeting is held. Meeting agenda materials in the form of physical copies of documents can be obtained at the Company's head office in Palembang/representative office in Jakarta during the Company's working hours if requested in writing by the Company's Shareholders.

Organizing the Annual GMS

In 2020, the Company will hold the Annual GMS for the 2019 financial year which will be held on Wednesday, 5 August 2020 at 14.00 WIB, at Sari Pacific Jakarta. The process of holding the Annual General Meeting of Shareholders is carried out based on Financial Services Authority Regulation Number 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Financial Services Authority Regulation Number 16/POJK.04/2020 concerning Implementation of General Meetings Electronically Public Company Shareholders.

The Annual GMS is chaired by a Commissioner by reading out the GMS rules before entering the agenda of the meeting. The chairman of the meeting provides the opportunity for shareholders and/or their proxies to submit questions/responses and/or suggestions in each agenda item of the meeting. The chairman of the meeting or the Director appointed by the chairman of the meeting answers or responds to questions/notes from shareholders who are present. After all questions have been answered and responded to, then a vote is conducted and only shareholders and/or their legal proxies are entitled to cast votes.



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Tahapan Penyelenggaraan

Pengumuman RUPS 29 Juni 2020 Announcement of the GMS 29 June 2020	Pengumuman RUPS disampaikan paling lambat 14 hari sebelum tanggal pemanggilan RUPS Announcement of the GMS shall be submitted no later than 14 days prior to the date of the summons for the GMS	Pengumuman RUPS telah disampaikan melalui iklan di surat kabar Media Indonesia, Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs <i>web</i> perusahaan. The announcement of the GMS has been delivered through advertisements in the newspapers Media Indonesia, the Indonesia Stock Exchange, the Financial Services Authority (OJK) and the Company's website.
Pemanggilan RUPS 14 Juli 2020 Summon of the GMS 14 July 2020	Pemanggilan RUPS disampaikan paling lambat 21 hari sebelum tanggal pelaksanaan RUPS Summon of the GMS shall be submitted no later than 21 days prior to the date of the GMS	Pengumuman RUPS telah disampaikan melalui iklan di surat kabar Media Indonesia, Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs <i>web</i> perusahaan. The announcement of the GMS has been delivered through advertisements in the newspapers Media Indonesia, the Indonesia Stock Exchange, the Financial Services Authority (OJK) and the Company's website.
Pelaksanaan RUPS 5 Agustus 2020 GMS implementation 5 August 2020	Tempat: Hotel Sari Pacific Jakarta, Jl. MH Thamrin No. 6 Jakarta Pusat Venue: Sari Pacific Jakarta, Jl. MH Thamrin No. 6 Central Jakarta	Jumlah Saham yang hadir dengan Hak Suara 7.526.293.663 Lembar Saham atau 75,774% Total Shares with Voting Rights 7,526,293,663 Shares or 75.774%
Penyampaian Ringkasan Risalah RUPS 7 Agustus 2020 Submission of Summary of Minutes of the GMS 7 August 2020	Ringkasan Risalah RUPS disampaikan paling lambat 2 hari setelah tanggal pelaksanaan RUPS The summary of the Minutes of the GMS is submitted no later than 2 days after the date of the GMS	Penyampaian Ringkasan Risalah RUPS telah disampaikan melalui iklan di surat kabar Media Indonesia, Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs <i>web</i> perusahaan. The submission of the Summary of the Minutes of the GMS has been submitted through advertisements in the newspapers Media Indonesia, the Indonesia Stock Exchange, the Financial Services Authority (OJK) and the Company's website.
Penyampaian Risalah/Berita Acara RUPS 4 September 2020 Submission of Minutes of the GMS 4 September 2020	Risalah/berita acara RUPS disampaikan paling lambat 30 hari setelah tanggal pelaksanaan RUPS The minutes of the GMS are submitted no later than 30 days after the date of the GMS	Penyampaian Risalah/berita acara RUPS melalui surat kepada Otoritas Jasa Keuangan (OJK), Bursa Efek Indonesia dan situs <i>web</i> perusahaan Submission of minutes of the GMS by letter to the Financial Services Authority (OJK), the Indonesia Stock Exchange and the Company's website

Implementation Stages

Agenda RUPS

Berikut agenda pembahasan RUPS Tahunan Perseroan:

1. Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2019 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2019 dan Pengesahan Laporan Keuangan Tahun Buku 2019, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2019;
2. Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019, sekaligus pemberian pelunasan dan pembebasan tanggung jawab (*acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2019;
3. Penetapan penggunaan laba bersih Perseroan, termasuk pembagian dividen untuk Tahun Buku 2019;

Agenda of the GMS

The following is the agenda for the Company's Annual GMS:

1. Approval of the Board of Directors' Annual Report regarding the condition and operation of the Company during the 2019 Financial Year, including the Report on the Implementation of Supervisory Duties of the Board of Commissioners for the 2019 Financial Year and Ratification of the Financial Report for the 2019 Financial Year, as well as granting full release and discharge (*volledig acquit et de charge*) to the Board of Directors and the Board of Commissioners of the Company for management and supervisory actions that have been carried out during the 2019 Financial Year;
2. Ratification of the Annual Report including the Financial Report for the Partnership and Community Development Program for the 2019 Financial Year, as well as providing full release and discharge (*acquit et de charge*) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of the Partnership and Community Development Program that has been carried out during the Financial Year 2019;
3. Determination of the use of the Company's net profit, including the distribution of dividends for the 2019 Financial Year;



4. Penetapan tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 dan penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2020;
5. Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020;
6. Perubahan Pengurus Perseroan

Ketentuan Kuorum

Kuorum kehadiran dan kuorum keputusan RUPS untuk mata acara yang harus diputuskan dalam RUPS dilakukan dengan mengikuti ketentuan berdasarkan Peraturan Otoritas Jasa Keuangan dan Anggaran Dasar Perseroan.

Rapat RUPS Tahun buku 2019 telah dihadiri oleh 1 Saham Seri A Dwiwarna dan 7.526.293.662 Pemegang Saham Seri B atau seluruhnya 7.526.293.663 Lembar Saham atau lebih kurang 75,774% dari jumlah seluruh saham telah dikeluarkan oleh Perseroan. Dengan demikian ketentuan kourum RUPS sebagaimana diatur dalam pasal 25 Ayat (1) huruf a dan ayat (4) huruf a pada Anggaran Dasar Perseroan telah terpenuhi dan penyelenggaraan RUPS adalah sah serta dapat mengeluarkan keputusan yang mengikat bagi para Pemegang Saham Perseroan untuk setiap Mata Acara Rapat.

Proses Penghitungan Suara

Perhitungan suara dan prosedur pemungutan suara dalam RUPS Tahunan dijelaskan dalam Tata Tertib RUPS yang dibagikan kepada pemegang saham dan dibacakan oleh Pimpinan Rapat sebelum RUPS dimulai. Informasi mengenai Tata Tertib RUPS dipublikasikan dalam situs Perseroan sebelum pelaksanaan RUPS.

Adapun mekanisme pengambilan keputusan RUPS adalah sebagai berikut:

1. Keputusan Rapat diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka keputusan diambil dengan pemungutan suara, sesuai dengan kuorum pengambilan keputusan yang diatur di dalam Anggaran Dasar Perusahaan;
2. Pemungutan suara terhadap setiap mata acara Rapat dilakukan secara terbuka dengan prosedur mempersilakan mereka yang TIDAK SETUJU dan/atau memberikan suara ABSTAIN untuk

4. Determination of tantiem for the Board of Directors and Board of Commissioners of the Company for the 2019 Financial Year and remuneration for the Board of Directors and the Board of Commissioners for the 2020 Financial Year;
5. Appointment of a Public Accounting Firm to audit the Company's Financial Statements and Financial Statements for the Partnership and Community Development Program for the 2020 Financial Year;
6. Changes in the Management of the Company

Quorum

The quorum of attendance and quorum of GMS resolutions for the agenda that must be decided at the GMS shall be conducted in accordance with the provisions under the Financial Services Authority Regulation and the Company's Articles of Association

The GMS Meeting for the fiscal year 2019 was attended by 1 Series A Dwiwarna Share and 7,526,293,662 Series B Shareholders or a total of 7,526,293,663 Shares or approximately 75.774% of the total shares issued by the Company. Thus the provisions of the GMS quorum as stipulated in article 25 Paragraph (1) letter a and paragraph (4) letter a of the Company's Articles of Association have been fulfilled and the implementation of the GMS is valid and can issue binding resolutions for the Company's Shareholders for each Agenda of the Meeting.

Vote Counting Process

The calculation of votes and voting procedures in the Annual GMS are explained in the GMS Rules of Procedure which are distributed to shareholders and read out by the Chair of the Meeting before the start of the GMS. Information regarding the GMS Rules is published on the Company's website prior to the implementation of the GMS.

The mechanisms for making GMS decisions are as follows:

1. Meeting resolutions are adopted based on deliberation to reach consensus. In the event that a decision based on deliberation to reach a consensus is not reached, then the resolution shall be adopted by majority voting, in accordance with the quorum for decision making as stipulated in the Articles of Association of the Company;
2. Voting on each agenda item of the Meeting shall be conducted openly with the procedure of inviting those who are in favor and/or abstention to raise their hands and hand over the filled in ballot



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mengangkat tangan dan menyerahkan kartu suara yang telah diisi kepada petugas Rapat. Mereka yang tidak mengangkat tangan, dianggap mengeluarkan suara yang sama dengan suara mayoritas Pemegang Saham.

Perseroan telah menunjuk pihak independen yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Fathiah Helmi dalam melakukan penghitungan dan/atau memvalidasi suara.

Kehadiran Dewan Komisaris, Direksi, Lembaga & Profesi Penunjang Pasar Modal

Pelaksanaan RUPS Tahun Buku 2019 dihadiri oleh anggota Dewan Komisaris dan Direksi yang menjabat sampai pada saat Rapat tersebut diselenggarakan dan dihadiri oleh Lembaga & Profesi Penunjang Pasar Modal sebagaimana tercantum dalam tabel di bawah ini.

Kehadiran Dewan Komisaris

Attendance of the Board of Commissioners

Nama Name	Jabatan Position	Keanggotaan pada Komite Position at the Committee	Kehadiran dalam RUPS Tahun Buku 2019 Attendance at the 2019 Fiscal Year GMS
Harjanto	Komisaris Utama President Commissioner	-	-
Oke Nurwan	Komisaris Commissioner	-	√
Kiki Rizki Yoctavian	Komisaris Commissioner	Ketua Komite Manajemen Risiko, Anggota Komite Nominasi & Remunerasi Chairman of the Risk Management Committee, Member of the Nomination & Remuneration Committee	√
Darusman Mawardi	Komisaris Independen Independent Commissioner	Ketua Komite Audit, Ketua Komite Nominasi & Remunerasi Chairman of the Audit Committee, Chairman of the Nomination & Remuneration Committee	√
Dewi Yustisiana	Komisaris Independen Independent Commissioner	Sekretaris Komite Nominasi & Remunerasi (Merangkap Anggota) Secretary of the Nomination & Remuneration Committee (Concurrently Member)	-

Kehadiran Direksi

Attendance of the Board of Directors

Nama Name	Jabatan Position	Kehadiran dalam RUPS Tahun Buku 2019 Attendance at the 2019 Fiscal Year GMS
Jobi Triananda Hasjim	Direktur Utama President Director	√
Daconi	Direktur Produksi & Pengembangan Director of Production & Development	√
M. Jamil	Direktur Keuangan Finance Director	√
Amrullah	Direktur Umum & SDM Director of General Affairs & HR	√
Dede Parasade	Direktur Pemasaran Marketing Director	-

cards to the meeting officers. Those who do not raise their hands are deemed to cast the same vote as the majority vote of the Shareholders.

The Company has appointed independent parties, namely Registrar PT Datindo Entrycom and Notary Fathiah Helmi in counting and/or validating votes.

Attendance of the Board of Commissioners, Directors, Capital Market Supporting Institutions & Professionals

The GMS for the 2019 Financial Year was attended by members of the Board of Commissioners and Directors who served until the meeting was held and attended by Capital Market Supporting Institutions & Professionals as listed in the table below.



Kehadiran Lembaga & Profesi Penunjang Pasar Modal

The Presence of Capital Market Supporting Institutions & Professionals

Biro Administrasi Efek Registrar	Notaris Notary	Kantor Akuntan Publik Public Accountant Firm
PT Datindo Entrycom	Fathiah Helmi, SH	Herman Dody Tanumihardja & Rekan

Hasil Keputusan RUPS Tahunan

Ringkasan risalah RUPS Tahunan dipublikasikan pada situs web Perseroan, yaitu: www.semenbaturaja.co.id dalam dua bahasa dan disampaikan pada Otoritas Jasa Keuangan dan Lembaga Pasar Modal lainnya pada tanggal 7 Agustus 2020 serta dipublikasikan pada tanggal 7 Agustus 2020 di surat kabar Media Indonesia dalam Bahasa Indonesia.

Hingga Laporan Tahunan ini diterbitkan, seluruh hasil keputusan RUPS telah dilaksanakan. Penjelasan atas setiap mata acara RUPS diurai sebagai berikut.

Annual GMS Resolutions

The summary of the minutes of the Annual GMS is published on the Company's website, namely: www.semenbaturaja.co.id in two languages and submitted to the Financial Services Authority and other Capital Market Institutions on 7 August 2020 and published on 7 August 2020 in the newspaper Media Indonesia in Indonesian.

Until this Annual Report is published, all resolutions of the GMS have been implemented. The explanation for each agenda item of the GMS is described as follows.

Mata Acara Rapat Pertama

First Meeting Agenda

Mata Acara Agenda	Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2019 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2019 dan Pengesahan Laporan Keuangan Tahun Buku 2019, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2019	Approval of the Board of Directors' Annual Report regarding the condition and operation of the Company during the 2019 Financial Year including the Report on the Implementation of Supervisory Duties of the Board of Commissioners for the 2019 Financial Year and Ratification of the Financial Report for the 2019 Financial Year, as well as granting releases and discharges (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for the management and supervision actions that have been carried out during the 2019 Financial Year
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	2 (dua) orang	2 (two) persons
Hasil Pemungutan Suara Result of Voting	Setuju In Favour 7.526.289.143 suara vote (99,9999399%)	Tidak setuju Against 0 suara vote (0%) Abstain Abstain 4.520 suara vote (0,0000601%)
Keputusan Rapat Meeting Resolutions	<ol style="list-style-type: none"> Menyetujui Laporan Tahunan Tahun Buku 2019 termasuk Laporan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2019. Pengesahan Laporan Keuangan Perseroan untuk Tahun Buku 2019 yang telah diaudit oleh Kantor Akuntan Publik Djoko, Sidik & Indra sebagaimana dimuat dalam laporannya Nomor: 00006/2.0999/AU.1/04/1275-1/1/11/2020 tanggal 14 Februari 2020 dengan pendapat "Wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2019 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan Tahun Buku 2019." 	<ol style="list-style-type: none"> Approve the 2019 Financial Year Annual Report including the Board of Commissioners' Supervisory Report for the 2019 Financial Year. Ratify the Company's Financial Statements for Fiscal Year 2019 which have been audited by the Public Accounting Firm Djoko, Sidik & Indra as contained in their report Number: 00006/2.0999/AU.1/04/1275-1/1/11/2020 dated 14 February 2020 with the opinion "Fair, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiaries as of 31 December 2019, as well as the consolidated financial performance and cash flow for the year ended on that date, in accordance with Financial Accounting Standards in Indonesia, as well as granting full release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for the management and supervisory actions that have been carried out in the Financial Year ending on 31 December 2019 as long as these actions are not a criminal act and are reflected in the books of the Company's reports for the Fiscal Year 2019."
Tindak Lanjut Follow up	Keputusan Langsung Berlaku	Resolutions took effect immediately



RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS

Mata Acara Rapat Kedua Second Meeting Agenda

Mata Acara Agenda	Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019, sekaligus pemberian pelunasan dan pembebasan tanggung jawab (<i>acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2019.	Ratification of the Annual Report including the Financial Report for the Partnership and Community Development Program for the 2019 Financial Year, as well as granting full release and discharge (<i>acquit et de charge</i>) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of the Partnership and Community Development Program that has been carried out during the 2019 Financial Year.	
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None	
Hasil Pemungutan Suara Result of Voting	Setuju In Favour	Tidak setuju Against	Abstain Abstain
	7.526.291.143 suara vote (99,9999665%)	0 suara vote (0%)	2.520 suara vote (0,0000335%)
Keputusan Rapat Meeting Resolutions	Menyetujui Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019 dan mengesahkan Laporan Keuangan Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh Kantor Akuntan Publik Djoko, Sidik & Indra sebagaimana dimuat dalam laporannya Nomor: 00004/2.0999/AU.2/10/1275-1/1/II/2020 tanggal 14 Februari 2020 dengan pendapat "Wajar, dalam semua hal yang material, posisi keuangan Program Kemitraan dan Bina Lingkungan PT Semen Baturaja (Persero) Tbk tanggal 31 Desember 2019, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan-Entitas Tanpa Akuntabilitas Publik di Indonesia" serta memberikan pelunasan dan pembebasan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program kemitraan dan Bina Lingkungan Tahun Buku 2019, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan Tahun Buku 2019."	Approved the Annual Report of the Partnership and Community Development Program for the 2019 Fiscal Year and ratified the Financial Report for the Partnership and Community Development Program which had been audited by the Public Accountant Firm Djoko, Sidik & Indra as contained in their report Number: 00004/2.0999/AU.2/10/1275- 1/1/II/2020 dated 14 February 2020 with the opinion "Fair in all material respect, the financial position of the Partnership and Community Development Program of PT Semen Baturaja (Persero) Tbk on 31 December 2019, as well as its activities and cash flow for the year ended in the date is in accordance with the Financial Accounting Standards for Entities without Public Accountability in Indonesia "as well as granting full release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for management and supervision of the Partnership and Community Development Program for the 2019 Financial Year, as long as the action this is not a criminal act and is reflected in the books of the Company's reports for the 2019 Financial Year."	
Tindak Lanjut Follow up	Keputusan Langsung Berlaku	Resolutions took effect immediately	

Mata Acara Rapat Ketiga Third Meeting Agenda

Mata Acara Agenda	Penetapan penggunaan Laba Bersih Perseroan, termasuk pembagian Dividen untuk Tahun Buku 2019	Determination of the use of the Company's Net Profits, including the distribution of dividends for the 2019 Financial Year	
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	1 (satu) orang	1 (one) persons	
Hasil Pemungutan Suara Result of Voting	Setuju In Favour	Tidak setuju Against	Abstain Abstain
	7.526.291.143 suara vote (99,9999665%)	0 suara vote (0%)	2.520 suara vote (0,0000335%)



<p>Keputusan Rapat Meeting Resolutions</p>	<p>1. Menyetujui menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2019 sebesar Rp30.072.339.000 sebagai berikut:</p> <ul style="list-style-type: none"> - Sebesar 20,48% atau Rp6.158.815.000 ditetapkan sebagai dividen tunai - Sebesar 79,52% atau Rp23.913.524.000 ditetapkan sebagai cadangan lainnya. <p>2. Menyetujui memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk mengatur lebih lanjut mengenai tata cara dan pelaksanaan pembagian dividen tunai tersebut sesuai dengan ketentuan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham.</p>	<p>1. Approved to determine the use of Attribution of Net Profits for the Owners of the Parent Company for the Financial Year 2019 amounting to Rp30,072,339,000 as follows:</p> <ul style="list-style-type: none"> - A total of 20.48% or Rp6,158,815,000 is determined as cash dividends - A total of 79.52% or Rp23,913,524,000 was designated as other reserves. <p>2. Agree to grant authority and power to the Board of Directors of the Company with the right of substitution to further regulate the procedure and implementation of the cash dividend distribution in accordance with applicable regulations, including rounding up the payment of dividends per share.</p>
<p>Tindak Lanjut Follow up</p>	<p>Tata Cara Pembayaran Dividen Tunai Tahun Buku 2019 tercantum pada Ringkasan Hasil Keputusan RUPS Tahun Buku 2019 yang dipublikasikan melalui situs web Perseroan, situs web Bursa Efek Indonesia, Otoritas Jasa Keuangan dan melalui iklan di surat kabar Media Indonesia pada tanggal 7 Agustus 2020.</p> <p>Pembayaran dividen dari laba tahun buku 2019 telah dilakukan pada tanggal 4 September 2020.</p>	<p>Procedures for Cash Dividend Payment for Fiscal Year 2019 are regulated in the Summary of Resolutions of the 2019 Annual General Meeting of Shareholders published on the Company's website, Indonesia Stock Exchange website, the Financial Services Authority and through advertisements in the Media Indonesia newspaper on 7 August 2020.</p> <p>Dividend payment from the 2019 financial year profit was made on 4 September 2020.</p>

Mata Acara Rapat Keempat
Fourth Meeting Agenda

<p>Mata Acara Agenda</p>	<p>Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2020</p>	<p>Determination of tantiem for the Board of Directors and Board of Commissioners of the Company for the 2019 Financial Year and remuneration for the Board of Directors and the Board of Commissioners for the 2020 Financial Year</p>
<p>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion</p>	<p>Tidak ada</p>	<p>None</p>
<p>Hasil Pemungutan Suara Result of Voting</p>	<p>Setuju In Favour 7.526.291.143 suara vote (99,9999665%)</p>	<p>Tidak setuju Against Abstain Abstain 0 suara vote (0%) 2.520 suara vote (0,0000335%)</p>
<p>Keputusan Rapat Meeting Resolutions</p>	<p>1. Menyetujui memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2020.</p> <p>2. Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwi Warna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019, serta menetapkan gaji, tunjangan, fasilitas dan insentif lainnya bagi Direksi untuk tahun 2020.</p>	<p>1. Approved to grant authority and power to the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 Financial Year, as well as to determine the honorarium, allowances and facilities for members of the Board of Commissioners for 2020.</p> <p>2. Approved to grant authority and power to the Board of Commissioners by first obtaining written approval from the Series A Dwi Warna Shareholder to determine the amount of bonus for the 2019 Financial Year, as well as determining salaries, allowances, facilities and other incentives for Directors for 2020.</p>
<p>Tindak Lanjut Follow up</p>	<p>Persetujuan Pemegang Saham Seri ADwiwarna dan penetapan melalui Surat Kementerian BUMN Nomor: S-17/Wk1.MBU.F/08/2020 tanggal 05 Agustus 2020 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2020.</p>	<p>Approval of Series A Dwiwarna Shareholders and determination through the Letter of the Ministry of BUMN Number: S-17/Wk1.MBU.F/08/2020 dated 05 August 2020 regarding the Determination of the Income of the Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk in 2020.</p>



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Mata Acara Rapat Kelima

Fifth Meeting Agenda

Mata Acara Agenda	Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020	Appointment of a Public Accounting Firm to audit the Company's Financial Statements and Financial Statements for the Partnership and Community Development Program for the 2020 Financial Year
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None
Hasil Pemungutan Suara Result of Voting	Setuju In Favour 7.526,164.143 suara vote (99,9982791%)	Tidak setuju Against 127.000 suara vote (0,0016874%) Abstain Abstain 2.520 suara vote (0,0000335%)
Keputusan Rapat Meeting Resolutions	<ol style="list-style-type: none"> Menyetujui meminta kepada Dewan Komisaris Perseroan agar melakukan pengadaan jasa Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2020. Selanjutnya, hasil pengadaan dimaksud agar disampaikan kepada Pemegang Saham Seri A Dwiwarna untuk mendapat penetapan. Berkenaan dengan hal tersebut angka 1, menyetujui memberikan kuasa dan wewenang kepada Pemegang Saham Mayoritas untuk menetapkan Kantor Akuntan Publik atau Kantor Akuntan Publik pengganti dalam hal KAP yang ditunjuk karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Perseroan Tahun Buku 2020 dan Laporan Keuangan PKBL Tahun Buku 2020 berdasarkan pada usulan Dewan Komisaris. Menyetujui melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi kantor akuntan publik tersebut. 	<ol style="list-style-type: none"> Approved requesting the Board of Commissioners of the Company to procure the services of a Public Accounting Firm to audit the Company's Consolidated Financial Statements and Financial Statements for the Implementation of the Partnership and Community Development Program for the 2020 Financial Year. Subsequently, the said procurement results should be submitted to the Series A Dwiwarna Shareholder for approval. With regard to the above point 1, approved to grant power and authority to the Majority Shareholders to determine a replacement Public Accounting Firm in the event that the appointed Public Accountant Firm for any reason cannot complete the audit of the Company's Financial Statements for the 2020 Financial Year and Financial Statements PKBL for the 2020 Fiscal Year is based on the proposal of the Board of Commissioners. Approved to delegate authority to the Board of Commissioners of the Company to determine the amount of fees for audit services, additional scope of work required and other reasonable requirements for the public accounting firm.
Tindak Lanjut Follow up	<p>Persetujuan Pemegang Saham Seri A Dwiwarna melalui Surat Kementerian BUMN Nomor S-1204/MBU/12/2020 tanggal 22 Desember 2020 perihal persetujuan KAP PT Semen Baturaja (Persero) Tbk.</p> <p>Surat Dewan Komisaris kepada Direksi PT Semen Baturaja (Persero) Tbk Nomor: S-36/DK-SB/XII/2020 tanggal 23 Desember 2020 perihal Penetapan Kantor Akuntan Publik (KAP) PT Semen Baturaja (Persero) Tbk.</p> <p>Penyampaian isi surat tersebut sebagai berikut:</p> <ol style="list-style-type: none"> Menetapkan KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (terafiliasi dengan RSM) sebagai KAP yang akan melaksanakan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Tahunan Pelaksanaan PKBL Tahun Buku 2020. Pelaksanaan Audit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Tahunan Pelaksanaan PKBL Tahun Buku 2020 dimaksud agar dipastikan seluruh ruang lingkup pekerjaan yang telah disepakati termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI, dan Laporan Kepatuhan terhadap Peraturan Perundang-undangan dan Pengendalian Intern diselesaikan secara tepat waktu dan berkualitas sesuai standar. Hasil Laporan Audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Keuangan PKBL Tahun Buku 2020 agar disampaikan paling lambat pada akhir bulan Februari 2021. 	<p>Approval of Series A Dwiwarna Shareholders through the Letter of the Ministry of BUMN Number S-1204/MBU/12/2020 dated 22 December 2020 regarding the approval of the KAP of PT Semen Baturaja (Persero) Tbk.</p> <p>Letter of the Board of Commissioners to the Board of Directors of PT Semen Baturaja (Persero) Tbk Number: S-36/DK-SB/XII/2020 dated 23 December 2020 regarding the Appointment of the Public Accountant Firm (KAP) of PT Semen Baturaja (Persero) Tbk.</p> <p>Submission of the contents of the letter as follows:</p> <ol style="list-style-type: none"> To appoint KAP Amir Abadi Jusuf, Aryanto, Mawar and Partners (affiliated with RSM) as the KAP which will audit the Company's Consolidated Financial Statements for the 2020 Financial Year and the Annual Report on the Implementation of the PKBL for the 2020 Financial Year. To ensure that the Implementation of the Audit of the Company's Consolidated Financial Statements for the 2020 Financial Year and the Annual Report on the Implementation of the PKBL for the 2020 Financial Year has the entire scope of work has been agreed upon including the Company Performance Evaluation Report, KPI Evaluation Report, and Compliance Report with Legislation and Internal Control, completed in a timely manner and of quality according to standards. The results of the Audit Report on the Company's Consolidated Financial Statements for the 2020 Financial Year and the PKBL Financial Statements for the 2020 Fiscal Year must be submitted no later than the end of February 2021.



Mata Acara Rapat Keenam
Sixth Meeting Agenda

Mata Acara Agenda	Perubahan Pengurus Perseroan	Changes in the Management of the Company	
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None	
Hasil Pemungutan Suara Result of Voting	Setuju In Favour	Tidak setuju Against	Abstain Abstain
	7.526,164.143 suara vote (99,9982791%)	127.000 suara vote (0,0016874%)	2.520 suara vote (0,0000335%)
Keputusan Rapat Meeting Resolutions	<p>1. Menyetujui memberhentikan dengan hormat Sdr Dede Parasade sebagai Direktur Pemasaran PT Semen Baturaja (Persero) Tbk yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2016 tanggal 27 April 2017 jo. RUPS Tahunan Tahun Buku 2018 tanggal 16 Mei 2019, terhitung sejak ditutupnya Rapat, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota Direksi Perseroan.</p> <p>2. Menyetujui mengangkat Sdr Mukhamad Saifudin sebagai Direktur Pemasaran PT Semen Baturaja (Persero) Tbk sejak ditutupnya rapat.</p> <p>3. Menyetujui memberhentikan dengan hormat nama-nama tersebut dibawah ini sebagai anggota Dewan Komisaris PT Semen Baturaja (Persero) Tbk:</p> <p>a. Sdr. Harjanto Sebagai Komisaris Utama</p> <p>b. Sdr. Dewi Yustisiana Sebagai Komisaris Independen</p> <p>c. Sdr. Kiki Rizki Yoctavian Sebagai Komisaris</p> <p>Yang masing-masing diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2016, RUPS Luar Biasa Tahun 2018, dan RUPS Tahunan Tahun Buku 2014, terhitung sejak ditutupnya Rapat, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Anggota Dewan Komisaris Perseroan.</p> <p>4. Menyetujui mengangkat nama-nama tersebut di bawah ini sebagai Anggota Dewan Komisaris Perseroan:</p> <p>a. Sdr. Franky Sibarani Sebagai Komisaris Utama</p> <p>b. Sdr. Endang Tirtana Sebagai Komisaris Independen</p> <p>5. Masa jabatan anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2 dan angka 4, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.</p> <p>6. Dengan adanya pemberhentian dan pengangkatan Anggota Direksi dan Dewan Komisaris sebagaimana dimaksud pada angka 1,2,3, dan 4, maka susunan keanggotaan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk menjadi sebagai berikut:</p>		
	<p>1. Approved the dismissal with respect of Mr. Dede Parasade as Marketing Director of PT Semen Baturaja (Persero) Tbk who was appointed based on the Resolution of the Annual GMS for the 2016 Fiscal Year dated 27 April 2017 jo. The Annual GMS for the 2018 Fiscal Year on 16 May 2019, effective since the closing of the Meeting, with gratitude for the contribution of energy and thoughts given during his tenure as a member of the Company's Board of Directors.</p> <p>2. Approved the appointment of Mr. Mukhamad Saifudin as Marketing Director of PT Semen Baturaja (Persero) Tbk effective since the closing of the meeting.</p> <p>3. Agree to honorably dismiss the following names as members of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk:</p> <p>a. Mr. Harjanto As President Commissioner</p> <p>b. Ms. Dewi Yustisiana As Independent Commissioner</p> <p>c. Mr. Kiki Rizki Yoctavian as Commissioner</p> <p>Each of them was appointed based on the resolutions of the 2016 Annual GMS, 2018 Extraordinary GMS, and 2014 Annual GMS, commencing from the closing of the Meeting, with gratitude for the contribution of energy and thoughts given during their tenure as members of the Company's Board of Commissioners.</p> <p>4. Approved to appoint the following names as members of the Company's Board of Commissioners:</p> <p>a. Mr. Franky Sibarani As President Commissioner</p> <p>b. Mr. Endang Tirtana As Independent Commissioner</p> <p>5. The term of office of the appointed members of the Board of Directors and Board of Commissioners as referred to in number 2 and number 4, is in accordance with the provisions of the Company's Articles of Association, with due observance of the laws and regulations in the Capital Market sector and without prejudice to the right of the GMS to dismiss at any time.</p> <p>6. With the dismissal and appointment of the members of the Board of Directors and the Board of Commissioners as referred to in numbers 1,2,3 and 4, the composition of the members of the Board of Directors and the Board of Commissioners of PT Semen Baturaja (Persero) Tbk becomes as follows:</p>		



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Direksi Board of Directors		
No	Nama Name	Jabatan Position
1	Jobi Triananda Hasjim	Direktur Utama President Director
2	Daconi	Direktur Produksi & Pengembangan Director of Production & Development
3	Mukhamad Saifudin	Direktur Pemasaran Marketing Director
4	Amrullah	Direktur Umum & SDM General Affairs & HR Director
5	M. Jamil	Direktur Keuangan Finance Director
Dewan Komisaris Board of Commissioners		
No	Nama Name	Jabatan Position
1	Franciscus M.A Sibarani (Franky Sibarani)	Komisaris Utama President Commissioner
2	Oke Nurwan	Komisaris Commissioner
3	Darusman Mawardi	Komisaris Independen Independent Commissioner
4	Endang Tirtana	Komisaris Independen Independent Commissioner
7. Anggota-Anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2 dan angka 4 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.		7. Members of the Board of Directors and Board of Commissioners, who are appointed as referred to in number 2 and number 4, who are still holding other positions prohibited by laws and regulations from serving concurrently with the position of the Board of Directors or Board of Commissioners of State-Owned Enterprises, then the person concerned must resign or dismissed from his/her position.
8. Menyetujui memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan Rapat dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak		8. Approved to grant power of attorney with substitution rights to the Company's Board of Directors to declare that the Meeting decided in the form of a Notary Deed and to appear before the Notary or authorized official, and make adjustments or corrections as required by the parties.
Tindak Lanjut Follow up		Keputusan Langsung Berlaku Resolutions took effect immediately

Keputusan RUPS Tahun Buku 2018 dan Alasan Dalam Hal Terdapat Keputusan RUPS yang Belum Direalisasikan

Hasil Keputusan RUPS Tahun Buku 2018 telah seluruhnya dilaksanakan pada tahun 2019. Tidak terdapat keputusan RUPS Tahun Buku 2018 yang dilaksanakan pada tahun 2020. Tindak lanjut atas Keputusan RUPS Tahun Buku 2018 tersebut telah tercantum dalam Laporan Tahunan Tahun Buku 2019.

Keputusan RUPS Tahun Sebelumnya (2019)

Pada tahun 2019, Perseroan hanya menyelenggarakan satu kali RUPS yakni RUPS Tahunan tahun buku 2018 yang diselenggarakan pada hari Kamis, tanggal 16 Mei 2019 pukul 14.00-selesai WIB, bertempat di Wisma Antara. Proses penyelenggaraan Rapat Umum Pemegang Saham Tahunan dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 32/POJK.04/2014 tentang Rencana dan

Resolution of the 2018 Annual General Meeting of Shareholders and Reasons for Unrealized GMS Resolutions

The resolutions of the 2018 Annual General Meeting of Shareholders have been fully implemented in 2019. No resolutions of the 2018 GMS were held in 2020. The follow-up to the resolutions of the 2018 Annual General Meeting of Shareholders have been included in the 2019 Annual Report.

Resolutions of the Previous GMS (2019)

In 2019, Semen Baturaja only held one GMS, namely the 2018 Annual GMS, which was held on Thursday, 16 May 2019 at 14.00-finish WIB, at Wisma Antara. The Annual General Meeting of Shareholders is held based on Financial Services Authority Regulation Number 32/POJK.04/2014 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies as amended by Financial Services



Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka sebagaimana telah diubah menjadi Peraturan Otoritas Jasa Keuangan Nomor 10/POJK.04/2017. RUPS Tahunan dipimpin oleh Komisaris Utama dengan terlebih dahulu membacakan tata tertib RUPS sebelum memasuki mata acara rapat.

Keputusan dan Realisasi

Ringkasan Risalah RUPS Tahunan tersebut telah dipublikasikan pada situs web Perseroan www.semenbaturaja.co.id dalam dua bahasa dan disampaikan pada Otoritas Jasa Keuangan dan Lembaga Pasar Modal lainnya pada tanggal 20 Mei 2019 serta dipublikasikan pada tanggal 20 Mei 2019 di Harian Media Indonesia dalam Bahasa Indonesia.

Seluruh hasil keputusan RUPS Tahun Buku 2018, telah dilaksanakan. Penjelasan atas setiap mata acara RUPS Tahun Buku 2018 tercantum dalam tabel di bawah ini:

Mata Acara Rapat Pertama

First Meeting Agenda

Mata Acara Agenda	Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2018 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2018 dan Pengesahan Laporan Keuangan Tahun Buku 2018, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2018	Approval of the Board of Directors' Annual Report regarding the condition and operation of the Company during the 2018 Fiscal Year including the Report on the Implementation of Supervisory Duties of the Board of Commissioners during the 2018 Financial Year and Ratification of the Financial Report for the 2018 Fiscal Year, as well as full granting release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and the Board of Commissioners for the management and supervision actions that have been carried out during the 2018 Fiscal Year
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None
Hasil Pemungutan Suara Result of Voting	Setuju In Favour 7.624.784.116 suara vote (99,973%)	Tidak setuju Against Abstain Abstain 2.001.800 suara vote - (0,026%)

Authority Regulation Number 10/POJK.04/2017. The Annual GMS is chaired by the President Commissioner by reading out the GMS rules before entering the agenda of the meeting.

Resolution and Realization

The Summary of Minutes of the Annual GMS has been published on the Company's website and submitted to the Financial Services Authority and other Capital Market Institutions on 20 May 2019 and published on 20 May 2019 in Indonesian media in Indonesian and published on the website www.semenbaturaja.co.id Company in two languages.

All resolutions of the 2018 Annual General Meeting of Shareholders have been implemented. The explanation for each agenda item of the 2018 Annual General Meeting of Shareholders is listed in the table below:



RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS

Keputusan Rapat Meeting Resolutions	<ol style="list-style-type: none"> 1. Menyetujui laporan tahunan mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2018 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2018. 2. Pengesahan Laporan Keuangan Perseroan untuk Tahun Buku 2018 yang telah diaudit oleh Kantor Akuntan Publik Herman Dody Tanumihardja & Rekan sebagaimana dimuat dalam laporannya nomor: 00007/2.0627/AU.1/04/1160-3/1/11/2019 tanggal 14 Februari 2019 dengan pendapat "Wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2018 serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2018 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan Tahun Buku 2018. 	<ol style="list-style-type: none"> 1. Approved the annual report regarding the condition and operation of the Company during the 2018 Fiscal Year including the Report on the Implementation of Supervisory Duties of the Board of Commissioners during the 2018 Fiscal Year. 2. Ratify the Company's Financial Statements for Fiscal Year 2018 which have been audited by the Public Accounting Firm Herman Dody Tanumihardja & Partners as contained in their report number: 00007/2.0627/AU.1/04/1160-3/1/11/2019 dated 14 February 2019 with the opinion "Fair, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiaries as of 31 December 2018 and the consolidated financial performance and cash flows for the year ended on that date are in accordance with Indonesian Financial Accounting Standards.", As well as granting full release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for management and supervisory actions that have been carried out in the Financial Year ending on 31 December 2018 as long as these actions are not criminal acts and are reflected in the report of the Fiscal Year 2018.
Realisasi Realization	Keputusan Langsung Berlaku	Resolution takes effect immediately

Mata Acara Rapat Kedua Second Meeting Agenda

Mata Acara Agenda	Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2018, sekaligus pemberian pelunasan dan pembebasan tanggung jawab (<i>acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2018.	Ratification of the Annual Report including the Financial Statements for the Partnership and Community Development Program for the 2018 Fiscal Year, as well as the provision of releases and discharges (<i>acquit et de charge</i>) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of the Partnership and Community Development Program which had been carried out during the 2018 Financial Year.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None
Hasil Pemungutan Suara Result of Voting	Setuju In Favour 7.624.784.116 suara vote (99,973%)	Abstain Abstain Tidak setuju Against 2.001.800 suara vote - (0,026%)
Keputusan Rapat Meeting Resolutions	Menyetujui dan mengesahkan Laporan Tahunan PKBL Tahun Buku 2018 termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh Kantor Akuntan Publik Herman Dody Tanumihardja & Rekan sesuai laporannya nomor: 00005/2.0627/AU.2/12/1160-3/0/11/2019 tanggal 14 Februari 2019 dengan pendapat "Wajar, dalam semua hal yang material, posisi keuangan Program Kemitraan dan Bina Lingkungan PT Semen Baturaja (Persero) Tbk tanggal 31 Desember 2018, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan-Entitas Tanpa Akuntabilitas Publik di Indonesia" serta memberikan pelunasan dan pembebasan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan PKBL Tahun Buku 2018, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan Tahun Buku 2018.	Approve and ratify the 2018 PKBL Annual Report including the Partnership and Community Development Program Financial Report audited by the Public Accountant Firm Herman Dody Tanumihardja & Partners according to its report number: 00005/2.0627/AU.2/12/1160-3/0/11/2019 dated 14 February 2019 with the opinion "Fair, in all material respects, the financial position of the Partnership and Community Development Program of PT Semen Baturaja (Persero) Tbk dated 31 December 2018, as well as its activities and cash flows for the year ended on that date in accordance with Financial Accounting Standards - Entities Without Public Accountability in Indonesia "as well as granting release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for the management and supervision of PKBL for the 2018 Fiscal Year, as long as the action is not a criminal act and is reflected in the books of the Company's reports for the 2018 Fiscal Year.
Realisasi Realization	Keputusan Langsung Berlaku	Resolution takes effect immediately



RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS

Realisasi Realization	<p>Persetujuan Pemegang Saham Seri A Dwiwarna melalui Surat Kementerian BUMN Nomor: S-410/MBU/D2/05/2019 tanggal 31 Mei 2019 perihal Penyampaian Penetapan Penghasilan Direksi dan Dewan Pengawas PT Semen Baturaja (Persero) Tbk.</p>	<p>Approval of Series A Dwiwarna Shareholders through a letter from the Ministry of BUMN Number: S-410/MBU/D2/05/2019 dated 31 May 2019 regarding Submission of Income Determination for Directors and Supervisory Board of PT Semen Baturaja (Persero) Tbk.</p>
	<p>Surat Dewan Komisaris kepada Direksi Nomor: S-06/DK-SB/VI/2019 tanggal 10 Juni 2019 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2019. Penjelasan lebih lanjut dapat dilihat di bagian Remunerasi Dewan Komisaris dan Direksi.</p>	<p>Letter of the Board of Commissioners to the Board of Directors Number: S-06/DK-SB/VI/2019 dated 10 June 2019 regarding the Determination of the Income of the Board of Directors and the Board of Commissioners of PT Semen Baturaja (Persero) Tbk for 2019. Further explanation can be found in the Remuneration section for the Board of Commissioners and Board of Directors.</p>

Mata Acara Rapat Kelima Fifth Meeting Agenda

Mata Acara Agenda	<p>Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019.</p>	<p>Appointment of a Public Accounting Firm to audit the Company's Financial Statements and Financial Statements for the Partnership and Community Development Program for the 2019 Financial Year.</p>
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None
Hasil Pemungutan Suara Result of Voting	Setuju In Favour	Tidak setuju Against Abstain Abstain
	7.624.784.116 suara vote (99,973%)	2.001.800 suara vote - (0,026%)
Keputusan Rapat Meeting Resolutions	<ol style="list-style-type: none"> Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna dalam penunjukan KAP untuk melaksanakan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2019 dan Laporan Keuangan PKBL Tahun Buku 2019, serta menetapkan KAP Pengganti dalam hal KAP yang ditunjuk karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2019 dan Laporan Keuangan PKBL Tahun Buku 2019. Menyetujui memberikan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi kantor akuntan publik tersebut. 	<ol style="list-style-type: none"> Approved to grant authority and power to the Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholder in the appointment of a KAP to carry out an audit of the Company's Consolidated Financial Statements for the 2019 Financial Year and PKBL Financial Statements for the 2019 Financial Year, as well as determining a replacement KAP in the event that The appointed KAP for whatever reason was unable to complete the audit of the Company's Consolidated Financial Statements for the 2019 Financial Year and the 2019 PKBL Financial Statements. Approved to delegate authority to the Board of Commissioners of the Company to determine the amount of fees for audit services, additional scope of work required and other reasonable requirements for the public accounting firm.



RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS

Realisasi Realization	Perseroan meminta Notaris untuk melakukan pencatatan dalam berita acara RUPS, bahwa Direksi telah melakukan pelaporan penggunaan dana hasil penawaran umum dalam rangka memenuhi Peraturan OJK Nomor 30/POJK.04/2015 tanggal 16-12-2015 (enam belas Desember dua ribu lima belas) tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum.	The Company requested the Notary to record in the minutes of the GMS, that the Board of Directors has reported the use of proceeds from the public offering in order to comply with OJK Regulation Number 30/POJK.04/2015 dated 16-12-2015 (sixteenth of December two thousand and fifteen) concerning Report on Realization of the Use of Proceeds from Public Offering.
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Mata Acara Rapat Kedelapan Eighth Meeting Agenda

Mata Acara Agenda	Perubahan Anggaran Dasar Perseroan.	Amendments to the Company's Articles of Association.	
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None	
Hasil Pemungutan Suara Result of Voting	Setuju In Favour	Tidak setuju Against	Abstain Abstain
	7.534.625.616 suara vote (98,791%)	-	92.160.300 suara vote (1,208%)
Keputusan Rapat Meeting Resolutions	<ol style="list-style-type: none"> Menyetujui perubahan Anggaran Dasar Perseroan Pasal 3 tentang Maksud dan Tujuan serta kegiatan usaha. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar sehubungan dengan perubahan sebagaimana dimaksud pada angka 1 keputusan tersebut di atas. Menyetujui memberikan kuasa dan wewenang kepada Direksi dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan mata acara Rapat ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan perubahan Anggaran Dasar, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. 	<ol style="list-style-type: none"> Approved amendments to Article 3 of the Company's Articles of Association concerning Purpose and Objectives as well as business activities. Approved to rearrange all provisions in the Articles of Association in connection with the changes referred to in number 1 of the decision above. Approved gives power and authority to the Board of Directors with the right of substitution to take all necessary actions in connection with the decisions on the agenda of this Meeting, including compiling and restating the entire Articles of Association in a Notary Deed and submitting it to the competent authority to obtain approval for amendments to the Articles of Association, do everything deemed necessary and useful for this purpose without any exception, including to make additions and/or changes to the amendments to the Articles of Association if it is required by the competent authority. 	
Realisasi Realization	Anggaran Dasar Perseroan, sebagaimana tercantum dalam Akta Pernyataan Keputusan Rapat umum Pemegang Saham Tahunan No.2 tanggal 3 September 2019, dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, yang telah mendapatkan surat keputusan dari Menteri hukum dan HAM No. AHU-0072286.AH.01.02 tanggal 19 September 2019 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0174158.AH.01.11. Tahun 2019 tanggal 19 September 2019.	The Articles of Association of the Company, as stated in the Deed of Decision Statement of the Annual General Meeting of Shareholders No.2 dated 3 September 2019, were drawn up before Fathiah Helmi, S.H., Notary in Jakarta, who has received a decree from the Minister of Law and Human Rights No. AHU-0072286.AH.01.02 dated 19 September 2019 and has been registered in the Company Register No. AHU-0174158.AH.01.11. Year 2019 dated 19 September 2019.	

Mata Acara Rapat Kesembilan Ninth Meeting Agenda

Mata Acara Agenda	Perubahan Susunan Pengurusan Perseroan	Change of Composition of Board of Management of the Company	
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raise Question/Give Opinion	Tidak ada	None	
Hasil Pemungutan Suara Result of Voting	Setuju In Favour	Tidak setuju Against	Abstain Abstain
	7.534.625.616 suara vote (98,791%)	-	92.160.300 suara vote (1,208%)



<p>Keputusan Rapat Meeting Resolutions</p>	<ol style="list-style-type: none"> 1. Menyetujui mengalihkan penugasan nama-nama tersebut di bawah ini: <ol style="list-style-type: none"> a. Sdr. M. Jamil dari semula Direktur Pemasaran menjadi Direktur Keuangan. b. Sdr. Dede Parasade semula Direktur Keuangan menjadi Direktur Pemasaran. Yang diangkat masing-masing berdasarkan keputusan RUPS Tahunan Tahun Buku 2016 dengan masa jabatan meneruskan sisa masa jabatan sesuai dengan keputusan RUPS pengangkatan yang bersangkutan. 2. Dengan adanya pengalihan tugas anggota-anggota Direksi sebagaimana dimaksud pada angka 1, maka susunan Anggota Direksi Perseroan menjadi sebagai berikut: <ol style="list-style-type: none"> a. Jobi Triananda Hasjim (Direktur Utama) b. Daconi (Direktur Produksi & Pengembangan) c. Dede Parasade (Direktur Pemasaran) d. Amrullah (Direktur Umum & SDM) e. M. Jamil (Direktur Keuangan) 3. Menyetujui memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan agenda ini sesuai dengan peraturan perundang-undangan yang berlaku, termasuk untuk menyatakan dalam akta Notaris tersendiri dan memberitahukan susunan Direksi dan Dewan Komisaris Perseroan kepada Menteri Hukum dan HAM. 	<ol style="list-style-type: none"> 1. Approved to assign the names below: <ol style="list-style-type: none"> a. Mr. M. Jamil from the beginning Marketing Director to Finance Director. b. Mr. Dede Parasade was originally a Director of Finance to become a Marketing Director. Each one appointed based on the resolution of the 2016 Annual General Meeting of Shareholders with a term of office continues the remaining term of office in accordance with the decision of the GMS of the appointment. 2. With the transfer of duties of members of the Board of Directors as referred to in number 1, the composition of the members of the Board of Directors of the Company will be as follows: <ol style="list-style-type: none"> a. Jobi Triananda Hasjim (President Director) b. Daconi (Production & Development Director) c. Dede Parasade (Marketing Director) d. Amrullah (General Director & HR) e. M. Jamil (Finance Director) 3. Agree to grant power and authority to the Board of Directors of the Company with the right of substitution to take all necessary actions related to decisions on this agenda in accordance with applicable laws and regulations, including to declare in a separate Notary deed and notify the composition of the Company's Board of Directors and Board of Commissioners to the Minister. Law and Human Rights.
<p>Realisasi Realization</p>	<p>Keputusan Langsung Berlaku</p>	<p>Resolution is in effect immediately</p>

PENYELENGGARAAN RUPS PADA ENTITAS ANAK DAN AFILIASI

Terkait Surat Edaran Menteri BUMN Nomor SE-06/MBU/06/2020 tanggal 16 Juni 2020 tentang Penyelenggaraan Rapat Umum Pemegang Saham Pada Anak Perusahaan BUMN dan Afiliasi yang Terkonsolidasi BUMN, Perseroan telah menyampaikan surat kepada anak usaha Perseroan PT Baturaja Multi Usaha pada 29 Juni 2020 mengenai instruksi agar pelaksanaan RUPS Tahunan anak perusahaan BUMN dilakukan setelah pelaksanaan RUPS Tahunan induk perusahaan.

GMS OF SUBSIDIARIES AND AFFILIATED ENTITIES

Regarding the Circular of the Minister of BUMN Number SE-06/MBU/06/2020 dated 16 June 2020 concerning the Implementation of General Meeting of Shareholders in BUMN Subsidiaries and BUMN Consolidated Affiliates, the Company has submitted a letter to the Company's subsidiary PT Baturaja Multi Usaha on 29 June 2020 regarding the instructions for the implementation of the Annual GMS of BUMN subsidiaries after the holding of the Annual GMS of the parent company.



URAIAN DEWAN KOMISARIS

DESCRIPTION OF THE BOARD OF COMMISSIONERS



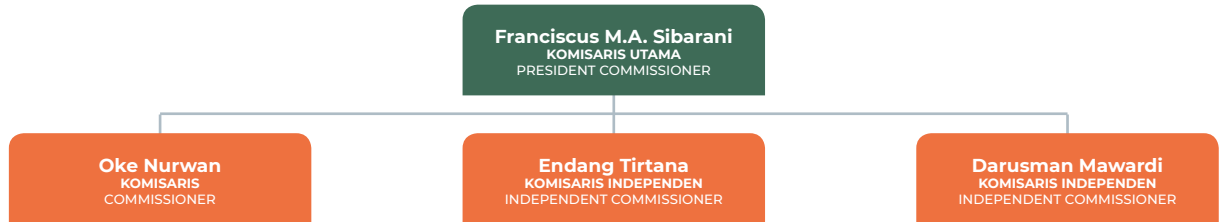
Dewan Komisaris memiliki peran dalam penerapan tata kelola perusahaan yang baik dengan melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan Perseroan oleh Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Tahunan Perseroan serta ketentuan Anggaran Dasar dan keputusan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan dan peraturan yang berlaku di bidang pasar modal di Indonesia untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta melakukan tugas yang secara khusus diberikan kepadanya menurut Anggaran Dasar, perundang-undangan dan/atau keputusan Rapat Umum Pemegang Saham.

The Board of Commissioners has an important role in the implementation of good corporate governance by carrying out the supervisory function of management policies, the management of the Company by the Board of Directors including oversight of the implementation of the Company's Long-Term Plan, the Company's Annual Work Plan and Budget as well as the provisions of the Articles of Association and the decisions of the General Meeting of Shareholders, as well as laws and regulations applicable in the capital market sector in Indonesia for the benefit of the Company and in accordance with the aims and objectives of the Company, as well as carrying out tasks specifically assigned to it according to the Articles of Association, legislation and/or decisions of the General Meeting of Shareholders.



STRUKTUR DEWAN KOMISARIS

Berikut adalah struktur Dewan Komisaris Perseroan per 31 Desember 2020.



STRUCTURE OF THE BOARD OF COMMISSIONERS

The following is the structure of the Board of Commissioners of the Company as of 31 December 2020.

KOMPOSISI DEWAN KOMISARIS

Hingga berakhirnya tahun 2020, jumlah Dewan Komisaris Perseroan sebanyak 4 (empat) orang sehingga jumlah anggota Dewan Komisaris Perseroan telah memenuhi ketentuan Peraturan OJK No. 33/POJK.04/2014 mengenai jumlah anggota Dewan Komisaris Perusahaan dalam komposisi dan susunan anggota Dewan Komisaris, yakni paling kurang terdiri dari dua orang anggota Dewan Komisaris.

Anggota Dewan Komisaris Perseroan ditunjuk berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2019, tanggal 5 Agustus 2020, yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 Tanggal 13 Agustus 2020. Berikut susunan Dewan Komisaris Perseroan:

Komposisi Dewan Komisaris

Komposisi per 5 Agustus 2020 s.d 31 Desember 2020
Composition per 5 August 2020 to 31 December 2020

Nama Name	Jabatan Position	TMT Jabatan TMT Position	Periode Jabatan Terms of Office
Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	RUPST, 05 Agustus 2020 AGMS, 05 August 2020	5 Agustus 2020 - sekarang 5 August 2020 - present
Oke Nurwan	Komisaris Commissioner	RUPST, 27 April 2017 AGMS, 27 April 2017	27 April 2017 – sekarang 27 April 2017 - present
Endang Tirtana	Komisaris Independen Independent Commissioner	RUPST, 05 Agustus 2020 AGMS, 05 August 2020	5 Agustus 2020 - sekarang 5 August 2020 - present
Darusman Mawardi	Komisaris Independen Independent Commissioner	RUPST, 28 Februari 2018 AGMS, 28 February 2018	28 Februari 2018 - sekarang 28 February 2018 - present

COMPOSITION OF THE BOARD OF COMMISSIONERS

Until the end of 2020, there were 4 (four) members of the Board of Commissioners of the Company, so that the number of members of the Board of Commissioners of the Company had met the provisions of OJK Regulation No. 33/POJK.04/2014 regarding the number of members of the Company's Board of Commissioners in the composition and composition of the members of the Board of Commissioners, which consists of at least two members of the Board of Commissioners.

Members of the Board of Commissioners of the Company are appointed based on the Resolution of the Annual General Meeting of Shareholders (AGMS) for the 2019 Financial Year, 5 August 2020, which is stated in the Notary Deed of Fathiah Helmi, Number: 29 dated 13 August 2020. The following is the composition of the Company's Board of Commissioners:

Composition of the Board of Commissioners



URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

Komposisi 1 Januari - 5 Agustus 2020 Composition 1 January - 5 August 2020

Nama Name	Jabatan Position	TMT Jabatan TMT Position	Periode Jabatan Terms of Office
Harjanto	Komisaris Utama President Commissioner	RUPST, 27 April 2017 AGMS, 27 April 2017	5 Juni 2017-23 Maret 2020* 5 June 2017-23 March 2020
Oke Nurwan	Komisaris Commissioner	RUPST, 27 April 2017 AGMS, 27 April 2017	27 April 2017- sekarang 27 April 2017- present
Kiki Rizki Yoctavian	Komisaris Commissioner	RUPST, 31 Maret 2015 AGMS, 31 March 2015	31 Maret 2015-5 Agustus 2020 31 March 2015-5 August 2020
Darusman Mawardi	Komisaris Independen Independent Commissioner	RUPST, 28 Februari 2018 AGMS, 28 February 2018	28 Februari 2018 - sekarang 28 February 2018- present
Dewi Yustisiana	Komisaris Independen Independent Commissioner	RUPSLB, 25 Oktober 2018 EGMS, 25 October 2018	25 Oktober 2018-5 Agustus 2020 25 October 2018-5 August 2020

* Berakhir masa jabatan karena meninggal dunia | Passed away

TANGGUNG JAWAB, WEWENANG DAN KEWAJIBAN DEWAN KOMISARIS

Perseroan telah mengatur tanggung jawab, wewenang, dan kewajiban Dewan Komisaris yang diuraikan sebagai berikut:

RESPONSIBILITIES, AUTHORITIES AND OBLIGATIONS

The Company has regulated the responsibilities, authorities and obligations of the Board of Commissioners as follows:

Tanggung Jawab Dewan Komisaris | Responsibilities of the Board of Commissioners

1. Setiap anggota Dewan Komisaris bertanggung jawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya.
2. Anggota Komisaris tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila dapat membuktikan:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
 - a. Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian; dan
 - b. Telah memberikan nasihat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut.
1. Each member of the Board of Commissioners is jointly and fully responsible for the Company's losses caused by the mistakes or negligence of the members of the Board of Commissioners in carrying out their duties.
2. Members of the Board of Commissioners cannot be held responsible for the Company's losses, if they can prove:
 - a. The loss is not due to his fault or negligence;
 - b. Have carried out supervision in good faith and prudence for the interests and in accordance with the aims and objectives of the Company;
 - c. Do not have personal interest, either directly or indirectly, in the management of the Board of Directors which results in losses; and
 - d. Has provided advice to the Board of Directors to prevent the loss from occurring or continuing.

Wewenang Dewan Komisaris | Authority of the Board of Commissioners

- Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris memiliki kewenangan, antara lain:
1. Memeriksa buku, surat, serta dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan;
 2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan;
 3. Meminta keterangan/penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan dan Direksi harus memberikan semua keterangan/penjelasan yang berkenaan dengan Perseroan sebagaimana diperlukan oleh Komisaris;
 4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
 5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
 6. Mengangkat dan memberhentikan seorang Sekretaris Dewan Komisaris;
 7. Memberhentikan sementara Anggota Direksi sesuai dengan ketentuan Anggaran Dasar;
 8. Membentuk Komite Audit, Komite Remunerasi dan Nominasi, Komite Pemantau Risiko dan komite-komite lain jika dianggap perlu dengan memperhatikan kemampuan Perseroan;
 9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;

- In carrying out its duties and responsibilities, the Board of Commissioners has the authority, among others:
1. Examining books, letters and other documents, cash for verification purposes and other securities and examining the assets of the Company;
 2. Entering the premises, buildings and offices used by the Company;
 3. Requesting information/explanations from the Board of Directors and/or other officials regarding all issues relating to the management of the Company and the Board of Directors must provide all information/explanations relating to the Company as required by the Commissioner;
 4. Being informed about all policies and actions that have been and will be carried out by the Board of Directors;
 5. Requesting the Board of Directors and/or other officers under the Board of Directors with the knowledge of the Board of Directors to attend the meeting of the Board of Commissioners;
 6. To appoint and dismiss a Secretary of the Board of Commissioners;
 7. Suspend members of the Board of Directors in accordance with the provisions of the Articles of Association;
 8. Establish an Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee and other committees if deemed necessary by taking into account the Company's capabilities;
 9. Using experts for certain matters and within a certain period at the expense of the Company, if deemed necessary;



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| <ol style="list-style-type: none"> 10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar; 11. Menyetujui pengangkatan dan pemberhentian Sekretaris Perusahaan/Corporate Secretary dan/atau Kepala Satuan Pengawas Intern/Internal Audit; 12. Menghadiri rapat Direksi dan memberikan pandangan terhadap hal yang dibicarakan; dan 13. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan serta peraturan yang berlaku di bidang pasar modal di Indonesia, Anggaran Dasar, dan/atau keputusan Rapat Umum Pemegang Saham, meliputi kebijakan sistem teknologi informasi, pengadaan, mutu dan pelayanan, pengelolaan anak perusahaan/perusahaan patungan. | <ol style="list-style-type: none"> 10. Carry out management actions of the Company in certain circumstances for a certain period of time in accordance with the provisions of the Articles of Association; 11. Approve the appointment and dismissal of the Corporate Secretary and/or Head of Internal Audit Unit/Internal Audit; 12. Attend Board of Directors meetings and provide views on matters being discussed; and 13. Carry out other supervisory powers as long as they do not conflict with the prevailing laws and regulations in the field of capital markets in Indonesia, the Articles of Association, and/or decisions of the General Meeting of Shareholders, covering policies on information technology systems, procurement, quality and service, management subsidiary/joint venture. |
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Kewajiban Dewan Komisaris | Obligations of the Board of Commissioners

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| <ol style="list-style-type: none"> 1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perseroan; 2. Memberikan pendapat dan persetujuan RKAP serta rencana kerja lainnya yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar. Rancangan RKAP disetujui oleh Dewan Komisaris paling lambat 30 hari setelah tahun anggaran berjalan (tahun anggaran RKAP yang bersangkutan) atau dalam waktu yang ditetapkan dalam peraturan perundang-undangan yang berlaku. 3. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan; 4. Melaporkan kepada pemegang saham Seri A Dwiwarna apabila terjadi gejala menurunnya kinerja Perseroan; 5. Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku Perseroan; 6. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan; 7. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai laporan tahunan, apabila diminta; 8. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya; 9. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan tersebut dan perseroan lain; 10. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang lampau kepada RUPS; 11. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta pemegang saham Seri A Dwiwarna dengan memperhatikan peraturan perundang-undangan khususnya yang berlaku di bidang pasar modal; 12. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS; 13. Dewan Komisaris wajib menyusun program kerja Dewan Komisaris yang menjadi bagian yang tidak terpisahkan dari RKAP yang disusun oleh Direksi | <ol style="list-style-type: none"> 1. Provide advice to the Board of Directors in carrying out management of the Company; 2. Provide opinion and approval of the RKAP and other work plans prepared by the Board of Directors, in accordance with the provisions of the Articles of Association. The Draft RKAP is approved by the Board of Commissioners no later than 30 days after the current fiscal year (the relevant RKAP budget year) or within the time stipulated in the prevailing laws and regulations. 3. Keeping track of the Company's activities, providing opinions and suggestions to the GMS regarding any issues deemed important for the management of the Company; 4. Report to the Series A Dwiwarna shareholder if there are symptoms of a decline in the Company's performance; 5. Propose to the GMS the appointment of a Public Accountant to conduct examination of the Company's books; 6. Examining and studying periodic reports and annual reports prepared by the Board of Directors and signing annual reports; 7. Provide explanations, opinions and suggestions to the GMS regarding the annual report, if requested; 8. Prepare minutes of the Board of Commissioners' meetings and keep a copy thereof; 9. Report to the Company regarding his/her or his/her family share ownership in the Company and other companies; 10. Provide reports on supervisory duties that have been carried out during the previous financial year to the GMS; 11. Provide explanation of all the questions asked or requested by the Dwiwarna Series A shareholder with due observance of the prevailing laws and regulations in particular in the field of capital markets; 12. Carry out other obligations in the context of supervisory and advisory duties, as long as they do not conflict with laws and regulations, articles of association and/or resolutions of the GMS; 13. The Board of Commissioners is obliged to prepare a work program for the Board of Commissioners which is an integral part of the RKAP prepared by the Board of Directors |
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Dalam melaksanakan tugasnya tersebut, setiap Anggota Dewan Komisaris harus:

1. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta peraturan yang berlaku di bidang pasar modal di Indonesia serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran.
2. Beritikad baik, penuh kehati-hatian dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

Dewan Komisaris dilarang melakukan tindakan sebagai berikut:

1. Anggota Dewan Komisaris tidak diperbolehkan untuk melakukan tindakan korupsi, kolusi dan nepotisme serta gratifikasi.
2. Tidak menerima, memberi dan meminta sesuatu dari dan/atau kepada pihak manapun yang terkait dengan jabatannya yang berlawanan dengan kebijakan Perseroan.
3. Tidak melakukan tindakan kecurangan baik secara individu maupun dengan pihak manapun yang melawan hukum dan/atau yang dapat merugikan Perseroan.

In carrying out these duties, each Member of the Board of Commissioners must:

1. Comply with the Articles of Association and the prevailing laws and regulations in the capital market sector in Indonesia as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.
2. Good faith, prudence and responsibility in carrying out supervisory duties and providing advice to the Board of Directors for the benefit of the Company and in accordance with the aims and objectives of the Company.

The Board of Commissioners is prohibited from taking the following actions:

1. Members of the Board of Commissioners are not allowed to commit acts of corruption, collusion, nepotism and gratification.
2. Not receiving, giving and requesting anything from and/or from any party related to their position which is contrary to Company policy.
3. Do not commit fraudulent acts either individually or with any party that is against the law and/or which may harm the Company.



URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

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| <p>4. Tidak membuat kepentingan sendiri yang menyalah gunakan wewenang kesempatan, posisi dan fasilitas Perseroan yang akan menyebabkan kerugian bagi Perseroan.</p> <p>5. Anggota Dewan Komisaris dilarang melakukan rangkap jabatan dengan ketentuan sebagai berikut:</p> <p>a. Anggota Dewan Komisaris pada perusahaan lain.</p> <p>b. Anggota Direksi pada BUMN, BUMD dan Badan Usaha milik Swasta.</p> <p>c. Pengurus partai politik dan/atau calon/anggota DPR, DPD, DPRD dan/atau calon kepala daerah/wakil kepala daerah.</p> <p>d. Jabatan lain yang dapat menimbulkan benturan kepentingan dan jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan</p> | <p>4. Do not create their own interests that abuse the authority of the opportunities, positions and facilities of the Company which will cause losses to the Company.</p> <p>5. Members of the Board of Commissioners are prohibited from holding concurrent positions with the following conditions:</p> <p>a. Members of the Board of Commissioners in other companies.</p> <p>b. Members of the Board of Directors of BUMN, BUMD and privately owned business entities.</p> <p>c. Management of political parties and/or candidates/members of DPR, DPD, DPRD and/or candidates for regional head/ deputy regional head.</p> <p>d. Other positions that may cause a conflict of interest and other positions in accordance with the provisions of the statutory regulations</p> |
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Tugas Masing-masing Dewan Komisaris

Perseroan mengatur pembagian kerja Anggota Dewan Komisaris dalam Surat Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk, Nomor: SK-07/DK-SB/VIII/2020, tanggal 24 Agustus 2020 tentang Pembagian Tugas Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja (Persero) Tbk. Rincian tugas Anggota Dewan Komisaris dicantumkan dalam lampiran Surat Keputusan Dewan Komisaris Perusahaan (Persero) PT Semen Baturaja (Persero) Tbk Nomor: SK-07/DK-SB/VIII.2020 sebagai berikut:

1. Franciscus M.A. Sibarani

Komisaris Utama

Mengkoordinir pelaksanaan tugas anggota-anggota Dewan Komisaris:

- a. Merevui, memberikan tanggapan dan meminta tanggapan anggota Dewan Komisaris lainnya atas hasil evaluasi, pendapat dan saran yang disampaikan oleh Anggota Dewan Komisaris dalam bidang masing-masing.
- b. Mengintegrasikan hasil evaluasi, pendapat dan saran yang disampaikan oleh Anggota Dewan Komisaris dalam bidang masing-masing menjadi kebijakan dan/atau dasar bagi Dewan Komisaris dalam pengambilan keputusan.

2. Oke Nurwan

Komisaris

Menangani bidang keuangan, SDM, PKBL dan CSR:

- a. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang keuangan dan SDM serta PKBL dan CSR.

Duties of Each Board of Commissioners

The Company regulates the division of duties of members of the Board of Commissioners in the Decree of the Board of Commissioners of PT Semen Baturaja Tbk, Number: SK-07/DK-SB/VIII/2020, dated 24 August 2020 concerning the Division of Duties of the Members of the Board of Commissioners of the PT Semen Baturaja (Persero) Tbk. Details of the duties of the members of the Board of Commissioners are included in the attachment to the Decree of the Board of Commissioners of the Company (Persero) PT Semen Baturaja (Persero) Tbk Number: SK-07/DK-SB/VIII.2020 as follows:

1. Franciscus M.A. Sibarani

President Commissioner

Coordinating the implementation of duties of the members of the Board of Commissioners:

- a. Reviewing, providing feedback and requesting comments from other members of the Board of Commissioners on the evaluation results, opinions and suggestions submitted by Members of the Board of Commissioners in their respective fields.
- b. Integrating the results of evaluation, opinions and suggestions submitted by the members of the Board of Commissioners in their respective fields into a policy and/or basis for the Board of Commissioners in making decisions.

2. Oke Nurwan

Commissioner

Handling finance, human resources, PKBL and CSR affairs:

- a. Evaluating the Company's performance, especially but not limited to finance and human resources as well as PKBL and CSR.



- b. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang keuangan dan SDM serta PKBL dan CSR.
- c. Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan terutama namun tidak terbatas pada kinerja keuangan Perseroan, termasuk ketersediaan dana baik untuk modal kerja maupun investasi, penempatan dana, dan program efisiensi biaya, optimalisasi SDM baik dari sisi jumlah maupun kualitas termasuk program rekrutmen dan pengembangan SDM serta efektivitas struktur organisasi, dan efektivitas kinerja PKBL dan CSR; serta menyampaikan laporan hasil peninjauan kepada Dewan Komisaris
- d. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris.

3. Endang Tirtana

Komisaris Independen

Menangani bidang *supply chain*, mulai dari pengadaan bahan baku dan lain-lain sampai logistik dan bidang pemasaran:

- a. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang *supply chain* dan bidang pemasaran.
- b. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang *supply chain* dan bidang pemasaran.
- c. Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan terutama namun tidak terbatas pada efektivitas kinerja pengadaan serta ketersediaan bahan baku dan bahan penolong, kelancaran proses produksi, transportasi, distribusi, logistik dan pemasaran serta menyampaikan laporan hasil peninjauan kepada Dewan Komisaris.
- d. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris.

- b. Providing responses, opinions and suggestions to the Board of Directors, especially but not limited to finance and human resources as well as PKBL and CSR.
- c. If needed, site visits can be carried out to monitor and ensure, especially but not limited to, the Company's financial performance, including the availability of funds for both working capital and investment, placement of funds, and cost efficiency programs, optimization of human resources both in terms of quantity and quality, including programs. HR recruitment and development as well as the effectiveness of the organizational structure, and the effectiveness of PKBL and CSR performance; as well as submitting a review report to the Board of Commissioners
- d. Carry out other assignments mutually agreed upon at the Board of Commissioners Meeting.

3. Endang Tirtana

Independent Commissioner

Handling supply chain, from procurement of raw materials and others to logistics and marketing:

- a. Evaluating the Company's performance, especially but not limited to the supply chain and marketing fields.
- b. Providing comments, opinions and suggestions to the Board of Directors, especially but not limited to supply chain and marketing.
- c. If necessary, site visits can be carried out to monitor and ensure, especially but not limited to, the effectiveness of procurement performance as well as the availability of raw and supporting materials, smooth production, transportation, distribution, logistics and marketing processes and submit reports on the results of review to the Board of Commissioners
- d. Carry out other assignments mutually agreed upon at the Board of Commissioners Meeting.



URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

4. Darusman Mawardi Komisaris Independen

Menangani bidang teknik, produksi dan pengembangan usaha:

- a. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang teknik, produksi dan pengembangan usaha, termasuk penelitian dan pengembangan teknologi dan produk baru.
- b. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang investasi dan pengembangan usaha.
- c. Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan kehandalan teknologi, peralatan fasilitas dan proses produksi serta efektivitas investasi dan pengembangan usaha, termasuk penelitian dan pengembangan teknologi dan produk baru dan menyampaikan laporan hasil peninjauan kepada Dewan Komisaris.
- d. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris.

Pedoman Dewan Komisaris

Hingga 31 Desember 2020, Perseroan tidak memiliki piagam (*charter*) Dewan Komisaris namun kesepakatan bersama Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya sebagai pengembalian amanat Perseroan sesuai peraturan perundang-undangan yang berlaku berpedoman pada *Board Manual* Dewan Komisaris dan Direksi.

Hubungan antara Dewan Komisaris dan Direksi dalam sistem tata hukum Indonesia merupakan hubungan yang berdasarkan prinsip *two tiers system*. Artinya terdapat pemisahan tugas dan kewajiban yang tegas bahwa Perseroan dipimpin dan dikelola oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi.

4. Darusman Mawardi Independent Commissioner

Handles engineering, production and business development:

- a. Evaluating the Company's performance, especially but not limited to the fields of engineering, production and business development, including research and development of new technology and products.
- b. Providing comments, opinions and suggestions to the Board of Directors, especially but not limited to investment and business development.
- c. If necessary, site visits can be carried out to monitor and ensure the reliability of technology, production facilities and processes as well as the effectiveness of investment and business development, including research and development of new technology and products and to submit a review report to the Board of Commissioners
- d. Carry out other assignments mutually agreed upon at the Board of Commissioners Meeting.

Board of Commissioners Charter

As of 31 December 2020, the Company does not have a Board of Commissioners charter but an agreement with the Board of Commissioners and Board of Directors in carrying out their functions and roles as mandates of the Company in accordance with applicable laws and regulations based on the Board Manual of the Board of Commissioners and the Board of Directors.

The relationship between the Board of Commissioners and the Board of Directors in the Indonesian legal system is a relationship based on the two tiers system principle. This means that there is a clear separation of duties and obligations that the Company is led and managed by the Board of Directors, while the Board of Commissioners supervises and provides advice on actions taken by the Board of Directors.



Keduanya mempunyai tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar organ perusahaan dengan berpedoman pada prinsip-prinsip *Good Corporate Governance* (GCG). Fungsi, tugas dan hubungan kerja masing-masing organ Perseroan didefinisikan secara jelas dan dijalankan dengan konsisten.

Pedoman kerja Dewan Komisaris dan Direksi, yang selanjutnya disebut *Board Manual*, berisikan kompilasi dari ketentuan dan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan penjabaran mekanisme praktik yang baik bagi peningkatan efektivitas pelaksanaan tugas dan wewenang Dewan Komisaris dan Direksi.

Dewan Komisaris dan Direksi memiliki komitmen yang tinggi untuk menjadikan *Board Manual* ini sebagai pedoman dalam melaksanakan fungsi, tugas dan hubungan kerja antar Dewan Komisaris dan Direksi sehingga dapat berjalan secara efektif. *Board Manual* merupakan kesepakatan bersama Dewan Komisaris dengan Direksi Perseroan, dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan sesuai peraturan dan perundang-undangan yang berlaku.

Board Manual bagi Dewan Komisaris

Dalam rangka penerapan prinsip *Good Corporate Governance* dan untuk memenuhi kepentingan pemegang saham dan *Stakeholder* lainnya, Direksi dan Dewan Komisaris membutuhkan suatu pedoman yang akan dijadikan acuan dalam pengurusan Perseroan agar sesuai dengan tujuan serta kepatuhan terhadap ketentuan yang berlaku. Hubungan antar Dewan Komisaris dan Direksi dalam sistem tata hukum Indonesia merupakan hubungan yang berdasarkan prinsip *two tiers system*. Artinya terdapat pemisahan tugas dan kewajiban yang tegas bahwa Perseroan dipimpin dan dikelola oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi.

Both have a responsibility to maintain the Company's long-term business continuity. Therefore it is necessary to have a clear system and structure regarding the relationship between company organs based on the principles of Good Corporate Governance (GCG). The functions, duties and work relations of each organ of the Company are clearly defined and carried out consistently.

The work guidelines for the Board of Commissioners and the Board of Directors, hereinafter referred to as the Board Manual, contain a compilation of the provisions and regulations in force, the Articles of Association and an elaboration of good practice mechanisms to increase the effectiveness of the implementation of the duties and powers of the Board of Commissioners and the Board of Directors.

The Board of Commissioners and Directors are highly committed to making this Board Manual a guideline in carrying out the functions, duties and work relations between the Board of Commissioners and the Board of Directors so that it can run effectively. The Board Manual is a joint agreement between the Board of Commissioners and the Board of Directors of the Company, in carrying out their functions and roles as the mandate of the Company in accordance with applicable laws and regulations.

Board of Commissioners Manual

In order to apply the principles of Good Corporate Governance and to meet the interests of shareholders and other stakeholders, the Board of Directors and the Board of Commissioners need a guideline that will be used as a reference in managing the Company so that it is in accordance with the objectives and compliance with applicable regulations. The relationship between the Board of Commissioners and the Board of Directors in the Indonesian legal system is a relationship based on the two tiers system principle. This means that there is a clear separation of duties and obligations that the Company is led and managed by the Board of Directors, while the Board of Commissioners supervises and provides advice on actions taken by the Board of Directors.



URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

Keduanya mempunyai tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu, perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar organ Perseroan dengan berpedoman pada prinsip-prinsip *Good Corporate Governance* (GCG). Fungsi, tugas dan hubungan kerja masing-masing Organ Perusahaan didefinisikan secara jelas dan dijalankan dengan konsisten.

Pedoman kerja Dewan Komisaris dan Direksi, yang selanjutnya disebut *Board Manual*, berisikan kompilasi dari ketentuan dan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan penjabaran mekanisme praktik yang baik bagi peningkatan efektivitas pelaksanaan tugas dan wewenang Dewan Komisaris dan Direksi. Dewan Komisaris dan Direksi memiliki komitmen yang tinggi untuk menjadikan *Board Manual* sebagai pedoman dalam melaksanakan fungsi, tugas dan hubungan kerja antara Dewan Komisaris dan Direksi sehingga dapat berjalan secara efektif.

Board Manual merupakan kesepakatan bersama Dewan Komisaris dengan Direksi Perseroan, dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan sesuai peraturan dan perundang-undangan yang berlaku. *Board Manual* merupakan salah satu perangkat GCG yang mengacu pada Anggaran Dasar serta dasar-dasar hukum yang berlaku.

Board Manual disusun dengan tujuan antara lain:

1. Menjadi pedoman umum bagi Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya dalam organisasi Perseroan.
2. Menjabarkan berbagai hal mengenai pelaksanaan, tugas, wewenang, tanggung jawab, hak dan kewajiban serta tata hubungan Direksi dengan Dewan Komisaris.
3. Menerapkan asas-asas *Good Corporate Governance* (GCG) yakni *Transparency, Accountability, responsibility, Independency* dan *Fairness*.

Both have a responsibility to maintain the Company's long-term business continuity. Therefore it is necessary to have a clear system and structure regarding the relationship between the Company's organs based on the principles of Good Corporate Governance (GCG). The functions, duties and work relations of each Company Organ are clearly defined and carried out consistently.

The work guidelines for the Board of Commissioners and the Board of Directors, hereinafter referred to as the Board Manual, contain a compilation of the provisions and regulations in force, the Articles of Association and an elaboration of good practice mechanisms to increase the effectiveness of the implementation of the duties and powers of the Board of Commissioners and the Board of Directors. The Board of Commissioners and the Board of Directors are highly committed to making the Board Manual as a guide in carrying out the functions, duties and work relations between the Board of Commissioners and the Board of Directors so that they can run effectively.

The Board Manual is a joint agreement between the Board of Commissioners and the Board of Directors of the Company, in carrying out their functions and roles as the mandate of the Company in accordance with applicable laws and regulations. The Board Manual is one of the GCG tools that refers to the Articles of Association and applicable legal foundations.

The Board Manual was prepared with the following objectives:

1. To serve as a general guideline for the Board of Commissioners and Directors in carrying out their functions and roles within the organization of the Company.
2. Describe various matters regarding the implementation, duties, powers, responsibilities, rights and obligations as well as the relationship between the Board of Directors and the Board of Commissioners.
3. Applying the principles of Good Corporate Governance (GCG), namely transparency, accountability, responsibility, independence and fairness.



Adapun isi dari *Board Manual* bagian Dewan Komisaris antara lain mengatur hal-hal berikut:

1. Tugas, Wewenang dan Kewajiban Dewan Komisaris.
2. Pembagian Kerja Dewan Komisaris.
3. Rapat Dewan Komisaris.
4. Organ Pendukung Dewan Komisaris

Pengangkatan dan Pemberhentian Dewan Komisaris

Para Anggota Dewan Komisaris diangkat dan diberhentikan melalui mekanisme yang diatur dalam Peraturan Menteri BUMN Nomor: PER-02/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara dan Peraturan Menteri BUMN Nomor: PER-10/MBU/10/2020 tentang Perubahan Atas Peraturan Menteri BUMN Nomor: PER-02/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara.

Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS, dimana dalam RUPS tersebut dihadiri oleh Pemegang Saham Seri A Dwiwarna dan keputusan rapat tersebut harus disetujui oleh Pemegang Saham Seri A Dwiwarna. Para Anggota Dewan Komisaris diangkat oleh RUPS dari calon yang diajukan oleh Pemegang Saham Seri A Dwiwarna, pencalonan mana mengikat bagi RUPS.

Ketentuan tersebut juga berlaku untuk RUPS yang diadakan dalam rangka mencabut atau menguatkan keputusan pemberhentian sementara anggota Direksi oleh Dewan Komisaris. Keputusan RUPS mengenai pengangkatan dan pemberhentian anggota Dewan Komisaris juga menetapkan saat mulai berlakunya pengangkatan dan pemberhentian tersebut. Dalam hal RUPS tidak menetapkan, maka pengangkatan dan pemberhentian anggota Dewan Komisaris tersebut mulai berlaku sejak penutupan RUPS. Setelah masa jabatannya berakhir, para anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

The content of the Board Manual for the Board of Commissioners section regulates the following:

1. Duties, Authorities and Obligations of the Board of Commissioners.
2. Division of Work of the Board of Commissioners.
3. Meetings of the Board of Commissioners.
4. Supporting Organs of the Board of Commissioners

Appointment and Dismissal of the Board of Commissioners

Members of the Board of Commissioners are appointed and dismissed through a mechanism regulated in the Minister of BUMN Regulation Number: PER-02/MBU/02/2015 concerning Requirements, Procedures for Appointing and Dismissing Members of the Board of Commissioners and Supervisory Board for State-Owned Enterprises and Regulation of the Minister of BUMN Number: PER-10/MBU/10/2020 concerning Amendments to the Regulation of the Minister of BUMN Number: PER-02/MBU/02/2015 concerning Requirements, Procedures for Appointing and Dismissing Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises.

Members of the Board of Commissioners are appointed and dismissed by the GMS, where the GMS is attended by Series A Dwiwarna Shareholders and the resolution of the meeting must be approved by the Dwiwarna Series A Shareholder. The members of the Board of Commissioners are appointed by the GMS from the candidates proposed by the Series A Dwiwarna Shareholder, which nominations are binding for the GMS.

This provision also applies to the GMS held in order to revoke or strengthen the decision on the temporary dismissal of members of the Board of Directors by the Board of Commissioners. The decision of the GMS regarding the appointment and dismissal of members of the Board of Commissioners also determines the time when the appointment and dismissal takes effect. In the event that the GMS does not stipulate, the appointment and dismissal of the members of the Board of Commissioners shall take effect since the closing of the GMS. After their term of office has ended, members of the Board of Commissioners may be reappointed by the GMS for one term of office.



URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

Program Pengenalan Perusahaan bagi Dewan Komisaris Baru

Perseroan melaksanakan kebijakan program pengenalan bagi anggota Dewan Komisaris baru yang bertujuan memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Dewan Komisaris. Pelaksanaan Program Pengenalan bagi Dewan Komisaris yang baru menjabat diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perseroan.

Materi pengenalan diberikan oleh *Corporate Secretary* kepada anggota Dewan Komisaris. Selain pemaparan atas Perseroan, dalam program pengenalan Perseroan juga disampaikan dokumen-dokumen penunjang, antara lain: laporan tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), Anggaran Dasar Perseroan, *Board Manual*, Pedoman GCG, Standar Etika Perusahaan, Program Kerja Dewan Komisaris dan Komite Penunjang Dewan Komisaris, *Charter* Dewan Komisaris, *Charter* Direksi dan *Charter* Komite Penunjang Dewan Komisaris, serta peraturan-peraturan yang terkait dengan pelaksanaan tugas Dewan Komisaris, serta peraturan-peraturan yang terkait dengan pelaksanaan tugas Dewan Komisaris. Selain itu, guna memahami secara langsung proses bisnis Perseroan, program pengenalan Perseroan juga meliputi kunjungan langsung ke unit/unit bisnis Perseroan.

Pada tahun 2020, telah dilaksanakan Program Pengenalan Perusahaan kepada Direksi dan Dewan Komisaris yang baru menjabat berdasarkan keputusan RUPST Tahun Buku 2020 pada tanggal 10 Agustus 2020 melalui *video conference Zoom Meeting*.

Company Introductory Program for the New Board of Commissioners

The Company provides an Introductory program for new members of the Board of Commissioners aimed to give an overview of the Company's business activities, future plans, work guidelines and other matters that part of the responsibilities of the Board of Commissioners. The implementation of the Introductory Program for the new Board of Commissioners is stipulated in the Decree of the Board of Directors concerning Guidelines for the Introductory Program for the New Board of Directors and Board of Commissioners of the Company.

Introductory material is prepared by the Corporate Secretary and given to members of the Board of Commissioners. In addition to the presentation of the Company, the Company Introductory program also provides supporting documents, including: Annual Reports, Corporate Work Plan and Budget (RKAP), Company Long Term Plan (RJPP), Articles of Association, Board Manual, GCG Guidelines, Standards, Company Ethics, Work Program for the Board of Commissioners and Supporting Committees for the Board of Commissioners, Charter for the Board of Commissioners, Charter for Board of Directors and Charter for Supporting Committees for the Board of Commissioners, as well as regulations related to the implementation of the duties of the Board of Commissioners. In addition, in order to understand firsthand the Company's business processes, the Company's Introductory program also includes visits to the Company's business units.

In 2020, an Introductory Program was implemented for the new Directors and Commissioners based on the resolution of the 2020 Annual General Meeting of Shareholders on 10 August 2020 via the Zoom Meeting video conference.



Program Kerja Dewan Komisaris

Dalam melaksanakan tugas dan tanggung jawabnya dalam pengawasan Perseroan secara efisien, efektif, transparan, kompeten, independen, dan dapat dipertanggungjawabkan, sesuai dengan peraturan perundang-undangan yang berlaku, maka Dewan Komisaris menetapkan suatu pedoman pelaksanaan kerja yang disusun berdasarkan Anggaran Dasar Perseroan, Undang-Undang No. 40/2007 tentang Perseroan Terbatas, Undang-Undang No. 19/2003 tentang BUMN, dan Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, Peraturan Otoritas Jasa Keuangan Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, Pedoman Umum GCG Indonesia dari Komite Nasional Kebijakan *Governance* (KNKG) 2006.

Cakupan Pedoman Kerja Dewan Komisaris:

1. Komposisi, pengangkatan, pemberhentian serta masa jabatan Dewan Komisaris;
2. Nominasi dan persyaratan keanggotaan Dewan Komisaris;
3. Program pengenalan anggota Dewan Komisaris;
4. Tugas, tanggung jawab, wewenang dan pendelegasian wewenang Dewan Komisaris;
5. Komite penunjang Dewan Komisaris;
6. Remunerasi dan pendidikan berkelanjutan bagi Dewan Komisaris;
7. Mekanisme dan tata tertib rapat Dewan Komisaris;
8. Kode etik;
9. Pertanggungjawaban Dewan Komisaris;
10. Hubungan Dewan Komisaris dengan Direksi;
11. Evaluasi kinerja Dewan Komisaris

Board of Commissioners Work Program

In carrying out its duties and responsibilities in the supervision of the Company in an efficient, effective, transparent, competent, independent, and accountable manner, in accordance with the prevailing laws and regulations, the Board of Commissioners establishes a work guideline based on the Company's Articles of Association, Law No. 40/2007 regarding Limited Liability Companies, Law No. 19/2003 concerning BUMN, and Minister of BUMN Regulation No. PER-09/MBU/2012 concerning Amendments to the Regulation of the Minister of State for SOEs No. PER-01/MB/2011 concerning the Implementation of Good Corporate Governance in BUMN, Financial Services Authority Regulation Number: 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, General Guidelines for Indonesian GCG from National Committee on Governance Policy (KNKG) 2006.

Scope of the Board of Commissioners Charter:

1. Composition, appointment, dismissal and term of office of the Board of Commissioners;
2. Nomination and membership requirements for the Board of Commissioners;
3. Board of Commissioners members introductory program;
4. Duties, responsibilities, powers and delegation of authority of the Board of Commissioners;
5. Supporting Committees for the Board of Commissioners;
6. Remuneration and continuing education for the Board of Commissioners;
7. Mechanism and order of meetings of the Board of Commissioners;
8. Code of Ethics;
9. Accountability of the Board of Commissioners;
10. Relationship between the Board of Commissioners and the Board of Directors;
11. Performance evaluation of the Board of Commissioners



URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

KEPEMILIKAN SAHAM DEWAN KOMISARIS

Setiap adanya perubahan portofolio kepemilikan saham Perseroan oleh Dewan Komisaris, maka Dewan Komisaris wajib melaporkan kepada *Corporate Secretary* melalui penyerahan Daftar Khusus Kepemilikan Saham untuk selanjutnya disampaikan kepada otoritas pasar modal selambat-lambatnya 3 (tiga) hari sejak terjadinya transaksi.

Berdasarkan laporan bulanan Biro Administrasi Efek, PT Datindo Entrycom selaku perusahaan yang bertugas untuk melaksanakan pencatatan pemilik efek, selama tahun 2020 tidak terdapat perubahan kepemilikan saham Perseroan yang dimiliki Dewan Komisaris. Hal tersebut diperkuat dengan pernyataan Dewan Komisaris yang tertuang dalam Daftar Khusus Kepemilikan Saham Dewan Komisaris yang telah dipublikasikan di situs Perseroan.

Seluruh anggota Dewan Komisaris telah melaporkan kepemilikan saham Perseroan yang dimiliki. Rincian terkait kepemilikan saham Dewan Komisaris dapat dilihat pada Bab "Profil Perusahaan" dalam laporan tahunan ini.

PENILAIAN KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Penilaian Kinerja terhadap Komite Audit Tahun 2020

Penilaian kinerja dilakukan oleh Dewan Komisaris dengan indikator penilaian kinerja sebagaimana ditetapkan oleh Dewan Komisaris meliputi tingkat kehadiran dalam rapat Komite, tingkat kehadiran dalam rapat internal Dewan Komisaris, tingkat kontribusi tertulis bagi Komite, akurasi rekomendasi tertulis, akurasi rekomendasi lisan, peran aktif (inisiatif) dan inovasi. Penilaian kinerja Komite Audit dilakukan setiap triwulan. Penilaian kinerja dilakukan untuk menilai kinerja Komite Audit dan kepatuhan selaku kelompok maupun anggotanya selaku individu.

Penilaian kinerja Komite Audit tahun 2020 dilakukan berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Audit dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Audit yang meliputi pelaksanaan

SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS

Each time there is a change in the Company share ownership portfolio by the Board of Commissioners, the Board of Commissioners must report to the Corporate Secretary by submitting a Special List of Share Ownership to be submitted to the capital market authority no later than 3 (three) days from the transaction.

Based on the monthly report of the Registrar, PT Datindo Entrycom as the company in charge of carrying out the registration of securities owners, during 2020 there was no change in the ownership of the Company's shares owned by the Board of Commissioners. This is reinforced by the statement of the Board of Commissioners which is stated in the special List of Board of Commissioners Share Ownership which has been published on the Company's website.

All members of the Board of Commissioners have reported the ownership of the Company's shares owned. Details related to the share ownership of the Board of Commissioners can be found in the Chapter "Company Profile" in this annual report.

ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS AND THE BASIS FOR ASSESSMENT

Performance Appraisal of the Audit Committee for 2020

Performance appraisal is carried out by the Board of Commissioners with performance indicators as determined by the Board of Commissioners including attendance levels at Committee meetings, attendance levels at internal meetings of the Board of Commissioners, level of written contributions to the Committee, accuracy of written recommendations, accuracy of oral recommendations, active role (initiative) and innovation. The performance assessment of the Audit Committee is carried out on a quarterly basis. Performance appraisal is carried out to assess the performance of the Audit Committee and compliance as a group and its members as individuals.

Assessment of the performance of the Audit Committee in 2020 is carried out based on the realization and completion of the work programs listed in the Audit Committee Work Plan and reported to the Board of Commissioners in the



tugas komite di bidang audit, kecukupan proses pengendalian internal dan penyusunan laporan keuangan. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Audit untuk periode jabatan berikutnya.

Secara keseluruhan, kinerja Komite Audit telah tercapai dengan realisasi kehadiran anggota komite pada rapat komite selama tahun 2020 sebanyak 4 (empat) kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan.

Penilaian Kinerja Komite Manajemen Risiko Tahun 2020

Penilaian kinerja dilakukan oleh Dewan Komisaris dengan indikator penilaian kinerja sebagaimana ditetapkan oleh Dewan Komisaris meliputi tingkat kehadiran dalam rapat Komite, tingkat kehadiran dalam rapat internal Dewan Komisaris, tingkat kontribusi tertulis bagi Komite, akurasi rekomendasi tertulis, akurasi rekomendasi lisan, peran aktif (inisiatif) dan inovasi. Penilaian kinerja Komite Manajemen Risiko dilakukan setiap 3 (tiga) bulan sekali. Penilaian kinerja dilakukan untuk menilai kinerja Komite Manajemen Risiko dan kepatuhan selaku kelompok maupun anggotanya selaku individu.

Penilaian kinerja Komite Manajemen Risiko tahun 2020 dilakukan berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Manajemen Risiko dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Manajemen Risiko yang meliputi pelaksanaan tugas komite di bidang manajemen risiko, seperti pengkajian kebijakan manajemen risiko, *monitoring* risiko utama *corporate*, RKAP dan RJPP. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Manajemen Risiko untuk periode jabatan berikutnya.

Secara keseluruhan, kinerja Komite Manajemen Risiko telah tercapai dengan realisasi kehadiran anggota komite pada rapat komite selama tahun 2020 sebanyak 5 (lima) kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan.

Audit Committee report which includes the implementation of committee duties in the audit sector, the adequacy of the internal control process and the preparation of financial reports. The results of the assessment are taken into consideration by the Board of Commissioners to reappoint and/or dismiss members of the Audit Committee for the next term of office.

Overall, the performance of the Audit Committee has been achieved with the realization of the presence of committee members at committee meetings during 2020 as many as 4 (four) times or 100% and providing good recommendations for the Company.

2020 Risk Management Committee Performance Assessment

Performance appraisal is carried out by the Board of Commissioners with performance appraisal indicators as determined by the Board of Commissioners including attendance levels at Committee meetings, attendance levels at internal meetings of the Board of Commissioners, level of written contributions to the Committee, accuracy of written recommendations, accuracy of oral recommendations, active role (initiative) and innovation. Assessment of the performance of the Risk Management Committee is carried out every 3 (three) months. Performance appraisal is carried out to assess the performance of the Risk Management Committee and compliance as a group and its members as individuals.

Assessment of the performance of the Risk Management Committee in 2020 is carried out based on the realization and completion of the work program listed in the Risk Management Committee Work Plan and reported to the Board of Commissioners in the Risk Management Committee report which includes the implementation of committee duties in the field of risk management, such as reviewing risk management policies, risk monitoring. main corporate, RKAP and RJPP. The results of the assessment become material for consideration for the Board of Commissioners to reappoint and/or dismiss members of the Risk Management Committee for the next term of office.

Overall, the performance of the Risk Management Committee has been achieved with the realization of the presence of committee members at committee meetings during 2020 as many as 5 (five) times or 100% and providing good recommendations for the Company.



URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

Penilaian Kinerja Komite Nominasi dan Remunerasi Tahun 2020

Penilaian kinerja dilakukan oleh Dewan Komisaris dengan indikator penilaian kinerja sebagaimana ditetapkan oleh Dewan Komisaris meliputi tingkat kehadiran dalam rapat Komite, tingkat kehadiran dalam rapat internal Dewan Komisaris, tingkat kontribusi tertulis bagi Komite, akurasi rekomendasi tertulis, akurasi rekomendasi lisan, peran aktif (inisiatif) dan inovasi. Penilaian kinerja Komite Nominasi dan Remunerasi dilakukan setiap 3 (tiga) bulan sekali. Penilaian kinerja dilakukan untuk menilai kinerja Komite Nominasi dan Remunerasi selaku kelompok maupun anggotanya selaku individu.

Penilaian kinerja Komite Nominasi dan Remunerasi tahun 2020 dilakukan berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Nominasi dan Remunerasi dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Nominasi dan Remunerasi yang meliputi pelaksanaan tugas komite dalam melakukan *monitoring*, evaluasi dan memberikan rekomendasi terhadap struktur remunerasi dan sistem penilaian kinerja di Perseroan. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Nominasi dan Remunerasi untuk periode jabatan berikutnya.

Secara keseluruhan, kinerja Komite Nominasi dan Remunerasi telah tercapai dengan realisasi kehadiran anggota komite pada rapat komite selama tahun 2020 sebanyak 2 (dua) kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan.

Assessment of the Performance of the Nomination and Remuneration Committee in 2020

Performance appraisal is carried out by the Board of Commissioners with performance appraisal indicators as determined by the Board of Commissioners covering attendance levels at Committee meetings, attendance levels at internal meetings of the Board of Commissioners, level of written contributions to the Committee, accuracy of written recommendations, accuracy of oral recommendations, active role (initiative) and innovation. The Nomination and Remuneration Committee's performance assessment is conducted every 3 (three) months. Performance appraisal is carried out to assess the performance of the Nomination and Remuneration Committee as a group and its members as individuals.

Assessment of the performance of the Nomination and Remuneration Committee in 2020 is carried out based on the realization and completion of the work programs listed in the Work Plan of the Nomination and Remuneration Committee and reported to the Board of Commissioners in the Nomination and Remuneration Committee report which includes the implementation of committee duties in monitoring, evaluating and providing recommendations on the structure remuneration and performance appraisal system in the Company. The results of the assessment are taken into consideration by the Board of Commissioners to reappoint and/or dismiss members of the Nomination and Remuneration Committee for the next term of office.

Overall, the performance of the Nomination and Remuneration Committee has been achieved with the realization of the presence of committee members at committee meetings during 2020 as much as 2 (two) times or 100% and providing good recommendations for the Company.



KOMISARIS INDEPENDEN INDEPENDENT COMMISSIONERS

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan dengan anggota Dewan Komisaris lainnya dan/atau dengan Pemegang Saham atau hubungan lainnya dengan Perseroan yang dapat memengaruhi independensinya.

PT Bursa Efek Indonesia No. KEP-305/BEJ/07-2004 tentang Peraturan No. I-A tentang Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang Diterbitkan oleh Perusahaan Terdaftar serta Peraturan Otoritas Jasa Keuangan tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik No. 33/POJK.04/2014 tanggal 8 Desember, dengan setiap Perusahaan Publik harus memiliki Komisaris Independen sekurang-kurangnya 30% (tiga puluh persen) dari jumlah seluruh anggota.

Per 31 Desember 2020, jumlah anggota Dewan Komisaris Independen adalah 2 (dua) orang dari total 4 orang atau 50% (lima puluh persen) dari jumlah seluruh anggota Dewan Komisaris Perseroan. Komposisi ini memungkinkan adanya pengambilan keputusan yang objektif, tepat serta terhindar dari adanya potensi benturan kepentingan.

Jumlah tersebut telah memenuhi ketentuan peraturan perundang-undangan yang mewajibkan batas minimum Komisaris Independen sebanyak 30%. Hal ini mendukung terlaksananya mekanisme *check and balances* melalui pemenuhan standar jumlah Komisaris Independen.

Kriteria Penentuan Komisaris Independen

Berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan POJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, maka Komisaris Independen wajib memenuhi persyaratan sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi kegiatan emiten atau perusahaan publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya;

Independent Commissioners are members of the Board of Commissioners who have no financial, management, share ownership and/or relationship with other members of the Board of Commissioners and/or with Shareholders or other relationships with the Company that may affect their independence.

Indonesia Stock Exchange No. KEP-305/BEJ/07-2004 concerning Regulation No. I-A concerning the Listing of Shares and Equity Securities Other Than Shares Issued by Listed Companies and the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies No. 33/POJK.04/2014 dated 8 December, with each Public Company must have an Independent Commissioner of at least 30% (thirty percent) of the total members.

As of 31 December 2020, the number of members of the Board of Independent Commissioners is 2 (two) out of a total of 4 persons or 50% (fifty percent) of the total members of the Company's Board of Commissioners. This composition allows for objective, precise decision making and avoids potential conflicts of interest.

This amount has met the provisions of laws and regulations which require a minimum limit of 30% for Independent Commissioners. This supports the implementation of a check and balance mechanism by meeting the standard for the number of Independent Commissioners.

Criteria for Determination of Independent Commissioners

Based on the Regulation of the Financial Services Authority (POJK) No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and POJK No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee, the Independent Commissioner must meet the following requirements:

1. Not a person who works or has the authority and responsibility to plan, lead, control or supervise the activities of the issuer or public company within the last 6 (six) months, except for re-appointment as Independent Commissioner of the Issuer or Public Company for the next period;



KOMISARIS INDEPENDEN INDEPENDENT COMMISSIONERS

2. Tidak mempunyai saham baik langsung maupun tidak langsung pada emiten atau perusahaan publik tersebut;
 3. Tidak mempunyai hubungan afiliasi dengan emiten atau perusahaan publik, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama emiten atau perusahaan publik tersebut; dan
 4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha emiten atau perusahaan publik tersebut.
2. Do not own shares, either directly or indirectly, in the issuer or public company;
 3. Has no affiliation with the issuer or public company, members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the issuer or public company; and
 4. Does not have a business relationship, either directly or indirectly, related to the business activities of the issuer or public company.

Pernyataan tentang Independensi Masing-masing Komisaris Independen

Ketentuan yang mengatur mengenai benturan kepentingan bagi Dewan Komisaris telah tercantum di dalam Pedoman GCG. Dalam penerapannya, Dewan Komisaris telah menerapkan ketentuan mengenai benturan kepentingan salah satunya dalam bentuk penandatanganan Pakta Integritas (*Letter of Undertaking*). Darusman Mawardi sebagai Komisaris Independen telah melakukan penandatanganan Pakta Integritas (*Letter of Undertaking*) Nomor: PH.05.04/003/2020 dan Endang Tirtana sebagai komisaris Independen telah melakukan penandatanganan Pakta Integritas (*Letter of Undertaking*) Nomor: PH.05.04/007/2020. Pakta integritas yang di dalamnya Dewan Komisaris dinyatakan bahwa:

1. Saya melaksanakan tugas sesuai dengan kewenangan yang diberikan oleh Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, berdasarkan prinsip-prinsip itikad baik, dengan kecermatan yang tinggi dan dalam keadaan bebas, mandiri atau tidak dibawah tekanan, maupun pengaruh dari pihak lain (*Independency*).
 2. Saya mengambil keputusan dengan kehati-hatian (*duty of care and loyalty*) demi untuk kepentingan yang terbaik bagi Perseroan, dengan mengindahkan berbagai sumber informasi, keterangan dan telah melakukan perbandingan yang cukup, sebagaimana layaknya pihak profesional dalam posisi yang sama melakukan hal yang serupa, atau sebagaimana saya mempertimbangkan keputusan bagi kepentingan diri saya sendiri (*prudent person rule*).
1. I solemnly carry out my duties in accordance with the authority given by the Articles of Association of the Company and the prevailing laws and regulations, based on the principles of good faith, with high accuracy and in a free, independent or not under pressure, or the influence of other parties (*Independency*).
 2. I solemnly make decisions with prudence (*duty of care and loyalty*) in the best interests of the Company, with due observance of various sources of information, information and have made adequate comparisons, as professionals in the same position should do the same, or as I consider decisions in my own interest (the prudent person rule).

Statement on the Independence of Each Independent Commissioner

The provisions governing conflicts of interest for the Board of Commissioners are included in the GCG Guidelines. In its application, the Board of Commissioners has implemented provisions regarding conflicts of interest, one of which is the signing of an Integrity Pact (*Letter of Undertaking*). Darusman Mawardi as an Independent Commissioner has signed an Integrity Pact (*Letter of Undertaking*) Number: PH.05.04/003/2020 and Endang Tirtana as an Independent commissioner has signed an Integrity Pact (*Letter of Undertaking*) Number: PH.05.04/007/2020. Integrity pact in which the Board of Commissioners states that:



3. Dalam mengambil keputusan, saya tidak memiliki kepentingan pribadi atau tujuan untuk melakukan sesuatu untuk manfaat diri sendiri, maupun menguntungkan pihak-pihak yang terkait dengan diri saya, atau pihak yang terafiliasi dengan saya, dan dengan demikian tidak memiliki posisi yang mengandung potensi benturan kepentingan (*conflict of interest*).
4. Saya melaksanakan proses tersebut dengan pemahaman yang cukup tentang berbagai peraturan dan kewajiban normatif lainnya yang terkait, dan mematuhi seluruh ketentuan dan peraturan perundang-undangan yang berlaku, termasuk mempertimbangkan *best practice*, yang dipandang perlu, penting dan kritikal dalam proses tersebut (*duty abiding the laws*).

Dewan Komisaris Independen menandatangani Surat Pernyataan Pemenuhan Persyaratan terkait Pengangkatan sebagai Komisaris Independen Perseroan. Surat pernyataan ini sesuai dengan Pasal 21 Jo 4 ayat (1) dan (2) Peraturan Otoritas Jasa Keuangan No: 33/POJK.04/2014, tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik ("POJK 33"), menyatakan bahwa:

1. Mempunyai akhlak, moral, dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a) Tidak pernah dinyatakan pailit;
 - b) Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
 - c) Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan

3. In making decisions, I shall have no personal interest or purpose to do something for my own benefit, or benefit parties related to me, or parties affiliated with me, and thus do not have a position that contains a potential conflict of interest. (*conflict of interest*).
4. I solemnly carry out the process with sufficient understanding of the various regulations and other related normative obligations, and comply with all applicable laws and regulations, including considering best practices, which are deemed necessary, important and critical in the process (*duty abiding the laws*).

The Independent Board of Commissioners signed a Statement of Compliance with Requirements regarding the Appointment as Independent Commissioner of the Company. This statement letter is in accordance with Article 21 Jo 4 paragraph (1) and (2) Financial Services Authority Regulation No: 33/POJK.04/2014, concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies ("POJK 33"), states that:

1. Have good character, morals and integrity.
2. Capable of taking legal actions.
3. Within 5 (five) years prior to the appointment and during the term of office:
 - a) Never been declared bankrupt;
 - b) Has never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to go bankrupt;
 - c) Never been convicted of committing a crime that caused losses to state finances and/or related to the financial sector; and



KOMISARIS INDEPENDEN INDEPENDENT COMMISSIONERS

- d) Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
- 1) Pernah tidak menyelenggarakan RUPS tahunan;
 - 2) Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
 - 3) Pernah menyebabkan Perusahaan yang memperoleh izin, persetujuan atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.
4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.
6. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya.
7. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan.
8. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan; dan
9. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan tersebut.
- d) Has never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his tenure:
- 1) Never held an annual GMS;
 - 2) Their responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have never been accepted by the GMS or have never given accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
 - 3) Has caused a company that obtained a license, approval or registration from the Financial Services Authority to fail to fulfill its obligation to submit an annual report and/or financial report to the Financial Services Authority.
4. Have a commitment to comply with laws and regulations.
5. Have knowledge and/or expertise in the fields required by the Company.
6. Is not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for re-appointment as the Company's Independent Commissioner for the next period.
7. Do not have shares, either directly or indirectly, in the Company.
8. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company; and
9. Does not have a business relationship, either directly or indirectly, relating to the Company's business activities.



URAIAN DIREKSI DESCRIPTION OF THE BOARD OF DIRECTORS

Direksi merupakan organ perusahaan yang bertugas dalam mengelola Perseroan dengan arahan dari Dewan Komisaris sebagai bagian dari penerapan tata kelola perusahaan yang baik. Sesuai dengan *Board Manual* Dewan Komisaris dan Direksi Perseroan, dalam menjalankan setiap tugas dan wewenang yang diemban dengan itikad baik dan penuh tanggung jawab dengan mengindahkan peraturan perundang-undangan yang berlaku.

Direksi memiliki tanggung jawab penuh dalam menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan. Direksi juga merupakan wakil Perseroan, baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar Perusahaan dan/atau Keputusan RUPS.

Dalam menjalankan tugas dan tanggung jawab atas pengurusan, Direksi wajib menyelenggarakan RUPS tahunan dan RUPS lainnya sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar. Direksi juga dibantu oleh Sekretaris Perusahaan dan Satuan Pengawas Internal serta satuan kerja lain dalam menjalankan fungsi kepengurusan Perseroan.

KOMPOSISI

Perseroan memiliki ketentuan mengenai komposisi Direksi yang mengacu pada Peraturan OJK No. 33/POJK.04/2014 mengenai jumlah anggota Direksi Perseroan, yakni jumlah Direksi minimal 2 (dua) orang. Pada tahun 2020, jumlah Direksi di Perseroan telah memenuhi aturan tersebut yakni sebanyak 5 (lima) anggota Direksi. Dalam hal ini, seorang anggota diangkat menjadi Direktur Utama.

Komposisi Direksi Perseroan terbaru ditunjuk berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019, tanggal 05 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor : 29 tanggal 13 Agustus 2020. Berikut susunan Direksi Perseroan:

The Board of Directors is a corporate organ in charge of managing the Company with the direction of the Board of Commissioners as part of the implementation of good corporate governance. In accordance with the Board Manual of the Board of Commissioners and the Board of Directors of the Company, in carrying out each task and authority carried out in good faith and full of responsibility in accordance with the prevailing laws and regulations.

The Board of Directors has full responsibility in carrying out all actions relating to the management of the Company for the benefit of the Company and in accordance with the aims and objectives of the Company. The Board of Directors is also a representative of the Company, both inside and outside the court regarding all matters and all events with restrictions as stipulated in the laws and regulations, the Articles of Association and/or GMS Resolutions.

In carrying out its duties and responsibilities for management, the Board of Directors is obliged to hold an annual GMS and other GMS as stipulated in laws and regulations and the Articles of Association. The Board of Directors is also assisted by the Corporate Secretary and Internal Supervisory Unit as well as other work units in carrying out the management functions of the Company.

COMPOSITION

The Company has provisions regarding the composition of the Board of Directors which refer to OJK Regulation No. 33/POJK.04/2014 regarding the number of members of the Company's Directors, namely the number of Directors at least 2 (two) people. In 2020, the number of Directors at the Company has complied with these rules, namely 5 (five) members of the Board of Directors. In this case, a member is appointed as the President Director.

The latest composition of the Board of Directors of the Company is appointed based on the Resolution of the Annual General Meeting of Shareholders for the Fiscal Year 2019, dated 5 August 2020 which is stated in the Notary Deed of Fathiah Helmi, Number: 29 dated 13 August 2020. The following is the composition of the Company's Board of Directors:



URAIAN DIREKSI

DESCRIPTION OF THE BOARD OF DIRECTORS

Nama Name	Jabatan Position	Dasar Pengangkatan Basic Appointment	Status Independensi Independence Status		Tanggung Jawab yang Diemban Responsibility is Assumed	Kelompok Kepentingan Interest Group
			Independen Independent	Non Independen Non Independent		
Jobi Triananda Hasjim	Direktur Utama President Director	Keputusan RUPS Luar Biasa pada 25 Oktober 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 01 tanggal 1 November 2018 The resolutions from the Extraordinary GMS on 25 October 2018 which is stated in the Notary Deed of Fathiah Helmi, Number: 01 dated 1 November 2018.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
Mukhamad Saifudin	Direktur Pemasaran Marketing Director	Keputusan RUPS Tahunan pada 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020. The resolution of the Annual GMS on 5 August 2020, which is stated in the Notary Deed of Fathiah Helmi, Number: 29 dated 13 August 2020.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
Daconi	Direktur Produksi dan Pengembangan Production and Development Director	Keputusan RUPS Tahunan pada 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. The resolution of the Annual GMS on 27 April 2017, which is stated in the Notary Deed of Fathiah Helmi, Number: 8 dated 5 June 2017.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
M. Jamil	Direktur Keuangan Finance Director	Keputusan RUPS Tahunan pada 16 Mei 2019 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 54 tanggal 16 Mei 2019. The resolution of the Annual GMS on 16 May 2019, which is stated in the Notary Deed of Fathiah Helmi, Number: 54 dated 16 May 2019.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
Amrullah	Direktur Umum & SDM General Affairs & HR Director	Keputusan RUPS Tahunan pada 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. The resolution of the Annual GMS on 27 April 2017, which is stated in the Notary Deed of Fathiah Helmi, Number: 8 dated 5 June 2017.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None

Adapun komposisi dan susunan anggota Direksi Perseroan sebelum terjadi pergantian sesuai dengan Keputusan RUPS Tahunan Tahun Buku 2019, tanggal 05 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020 adalah sebagai berikut.

The composition of the Board of Directors of the Company before the replacement according to the Resolution of the Annual GMS for the 2019 Financial Year, dated 5 August 2020 which is stated in the Notary Deed of Fathiah Helmi, Number: 29 dated 13 August 2020 is as follows.



Nama Name	Jabatan Position	Dasar Pengangkatan Basic Appointment	Status Independensi Independence Status		Tanggung Jawab yang Diemban Responsibility is Assumed	Kelompok Kepentingan Interest Group
			Independen Independent	Non Independen Non Independent		
Jobi Triananda Hasjim	Direktur Utama President Director	Keputusan RUPS Luar Biasa pada 25 Oktober 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 01 tanggal 1 November 2018 The resolutions from the Extraordinary GMS on 25 October 2018 which is stated in the Notary Deed of Fathiah Helmi, Number: 01 dated 1 November 2018.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
Dede Parasade	Direktur Pemasaran Marketing Director	Keputusan RUPS Tahunan pada 16 Mei 2019 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 54 tanggal 16 Mei 2019. The resolution of the Annual GMS on 16 May 2019, which is stated in the Notary Deed of Fathiah Helmi, Number: 54 dated 16 May 2019.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
Daconi	Direktur Produksi dan Pengembangan Production and Development Director	Keputusan RUPS Tahunan pada 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. The resolution of the Annual GMS on 27 April 2017, which is stated in the Notary Deed of Fathiah Helmi, Number: 8 dated 5 June 2017.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
M. Jamil	Direktur Keuangan Finance Director	Keputusan RUPS Tahunan pada 16 Mei 2019 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 54 tanggal 16 Mei 2019. The resolution of the Annual GMS on 16 May 2019, which is stated in the Notary Deed of Fathiah Helmi, Number: 54 dated 16 May 2019.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None
Amrullah	Direktur Umum & SDM General Affairs & HR Director	Keputusan RUPS Tahunan pada 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. The resolution of the Annual GMS on 27 April 2017, which is stated in the Notary Deed of Fathiah Helmi, Number: 8 dated 5 June 2017.	√	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility is assumed.	Tidak ada None

MASA JABATAN

Kebijakan mengenai masa jabatan Anggota Direksi tercantum dalam Anggaran Dasar Perseroan, yang menyatakan bahwa Anggota Direksi diangkat dan berakhir masa jabatannya pada penutupan RUPS Tahunan yang ke 5 (lima) setelah tanggal pengangkatannya dengan syarat tidak boleh melebihi jangka waktu 5 (lima) tahun dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan para anggota Direksi sebelum masa jabatannya berakhir.

TERMS OF OFFICE

The policy regarding the tenure of members of the Board of Directors is stated in the Articles of Association of the Company, which states that the members of the Board of Directors are appointed and their term of office ends at the close of the 5th (fifth) Annual GMS after the date of their appointment with the condition that they do not exceed the period of 5 (five) years with due observance of the regulations, laws and regulations in the Capital Market sector, but without prejudice to the rights of the GMS at any time, members of the Board of Directors may terminate before their term of office ends.



URAIAN DIREKSI DESCRIPTION OF THE BOARD OF DIRECTORS

Berikut adalah uraian masa jabatan Direksi Perseroan.

The following is a description of the tenure of the Board of Directors of the Company.

Nama Name	Jabatan Position	Masa Jabatan Length of Service
Jobi Triananda Hasjim	Direktur Utama President Director	25 Oktober 2018 - 2023 25 October 2018 - 2023
Mukhamad Saifudin	Direktur Pemasaran Marketing Director	05 Agustus 2020 - 2025 05 August 2020 - 2025
Daconi	Direktur Produksi dan Pengembangan Director of Production & Development	27 April 2017 - 2022 27 April 2017 - 2022
M. Jamil	Direktur Keuangan Finance Director	16 Mei 2019 - 27 April 2022 16 May 2019 - 27 April 2022
Amrullah	Direktur Umum & SDM General Affairs & HR Director	27 April 2017 - 2022 27 April 2017 - 2022

TUGAS, WEWENANG DAN TANGGUNG JAWAB DIREKSI

Direksi wajib mencurahkan tenaga, pikiran, perhatian dan pengabdian secara penuh pada tugas kewajiban dan pencapaian tujuan Perseroan dan tidak diperkenankan melakukan Korupsi, Kolusi, Nepotisme (KKN), dan gratifikasi. Gratifikasi yang diterima harus dilaporkan dan dikonsultasikan kepada Komisi Pemberantasan Korupsi Republik Indonesia. Laporan disampaikan secara tertulis dengan mengisi formulir sebagaimana ditetapkan oleh Komisi Pemberantasan Korupsi dengan melampirkan dokumen yang berkaitan dengan gratifikasi. Direksi juga berkewajiban menyampaikan secara tertulis kepada Dewan Komisaris dan/atau penegak hukum mengenai pelanggaran yang berkaitan dengan KKN.

Direksi juga tidak diperkenankan menerima, memberi dan meminta sesuatu dari dan/atau kepada pihak manapun yang terkait dengan jabatannya yang berlawanan dengan kebijakan Perseroan. Kemudian dilarang melakukan tindakan kecurangan, baik secara individu maupun dengan pihak manapun yang melawan hukum dan/atau yang dapat merugikan Perseroan serta membuat kepentingan sendiri yang menyalahgunakan wewenang, kesempatan, posisi dan fasilitas Perseroan yang akan menyebabkan kerugian bagi Perseroan.

Dalam menjalankan tugas dan tanggung jawabnya, Direksi memiliki kewenangan yang mencakup:

1. Menetapkan kebijakan yang dipandang tepat dalam rangka kepengurusan Perseroan.
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan di dalam dan di luar pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pegawai Perseroan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain dan

DUTIES, AUTHORITIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors is obliged to devote their full energy, thought, attention and dedication to the duties and achievements of the Company and may not commit corruption, collusion, nepotism (KKN) and gratuities. Gratuities must be reported and consulted to the Corruption Eradication Commission of the Republic of Indonesia. Reports are submitted in writing by filling in the form as stipulated by the Corruption Eradication Commission and attaching documents related to gratuities. The Board of Directors is also obliged to convey in writing to the Board of Commissioners and/or law enforcers regarding violations related to KKN.

The Board of Directors is also not allowed to accept, give and request anything from and/or from any party related to their position that is contrary to Company policy. Then it is prohibited to commit acts of fraud, either individually or with any party that violates the law and/or that can harm the Company and creates its own interests that abuse the authority, opportunities, position and facilities of the Company which will cause losses to the Company.

In carrying out its duties and responsibilities, the Board of Directors has the authority that includes:

1. Establish policies that are deemed appropriate for the management of the Company.
2. Arrange the transfer of power of the Board of Directors to represent the Company inside and outside the court to one or several members of the Board of Directors who are specially appointed for this purpose or to one or more employees of the Company either individually or collectively or to other people and arrange the transfer the power of



- mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan kepada kepala cabang atau perwakilan di dalam atau di luar negeri.
3. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai Perseroan yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan Dewan Komisaris.
 4. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan kepegawaian Perseroan dan peraturan perundang-undangan.
 5. Mengangkat dan memberhentikan Corporate Secretary dan Internal Audit.
 6. Menghapusbukkan piutang macet dengan ketentuan sebagaimana diatur dalam Anggaran Dasar ini dan yang selanjutnya dilaporkan kepada Dewan Komisaris selanjutnya dilaporkan dan dipertanggungjawabkan dalam Laporan Tahunan.
 7. Tidak menagih lagi piutang bunga, denda, ongkos dan piutang lainnya diluar pokok yang dilakukan dalam rangka restrukturisasi dan/atau penyelesaian piutang Perseroan dengan kewajiban melaporkan kepada Dewan Komisaris yang ketentuan dan tata cara pelaporan ditetapkan oleh Dewan Komisaris.
 8. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, termasuk tidak terbatas pada optimalisasi pemanfaatan aset Perseroan, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang undangan, Anggaran Dasar dan/atau keputusan Rapat Umum Pemegang Saham.

Selain kewenangan, Direksi juga memiliki kewajiban yakni:

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
2. Menyiapkan Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Perseroan dan rencana kerja lainnya, berikut perubahannya serta menyampaikannya kepada Dewan Komisaris untuk mendapatkan persetujuan;
3. Membuat daftar Pemegang Saham, daftar khusus, Risalah RUPS dan Risalah rapat Direksi;

- the Board of Directors to represent the Company to the head of branches or representatives at home or abroad.
3. To regulate the provisions concerning the Company's employment including the determination of the salary, pension or old age security and other income for the Company's employees which exceed the obligations stipulated in the laws and regulations, must be approved by the Board of Commissioners.
 4. Appointing and dismissing employees of the Company based on the Company's employment regulations and laws and regulations.
 5. To appoint and dismiss the Corporate Secretary and Internal Audit.
 6. To write-off bad debts with the provisions as stipulated in this Articles of Association and which are subsequently reported to the Board of Commissioners, then reported and accounted for in the Annual Report.
 7. No longer collect interest receivables, fines, fees and other receivables other than the principal made in the context of restructuring and/or settlement of the Company's receivables with the obligation to report to the Board of Commissioners whose reporting provisions and procedures are determined by the Board of Commissioners.
 8. Perform all other actions and actions regarding management as well ownership of the Company's assets, binds the Company with other parties and/or other parties with the Company, including not limited to optimizing the use of the Company's assets, with restrictions as stipulated in the laws and regulations, the Articles of Association and/or resolutions of the General Meeting of Shareholders.

In addition to authority, the Board of Directors also has obligations, namely:

1. Strive for and guarantee the implementation of the Company's business and activities in accordance with its aims and objectives as well as its business activities;
2. Prepare the Company's Long-Term Plan, the Company's Work Plan and Budget and other work plans, along with the amendments and submit them to the Board of Commissioners for approval;
3. Making a list of Shareholders, a special list, Minutes of GMS and Minutes of Meetings of Directors;



URAIAN DIREKSI DESCRIPTION OF THE BOARD OF DIRECTORS

4. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perseroan, serta dokumen keuangan Perseroan sebagaimana dimaksud dalam undang-undang tentang dokumen Perseroan;
 5. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
 6. Menyampaikan Laporan Tahunan setelah ditelaah oleh Dewan Komisaris dalam jangka waktu paling lambat 5 (lima) bulan setelah tahun buku Perseroan berakhir kepada Rapat Umum Pemegang Saham untuk disetujui dan disahkan;
 7. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan;
 8. Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh Rapat Umum Pemegang Saham kepada Menteri yang membidangi Hukum dan Hak Azasi Manusia sesuai dengan ketentuan peraturan perundang-undangan;
 9. Menyusun laporan lainnya yang diwajibkan oleh ketentuan peraturan perundang-undangan;
 10. Memelihara daftar Pemegang Saham, daftar khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan risalah rapat Direksi. Laporan Tahunan dan dokumen keuangan Perseroan dan dokumen Perseroan lainnya;
 11. Menyimpan di tempat kedudukan Perseroan: Daftar Pemegang Saham, daftar khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perseroan serta dokumen Perseroan;
 12. Mengadakan dan memelihara pembukuan dan administrasi Perseroan sesuai dengan kelaziman yang berlaku bagi suatu Perseroan;
 13. Menyusun Sistem Akuntansi sesuai dengan standar akuntansi keuangan dan berdasarkan prinsip-prinsip pengendalian Intern, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;
 14. Memberikan Laporan Berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham Seri A Dwiwarna, dengan memperhatikan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia;
 15. Menyiapkan susunan organisasi Perseroan lengkap dengan perincian dan tugasnya;
4. Preparing an Annual Report as a form of accountability for the management of the Company, as well as the Company's financial documents as referred to in the law concerning Company documents;
 5. Preparing Financial Statements based on Financial Accounting Standards and submitting them to a Public Accountant for auditing;
 6. Submit the Annual Report after being reviewed by the Board of Commissioners within 5 (five) months after the Company's financial year ends to the General Meeting of Shareholders for approval and ratification;
 7. Provide an explanation to the General Meeting of Shareholders regarding the Annual Report;
 8. Submitting the Balance Sheet and Profit and Loss Statement which have been approved by the General Meeting of Shareholders to the Minister in charge of Law and Human Rights in accordance with the provisions of the laws and regulations;
 9. Prepare other reports that are required by statutory provisions;
 10. Maintain a list of Shareholders, a special list, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and minutes of meetings of the Board of Directors. Annual Report and Company financial documents and other Company documents;
 11. Keeping at the domicile of the Company: List of Shareholders, special list, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and Minutes of Meetings of the Board of Directors, Annual Report and the Company's financial documents as well as the Company's documents;
 12. Establish and maintain the books and administration of the Company in accordance with the prevailing practices for a Company;
 13. Prepare an Accounting System in accordance with financial accounting standards and based on the principles of internal control, especially the separation of management, recording, storage and supervision functions;
 14. Provide Periodic Reports according to the manner and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners and/or Dwiwarna Series A Shareholders, with due observance of laws and regulations as well as applicable regulations in the Capital Market sector in Indonesia;
 15. Prepare the complete organizational structure of the Company with details and duties;



16. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna, dengan memperhatikan peraturan perundang-undangan serta peraturan yang berlaku di Indonesia.
17. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh Rapat Umum Pemegang Saham berdasarkan peraturan perundang-undangan.

Setiap anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas sesuai dengan kepentingan dan usaha Perseroan dengan senantiasa memperhatikan peraturan perundang-undangan yang berlaku. Setiap anggota Direksi bertanggung jawab penuh secara kolegal atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila dapat membuktikan:

1. Kerugian tersebut bukan karena kesalahannya atau kelalaiannya;
2. Telah melakukan pengurusan dengan itikad baik, penuh tanggung jawab dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Emiten atau Perusahaan Publik;
3. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian, dan
4. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

Ruang Lingkup Pekerjaan dan Tanggung Jawab Masing-masing Anggota Direksi

Pembagian tugas dan wewenang setiap anggota Direksi ditetapkan oleh RUPS. Dalam hal RUPS tidak menetapkan pembagian tugas dan wewenang tersebut, maka pembagian tugas dan wewenang di antara Direksi ditetapkan berdasarkan keputusan Direksi. Direksi dalam mengurus Perseroan melaksanakan keputusan yang diberikan oleh RUPS sepanjang tidak bertentangan dengan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia dan/atau Anggaran Dasar. Berikut adalah ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi.

16. Provide an explanation of all matters that are asked or requested by members of the Board of Commissioners and the Dwiwarna Series A Shareholder, with due observance of laws and regulations as well as prevailing regulations in Indonesia.
17. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association and stipulated by the General Meeting of Shareholders based on laws and regulations.

Each member of the Board of Directors must in good faith and full of responsibility carry out their duties in accordance with the interests and business of the Company by always observing the prevailing laws and regulations. Each member of the Board of Directors is fully responsible collegially for the Company's losses caused by mistakes or negligence of members of the Board of Directors in carrying out their duties. Members of the Board of Directors cannot be held responsible for the Company's losses, if they can prove:

1. The loss was not due to his fault or negligence;
2. Has carried out management in good faith, full of responsibility and prudence for the interests and in accordance with the aims and objectives of the Issuer or Public Company;
3. Has no conflict of interest, either directly or indirectly, over management actions that result in losses, and
4. Have taken steps to prevent the loss from arising or continuing.

Scope of Work and Responsibilities of Each Member of the Board of Directors

The division of duties and powers of each member of the Board of Directors is determined by the GMS. In the event that the GMS does not determine the division of duties and authorities, the division of duties and authorities among the Directors shall be determined based on the Board of Directors' decision. The Board of Directors in managing the Company implements the decisions given by the GMS as long as they do not contradict the prevailing laws and regulations in the Capital Market sector in Indonesia and/or the Articles of Association. The following is the scope of work and responsibilities of each member of the Board of Directors.



URAIAN DIREKSI

DESCRIPTION OF THE BOARD OF DIRECTORS

<p>Jobi Triananda Hasjim Direktur Utama President Director</p>	<p>Menetapkan strategi dan kebijakan dalam memimpin dan mengelola Perseroan, menjamin terlaksananya usaha dan kegiatan sesuai dengan maksud dan tujuan Pemegang Saham, dengan tanggung jawab sebagai berikut:</p> <ol style="list-style-type: none"> 1. Memaksimalkan pendapatan Perseroan serta menentukan pengelolaan <i>stakeholder</i> yang strategis dan mendorong pertumbuhan Perseroan; 2. Menyiapkan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Tahunan Perseroan, termasuk rencana-rencana lainnya yang berhubungan dengan pelaksanaan usaha dan kegiatan Perseroan dan menyampaikan kepada Komisaris dan Pemegang Saham untuk selanjutnya disampaikan kepada Rapat Umum Pemegang Saham (RUPS) guna mendapatkan pengesahan; 3. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perseroan berupa laporan tahunan termasuk perhitungan tahunan kepada RUPS; 4. Memelihara dan mengurus kekayaan Perseroan serta mengatur agar fungsi manajemen dan organisasi berjalan dengan baik dan benar, serta menjamin terlaksananya kegiatan manajemen risiko, <i>Good Corporate Governance</i> dan mutu; 5. Mengendalikan sumber daya Perseroan secara optimal melalui pengelolaan Perseroan yang efektif dan efisien termasuk di dalamnya adalah "image" Perseroan yang sesuai dengan kendali pengawasan (audit); 6. Mengawasi dan memastikan aktivitas yang berkaitan dengan keselamatan, kesehatan dan pemeliharaan lingkungan kerja dan lingkungan produksi untuk memastikan kepatuhan terhadap aturan demi menjaga citra Perseroan, keselamatan dan kesehatan kerja serta terpeliharanya lingkungan Perseroan. 7. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan kepada seorang atau beberapa orang anggota Direksi; dan 8. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan. 	<p>Establishing strategies and policies in leading and managing the Company, ensuring the implementation of business and activities in accordance with the purposes and objectives of the Shareholders, with the following responsibilities:</p> <ol style="list-style-type: none"> 1. Maximizing the Company's revenue and determining strategic stakeholder management and encouraging the Company's growth; 2. Prepare the Company's Long-Term Plan, Annual Work Plan and Budget, including other plans related to the implementation of the Company's business and activities and submit it to the Commissioners and Shareholders to be submitted to the General Meeting of Shareholders (GMS) for approval; 3. Provide accountability and all information regarding the condition and operation of the Company in the form of an annual report including annual calculations to the GMS; 4. Maintain and manage the assets of the Company as well regulate management and organizational functions to run properly and correctly, and ensure the implementation of risk management, Good Corporate Governance and quality activities; 5. Controlling the Company's resources optimally through effective and efficient management of the Company, including the "image" of the Company in accordance with the control of supervision (audit); 6. Supervise and ensure activities related to safety, health and maintenance of the work environment and production environment to ensure compliance with regulations in order to maintain the Company's image, occupational safety and health as well as the maintenance of the Company's environment. 7. Arrange the transfer of power of the Board of Directors to represent the Company to one or more members of the Board of Directors; and 8. Entitled and is authorized to act for and on behalf of the Board of Directors and represent the Company.
<p>Mukhamad Saifudin Direktur Pemasaran Marketing Director</p>	<p>Menetapkan kebijakan, strategi dan mengarahkan seluruh kegiatan pemasaran secara terintegrasi untuk memastikan pencapaian jumlah penjualan, kepuasan pelanggan dan ketepatan waktu pengiriman sesuai dengan target yang telah ditetapkan oleh Perseroan, dengan tanggung jawab utama sebagai berikut:</p> <ol style="list-style-type: none"> 1. Menetapkan strategi, mengarahkan dan memastikan seluruh kegiatan terkait dengan aktivitas pemasaran, tercakup didalamnya adalah arahan strategis atas pengelolaan limbah serta <i>branding</i> yang akan diusung untuk memastikan efektivitas dan kesesuaian <i>branding</i> terhadap produk dan <i>target customer</i>; 2. Arahan strategi terhadap kesesuaian produk dengan <i>customer</i> beserta target penjualan, sebagai turunan dari arahan dan strategi Perseroan, untuk memastikan jumlah produksi yang harus disiapkan sesuai dengan kualitas dan target yang disepakati; 3. Arahan strategis terhadap moda dan jenis distribusi yang digunakan oleh Perseroan untuk memastikan penyaluran produksi sesuai dengan target waktu, area dan moda, sehingga dapat mencapai tujuan Perseroan dan sesuai dengan kesepakatan atas elemen-elemen ketepatan waktu distribusi; dan 4. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas. 	<p>Establishing marketing policies, strategies and direct all marketing activities in an integrated manner to ensure the achievement of total sales, customer satisfaction and on time delivery according to the targets set by the Company, with the main responsibilities as follows:</p> <ol style="list-style-type: none"> 1. Establishing strategies, directing and ensuring all activities related to marketing activities, including strategic direction on waste management and branding that will be carried out to ensure the effectiveness and suitability of branding to products and target customers; 2. Providing strategic directions for product conformity with customers and sales targets, as a derivative of the Company's direction and strategy, to ensure that the amount of production that must be prepared is in accordance with the agreed quality and targets; 3. Providing strategic direction on the mode and type of distribution used by the Company to ensure the distribution of production is in accordance with the target time, area and mode, so as to achieve the Company's objectives and in accordance with the agreement on the elements of timeliness of distribution; and 4. Entitled and is authorized to act for and on behalf of the Board of Directors and represent the Company in connection with the implementation of the above duties and responsibilities.



Daconi
Direktur Produksi dan Pengembangan
Production and Development Director

Menetapkan kebijakan, strategi dan mengarahkan seluruh kegiatan produksi secara terintegrasi termasuk di dalamnya aktivitas penambangan, pengelolaan proyek, penelitian dan pengembangan, pengontrolan kualitas serta produksi produk dari seluruh *site* demi memastikan kegiatan operasional Perseroan berjalan dengan baik sesuai dengan target yang telah ditetapkan Perseroan, dengan tanggung jawab utama sebagai berikut:

1. Menetapkan strategi, mengarahkan dan memastikan seluruh kegiatan terkait dengan aktivitas produksi produk (semen) dan/atau turunannya sesuai dengan jenis produk, kualitas dan target yang telah disepakati bersama Direktorat Pemasaran dan target pertumbuhan Perseroan secara tepat waktu;
2. Menetapkan strategi, mengarahkan dan memastikan seluruh kegiatan terkait dengan penambangan/ketersediaan bahan baku, baik bersifat *supply* internal maupun eksternal, pencarian sumber-sumber lain secara strategis ke depannya, untuk memastikan keberlangsungan operasi;
3. Menetapkan strategi, mengarahkan dan memastikan seluruh kegiatan terkait dengan aktivitas pengelolaan proyek, baik proyek rutin maupun yang bersifat investasi, untuk memastikan terlaksananya, seluruh proyek Perseroan sesuai dengan rencana strategis Perseroan;
4. Menetapkan arahan strategi dan mendukung atas budaya dan aktivitas inovasi, riset, serta pengontrolan kualitas secara berkesinambungan untuk memastikan proses produksi dan produk yang semakin berkualitas, efektif dan efisien.
5. Serta berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas.

Establishing policies, strategies and direct all production activities in an integrated manner including mining activities, project management, research and development, quality control and product production from all sites in order to ensure that the Company's operational activities run well in accordance with the targets set by the Company, with responsibility the main answer is as follows:

1. Establishing strategies, directing and ensuring that all activities related to the production of products (cement) and/or their derivatives are in accordance with the type of product, quality and targets agreed upon with the Marketing Directorate and the Company's growth targets in a timely manner;
2. Establishing strategies, directing and ensuring all activities related to mining/availability of raw materials, both internal and external supply, strategic search for other sources in the future, to ensure the continuity of operations;
3. Establishing strategies, directing and ensuring all activities related to project management activities, both routine projects and those of an investment nature, to ensure the implementation of all the Company's projects in accordance with the Company's strategic plan;
4. Establish strategic directions and support the culture and activities of innovation, research, and quality control on an ongoing basis to ensure that the production process and products are increasingly quality, effective and efficient.
5. As well as having the right and authority to act for and on behalf of the Board of Directors and to represent the Company in connection with the implementation of the above duties and responsibilities.

M. Jamil
Direktur Keuangan
Finance Director

Penyelenggaraan kebijakan dan pengelolaan keuangan; pelaksanaan analisis dan evaluasi untuk memberikan informasi kinerja finansial dan rekomendasi *business*; pengendalian RKAP, manajemen risiko dan asuransi, pengendalian kekayaan Perseroan, perencanaan strategi pendanaan; penyelenggaraan pelaporan keuangan untuk kepentingan eksternal dan untuk kepentingan internal dengan tanggung jawab sebagai berikut:

1. Memberikan arahan strategis dan pengendalian atas aktivitas koordinasi, konsolidasi dan evaluasi terhadap penyusunan RKAP serta ukuran kinerja kegiatan operasi sendiri, unit usaha dan usaha kemitraan/penyertaan;
2. Mengarahkan dan mengendalikan proses pengendalian dan evaluasi realisasi anggaran biaya dan pendapatan untuk pengukuran kinerja keuangan seluruh kegiatan operasi sendiri, unit usaha dan usaha kemitraan/penyertaan;
3. Memberikan arahan strategis atas kegiatan pengendalian hutang piutang dan kekayaan Perseroan lainnya termasuk di dalamnya menyelenggarakan pengendalian risiko bisnis dan manajemen asuransi;
4. Memberikan arahan strategis dalam proses menyelenggarakan, mengkoordinasikan dan mengkonsolidasikan laporan keuangan Perseroan unit usaha dan usaha kemitraan dan penyertaan serta berbagai laporan manajemen beserta analisisnya untuk Direksi dan Dewan Komisaris dalam rangka pengambilan keputusan manajemen;
5. Mengarahkan dan mengendalikan proses pencarian dan pelaksanaan sumber-sumber pendanaan yang efisien dan mengkoordinasikan perencanaan pendanaan, serta menentukan kebijakan pendanaan proyek dan kegiatan investasi dalam rangka perencanaan strategi pendanaan; dan
6. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas.

Implementation of policies and financial management; performing analysis and evaluation to provide information on financial performance and business recommendations; RKAP control, risk management and insurance, control of the Company's assets, planning of funding strategies; the implementation of financial reporting for external interests and for internal purposes with the following responsibilities:

1. Provide strategic direction and control over coordination, consolidation and evaluation of the preparation of the RKAP as well as performance measures for the operations themselves, business units and partnerships/participation businesses;
2. Directing and controlling the process of controlling and evaluating the realization of the budget for costs and revenues for the measurement of financial performance of all operational activities, business units and partnerships/participation businesses;
3. Providing strategic direction on the activities of controlling payables and other assets of the Company, including carrying out business risk control and insurance management;
4. Provide strategic direction in the process of organizing, coordinating and consolidating the financial statements of the Company for business units and partnership and investment businesses as well as various management reports along with their analysis for the Board of Directors and the Board of Commissioners in order to make management decisions;
5. Directing and controlling the process of finding and implementing efficient funding sources and coordinating funding planning, as well as determining project funding policies and investment activities in the framework of planning a funding strategy; and
6. Entitled and authorized to act for and on behalf of the Board of Directors and represent the Company in connection with the implementation of the above duties and responsibilities.



URAIAN DIREKSI DESCRIPTION OF THE BOARD OF DIRECTORS

<p>Amrullah Direktur Umum & SDM General Affairs & HR Director</p>	<p>Menetapkan arah strategis, anggaran serta pengendalian atas kegiatan pengelolaan Sumber Daya Manusia (SDM), pendidikan & pelatihan, hubungan industrial, administrasi & kesejahteraan Sumber Daya Manusia, kerumah-tangga, perlengkapan, pengelolaan kegiatan pengadaan barang dan jasa, pengelolaan aset, persediaan serta kegiatan manajemen risiko, GCG dan mutu, evaluasi dan analisa kegiatan, ketatausahaan Direktorat serta pelaporan pelaksanaan kegiatan, dengan tanggung jawab utama sebagai berikut:</p> <ol style="list-style-type: none"> 1. Mengarahkan dan mengendalikan berupa ketersediaan arahan strategis dan penganggaran yang tepat terhadap seluruh aktivitas dan program di bidang SDM, Umum, pengelolaan aset dan CSR secara terintegrasi menyesuaikan strategi Perseroan; 2. Memberikan arahan strategis atas proses dan pengembangan SDM Perseroan secara terintegrasi untuk memastikan ketersediaan sumber daya secara jumlah dan kualitas serta kesiapan dalam waktu yang tepat menyesuaikan target pertumbuhan Perseroan; 3. Menyediakan arahan strategis di dalam penyediaan dan pengelolaan aset Perseroan, untuk memastikan efektivitas dan efisiensi penggunaan aset, termasuk dalam penetapan dan pencapaian SLA (<i>Service Level Agreement</i>) sebagai indikator kinerja; 4. Mengarahkan dan mengendalikan kegiatan strategis <i>procurement</i> secara terintegrasi untuk memastikan <i>Governance</i> kegiatan <i>procurement</i>, meningkatkan kekuatan daya tawar serta ketersediaan barang dan jasa sesuai dengan spesifikasi dan memenuhi SLA; 5. Mengendalikan dan mengarahkan strategi, program dan target atas aktivitas CSR, yang mampu memberikan manfaat bagi Perseroan dan masyarakat sekitar serta memberikan image/dampak positif atas seluruh aktivitas yang dilakukan; dan 6. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas. 	<p>Determine strategic direction, budget and control over the management of Human Resources (HR), education & training, industrial relations, administration & welfare of Human Resources, housekeeping, equipment, management of goods and services procurement, asset management, supplies and activities. risk management, GCG and quality, evaluation and analysis of activities, administration of the Directorate and reporting of the implementation of activities, with the main responsibilities as follows:</p> <ol style="list-style-type: none"> 1. Directing and controlling the availability of strategic direction and proper budgeting for all activities and programs in the areas of HR, General Affairs, asset management and CSR in an integrated manner according to the Company's strategy; 2. Provide strategic direction on the process and development of the Company's human resources in an integrated manner to ensure the availability of resources in quantity and quality as well as readiness in a timely manner to adjust the Company's growth targets; 3. Providing strategic direction in the provision and management of the Company's assets, to ensure the effectiveness and efficiency of asset use, including in determining and achieving SLA (<i>Service Level Agreement</i>) as a performance indicator; 4. Directing and controlling strategic procurement activities in an integrated manner to ensure the governance of procurement activities, increasing bargaining power and the availability of goods and services in accordance with specifications and meeting SLAs; 5. Controlling and directing strategies, programs and targets for CSR activities, which are able to provide benefits to the Company and the surrounding community and provide a positive image/impact on all activities carried out; and 6. Entitled and is authorized to act for and on behalf of the Board of Directors and represent the Company in connection with the implementation of the above duties and responsibilities.
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Pedoman Direksi

Hingga 31 Desember 2020, Perseroan belum memiliki piagam (*charter*) Direksi. Namun Dewan Komisaris dan Direksi sepakat, dalam menjalankan fungsi dan peran jabatannya, menjalankan tugas sesuai peraturan perundang-undangan yang berlaku berpedoman pada Pedoman GCG, Pedoman Pengendalian Gratifikasi, Pedoman Perilaku, *Board Manual* Dewan Komisaris dan Direksi dan Pedoman Benturan Kepentingan.

Hubungan antara Dewan Komisaris dan Direksi dalam sistem tata hukum Indonesia merupakan hubungan yang berdasarkan prinsip *two tiers system*. Dengan demikian, terdapat pemisahan tugas dan kewajiban yang tegas bahwa Perseroan dipimpin dan dikelola oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi.

Directors Guidelines

As of 31 December 2020, the Company does not yet have a Board of Directors charter. However, the Board of Commissioners and the Board of Directors agree to carry out their functions and roles in accordance with applicable laws and regulations based on the GCG Guidelines, Gratification Control Guidelines, Code of Conduct, Board Manuals for the Board of Commissioners and Directors and Conflict of Interest Guidelines.

The relationship between the Board of Commissioners and the Board of Directors in the Indonesian legal system is a relationship based on the two tiers system principle. Thus, there is a clear separation of duties and obligations that the Company is led and managed by the Board of Directors, while the Board of Commissioners supervises and provides advice on actions taken by the Board of Directors.



Dewan Komisaris dan Direksi memiliki tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu, perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar organ Perseroan dengan berpedoman pada prinsip-prinsip GCG.

Fungsi, tugas dan hubungan kerja masing-masing organ Perseroan didefinisikan secara jelas dan dijalankan dengan konsisten. Pedoman kerja Dewan Komisaris dan Direksi, yang selanjutnya disebut Board Manual, berisi kompilasi dari ketentuan dan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan penjabaran mekanisme praktik yang baik bagi peningkatan efektivitas pelaksanaan tugas dan wewenang Dewan Komisaris dan Direksi.

Dewan Komisaris dan Direksi memiliki komitmen yang tinggi untuk menjadikan *Board Manual* ini sebagai pedoman dalam melaksanakan fungsi, tugas, dan hubungan kerja antar Dewan Komisaris dan Direksi sehingga dapat berjalan secara efektif. *Board Manual* merupakan kesepakatan bersama Dewan Komisaris dengan Direksi Perseroan, dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan sesuai peraturan dan Perundang-undangan yang berlaku.

Board Manual bagi Direksi

Sebagai bagian dari implementasi prinsip GCG dan untuk memenuhi kepentingan Pemegang Saham dan *Stakeholder* lainnya, Direksi dan Dewan Komisaris membutuhkan suatu pedoman yang akan dijadikan acuan dalam pengurusan Perseroan agar sesuai dengan tujuan serta kepatuhan terhadap ketentuan yang berlaku.

Pedoman tersebut juga dijadikan sebagai acuan yang mengatur hubungan antara Dewan Komisaris dengan Direksi. Seperti yang diketahui, dalam sistem tata hukum Indonesia keduanya memiliki hubungan yang berdasarkan prinsip *two tiers system*. Artinya terdapat pemisahan tugas dan kewajiban yang tegas bahwa Perseroan dipimpin dan dikelola oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi.

The Board of Commissioners and the Board of Directors have the responsibility to maintain the sustainability of the Company's business in the long term. Therefore, it is necessary to have a clear system and structure regarding the relationship between the Company's organs based on the principles of GCG.

The functions, duties and work relations of each organ of the Company are clearly defined and carried out consistently. The work guidelines for the Board of Commissioners and the Board of Directors, hereinafter referred to as the Board Manual, contain a compilation of the provisions and regulations in force, the Articles of Association and an elaboration of good practice mechanisms to increase the effectiveness of the implementation of the duties and powers of the Board of Commissioners and the Board of Directors.

The Board of Commissioners and the Board of Directors are highly committed to making this Board Manual a guideline in carrying out the functions, duties and work relations between the Board of Commissioners and the Board of Directors so that they can run effectively. The Board Manual is a joint agreement between the Board of Commissioners and the Board of Directors of the Company, in carrying out their functions and roles as the mandate of the Company in accordance with the prevailing laws and regulations.

Board Manual for the Board of Directors

As part of the implementation of GCG principles and to fulfill the interests of Shareholders and other Stakeholders, the Board of Directors and the Board of Commissioners need a guideline that will be used as a reference in managing the Company so that it is in accordance with the objectives and compliance with applicable regulations.

The guideline is also used as a reference that regulates the relationship between the Board of Commissioners and the Board of Directors. As is well known, in the Indonesian legal system the two have a relationship based on the two tiers system principle. This means that there is a clear separation of duties and obligations that the Company is led and managed by the Board of Directors, while the Board of Commissioners supervises and provides advice on actions taken by the Board of Directors.



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DESCRIPTION OF THE BOARD OF DIRECTORS

Keduanya mempunyai tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar organ Perseroan dengan berpedoman pada prinsip-prinsip GCG. Fungsi, tugas dan hubungan kerja masing-masing organ Perseroan didefinisikan secara jelas dan dijalankan dengan konsisten.

Pedoman kerja Dewan Komisaris dan Direksi, yang selanjutnya disebut *Board Manual*, berisikan kompilasi dari ketentuan dan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan penjabaran mekanisme praktik yang baik bagi peningkatan efektivitas pelaksanaan tugas dan wewenang Dewan Komisaris dan Direksi. Dewan Komisaris dan Direksi memiliki komitmen yang tinggi untuk menjadikan *Board Manual* ini sebagai pedoman dalam melaksanakan fungsi, tugas dan hubungan kerja antar Dewan Komisaris dan Direksi sehingga dapat berjalan secara efektif.

Board Manual merupakan kesepakatan bersama Dewan Komisaris dengan Direksi Perseroan, dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan sesuai peraturan dan Perundang-undangan yang berlaku. *Board Manual* merupakan salah satu perangkat GCG yang mengacu pada Anggaran Dasar serta dasar-dasar hukum yang berlaku.

Penyusunan *Board Manual* memiliki tujuan antara lain menjadi pedoman umum bagi Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya dalam organisasi. *Board Manual* tersebut menjabarkan berbagai hal mengenai pelaksanaan, tugas, wewenang, tanggung jawab, hak dan kewajiban serta tata hubungan Direksi dengan Dewan Komisaris serta sebagai upaya menerapkan asas-asas *Good Corporate Governance* (GCG) yakni *Transparency*, *Accountability*, *Responsibility*, *Independency* dan *Fairness*.

Both have the responsibility to maintain the long-term sustainability of the Company's business. Therefore, it is necessary to have a clear system and structure regarding the relationship between the Company's organs based on the principles of GCG. The functions, duties and work relations of each organ of the Company are clearly defined and carried out consistently.

The work guidelines for the Board of Commissioners and the Board of Directors, hereinafter referred to as the Board Manual, contain a compilation of the provisions and regulations in force, the Articles of Association and an elaboration of good practice mechanisms to increase the effectiveness of the implementation of the duties and powers of the Board of Commissioners and the Board of Directors. The Board of Commissioners and the Board of Directors are highly committed to making this Board Manual a guideline in carrying out the functions, duties and work relations between the Board of Commissioners and the Board of Directors so that they can run effectively.

The Board Manual is a joint agreement between the Board of Commissioners and the Board of Directors of the Company, in carrying out their functions and roles as the mandate of the Company in accordance with the prevailing laws and regulations. The Board Manual is one of the GCG tools that refers to the Articles of Association and applicable legal foundations.

The purpose of preparing the Board Manual includes, among other things, being a general guideline for the Board of Commissioners and Directors in carrying out their functions and roles within the organization of the Company. The Board Manual outlines various matters regarding the implementation, duties, authorities, responsibilities, rights and obligations as well as the relationship between the Board of Directors and the Board of Commissioners as well as an effort to implement the principles of Good Corporate Governance (GCG) namely *Transparency*, *Accountability*, *Responsibility*, *Independency* and *Fairness*.



Board Manual Direksi Perseroan disusun berdasarkan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan penjabaran mekanisme praktik yang baik bagi peningkatan efektivitas pelaksanaan tugas dan wewenang Direksi. Adapun isi dari *Board Manual* bagian Direksi antara lain mengatur hal-hal seperti tugas, wewenang dan kewajiban Direksi, pembagian kerja Direksi, syarat anggota Direksi, rangkap jabatan dan pemberhentian sementara anggota Direksi, Rapat Direksi, dan organ pendukung Direksi dan evaluasi kinerja Direksi.

The Board Manual for the Board of Directors of the Company is prepared based on the prevailing laws and regulations, the Articles of Association and the elaboration of good practice mechanisms for increasing the effectiveness of the implementation of the duties and powers of the Board of Directors. The contents of the Board Manual for the Board of Directors section, among others, regulate matters such as the duties, powers and obligations of the Board of Directors, the division of work of the Board of Directors, requirements for members of the Board of Directors, concurrent positions and temporary dismissal of member of the Board of Directors, meetings of the Board of Directors, and supporting organs of the Board of Directors and evaluation of the performance of the Board of Directors.

Salah satu dari anggota Direksi ditunjuk sebagai Direktur Utama. Dalam rangka melaksanakan kebijakan kepengurusan Perseroan, Direktur Utama berhak dan berwenang bertindak untuk dan nama Direksi serta mewakili Perseroan. Dalam hal Direktur Utama tidak hadir atau berhalangan karena sebab apapun juga, hal mana tidak perlu dibuktikan kepada pihak ketiga, maka salah seorang Direktur yang ditetapkan berdasarkan keputusan rapat Direksi, berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan.

One of the members of the Board of Directors is appointed as the President Director. In order to implement the management policies of the Company, the President Director has the right and authority to act for and on behalf of the Board of Directors and represent the Company. In the event that the President Director is absent or unavailable for whatever reason, which does not need to be proven to a third party, then one of the Directors who is appointed based on the decision of the Board of Directors meeting, is authorized to act for and on behalf of the Board of Directors and represent the Company.

Untuk perbuatan tertentu, Direksi juga berhak mengangkat seseorang atau lebih sebagai wakil atau kuasanya, dengan memberikan kepadanya atau kepada mereka kekuasaan untuk perbuatan tertentu yang diatur dalam surat kuasa. Meskipun demikian terdapat beberapa kondisi bahwa anggota Direksi tidak berwenang mewakili Perseroan yakni:

For certain actions, the Board of Directors also has the right to appoint someone or more as representatives or proxies, by giving them or them the power for certain actions that are regulated in a power of attorney. Even so, there are several conditions that the members of the Board of Directors are not authorized to represent the Company, namely:

1. Terjadi perkara di depan pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan; atau
2. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perseroan.

1. A case occurs before the court between the Company and the member of the Board of Directors concerned; or
2. The member of the Board of Directors concerned has a conflict of interest with the Company.

Dalam hal terdapat keadaan seperti yang disebutkan di atas, maka yang berhak mewakili Perseroan adalah:

In the event of a situation as mentioned above, those who are entitled to represent the Company are:

1. Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perseroan.
2. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan; atau

1. Other members of the Board of Directors who do not have a conflict of interest with the Company.
2. The Board of Commissioners, in the event that all members of the Board of Directors have a conflict of interest with the Company; or



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3. Pihak lain yang ditunjuk oleh RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perseroan. Direksi wajib meminta persetujuan RUPS untuk:
 - a. Mengalihkan kekayaan Perseroan dalam jangka waktu 1 (satu) tahun buku; atau
 - b. Menjadikan jaminan utang kekayaan Perseroan yang merupakan lebih dari 50% (lima puluh persen) dari jumlah ekuitas Perseroan, dengan memperhatikan anggaran dasar Perseroan dan Peraturan Pasar Modal.
3. Another party appointed by the GMS in the event that all members of the Board of Directors or the Board of Commissioners have a conflict of interest with the Company. The Board of Directors must request approval from the GMS to:
 - a. Transferring the Company's assets within 1 (one) financial year; or
 - b. Making a guarantee for the debt of the Company's assets which is more than 50% (fifty percent) of the total equity of the Company, with due observance of the Capital Market Regulations.

Board Manual Direksi juga mengatur pembuatan-pembuatan yang hanya dapat dilakukan oleh Direksi setelah mendapat persetujuan dari RUPS dengan memperhatikan ketentuan perundang-undangan di bidang Pasar Modal, yaitu:

1. Melakukan transaksi material sebagaimana ditentukan dalam peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia.
2. Melakukan transaksi yang mengandung benturan kepentingan sebagaimana ditentukan dalam peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia.
3. Melakukan transaksi lain, guna memenuhi peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia.

Sementara itu, dengan memperhatikan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia, pembuatan-pembuatan Direksi yang harus mendapatkan persetujuan tertulis dari Dewan Komisaris, mencakup:

1. Melepaskan, memindahtangankan dan/atau mengagunkan aset Perseroan dengan nilai melebihi jumlah tertentu yang ditetapkan oleh Dewan Komisaris, kecuali aset yang dicatat sebagai persediaan dengan memperhatikan ketentuan di bidang Pasar Modal;
2. Mengadakan kerja sama dengan badan usaha atau pihak lain, dalam bentuk kerja sama operasi, kontrak manajemen, kerja sama lisensi Bangun Guna Serah (*Build, Operate and Transfer/BOT*), Bangun Guna Milik (*Build Operate and own/BOO*) dan Perjanjian-Perjanjian lain yang mempunyai sifat yang sama, yang jangka waktunya ataupun nilainya melebihi dari yang ditetapkan oleh Dewan Komisaris;

The Board Manual of the Board of Directors also regulates actions that can only be performed by the Board of Directors after obtaining approval from the GMS with due observance to the statutory provisions in the Capital Market sector, namely:

1. Conduct material transactions as stipulated in the laws and regulations applicable in the capital market sector in Indonesia.
2. Conducting transactions that contain conflict of interest as stipulated in the prevailing laws and regulations in the capital market sector in Indonesia.
3. Perform other transactions, in order to comply with laws and regulations as well as applicable regulations in the capital market sector in Indonesia.

Meanwhile, with due observance of laws and regulations as well as applicable regulations in the Capital Market sector in Indonesia, the actions of the Board of Directors that must obtain written approval from the Board of Commissioners include:

1. Releasing, transferring and/or pledging the Company's assets with a value exceeding a certain amount as determined by the Board of Commissioners, except for assets that are recorded as inventories with due observance to the provisions in the Capital Market;
2. Cooperating with business entities or other parties, in the form of joint operations, management contracts, cooperation licenses for Build, Operate and Transfer/BOT, Build Operate and Own/BOO and other Agreements of the same nature, whose term or value exceeds that stipulated by the Board of Commissioners;



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|---|---|
| <ol style="list-style-type: none"> 3. Melakukan penyertaan modal, melepaskan penyertaan modal termasuk perubahan struktur permodalan dengan nilai tertentu yang ditetapkan Dewan Komisaris pada perusahaan lain, Anak Perusahaan dan perusahaan patungan, yang tidak dalam rangka penyelamatan piutang dengan memperhatikan ketentuan di bidang Pasar Modal. 4. Mendirikan anak perusahaan dan/atau perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal. 5. Mengusulkan wakil Perseroan untuk menjadi calon Anggota Direksi dan Dewan Komisaris pada Anak Perusahaan yang memberikan kontribusi signifikan kepada Perseroan dan/atau bernilai strategis yang ditetapkan oleh Dewan Komisaris. 6. Melakukan penggabungan, peleburan, pengambil alihan, pemisahan, pembubaran Anak Perusahaan dan perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal. 7. Mengikat Perseroan sebagai penjamin (<i>borg/avalist</i>) dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal. 8. Menerima pinjaman jangka menengah/panjang dan memberikan pinjaman jangka menengah/panjang dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal. 9. Memberikan pinjaman jangka pendek/ menengah/panjang yang tidak bersifat operasional, kecuali pinjaman kepada Anak Perusahaan cukup dilaporkan kepada Dewan Komisaris. 10. Menghapuskan dari pembukuan terhadap piutang macet dan persediaan barang mati dalam nilai yang melebihi batas yang ditetapkan oleh Dewan Komisaris. | <ol style="list-style-type: none"> 3. Conducting capital participation, releasing capital participation including changes in capital structure with a certain value as determined by the Board of Commissioners in other companies, Subsidiaries and joint ventures, which are not in the context of salvaging accounts receivable by taking into account the provisions in the Capital Market. 4. Establish a subsidiary and/or joint venture company with a certain value as determined by the Board of Commissioners with due observance to the provisions in the Capital Market sector. 5. Propose representatives of the Company to become candidates for members of the Board of Directors and Board of Commissioners of Subsidiaries who make significant contributions to the Company and/or have strategic value as determined by the Board of Commissioners. 6. Merging, consolidating, taking over, separating, dissolving Subsidiaries and joint ventures with a certain value as determined by the Board of Commissioners by taking into account the provisions in the Capital Market sector. 7. Binding the Company as a guarantor (<i>borg/avalist</i>) with a certain value as determined by the Board of Commissioners with due observance to the provisions in the Capital Market sector. 8. Receiving medium/long term loans and providing medium/long term loans with a certain value as determined by the Board of Commissioners with due observance to the provisions in the Capital Market sector. 9. Providing short/medium/long term loans that are not operational in nature, except for loans to Subsidiaries, it is sufficient to report them to the Board of Commissioners. 10. Eliminate from the books of bad debts and inanimate inventory in a value that exceeds the limit set by the Board of Commissioners. |
|---|---|

Adapun tata cara untuk mendapatkan persetujuan tertulis dari Dewan Komisaris adalah sebagai berikut:

1. Direksi menyampaikan permohonan tertulis dan mengrimkan materi atas tindakan yang memerlukan persetujuan tertulis dari Dewan Komisaris.

The procedures for obtaining written approval from the Board of Commissioners are as follows::

1. The Board of Directors submits a written request and sends material on actions that require written approval from the Board of Commissioners.



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- Dewan Komisaris melakukan kajian atas materi yang disampaikan Direksi dan apabila dianggap perlu dapat meminta penjelasan tambahan kepada Direksi namun tidak lebih 1 (satu) kali.
 - Dewan komisaris memberi keputusan tertulis atas materi usulan Direksi dan dikirimkan ke Direksi selambat-lambatnya dalam waktu 30 (tiga puluh) hari sejak diterimanya permohonan atau penjelasan dan dokumen secara lengkap dari Direksi.
 - Apabila dalam waktu 30 hari kalender sejak diterimanya permohonan atau penjelasan atau dokumen/data tambahan dari Direksi, Dewan Komisaris belum memberikan persetujuan tertulis, maka Dewan Komisaris dianggap menyetujui usulan Direksi.
- The Board of Commissioners reviews the material submitted by the Board of Directors and if deemed necessary may request additional explanations from the Board of Directors, but not more than 1 (one) time.
 - The board of commissioners shall issue a written decision on the proposed material from the Board of Directors and send it to the Board of Directors no later than 30 (thirty) days from the receipt of the request or explanation and complete documents from the Board of Directors.
 - If within 30 calendar days of receiving the request or explanation or additional documents/data from the Board of Directors, the Board of Commissioners has not yet given written approval, then the Board of Commissioners is deemed to have approved the proposal of the Board of Directors.

KEPEMILIKAN SAHAM DIREKSI

Direksi wajib melaporkan kepemilikan saham Perseroan yang dimiliki setiap terjadinya perubahan portofolio kepemilikan saham Perseroan kepada *Corporate Secretary* melalui penyerahan Daftar Khusus Kepemilikan Saham untuk selanjutnya disampaikan kepada Otoritas Pasar Modal selambat-lambatnya 3 (tiga) hari sejak terjadinya transaksi.

Berdasarkan laporan bulanan Biro Administrasi Efek, PT Datindo Entrycom selaku perusahaan yang bertugas untuk melaksanakan pencatatan pemilik efek, selama tahun 2020 tidak terdapat perubahan kepemilikan saham Perseroan yang dimiliki Direksi. Hal tersebut diperkuat dengan pernyataan Direksi yang tertuang dalam Daftar Khusus Kepemilikan Saham Direksi yang telah dipublikasikan di situs Perusahaan.

Seluruh anggota Direksi telah melaporkan kepemilikan saham Perseroan yang dimiliki. Rincian terkait kepemilikan saham Direksi dapat dilihat pada tabel berikut ini.

BOARD OF DIRECTORS SHARE OWNERSHIP

The Board of Directors must report the ownership of the Company's shares that are owned every time there is a change in the Company share ownership portfolio to the Corporate Secretary by submitting a Special List of Share Ownership to be submitted to the Capital Market Authority no later than 3 (three) days after the transaction occurs.

Based on the monthly report of the Securities Administration Bureau, PT Datindo Entrycom as the company in charge of carrying out the registration of securities owners, during 2020 there was no change in the ownership of the Company's shares owned by the Board of Directors. This is reinforced by the statement of the Board of Directors which is stated in the special List of Directors' Share Ownership which has been published on the Company's website.

All members of the Board of Directors have reported the ownership of the Company's shares owned. Details regarding share ownership of the Board of Directors can be seen in the following table.

Nama Name	Jabatan Position	Jumlah Saham Number of Share	Persentase (%) Percentage (%)
Jobi Triananda Hasjim	Direktur Utama President Director	-	-
Mukhamad Saifudin	Direktur Pemasaran Marketing Director	-	-
Daconi	Direktur Produksi dan Pengembangan Production and Development Director	12.500	0,00013
M. Jamil	Direktur Keuangan Finance Director	-	-
Amrullah	Direktur Umum & SDM General Affairs & HR Director	114.500	0,00115



PENGANGKATAN DAN PEMBERHENTIAN DIREKSI

Perseroan memiliki mekanisme pengangkatan dan pemberhentian Direksi yang mengacu pada Peraturan Menteri BUMN Nomor: PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Direksi Badan Usaha Milik Negara.

Anggota Direksi diangkat dan diberhentikan oleh RUPS, dimana dalam RUPS tersebut dihadiri oleh Pemegang Saham Seri A Dwiwarna dan keputusan rapat tersebut harus disetujui oleh Pemegang Saham Seri A Dwiwarna dengan memperhatikan ketentuan Anggaran Dasar.

Keputusan RUPS mengenai pengangkatan dan pemberhentian anggota Direksi juga menetapkan saat mulai berlakunya pengangkatan dan pemberhentian tersebut. Dalam hal RUPS tidak menetapkan, maka pengangkatan dan pemberhentian anggota Direksi tersebut mulai berlaku sejak penutupan RUPS. Setelah masa jabatannya berakhir, para anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

Program Pengenalan Direksi

Perseroan memiliki kebijakan program pengenalan bagi anggota Direksi baru yang bertujuan memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Direksi. Pelaksanaan Program Pengenalan bagi Direksi yang baru menjabat diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perseroan.

Corporate Secretary bertanggung jawab untuk memberikan materi kepada anggota Direksi baru. Selain pemaparan atas Perseroan, dalam program pengenalan Perseroan juga disampaikan dokumen-dokumen penunjang, antara lain Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), Anggaran Dasar Perseroan, *Board Manual*, Pedoman GCG, Standar Etika Perusahaan, Program Kerja Direksi, *Charter* Dewan Komisaris, *Charter* Direksi dan *Charter* Komite Penunjang Dewan Komisaris, serta peraturan-peraturan yang terkait dengan pelaksanaan tugas Direksi. Selain itu, guna memahami secara langsung

APPOINTMENT AND DISMISSAL OF DIRECTORS

The Company has a mechanism for the appointment and dismissal of Directors which refers to the Regulation of the Minister of BUMN Number: PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointing and Dismissing Directors of State-Owned Enterprises.

Members of the Board of Directors are appointed and dismissed by the GMS which is attended by the Series A Dwiwarna Shareholder and the resolution of the meeting must be approved by the Dwiwarna Series A Shareholder with due observance of the provisions of the Articles of Association.

The decision of the GMS regarding the appointment and dismissal of members of the Board of Directors also determines when the appointment and dismissal takes effect. If the GMS does not stipulate, the appointment and dismissal of the members of the Board of Directors shall take effect from the closing of the GMS. After their term of office has ended, members of the Board of Directors may be reappointed by the GMS for one term of office.

Board of Directors Introductory Program

The Company has an introduction program policy for new members of the Board of Directors which aims to provide an overview of business activities, future company plans, work guidelines and other matters that are the responsibility of the Board of Directors. The implementation of the Introductory Program for newly appointed Directors is stipulated in the Directors Decree concerning Guidelines for the Introduction Program for the New Directors and Board of Commissioners of the Company.

The Corporate Secretary is responsible for providing materials to new members of the Board of Directors. In addition to the presentation of the Company, the Company introduction program also provides supporting documents, including the Annual Report, Company Work Plan and Budget (RKAP), Company Long Term Plan (RJPP), Company Articles of Association, Board Manual, GCG Guidelines, Ethical Standards. The Company, the Work Program for the Board of Directors, the Charter for the Board of Commissioners, the Charter for the Board of Directors and the Charter for the Supporting Committee for the Board of Commissioners, as well as regulations related to



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proses bisnis Perseroan, program pengenalan Perseroan juga meliputi kunjungan langsung ke Unit/Unit Bisnis Perseroan.

Pada tahun 2020, Perseroan melaksanakan Program Pengenalan Perusahaan bagi Direksi Baru yakni Mukhamad Saifudin yang menggantikan Dede Parasade sebagai Direktur Pemasaran sesuai dengan keputusan RUPS Tahunan Perseroan Tahun Buku 2019 pada tanggal 10 Agustus 2020 melalui *video conference* Zoom Meeting.

Penilaian Unit Kerja di bawah Direksi dan Dasar Penilaiannya

Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh Unit Kerja yang dipimpin oleh *Vice President* dan *Senior Manager* serta Organ Fungsional lainnya.

Dalam rangka penerapan tata kelola perusahaan yang baik, Perseroan secara periodik melakukan penilaian terhadap efektivitas kinerja Unit Kerja seperti Divisi *Internal Audit*, Divisi *Corporate Secretary* dan Departemen *Stakeholder & Risk Management* berdasarkan pencapaian *Key Performance Indicator* (KPI) yang telah ditetapkan.

the implementation of the duties of the Board of Directors. In addition, in order to understand firsthand the Company's business processes, the Company's introduction program also includes direct visits to the Company's Business Units/Units.

In 2020, the Company implemented a Company Introduction Program for New Directors, namely Mukhamad Saifudin who replaced Dede Parasade as Marketing Director in accordance with the decision of the Company's Annual GMS for the 2019 Fiscal Year on 10 August 2020 via the Zoom Meeting video conference.

Assessment of Work Units under the Board of Directors and the Basis for Assessment

The implementation of the duties and responsibilities of the Board of Directors is supported by a Work Unit led by a Vice President and Senior Manager as well as other Functional Organs.

In the context of implementing good corporate governance, the Company periodically assesses the effectiveness of the performance of Work Units such as the Internal Audit Division, Corporate Secretary Division and the Stakeholder & Risk Management Department based on the established Key Performance Indicators (KPI).



KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

DIVERSITY COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Dewan Komisaris dan Direksi merupakan Organ Perusahaan yang menjadi kunci penegakan GCG. Selain itu, dinamika usaha yang kian sengit menuntut adanya keunggulan dari komponen-komponen Perseroan guna menghasilkan strategi yang tepat. Berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Salah satu persyaratan diangkat menjadi anggota Direksi dan anggota Dewan Komisaris yaitu memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan. Selain itu berdasarkan rekomendasi Otoritas Jasa Keuangan yang tertuang dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka yang menyatakan bahwa komposisi anggota Dewan Komisaris dan Direksi merupakan kombinasi karakteristik baik dari segi organ maupun secara individu masing-masing. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris dan pengurusan oleh Direksi.

Komposisi yang telah memperhatikan kebutuhan Perseroan merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan oleh Dewan Komisaris dengan mempertimbangkan berbagai aspek yang lebih luas dan terkait pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan Perseroan. Dengan demikian, pertimbangan kombinasi karakteristik yang dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolegal.

Perseroan memiliki kebijakan atas keberagaman komposisi Dewan Komisaris dan Direksi dengan tujuan saling mengisi dan melengkapi dalam pelaksanaan tugas dan tanggungjawabnya. Keberagaman tersebut ditunjukkan melalui beragam keahlian, pengalaman, usia, gender dan latar belakang pendidikan. Melalui keberagaman yang dimiliki, Dewan Komisaris dan Direksi diharapkan dapat memberikan kontribusi maupun manfaat yang signifikan bagi Perseroan. Berikut adalah tabel yang menunjukkan adanya keberagaman komposisi Dewan Komisaris dan Direksi Perseroan.

The Board of Commissioners and the Board of Directors are the Company's organs that are the key to upholding GCG. In addition, the increasingly fierce business dynamics require excellence from the Company's components in order to produce the right strategy. Based on the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. One of the requirements to be appointed as a member of the board of directors and a member of the board of commissioners is to have knowledge and/or expertise in the fields required by the Company. In addition, based on the recommendation of the Financial Services Authority as stated in the Attachment to the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies, which states that the composition of the members of the Board of Commissioners and the Board of Directors is a combination of characteristics both in terms of organs and individually. These characteristics can be reflected in the determination of the expertise, knowledge and experience required in the implementation of supervisory duties and providing advice by the Board of Commissioners and management by the Board of Directors.

The composition that has taken into account the needs of the Company is a positive thing, especially in relation to decision making in the context of implementing the supervisory function carried out by the Board of Commissioners by taking into account various broader aspects and related to the division of duties and functions of the Board of Directors in achieving the Company's goals. Thus, the consideration of the combination of characteristics referred to will have an impact on the accuracy of the nomination process and the collegial appointment of individual members of the Board of Directors or the Board of Directors.

The Company has a policy on the diversity of the composition of the Board of Commissioners and the Board of Directors with the aim of complementing and complementing each other in the implementation of their duties and responsibilities. This diversity is shown through a variety of skills, experience, age, gender and educational background. Through their diversity, the Board of Commissioners and the Board of Directors are expected to provide significant contributions and benefits to the Company. The following table shows the diversity of the composition of the Company's Boards of Commissioners and the Board of Directors.



KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI DIVERSITY COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

KEBERAGAMAN DEWAN KOMISARIS

DIVERSITY OF THE BOARD OF COMMISSIONERS

No.	Nama Name	Jabatan Position	Usia Age	Gender Gender	Pendidikan Education	Pengalaman Experience
1	Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	55	Laki-laki Male	Sarjana Teknologi Pertanian Institut Pertanian Bogor (1988) Bachelor's degree in Agriculture Technology of the Institut Pertanian Bogor (1988)	<ul style="list-style-type: none"> • Komisaris Utama PT Taspen (Persero) (2017-2020) • Kepala Badan Koordinasi Penanaman Modal (2014-2016) • Chief Corporate Affairs di PT Garudafood Putra Putri Jaya Tbk (2004-2014) • General Manager di PT Bumi Mekar Tani (Garudafood Group) (2002-2004) • Direktur PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) • Senior Manager di PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999) • President Commissioner of PT Taspen (Persero) (2017-2020) • Head of the Investment Coordinating Board/BKPM (2014-2016) • Chief of Corporate Affairs of PT Garudafood Putra Putri Jaya Tbk (2004-2014) • General Manager at PT Bumi Mekar Tani (Garudafood Group) (2002-2004) • Director at PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) • Senior Manager at PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999)
2	Oke Nurwan	Komisaris Commissioner	58	Laki-laki Male	Sarjana Metrologi Quality Universitas Estimo Doual, Prancis (1993) Bachelor's degree in Metrology Quality of Estimo Doual University, France (1993)	<ul style="list-style-type: none"> • Sekretaris Jenderal Kementerian Perdagangan (2019 - 2020) • Direktur Jenderal Perdagangan Luar Negeri (2017-2019) • Direktur Jenderal Perdagangan Dalam Negeri (2016-2017) • Sekretaris Direktorat Jenderal Perdagangan Luar Negeri (2016) • Direktur Pengamanan Perdagangan (2014-2016) • Direktur Ekspor Produk Pertanian dan Kehutanan (2014) • Direktur Pengamanan Perdagangan (2013-2014) • Atase Perdagangan Paris (2011-2013) • Atase Perdagangan Brussels (2008-2011) • Secretary General of the Ministry of Trade (2019 - 2020) • Director General of Foreign Trade (2017-2019) • Director General of Domestic Trade (2016-2017) • Secretary to the Directorate General of Foreign Trade (2016) • Director of Trade Security (2014-2016) • Director of Export of Agricultural and Forestry Products (2014) • Director of Trade Security (2013-2014) • Trade Attache in Paris (2011-2013) • Trade Attache in Brussels (2008-2011)



No.	Nama Name	Jabatan Position	Usia Age	Gender Gender	Pendidikan Education	Pengalaman Experience
3	Darusman Mawardi	Komisaris Independen Independent Commissioner	72	Laki-laki Male	Sarjana Teknik Mesin Institut Teknologi Bandung (1974) Bachelor's degree in Engineering at Institut Teknologi Bandung (1974)	<ul style="list-style-type: none"> • Direktur Penelitian dan Pengembangan PT Semen Tonasa (2002-2005) • Direktur Komersial PT Semen Tonasa (2002) • Komisaris PT Semen Baturaja (Persero) Tbk (2002) • Direktur Teknik PT Semen Baturaja (Persero) Tbk (1986-2002) • Kepala Departemen Litbang PT Semen Padang (1984-1986) • Kepala Proyek Indarung IIIB PT Semen Padang (1983-1986) • Director of Research and Development at PT Semen Tonasa (2002-2005) • Director of Commerce at PT Semen Tonasa (2002) • Commissioner at PT Semen Baturaja (Persero) Tbk (2002) • Director of Engineering at PT Semen Baturaja (Persero) Tbk (1986-2002) • Head of the Research and Development Department at PT Semen Padang (1984-1986) • Head of the Indarung IIIB Project at PT Semen Padang (1983-1986)
4	Endang Tirtana	Komisaris Independen Independent Commissioner	39	Laki-laki Male	<ul style="list-style-type: none"> • Sarjana Aqidah Filsafat Institut Agama Islam Negeri (IAIN) Padang (2005) • Bachelor's degree in Aqidah Philosophy at the Institut Agama Islam Negeri/ IAIN (State Islamic Institute) Padang (2005) 	<ul style="list-style-type: none"> • Pimpinan Pusat Muhammadiyah, Lembaga Hikmah dan Kebijakan Publik (2010-2015) • Chairman of the Muhammadiyah Center, Wisdom Institute and Public Policy (2010-2015)

KEBERAGAMAN DIREKSI

No.	Nama Name	Jabatan Position	Usia Age	Gender Gender	Pendidikan Education	Pengalaman
1	Jobi Triananda Hasjim	Direktur Utama President Director	56	Laki-laki Male	<ul style="list-style-type: none"> • Master Mechanics of Material University of Strathclyde Skotlandia (1995) • Sarjana Teknik Mesin Universitas Trisakti (1988) • Master's degree in Mechanics of Material from the University of Strathclyde Scotland (1995) • Bachelor's degree in Mechanical Engineering from Universitas Trisakti (1988) 	<ul style="list-style-type: none"> • Direktur Utama PT Perusahaan Gas Negara (2017-2018) • Direktur Utama PT ReKayasa Industri (2016-2017) • Direktur Pengusahaan PT Perusahaan Gas Negara (2012-2016) • Direktur Teknologi & Pengembangan PT Perusahaan Gas Negara (PGN) (2011-2012) • President Director of PT Perusahaan Gas Negara (2017-2018) • President Director of PT ReKayasa Industri (2016-2017) • Director of Commercialization of PT Perusahaan Gas Negara (2012-2016) • Director of Technology & Development of PT Perusahaan Gas Negara (2011-2012)



KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI DIVERSITY COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

No.	Nama Name	Jabatan Position	Usia Age	Gender Gender	Pendidikan Education	Pengalaman
2	Mukhamad Saifudin	Direktur Pemasaran Marketing Director	50	Laki-laki Male	<ul style="list-style-type: none"> Magister Manajemen Universitas Gadjah Mada (2001) Sarjana Teknik Mesin Institut Teknologi Bandung (1988) Master's degree in Management from Universitas Gadjah Mada (2001) Bachelor's degree in Engineering from Institut Teknologi Bandung (1988) 	<ul style="list-style-type: none"> Direktur Utama PT Semen Gresik (2018-2020) Direktur Komersial PT Semen Gresik (2015-2018) CEO Thang Long Cement Company (TLCC) Vietnam (2014-2015) Production Director TLCC (2013) General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) Project Manager Pengembangan Semen Gresik Group ICT Master Plan (2008) Project Manager Semen Gresik Total Productive Maintenance (TPM) Master Plan (2004) President Director of PT Semen Gresik (2018-2020) Director of Commerce of PT Semen Gresik (2015-2018) CEO of Thang Long Cement Company (TLCC) Vietnam (2014-2015) Production Director of TLCC (2013) General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) Project Manager of Development of Semen Gresik Group ICT Master Plan (2008) Project Manager of Semen Gresik Total Productive Maintenance (TPM) Master Plan (2004)
3	Daconi	Direktur Produksi dan Pengembangan Production and Development Director	49	Laki-laki Male	<ul style="list-style-type: none"> Magister Manajemen Universitas Andalas (2009) Sarjana Teknik Kimia Universitas Gadjah Mada (1995) Master's degree in Management from Universitas Andalas (2009) Bachelor's degree in Chemical Engineering from Universitas Gadjah Mada (1995) 	<ul style="list-style-type: none"> General Manager Produksi V PT Semen Padang (Persero) (2016-2017) General Manager Produksi IV PT Semen Padang (Persero) (2015-2016) General Manager Produksi II/III PT Semen Padang (Persero) (2013-2015) Kepala Biro Humas PT Semen Padang (Persero) (2009-2012) Kepala Biro Produksi II/III PT Semen Padang (Persero) (2006-2009) Kepala Bidang Produksi Semen I/II/III PT Semen Padang (Persero) (1999-2004) Kepala Bidang Cement Mill II/III PT Semen Padang (Persero) (1998-1999) General Manager Production V PT Semen Padang (Persero) (2016-2017) General Manager Production IV PT Semen Padang (Persero) (2015-2016) General Manager Production II/III PT Semen Padang (Persero) (2013-2015) Head of Public Relations Bureau of PT Semen Padang (Persero) (2009-2012) Head of Production II/III Bureau of PT Semen Padang (Persero) (2006-2009) Head of Cement Production I/II/III of PT Semen Padang (Persero) (1999-2004) Head of Cement Mill II/III of PT Semen Padang (Persero) (1998-1999)



No.	Nama Name	Jabatan Position	Usia Age	Gender Gender	Pendidikan Education	Pengalaman
4	M. Jamil	Direktur Keuangan Finance Director	54	Laki-laki Male	<ul style="list-style-type: none"> • Magister Manajemen Universitas Sriwijaya (2007) • Sarjana Ekonomi Akuntansi Universitas Sriwijaya (1990) • Master's degree in Management from Universitas Sriwijaya (2007) • Bachelors degree in Economics/ Accounting from Universitas Sriwijaya (1990) 	<ul style="list-style-type: none"> • Direktur Pemasaran PT Semen Baturaja (Persero) Tbk (2017-2019) • Komisaris PT Bukit Pembangkit Innovative (2016-2017) • Adviser PT Asmin Bara Bronang (2016-2017) • Direktur Niaga PT Bukit Asam (Persero) Tbk (2011-2016) • Komisaris Utama PT Bukit Asam Prima (2008- 2016) • Komisaris PT Bukit Asam Banko (2008) • Komisaris Utama PT Bukit Batu Karya Bersama (2005-2007) • Senior Manajer Logistik PT Bukit Asam (Persero) Tbk (2009-2011) • Senior Manajer Akuntansi dan Anggaran PT Bukit Asam (Persero) Tbk (2007-2009) • Manajer Perencanaan dan Kendali Keuangan PT Bukit Asam (Persero) Tbk (2002-2007) • Kepala Akuntansi Manajemen PT Bukit Asam (Persero) Tbk (1999-2002) • Kepala Akuntansi Biaya PT Bukit Asam (Persero) Tbk (1997- 1999) • Tim Rencana Strategic PT Bukit Asam (Persero) Tbk (1994-1997) • Kepala Bagian Akuntansi Keuangan (1992-1994) • Director of Marketing of PT Semen Baturaja (Persero) Tbk (2017-2019) • Commissioner at PT Bukit Pembangkit Innovative (2016-2017) • Advisor at PT Asmin Bara Bronang (2016-2017) • Business Director of PT Bukit Asam (Persero) Tbk (2011-2016) • President Commissioner of PT Bukit Asam Prima (2008- 2016) • Commissioner at PT Bukit Asam Banko (2008) • President Commissioner of PT Bukit Batu Karya Bersama (2005-2007) • Senior Manager of Logistics at PT Bukit Asam (Persero) Tbk (2009-2011) • Senior Manager of Accounting and Budget at PT Bukit Asam (Persero) Tbk (2007-2009) • Manager of Financial Planning and Control at PT Bukit Asam (Persero) Tbk (2002-2007) • Head of Management Accounting at PT Bukit Asam (Persero) Tbk (1999-2002) • Head of Cost Accounting at PT Bukit Asam (Persero) Tbk (1997- 1999) • Strategic Planning Team at PT Bukit Asam (Persero) Tbk (1994-1997) • Head of Financial Accounting (1992-1994)



KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI DIVERSITY COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

No.	Nama Name	Jabatan Position	Usia Age	Gender Gender	Pendidikan Education	Pengalaman
5	Amrullah	Direktur Umum & SDM General Affairs & HR Director	48	Laki-laki Male	<ul style="list-style-type: none"> • Magister Manajemen Universitas Sriwijaya (2008) • Sarjana Hukum Universitas Sriwijaya (1995) • Master's degree in Management from Universitas Sriwijaya (2008) • Bachelor's degree Law from Universitas Sriwijaya (1995) 	<ul style="list-style-type: none"> • Kepala Departemen SDM & Umum PT Semen Baturaja (Persero) Tbk merangkap Tim Persiapan Proyek Pembangunan BTA II (2013-2017) • Kepala Biro Hukum dan GCG PT Semen Baturaja (Persero) Tbk merangkap Tim Proyek Baturaja II (2013) • Kepala Biro SDM PT Semen Baturaja (Persero) Tbk merangkap Biro Hukum & GCG (2012- 2013) • Kepala Biro SDM & Afiliasi PT Semen Baturaja (Persero) Tbk (2007-2012) • Head of the HR & General Affairs Department of PT Semen Baturaja (Persero) Tbk concurrently in BTA II Development Project Preparation Team (2013-2017) • Head of Legal and GCG Bureau of PT Semen Baturaja (Persero) Tbk concurrently in Baturaja II Project Team (2013) • Head of HR Bureau of PT Semen Baturaja (Persero) Tbk concurrently in Legal & GCG Bureau (2012- 2013) • Head of HR & Affiliation Bureau of PT Semen Baturaja (Persero) Tbk (2007-2012)



HUBUNGAN AFILIASI DEWAN KOMISARIS DAN DIREKSI AFFILIATION RELATIONSHIP OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Untuk menjaga Independensi, anggota Direksi dengan anggota Dewan Komisaris dan Pemegang Saham tidak memiliki hubungan keuangan, ataupun hubungan kepemilikan saham dan keluarga. Anggota Direksi Perseroan bertindak secara independen dalam melaksanakan fungsi dan tugasnya baik secara individual maupun kolegal dan tidak merangkap jabatan yang dilarang oleh peraturan perundang-undangan yang berlaku tentang pelaksanaan GCG.

To maintain their independence, members of the Board of Directors and members of the Board of Commissioners and Shareholders have no financial relationship, or share ownership and family relationships. Members of the Board of Directors of the Company act independently in carrying out their functions and duties, both individually and collegially, and do not hold concurrent positions prohibited by the prevailing laws and regulations regarding the implementation of GCG.

Berikut tabel hubungan afiliasi Dewan Komisaris dan Direksi Perseroan.

The following table shows the relationship between the Board of Commissioners and the Board of Directors of the Company.

Nama Name	Hubungan Keluarga dengan Family Relationship with						Hubungan Keuangan dengan Financial Relations with					
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Dewan Komisaris Board of Commissioners												
Franciscus M.A. Sibarani		√		√		√		√		√		√
Oke Nurwan		√		√		√		√		√		√
Darusman Mawardi		√		√		√		√		√		√
Endang Tirtana		√		√		√		√		√		√
Direksi Board of Directors												
Jobi Triananda Hasjim		√		√		√		√		√		√
Daconi		√		√		√		√		√		√
M. Jamil		√		√		√		√		√		√
Amrullah		√		√		√		√		√		√
Mukhamad Saifudin		√		√		√		√		√		√



PELAKSANAAN RAPAT DEWAN KOMISARIS DAN DIREKSI

MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

RAPAT DEWAN KOMISARIS

Pelaksanaan Rapat Dewan Komisaris diatur sebagai berikut:

MEETINGS OF THE BOARD OF COMMISSIONERS

The meeting of the Board of Commissioners shall follow the following regulation:

Ketentuan Umum	General Requirements
<ul style="list-style-type: none"> a. Dewan Komisaris wajib mengadakan rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan. b. Dewan Komisaris wajib mengadakan rapat bersama Direksi secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. c. Dewan Komisaris harus menjadwalkan Rapat sebagaimana dimaksud pada huruf a dan huruf b, untuk tahun berikutnya sebelum berakhirnya tahun buku. d. Rapat diselenggarakan di Ruang Rapat Direksi di Kantor Pusat PT Semen Baturaja (Persero) Tbk, Jl. Abikusno Cokrosuyoso Kertapati Palembang dan/atau di unit-unit Pabrik Baturaja, Pabrik Panjang dan/atau Kantor Perwakilan Jakarta dan/atau tempat-tempat yang bisa digunakan untuk Rapat di seluruh wilayah Negara Kesatuan Republik Indonesia. e. Pelaksanaan rapat diawali dengan evaluasi tindak lanjut hasil rapat sebelumnya termasuk pembahasan atau telaah atas usulan Direksi dan arahan/keputusan Dewan Komisaris dan RUPS terkait dengan usulan Direksi dan hal lainnya dari hasil rapat sebelumnya. 	<ul style="list-style-type: none"> a. The Board of Commissioners must hold meeting at least 1 (one) time in 2 (two) months. b. The Board of Commissioners must hold meeting with the Board of Directors on a regular basis, at least 1 (one) time in 4 (four) months. c. The Board of Commissioners must schedule the Meeting as referred to in letter a and letter b, for the following year before the end of the financial year. d. The meeting shall be held in the Board of Directors Meeting Room at the Head Office of PT Semen Baturaja (Persero) Tbk, Jl. Abikusno Cokrosuyoso Kertapati Palembang and/or in units of the Baturaja Factory, Panjang Factory and/or Jakarta Representative Office and/or places that can be used for Meetings throughout the territory of the Unitary State of the Republic of Indonesia. e. The meeting begins with a follow-up evaluation of the results of the previous meeting including discussion or review of the Board of Directors' proposal and the direction/decision of the Board of Commissioners and the GMS related to the proposal of the Board of Directors and other matters from the results of the previous meeting.
Pemanggilan Rapat	Summon to the Meeting
<ul style="list-style-type: none"> a. Pemanggilan Rapat Dewan Komisaris harus dilakukan oleh Komisaris Utama dan dalam hal Komisaris Utama berhalangan, hal mana tidak perlu dibuktikan kepada pihak manapun, pemanggilan rapat dilakukan oleh Wakil Komisaris Utama. Dalam hal Wakil Komisaris Utama berhalangan karena sebab apapun, hal mana tidak perlu dibuktikan kepada pihak manapun, maka pemanggilan rapat dilakukan oleh salah seorang anggota Dewan Komisaris. b. Pemanggilan Rapat Dewan Komisaris harus dilakukan secara tertulis dan disampaikan atau diserahkan langsung kepada setiap anggota Dewan Komisaris dengan tanda terima yang memadai, atau dengan pos tercatat atau dengan jasa kurir atau dengan telex, faksimili atau surat elektronik (<i>e-mail</i>) paling lambat 5 (lima) hari sebelum rapat diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal rapat, atau dalam waktu yang lebih singkat jika dalam keadaan mendesak. c. Pemanggilan seperti sebagaimana dimaksud pada huruf b tidak diperlukan untuk rapat-rapat yang telah dijadwalkan berdasarkan keputusan Rapat Dewan Komisaris yang diadakan sebelumnya. d. Undangan Rapat Dewan Komisaris harus mencantumkan informasi terkait agenda acara, tanggal, waktu dan tempat berlangsungnya rapat secara jelas. e. Anggota Dewan Komisaris dapat menunjuk anggota Dewan Komisaris lainnya dalam bentuk kuasa secara tertulis untuk menjadi wakilnya yang sah dalam hal anggota Dewan Komisaris yang dimaksud berhalangan hadir dalam Rapat Dewan Komisaris. 	<ul style="list-style-type: none"> a. Summons to the Board of Commissioners Meeting must be made by the President Commissioner, and in the event that the President Commissioner is absent, which does not need to be proven to any party, the summons for the meeting shall be made by the Deputy President Commissioner. In the event that the Deputy President Commissioner is absent due to any reason, which does not need to be proven to any party, the summons for the meeting shall be made by a member of the Board of Commissioners. b. Summons to the Board of Commissioners Meeting must be made in writing and submitted directly to each member of the Board of Commissioners with a proper receipt, or by registered mail or by courier service or by telex, facsimile or electronic mail (<i>e-mail</i>) no later than 5 (five) days before the meeting is held, excluding the date of the invitation and the date of the meeting, or in a shorter time if in an urgent situation. c. Summons as referred to in letter b are not required for meetings that have been scheduled based on the decision of the previous Board of Commissioners Meeting. d. Invitation to the Board of Commissioners Meeting must clearly state the information related to the agenda, date, time and place of the meeting. e. Members of the Board of Commissioners may appoint other members of the Board of Commissioners in the form of power of attorney in writing to be their legal representatives in the event that the said member of the Board of Commissioners is unable to attend the meeting of the Board of Commissioners.
Pimpinan Rapat	Chairman of Meeting
<ul style="list-style-type: none"> a. Semua Rapat Dewan Komisaris dipimpin oleh Komisaris Utama. b. Dalam hal Komisaris Utama tidak hadir atau berhalangan, maka Wakil Komisaris Utama yang memimpin rapat Dewan Komisaris, atau Anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama yang memimpin rapat Dewan Komisaris apabila pada saat yang bersamaan Wakil Komisaris Utama tidak hadir atau berhalangan, atau Anggota Dewan Komisaris yang ditunjuk oleh Wakil Komisaris Utama yang memimpin rapat Dewan Komisaris apabila pada saat yang bersamaan Komisaris Utama tidak hadir atau berhalangan dan tidak melakukan penunjukan. c. Apabila RUPS tidak mengangkat Wakil Komisaris Utama, maka dalam hal Komisaris Utama tidak hadir atau berhalangan, maka Rapat Dewan Komisaris dipimpin oleh seorang anggota Dewan Komisaris lainnya yang ditunjuk oleh Komisaris Utama. d. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri dan/atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota Dewan Komisaris. e. Dalam hal anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris lebih dari satu orang, maka anggota Dewan Komisaris sebagaimana dimaksud pada huruf d di atas maka yang tertua dalam usia bertindak sebagai pimpinan rapat. 	<ul style="list-style-type: none"> a. All Board of Commissioners Meetings are chaired by the President Commissioner. b. In the event that the President Commissioner is absent or unable to attend, the Vice President Commissioner who chairs the meeting of the Board of Commissioners, or a Member of the Board of Commissioners appointed by the President Commissioner who chairs the meeting of the Board of Commissioners if at the same time the Deputy President Commissioner is absent or unavailable, or a Member of the Board of Commissioners appointed by the Vice President Commissioner who chairs the meeting of the Board of Commissioners if at the same time the President Commissioner is absent or absent and does not make the appointment. c. If the GMS does not appoint a Deputy President Commissioner, then in the event that the President Commissioner is absent or unavailable, the Board of Commissioners Meeting will be chaired by another member of the Board of Commissioners who is appointed by the President Commissioner. d. In the event that the President Commissioner does not make an appointment, then the member of the Board of Commissioners who has served as member of the Board of Commissioners for the longest time will act as chairman of the meeting of the Board of Commissioners. Meetings of the Board of Commissioners are valid and have the right to make binding decisions if they are attended and/or represented by more than 1/2 (one half) of the members of the Board of Commissioners. e. In the event that more than one member of the Board of Commissioners has served as a member of the Board of Commissioners, then the member of the Board of Commissioners as referred to in letter d above, the oldest in age will act as chairman of the meeting.



Pengambilan Keputusan	Decision Making
<p>a. Semua keputusan Dewan Komisaris diambil dalam rapat Dewan Komisaris.</p> <p>b. Keputusan Rapat Dewan Komisaris harus diambil berdasarkan musyawarah untuk mufakat. Jika keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka keputusan harus diambil dengan pemungutan suara berdasarkan suara setuju lebih dari 1/2 (satu per dua) bagian dari jumlah suara yang sah yang dikeluarkan dalam rapat yang bersangkutan.</p> <p>c. Dalam hal terdapat lebih dari satu usulan, maka dilakukan pemilihan ulang sehingga salah satu usulan memperoleh suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan.</p> <p>d. Dalam Rapat Dewan Komisaris, setiap anggota Dewan Komisaris berhak mengeluarkan 1 (satu) suara dan tambahan 1 (satu) suara untuk setiap anggota Dewan Komisaris lain yang diwakilinya dengan sah dalam rapat tersebut.</p> <p>e. Dewan Komisaris dapat juga mengambil keputusan yang sah tanpa mengadakan Rapat Dewan Komisaris dengan ketentuan semua anggota Dewan Komisaris telah diberitahu secara tertulis dan semua anggota Dewan Komisaris memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut.</p> <p>f. Keputusan yang diambil dengan cara sebagaimana dimaksud pada huruf e di atas mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam Rapat Dewan Komisaris.</p> <p>g. Dalam hal anggota Dewan Komisaris tidak dapat menghadiri rapat secara fisik, maka anggota Dewan Komisaris dapat menghadiri rapat dengan melalui media telekonferensi, video konferensi, atau sarana media elektronik lainnya sesuai dengan ketentuan yang berlaku.</p> <p>h. Setiap anggota Dewan Komisaris yang secara pribadi dengan cara apapun, baik secara langsung maupun secara tidak langsung, mempunyai kepentingan dalam suatu transaksi, kontrak atau kontrak yang diusulkan dalam mana Perseroan menjadi salah satu pihaknya, harus dinyatakan sifat kepentingannya dalam suatu Rapat Dewan Komisaris dan tidak berhak untuk ikut dalam pengambilan suara mengenai hal-hal yang berhubungan dengan transaksi atau kontrak tersebut.</p>	<p>a. All decisions of the Board of Commissioners are taken in the meeting of the Board of Commissioners.</p> <p>b. Decisions of the Board of Commissioners Meeting must be made based on deliberation to reach consensus. If a decision based on deliberation to reach a consensus is not reached, then the decision must be made by voting based on votes in favor of more than 1/2 (one half) of the number of valid votes cast in the meeting concerned.</p> <p>c. In the event that there is more than one proposal, voting shall be conducted so that one of the proposals receives more than ½ (one half) of the total votes cast.</p> <p>d. In the Board of Commissioners Meeting, each member of the Board of Commissioners has the right to cast 1 (one) vote and an additional 1 (one) vote for each other member of the Board of Commissioners who is legally represented at the meeting.</p> <p>e. The Board of Commissioners can also make valid decisions without holding a meeting of the Board of Commissioners provided that all members of the Board of Commissioners have been notified in writing and all members of the Board of Commissioners have approved the proposal submitted in writing and signed the agreement.</p> <p>f. Decisions made in the manner referred to in letter c above have the same power as decisions taken legally at a meeting of the Board of Commissioners.</p> <p>g. In the event that a member of the Board of Commissioners is unable to attend the meeting physically, then the member of the Board of Commissioners may attend the meeting by means of teleconferencing, video conferencing, or other means of electronic media in accordance with applicable regulations.</p> <p>h. Every member of the Board of Commissioners who personally in any way, either directly or indirectly, has an interest in a transaction, contract or contract proposed in which the Company is a party, must state the nature of his interest at a Board of Commissioners Meeting and have no right to participate in voting on matters relating to the transaction or contract.</p>
Risalah Rapat	Minutes of Meeting
<p>a. Hasil Rapat wajib dituangkan dalam Risalah Rapat. Risalah Rapat harus dibuat oleh seorang yang hadir dalam rapat yang ditunjuk oleh Ketua Rapat serta kemudian ditandatangani oleh seluruh anggota Dewan Komisaris yang hadir dan disampaikan kepada seluruh anggota Dewan Komisaris.</p> <p>b. Dalam hal terdapat anggota Dewan Komisaris dan/atau anggota Direksi yang tidak menandatangani hasil rapat sebagaimana dimaksud pada huruf a, yang bersangkutan wajib menyebutkan alasannya secara tertulis dalam surat tersendiri yang dilekatkan pada risalah rapat.</p> <p>c. Risalah rapat sebagaimana dimaksud pada huruf a dan huruf b wajib didokumentasikan oleh Perseroan.</p> <p>d. Risalah Rapat harus menggambarkan jalannya rapat. Hal ini penting untuk dapat melihat proses pengambilan keputusan dan sekaligus dapat menjadi dokumen hukum untuk menentukan akuntabilitas dari hasil suatu keputusan rapat. Untuk itu Risalah Rapat setidaknya harus mencantumkan:</p> <ol style="list-style-type: none"> 1) Tempat, tanggal dan waktu rapat diadakan. 2) Agenda yang dibahas. 3) Daftar hadir yang ditandatangani oleh setiap peserta rapat. 4) Lamanya rapat berlangsung. 5) Pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya (jika ada). 6) Berbagai pendapat yang terdapat dalam rapat dan siapa yang mengemukakannya. 7) Proses pengambilan keputusan. 8) Keputusan yang diambil. 9) Pernyataan perbedaan pendapat terhadap keputusan rapat apabila tidak terjadi kebulatan pendapat (<i>dissenting opinion</i>). 10) Tanda tangan pengesahan risalah rapat. <p>e. Risalah Rapat Dewan Komisaris merupakan bukti yang sah untuk para anggota Dewan Komisaris dan untuk pihak ketiga mengenai keputusan yang diambil dalam rapat yang bersangkutan.</p> <p>f. Risalah rapat harus sudah diterima oleh anggota Dewan Komisaris selambat-lambatnya 5 (lima) hari kerja setelah Rapat Dewan Komisaris dilaksanakan.</p> <p>g. Bila dalam waktu 14 (empat belas) hari sejak tanggal pengiriman risalah, tidak ada keberatan atau usul perbaikan atas risalah tersebut, maka risalah tersebut dinyatakan dapat diterima sebagai hasil rapat yang sah dan mengikat.</p> <p>h. Hasil keputusan rapat yang ditujukan kepada Direksi dikomunikasikan paling lambat 7 (tujuh) hari sejak Risalah Rapat ditandatangani.</p>	<p>a. The results of the Meeting shall be stated in the Minutes of Meeting. Minutes of Meeting must be prepared by a person present at the meeting who is appointed by the Chairman of the Meeting, then signed by all members of the Board of Commissioners who are present and submitted to all members of the Board of Commissioners.</p> <p>b. In the event that there are members of the Board of Commissioners and/or members of the Board of Directors who do not sign the meeting results as referred to in letter a, the person concerned must state the reasons in writing in a separate letter attached to the minutes of the meeting.</p> <p>c. Minutes of meeting as referred to in letter a and letter b must be documented by the Company.</p> <p>d. The Minutes of Meeting should describe the course of the meeting. This is important to be able to see the decision-making process and at the same time it can become a legal document to determine the accountability of the results of a meeting decision. For this reason, the Minutes of Meeting must at least state:</p> <ol style="list-style-type: none"> 1) Place, date and time of the meeting. 2) Agenda discussed. 3) Attendance list signed by each meeting participant. 4) The length of time the meeting lasts. 5) Conduct follow-up evaluation on the results of previous meetings (if any). 6) Various opinions contained in the meeting and who expressed them. 7) Decision making process. 8) Decisions taken. 9) Statement of dissenting opinion on meeting decisions if there is no dissenting opinion. 10) Signature of ratification of the minutes of meeting. <p>e. The Minutes of Meeting of the Board of Commissioners are valid evidence for members of the Board of Commissioners and for third parties regarding the decisions taken at the meeting concerned.</p> <p>f. The minutes of the meeting must be received by the members of the Board of Commissioners no later than 5 (five) working days after the meeting of the Board of Commissioners is held.</p> <p>g. If within 14 (fourteen) days from the date of delivery of the minutes, there are no objections or suggestions for corrections to the minutes, then the minutes are declared acceptable as a result of the meeting which is valid and binding.</p> <p>h. The results of meeting resolutions addressed to the Board of Directors are communicated no later than 7 (seven) days after the Minutes of Meeting are signed.</p>



PELAKSANAAN RAPAT DEWAN KOMISARIS DAN DIREKSI MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Agenda Rapat Internal Dewan Komisaris

Dewan Komisaris secara berkala melaksanakan rapat dengan seluruh anggota Dewan Komisaris untuk memantau jalannya pengelolaan Perseroan. Sepanjang tahun 2020, Dewan Komisaris telah mengadakan 18 (delapan belas) kali rapat internal.

Agenda Rapat yang dibahas di dalam Rapat Internal Dewan Komisaris di antaranya:

1. Pembahasan Kinerja Perseroan
2. Rencana Kerja & Anggaran Perusahaan Tahun Buku 2020
3. Persiapan penyelenggaraan RUPS Tahunan
4. Pemaparan Reviu dari Masing-masing Komite
5. Perkenalan Komisaris Baru

Board of Commissioners Internal Meeting Agenda

The Board of Commissioners regularly holds meetings with all members of the Board of Commissioners to monitor the management of the Company. Throughout 2020, the Board of Commissioners held 18 (eighteen) internal meetings.

Meeting Agenda discussed in the Internal Meeting of the Board of Commissioners include:

1. Discussion on the Company's Performance
2. Company Work Plan & Budget for the 2020 Fiscal Year
3. Preparation for holding the Annual GMS
4. Presentation of reviews from each committee
5. Introduction of the New Commissioner

No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
1	Kamis, 26 Maret 2020 Thursday, 26 March 2020	09.00	Via Aplikasi Zoom Via the Zoom App	Penunjukan Pelaksana Harian Komisaris Utama Appointment of the Executive President Commissioner.	1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisia
2	Senin, 30 Maret 2020 Monday, 30 March 2020	08.00	Via Aplikasi Zoom Via the Zoom App	Pembahasan Pengalihan Kredit Investasi dan MTN menjadi Kredit Investasi Baru Discussion on Transfer of Investment Credit and MTN to New Investment Credit.	1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisia
3	Rabu, 29 April 2020 Wednesday, 29 April 2020	14.00	Via Aplikasi Zoom Via the Zoom App	Pembahasan <i>Talent and Succession Management</i> SMBR Discussion on Talent and Succession Management at SMBR	1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisia
4	Selasa, 19 Mei 2020 Tuesday, 19 May 2020	09.00	Via Aplikasi Zoom Via the Zoom App	Revisi RKAP 2020 Revised RKAP 2020.	1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisia
5	Selasa, 2 Juni 2020 Tuesday, 2 June 2020	10.00	Via Aplikasi Zoom Via the Zoom App	Reviu Usulan Revisi RKAP 2020 Review of the Proposed Revision of 2020 RKAP.	1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisia
6	Rabu, 8 Juli 2020 Wednesday, 8 July 2020	13.00	Via Aplikasi Zoom Via the Zoom App	Evaluasi dan Tanggapan Wamen BUMN I atas Kinerja Keuangan April 2020 Evaluation and Response of the Deputy Minister of SOE I on Financial Performance in April 2020.	1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisia
7	Rabu, 22 Juli 2020 Wednesday, 22 July 2020	09.00	Via Aplikasi Zoom Via the Zoom App	Persiapan RUPS Tahunan Tahun Buku 2020 Preparation for the 2020 Annual GMS.	1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisia
8	Rabu, 19 Agustus 2020 Wednesday, 19 August 2020	13.30	Via Aplikasi Zoom Via the Zoom App	Pembahasan Kinerja Juli 2020 dan Pembagian Tugas Dewan Komisaris Discussion on July 2020 Performance and the Division of Duties of the Board of Commissioners.	1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana



No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
9	Jumat, 4 September 2020 Friday, 4 September 2020	09.00	Ruang Mezanin 2, Gedung Kementerian Perdagangan RI Mezzanine Room 2, Ministry of Trade Building of the Republic of Indonesia	<ul style="list-style-type: none"> • Pembahasan Strategi Pemasaran SMBR sd. 2021 • Rencana Produksi dalam Rangka Mendukung Strategi Pemasaran sd 2021 • Perkembangan Riset dan Pemasaran Produk Selain Semen • Discussion on Marketing Strategy of SMBR sd. 2021. • Production Plan to Support Marketing Strategy until 2021. • Development of Research and Marketing of Products other than Cement. 	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
10	Senin, 7 September 2020 Monday, 7 September 2020	13.00	Via Aplikasi Zoom Via the Zoom App	Monitoring Kinerja Keuangan Juli 2020 dan sd. Juli 2020 Financial Performance Monitoring from July 2020 to July 2020.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana
11	Selasa, 8 September 2020 Tuesday, 8 September 2020	12.00	Via Aplikasi Zoom Via the Zoom App	Perkenalan dan Arahan Komisaris Utama Baru dengan Komite Introduction and Direction of the New President Commissioner with the Committee.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana
12	Senin, 14 September 2020 Monday, 14 September 2020	10.00	Via Aplikasi Zoom Via the Zoom App	Presentasi Reviu Fungsi Pemasaran dan Distribusi oleh Komite Manajemen Risiko Presentation of Marketing and Distribution Function Review by the Risk Management Committee.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana
13	Senin, 21 September 2020 Monday, 21 September 2020	13.00	Via Aplikasi Zoom Via the Zoom App	<p>Pemaparan Komite Manajemen Risiko tentang:</p> <ul style="list-style-type: none"> • Harga Pokok Produksi dan Harga Pokok Penjualan V (Sdr. M. Imran) • Presentasi Komite Audit mengenai Akun Piutang (Sdr. Mansyursyah Nasution) • Pembahasan Kinerja Perusahaan Agustus dan sd. Agustus 2020 <p>Presentation from the Risk Management Committee's regarding:</p> <ul style="list-style-type: none"> • Cost of Production and Cost of Goods Sold V (Mr. M. Imran). • Presentation of the Audit Committee on Accounts Receivable (Mr. Mansyursyah Nasution). • Discussion on Company Performance from August to August 2020. 	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
14	Senin, 28 September 2020 Monday, 28 September 2020	13.00	Via Aplikasi Zoom Via the Zoom App	Pemaparan Standar Biaya Produksi dan Langkah-langkah Efisiensi Biaya Descriptions of Production Cost Standards and Cost Efficiency Measures.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
15	Senin, 5 Oktober 2020 Monday, 5 October 2020	08.30	Via Aplikasi Zoom Via the Zoom App	Pemaparan Proyeksi Kinerja Keuangan Triwulan IV 2020 oleh Direktur Keuangan Presentation of Financial Performance Projection for Quarter IV 2020 by the Director of Finance.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
16	Senin, 19 Oktober 2020 Monday, 19 October 2020	10,00	Via Aplikasi Zoom Via the Zoom App	Presentasi Masing-masing Anggota Komite Presentation of Each Committee Member.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
17	Rabu, 18 November 2020 Wednesday, 18 November 2020	10.00	Via Aplikasi Zoom Via the Zoom App	Analisis dan Reviu Materi BOD Update Periode 15 November 2020 Analysis and Review of Updated BOD Material for the Period of 15 November 2020.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
18	Senin, 30 Desember 2020 Monday, 30 December 2020	08.00	Via Aplikasi Zoom Via the Zoom App	Pemaparan Reviu Kinerja November dan sd. November 2020 oleh Komite Audit dan Komite Manajemen Risiko Presentation of Performance Reviews for November and up to November 2020 by the Audit Committee and the Risk Management Committee.	<ol style="list-style-type: none"> 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana



PELAKSANAAN RAPAT DEWAN KOMISARIS DAN DIREKSI MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Frekuensi dan Kehadiran Rapat

Dewan Komisaris menggelar sepanjang tahun 2020 sebanyak 18 (delapan belas) kali. Frekuensi dan tingkat kehadiran Dewan Komisaris Perseroan adalah sebagai berikut:

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Franciscus M.A. Sibarani [*]	Komisaris Utama President Commissioner	11	11	100
2	Oke Nurwan	Komisaris Commissioner	18	15	83
3	Darusman Mawardi	Komisaris Independen Independent Commissioner	18	18	100
4	Endang Tirtana [*]	Komisaris Independen Independent Commissioner	11	11	100
5	Harjanto ^{**}	Komisaris Utama President Commissioner	0	0	0
6	Kiki Rizki Yoctavian ^{**}	Komisaris Commissioner	7	7	100
7	Dewi Yustisiana ^{**}	Komisaris Independen Independent Commissioner	7	7	100

^{*} Efektif mulai menjabat pada 5 Agustus 2020. | Effective taking office since 5 August 2020.
^{**} Berakhir masa jabatan pada 5 Agustus 2020. | End of term of office on 5 August 2020.

RAPAT DIREKSI

Rapat Direksi merupakan rapat yang dilakukan oleh Direksi Perseroan terkait dengan tugas dan fungsinya. Agar rapat berlangsung secara efektif, rapat Direksi memiliki beberapa kebijakan. Sesuai dengan Anggaran Dasar Perseroan, berikut kebijakan pelaksanaan rapat Direksi:

1. Direksi wajib mengadakan rapat Direksi secara berkala paling kurang 1 (satu) kali dalam setiap bulan.
2. Pemanggilan rapat Direksi dilakukan secara tertulis atau sarana lainnya oleh anggota Direksi yang berhak mewakili Perseroan dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tanggal rapat.
3. Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota Direksi atau wakilnya yang sah dengan memperhatikan ketentuan sebagaimana dimaksud.

Meeting frequency and attendance

The Board of Commissioners held 18 (eighteen) meetings throughout 2020. The frequency and attendance levels of the Company's Board of Commissioners are as follows:

MEETING OF THE BOARD OF DIRECTORS

The Board of Directors Meeting is the meeting held by the Board of Directors in relation to their duties and functions. In order for the meeting to take place effectively, the Board of Directors meeting is subject to several policies. In accordance with the Articles of Association of the Company, the following is the policy for the implementation of the Board of Directors meeting:

1. The Board of Directors is obliged to hold a Board of Directors meeting periodically at least 1 (one) time every month.
2. Summons to a meeting of the Board of Directors shall be made in writing or by other means by members of the Board of Directors who are entitled to represent the Company and submitted at the latest 3 (three) days before the meeting is held or in a shorter period of time if in an urgent situation, excluding the date of the summons and meeting date.
3. The meeting of the Board of Directors is valid and has the right to make binding decisions if it is attended or represented by more than 1/2 (one half) of the members of the Board of Directors or their legal representatives with due observance of the provisions as referred to.



Agenda Rapat

Sepanjang tahun 2020, Direksi telah mengadakan rapat internal sebanyak 14 (empat belas) kali, Adapun agenda rapat yang dilakukan oleh Direksi Perseroan adalah sebagai berikut:

1. Pembahasan Kinerja Perseroan & Anak Usaha
2. Rencana Kerja & Anggaran Perseroan Tahun Buku 2020
3. Pembahasan Terkait Pengembangan SDM

Meeting Agenda

Throughout 2020, the Board of Directors has held 14 (fourteen) internal meetings, The agenda for meetings conducted by the Directors of the Company is as follows:

1. Discussion of Company & Subsidiary Performance
2. Company Work Plan & Budget for the 2020 Fiscal Year
3. Discussion Related to Human Resources Development

No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
1	Kamis, 30 Januari 2020 Thursday, 30 January 2020	10:00	Ruang Rapat Pringsewu, Kantor Perwakilan Jakarta Pringsewu Meeting Room, Jakarta Representative Office	Revisi RKAP 2020 Revised RKAP 2020.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
2	Kamis, 13 Februari 2020 Thursday, 13 February 2020	09:00	Vicon Via Ruang Rapat Pali, Kantor Pusat Palembang Vicon Via Pali Meeting Room, Palembang Head Office	Rencana Pengelolaan Limbah B3 & Permasalahan Kontrak Angkutan Richland Hazardous Waste Management Plan & Issues on Richland Transportation Contract.	1. Jobi Triananda Hasjim 2. M. Jamil 3. Amrullah 4. Dede Parasade
3	Jumat, 6 Maret 2020 Friday, 6 March 2020	09:00	Vicon Via Ruang Rapat Pali, Kampus Palembang Vicon Via Pali Meeting Room, Palembang Head Office	Kinerja Keuangan Bulan Februari 2020, Strategi Penurunan Harga, dll. February 2020 Financial Performance, Price Reduction Strategy, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
4	Selasa, 28 April 2020 Tuesday, 28 April 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Usulan THR Karyawan, Usulan <i>Top Talent</i> BOD-1, dll Proposal for Employee THR, BOD-1 Top Talent, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
5	Jumat, 22 Mei 2020 Friday, 22 May 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Revisi RKAP 2020 Revised RKAP 2020.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
6	Jumat, 29 Mei 2020 Friday, 29 May 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Pengisian Gudang Distributor, Relaksasi Mitra Binaan SMBR, dll. Filling in Distributor Warehouses, Relaxing for SMBR Foster Partners, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
7	Selasa, 2 Juni 2020 Tuesday, 2 June 2020	09:30	Via Aplikasi Zoom Via the Zoom App	Kinerja BMU s.d. April 2020, dll. Performance of BMU up to April 2020, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
8	Rabu, 1 Juli 2020 Wednesday, 1 July 2020	10:30	Via Aplikasi Zoom Via the Zoom App	Permohonan <i>Plafond</i> Kebijakan PT Matra Agung Persada Request for Policy Ceiling of PT Matra Agung Persada.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
9	Selasa, 11 Agustus 2020 Tuesday, 11 August 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Kinerja Perusahaan Bulan Juli 2020, dll. Company Performance in July 2020, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
10	Selasa, 8 September 2020 Tuesday, 8 September 2020	09:00	Via Aplikasi Zoom Via the Zoom App	Inisiatif Strategi Penurunan COGM, dll. COGM Reduction Strategy Initiative, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin



PELAKSANAAN RAPAT DEWAN KOMISARIS DAN DIREKSI MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
11	Selasa, 22 September 2020 Tuesday, 22 September 2020	13:00	Via Aplikasi Zoom Via the Zoom App	Kinerja Perusahaan Bulan Agustus 2020, dll. Company Performance in August 2020, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
12	Senin, 19 Oktober 2020 Monday, 19 October 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Update Efisiensi, dll. Efficiency Updates, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
13	Rabu, 18 November 2020 Wednesday, 18 November 2020	10:30	Via Aplikasi Zoom Via the Zoom App	Laporan Pertengahan Bulan November 2020 Mid November 2020 Report.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
14	Kamis, 17 Desember 2020 Thursday, 17 December 2020	13:00	Via Aplikasi Zoom Via the Zoom App	Estimasi/Proyeksi Nett Laba Positif sampai dengan Desember 2020, dll. Estimation/Projection of Positive Net Profits up to December 2020, etc.	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin

Frekuensi dan Kehadiran Rapat

Direksi menggelar rapat sepanjang tahun 2020 sebanyak 14 (empat belas) kali. Frekuensi dan tingkat kehadiran Direksi Perseroan adalah sebagai berikut:

Meeting Frequency and Attendance

The Board of Directors held 14 (fourteen) meetings throughout 2020. The frequency and attendance levels of the Company's Directors are as follows:

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
1	Jobi Triananda Hasjim	Direktur Utama President Director	14	14	100
2	Mukhamad Saifudin*	Direktur Pemasaran Marketing Director	6	6	100
3	Daconi	Direktur Produksi dan Pengembangan Production and Development Director	14	13	93
4	M. Jamil	Direktur Keuangan Finance Director	14	14	100
5	Amrullah	Direktur Umum & SDM General Affairs & HR Director	14	14	100
6	Dede Parasade**	Direktur Pemasaran Marketing Director	8	8	100

* Efektif mulai menjabat pada 5 Agustus 2020. | Effective taking office since 5 August 2020.

** Berakhir masa jabatan pada 5 Agustus 2020. | End of term of office on 5 August 2020.



RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Rapat gabungan merupakan rapat bersama yang dilakukan antara Dewan Komisaris dengan Direksi. Rapat gabungan ini paling tidak harus dilaksanakan 1 (satu) kali dalam 4 (empat) bulan.

Agenda Rapat

Sepanjang tahun 2020, telah dilaksanakan 21 (dua puluh satu) kali rapat gabungan yang dilakukan oleh Dewan Komisaris yang mengundang Direksi Perseroan dengan agenda sebagai berikut:

1. Pembahasan Kinerja Perseroan
2. Rencana Kerja & Anggaran Perseroan Tahun Buku 2020
3. Persiapan penyelenggaraan RUPS Tahunan

THE JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Joint meeting is the joint meeting held between the Board of Commissioners and the Board of Directors. This joint meeting must be held at least 1 (once) in 4 (four) months.

Meeting Agenda

Throughout 2020, 21 (twenty one) joint meetings were held by the Board of Commissioners who invited the Directors of the Company with the following agenda:

1. Discussion of Company Performance
2. Company Work Plan & Budget for the 2020 Fiscal Year
3. Preparation for holding the Annual GMS

No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
1	Kamis, 30 Januari 2020 Thursday, 30 January 2020	15:00	Ruang Rapat Dirjen Ilmate Lt.12 Gedung Kemenperin, Jakarta Meeting Room of the Director General of Ilmate, 12 th Floor, Ministry of Industry Building, Jakarta	Persetujuan RKAP Tahun 2019, Persetujuan RKA PKBL SMBR Tahun 2020 Approval of 2019 RKAP, Approval of 2020 RKA PKBL SMBR.	BOC 1. Harjanto 2. Oke Nurwan 3. Darusman Mawardi 4. Kiki Rizki Yoctavian 5. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
2	Kamis, 27 Februari 2020 Thursday, 27 February 2020	09:00	Ruang Rapat Dirjen Ilmate Lt.12 Gedung Kemenperin, Jakarta Meeting Room of the Director General of Ilmate, 12 th Floor, Ministry of Industry Building, Jakarta	Kinerja Perseroan bulan Januari 2020, Laporan Produksi PBR II setelah <i>Commissioning</i> , Implementasi Budaya Perusahaan, Update Laporan Keuangan SMBR Tahun 2019 Company Performance in January 2020, PBR II Production Report after Commissioning, Implementation of Corporate Culture, Update on 2019 SMBR Financial Statements.	BOC 1. Harjanto 2. Oke Nurwan 3. Darusman Mawardi 4. Kiki Rizki Yoctavian 5. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
3	Senin, 30 Maret 2020 Monday, 30 March 2020	09:00	Via Aplikasi Zoom Via the Zoom App	Kinerja Perusahaan Bulan Februari 2020, Penyelesaian Piutang Distributor, Progres Pembebasan Lahan, Laporan Stok Material, Laporan CSR, Repackaging KI & MTN, Langkah- langkah Pencegahan COVID-19 di SMBR, Arahan BOC, dll Company Performance in February 2020, Settlement of Distributor Receivables, Progress of Land Acquisition, Material Stock Reports, CSR Repackaging, KI & MTN Repackaging, COVID-19 Prevention Measures at SMBR, BOC Directives, etc.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade



PELAKSANAAN RAPAT DEWAN KOMISARIS DAN DIREKSI MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
4	Selasa, 07 April 2020 Tuesday, 07 April 2020	13:00	Via Aplikasi Zoom Via the Zoom App	Laporan Hasil Rapat Bersama Wakil Menteri (Wamen) I, Paparan dari BNI Securitas Terkait <i>Repackaging</i> KI & MTN Report on the Results of the Meeting with the Deputy Minister (Wamen) I, Presentation from BNI Securitas Regarding <i>Repackaging</i> of KI & MTN.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
5	Senin, 20 April 2020 Monday, 20 April 2020	13:00	Via Aplikasi Zoom Via the Zoom App	Arahan Wamen I KBUMN, Update Program <i>Repackaging</i> KI & MTN, Terminal Semen Air Kati Direction of Deputy Minister I of KBUMN, Update on <i>Repackaging</i> Program for KI & MTN, Semen Air Kati Terminal.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
6	Rabu, 22 April 2020 Wednesday, 22 April 2020	13:00	Via Aplikasi Zoom Via the Zoom App	Laporan Penggunaan Dana KI & MTN serta Persetujuan Program <i>Repackaging</i> KI & MTN, Kinerja Bulan Maret 2020, Penanggulangan COVID-19, Evaluasi Pengembangan ERP-SAP, Terminal Air Kati, dll Report on the Use of KI & MTN Funds and Approval of the KI & MTN <i>Repackaging</i> Program, March 2020 Performance, COVID-19 Response, ERP-SAP Development Evaluation, Air Kati Terminal, etc.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. M. Jamil 3. Amrullah 4. Dede Parasade
7	Selasa, 19 Mei 2020 Tuesday, 19 May 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Revisi RKAP 2020, Plafond dan Piutang Distributor, Presentasi SAP <i>Project</i> , Update Penggantian <i>Sparepart</i> oleh Sinoma, Audit Investasi, Kinerja Perusahaan Bulan April 2020, Progres Pembebasan Lahan, Laporan CSR, Update Rasionalisasi TKAD Revised RKAP 2020, Distributor Plafond and Receivables, SAP Project Presentation, Update on Spare Part Replacement by Sinoma, Investment Audit, Company Performance in April 2020, Land Acquisition Progress, CSR Report, TKAD Rationalization Update.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
8	Selasa, 02 Juni 2020 Tuesday, 02 June 2020	10:30	Via Aplikasi Zoom Via the Zoom App	Keputusan dan Arahan BOC terkait Revisi RKAP 2020, Rencana <i>Rapid Test</i> Karyawan/ti SMBR, Optimalisasi TKAD, Anak Usaha BMU, dll Decisions and Directives of the BOC regarding the Revision of the 2020 RKAP, <i>Rapid Test</i> Plans for SMBR Employees, Optimization of TKAD, BMU Subsidiaries, etc.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
9	Rabu, 24 Juni 2020 Wednesday, 24 June 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Presentasi Konsultan Hukum terkait Claim Gearbox, Kinerja Perusahaan Bulan Mei 2020, Dashboard BOD & BOD, Stimulus UMKM, Kinerja BMU, dll Presentation of Legal Consultants regarding Claim Gearbox, Company Performance in May 2020, BOD & BOD Dashboard, MSME Stimulus, BMU Performance, etc.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade



No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
10	Rabu, 08 Juli 2020 Wednesday, 08 July 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Revisi RKAP 2020, <i>Update Claim Gearbox</i> , Hasil Audit BMU oleh Internal Audit, Tanggapan dan Arahan BOC terkait Hasil Audit BMU Revised RKAP 2020, <i>Update Claim Gearbox</i> , Results of BMU Audit by Internal Audit, BOC Responses and Directions regarding BMU Audit Results.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
11	Rabu, 22 Juli 2020 Wednesday, 22 July 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Pembahasan <i>Pending Matters</i> Rapat Terdahulu, Kinerja Perusahaan Bulan Juni 2020, <i>Update COVID-19</i> di SMBR, dll Discussion on Previous Meeting Pending Matters, Company Performance in June 2020, COVID-19 Update at SMBR, etc.	BOC 1. Oke Nurwan 2. Darusman Mawardi 3. Kiki Rizki Yoctavian 4. Dewi Yustisiana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Dede Parasade
12	Selasa, 25 Agustus 2020 Tuesday, 25 August 2020	09:30	Ruang Rapat Abikusno, Kantor Pusat Palembang Abikusno Meeting Room, Palembang Head Office	Kinerja Perusahaan Bulan Juli 2020, <i>Update COVID-19</i> di SMBR, <i>Update Pembebasan Lahan</i> , Laporan Kegiatan CSR, Diskusi Tambahan, RUPST BMU, Arahan BOC dll Company Performance in July 2020, COVID-19 Update at SMBR, Land Acquisition Update, CSR Activity Reports, Additional Discussions, BMU AGMS, BOC Directives etc.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
13	Rabu, 16 September 2020 Wednesday, 16 September 2020	13:00	Via Aplikasi Zoom Via the Zoom App	<i>Update</i> Posisi Perusahaan untuk Peluang Sinergi dengan Semen Indonesia, <i>Update</i> BMU terkait organisasi, operasional dll, <i>Update</i> Piutang dan Penguatan Hukum atas Piutang SMBR & BMU oleh Corsec, <i>Update</i> Penjual dan Produksi per 15 September 2020 Update on Company Position regarding the Opportunity for a Synergy with Semen Indonesia, Update on BMU related to organization, operations etc., Update on Accounts Receivables and Legal Strengthening for SMBR & BMU Receivables by Corsec, Update on Sales and Production as of 15 September 2020	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
14	Rabu, 23 September 2020 Wednesday, 23 September 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Kinerja bulan Agustus dan s.d. Agustus 2020, Kinerja Pemasaran dan Distribusi, Pemaporan Mengenai Rasio Keuangan Utama Perusahaan Performance in August and up to. August 2020, Marketing and Distribution Performance, Presentation of the Company's Main Financial Ratios.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin



PELAKSANAAN RAPAT DEWAN KOMISARIS DAN DIREKSI

MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
15	Rabu, 07 Oktober 2020 Wednesday, 07 October 2020	13:00	Via Aplikasi Zoom Via the Zoom App	Update Perkembangan Pembenahan BMU, Reviu RJPP 2020-2024, Progres Surat SMBR ke KBUMN Terkait Usulan Sekretaris Perusahaan Update on the Development of BMU Improvement, Review on RJPP 2020-2024, Progress of SMBR Letter to KBUMN Related to the Recommendation of the Corporate Secretary.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
16	Selasa, 27 Oktober 2020 Tuesday, 27 October 2020	09:00	Ruang Rapat Pelawi, PBR II Pelawi Meeting Room, PBR II	Perbaikan BMU ke depan & RKAP 2021 Future improvement of BMU & RKAP 2021.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
17	Senin, 09 November 2020 Monday, 09 November 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Pembahasan Rancangan RKAP 2021 Discussion on the Draft of 2021 RKAP.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
18	Rabu, 18 November 2020 Wednesday, 18 November 2020	13:30	Via Aplikasi Zoom Via the Zoom App	Rancangan RKAP 2021, Laporan Pertengahan Bulan November 2020, Proyeksi Laba Rugi Tahun 2020, dll Draft of the 2021 RKAP, Mid-November 2020 Report, 2020 Profit and Loss Projection, etc.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
19	Senin, 23 November 2020 Monday, 23 November 2020	10:00	Via Aplikasi Zoom Via the Zoom App	Pembahasan Kinerja Bulan Oktober dan s.d. Oktober 2020 Discussion on the Performance of October and up to October 2020.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
20	Jumat, 18 Desember 2020 Friday, 18 December 2020	09:30	Via Aplikasi Zoom Via the Zoom App	Update Kinerja Perusahaan s.d. 15 Desember 2020, Estimasi/proyeksi nett laba positif s.d. Desember 2020, Update Efisiensi setiap Direktorat Company Performance Update as of 15 December 2020, Estimation/projection of positive net profit up to. December 2020, Efficiency Update for each Directorate.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin



No.	Tanggal Date	Waktu Time	Tempat Venue	Agenda Agenda	Peserta Rapat Meeting Participants
21	Rabu, 30 Desember 2020 Wednesday, 30 December 2020	09:30	Via Aplikasi Zoom Via the Zoom App	Pembahasan Kinerja Bulan November dan s.d. November 2020 Discussion on the Performance of November and up to. November 2020.	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin

Frekuensi dan Kehadiran Rapat

Sepanjang tahun 2020, rapat gabungan digelar sebanyak 21 (dua puluh satu) kali. Frekuensi dan tingkat kehadiran Dewan Komisaris dan Direksi Perseroan adalah sebagai berikut:

Meeting Frequency and Attendance

Throughout 2020, 21 (twenty one) joint meetings were held. The frequency and attendance levels of the Company's Boards of Commissioners and Directors are as follows:

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Attendance Percentage (%)
Dewan Komisaris Board of Commissioners					
1	Franciscus M.A. Sibarani [*]	Komisaris Utama President Commissioner	10	10	100
2	Oke Nurwan	Komisaris Commissioner	21	21	100
3	Darusman Mawardi	Komisaris Independen Independent Commissioner	21	21	100
4	Endang Tirtana [*]	Komisaris Independen Independent Commissioner	10	10	100
5	Harjanto ^{**}	Komisaris Utama President Commissioner	2	2	100
6	Kiki Rizki Yoctavian ^{***}	Komisaris Commissioner	11	11	100
7	Dewi Yustisiana ^{***}	Komisaris Independen Independent Commissioner	11	11	100
Direksi Board of Directors					
1	Jobi Triananda Hasjim	Direktur Utama President Director	21	21	100
2	Mukhamad Saifudin [*]	Direktur Pemasaran Marketing Director	11	11	100
3	Daconi	Direktur Produksi dan Pengembangan Production and Development Director	21	20	95
4	M. Jamil	Direktur Keuangan Finance Director	21	21	100
5	Amrullah	Direktur Umum & SDM General Affairs & HR Director	21	21	100
6	Dede Parasade ^{***}	Direktur Pemasaran Marketing Director	10	10	100

^{*} Efektif mengikuti rapat sejak Agustus 2020 | Effectively participating in meetings since August 2020

^{**} Efektif mengikuti rapat hingga Februari 2020 | Effective following meetings until February 2020

^{***} Efektif mengikuti rapat hingga Juli 2020 | Effective following meetings until July 2020



PENILAIAN DEWAN KOMISARIS DAN DIREKSI

ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Perseroan menggunakan Keputusan Sekretaris Menteri BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik sebagai acuan untuk penilaian Dewan Komisaris dan Direksi.

PENILAIAN KINERJA DEWAN KOMISARIS

Kriteria yang Digunakan dalam Penilaian

Untuk menentukan penilaian kinerja Dewan Komisaris, Perseroan menggunakan kriteria yang diterjemahkan ke dalam *Key Performance Indicators* (KPI) Dewan Komisaris yang tertuang dalam Rencana Kerja dan Anggaran Dewan Komisaris. Adapun KPI Dewan Komisaris mencakup:

1. Aspek Pengawasan dan Pengarahan
 - a. Reviu/analisis kinerja perusahaan
 - b. Rapat Dewan Komisaris (jumlah rapat dan tingkat kehadiran dalam rapat)
 - c. *Monitoring/evaluasi* unit produksi/proyek investasi
 - d. *Monitoring* tindak lanjut hasil temuan Auditor
2. Aspek Pelaporan
 - a. Menyusun dan menyampaikan Rencana Kerja dan Anggaran Tahunan
 - b. Menyampaikan laporan pelaksanaan tugas pengawasan
3. Aspek lain-lain (peningkatan kompetensi)

Perseroan juga melakukan penilaian penerapan GCG atas Dewan Komisaris dengan menetapkan kriteria berdasarkan parameter yang dikembangkan oleh Kementerian BUMN sesuai dengan Keputusan Menteri BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik.

Prosedur dan Pihak yang Melakukan Penilaian

Penilaian terhadap kinerja Dewan Komisaris dilakukan oleh Rapat Umum Pemegang Saham (RUPS). Dewan Komisaris mempertanggungjawabkan pencapaian kinerjanya untuk periode 2020 dalam RUPS yang akan diselenggarakan pada tahun 2021.

The Company uses the Decree of the Secretary of the Minister of SOE Number: SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance as a reference for the assessment of the Board of Commissioners and Directors.

ASSESSMENT OF THE BOARD OF COMMISSIONERS PERFORMANCE

Criteria Used in Assessment

To determine the performance appraisal of the Board of Commissioners, the Company uses the Key Performance Indicators (KPI) of the Board of Commissioners as criteria, which are contained in the Work Plan and Budget of the Board of Commissioners. The KPI for the Board of Commissioners includes:

1. Aspects of Supervision and Direction
 - a. Review/analysis of company performance
 - b. Board of Commissioners Meetings (number of meetings and meeting attendance rate)
 - c. Monitoring/evaluation of production units/investment projects
 - d. Follow-up monitoring of the Auditor's findings
2. Reporting Aspects
 - a. Prepare and submit an Annual Work Plan and Budget
 - b. Submit reports on the implementation of supervisory duties
3. Other aspects (competency improvement)

The Company also assesses the implementation of GCG on the Board of Commissioners by establishing criteria based on parameters developed by the Ministry of BUMN in accordance with the Decree of the Minister of BUMN Number: SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of Governance Implementation. Good company.

Procedure and Parties Conducting the Assessment

Assessment of the performance of the Board of Commissioners is carried out by the General Meeting of Shareholders (GMS). The Board of Commissioners is accountable for the achievement of its performance for the 2020 period in the GMS which will be held in 2021.



Penilaian penerapan GCG atas Dewan Komisaris juga dilakukan setiap tahunnya. Di Tahun 2020, Perseroan dalam melakukan penilaian, dilaksanakan oleh Konsultan Independen.

Assessment of the implementation of GCG on the Board of Commissioners is also carried out annually. In 2020, the Company, in conducting an assessment, is carried out by an Independent Consultant.

Skor Penilaian Masing-Masing Kriteria

Berdasarkan *assessment* GCG yang dilakukan pada aspek Dewan Komisaris, skor yang dicapai adalah 33,801 dari bobot sebesar 35,000 atau setara dengan persentase pencapaian sebesar 96,57% yang berarti bahwa secara umum penerapan GCG untuk aspek Dewan Komisaris telah berjalan dengan baik. Berikut penjelasan hasil *assessment* atas kinerja Dewan Komisaris:

Assessment Score of Each Criteria

Based on the GCG assessment carried out on the aspect of the Board of Commissioners, the score achieved was 33,801 out of 35,000 or equivalent to 96,57% which means that in general the implementation of GCG for the aspects of the Board of Commissioners has gone well. The following is an explanation of the results of the assessment of the performance of the Board of Commissioners:

No	Aspek Pengujian/Indikator/Parameter Test Aspects/Indicators/Parameters	Jumlah Parameter Total Parameters	Bobot (%) Weight (%)	Capaian tahun 2020 2020 achievements	
				Skor Score	Capaian (%) Achievements (%)
1	Dewan Komisaris/Dewan Pengawas melaksanakan program pelatihan/pembelajaran secara berkelanjutan. The Board of Commissioners/Supervisory Board carries out training/learning programs on an ongoing basis..	2	1,348	1,348	100,00
2	Dewan Komisaris/Dewan Pengawas melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris/Dewan Pengawas. The Board of Commissioners/Supervisory Board divides the duties, authorities and responsibilities in a clear manner and determines the factors needed to support the implementation of the duties of the Board of Commissioners/Supervisory Board.	4	2,127	2,127	100,00
3	Dewan Komisaris/Dewan Pengawas memberikan persetujuan atas rencana RJPP dan RKAP yang disampaikan oleh Direksi. The Board of Commissioners/Board of Trustees approved the RJPP and RKAP plans submitted by the Board of Directors.	2	2,904	2,904	100,00
4	Dewan Komisaris/Dewan Pengawas memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan. The Board of Commissioners/Board of Supervisors provides direction to the Board of Directors on the implementation of plans and policies company.	9	9,593	9,593	100,00
5	Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan. The Board of Commissioners/Supervisory Board supervises the Board of Directors on the implementation of company plans and policies.	6	6,479	6,479	100,00
6	Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan terhadap kebijakan pengelolaan anak perusahaan/perusahaan patungan. The Board of Commissioners/Supervisory Board carries out supervision of the management policies of subsidiaries/joint ventures.	2	1,504	1,504	100,00
7	Dewan Komisaris/Dewan Pengawas berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolejal) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi. The Board of Commissioners/Supervisory Board plays a role in nominating members of the Board of Directors, assessing the performance of the Board of Directors (individual and collegial) and proposing performance bonuses/incentives in accordance with applicable regulations and taking into account the performance of the Board of Directors.	3	2,437	2,070	84,93



PENILAIAN DEWAN KOMISARIS DAN DIREKSI

ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

No	Aspek Pengujian/Indikator/Parameter Test Aspects/Indicators/Parameters	Jumlah Parameter Total Parameters	Bobot (%) Weight (%)	Capaian tahun 2020 2020 achievements	
				Skor Score	Capaian (%) Achievements (%)
8	Dewan Komisaris/Dewan Pengawas melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya. The Board of Commissioners/Supervisory Board takes action against potential conflicts of interest that concern Him/herself.	1	0,571	0,571	100,00
9	Dewan Komisaris/Dewan Pengawas memantau dan memastikan bahwa praktik tata kelola perusahaan yang baik telah diterapkan secara efektif dan keberlanjutan. The Board of Commissioners/Supervisory Board monitors and ensures that good corporate governance practices are implemented in an effective and sustainable manner.	2	1,659	1,076	64,84
10	Dewan Komisaris/Dewan Pengawas menyelenggarakan rapat Dewan Komisaris/Dewan Pengawas yang efektif dan menghadiri Rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan. The Board of Commissioners/Supervisory Board holds effective Board of Commissioners/Supervisory Board meetings and attends the Board of Commissioners/Supervisory Board Meetings in accordance with statutory provisions.	3	1,348	1,348	100,00
11	Dewan Komisaris/Dewan Pengawas memiliki Sekretaris Dewan Komisaris/Dewan Pengawas untuk mendukung tugas kesekretariatan Dewan Komisaris/Dewan Pengawas. The Board of Commissioners/Supervisory Board has a Secretary of the Board of Commissioners/Supervisory Board to support the secretarial duties of the Board of Commissioners/Supervisory Board.	4	2,593	2,593	100,00
12	Dewan Komisaris/Dewan Pengawas memiliki Komite Dewan Komisaris/Dewan Pengawas yang efektif. The Board of Commissioners/Supervisory Board has an effective Board of Commissioners/Supervisory Committee.	5	2,437	2,188	89,78
Total		43	35,000	33,801	96,57

PENILAIAN KINERJA DIREKSI

Kriteria yang Digunakan Dalam Penilaian

Penilaian terhadap kinerja Direksi diukur berdasarkan pencapaian Indikator *Key Performance Indicator* (KPI) Direksi yang disusun mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-11/MBU/11/2020 tanggal 12 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara, yang terdiri dari:

1. Nilai Ekonomi dan Sosial untuk Indonesia yang terdiri dari aspek finansial dan sosial
2. Inovasi Model Bisnis
3. Kepemimpinan Teknologi
4. Peningkatan Investasi
5. Pengembangan Talenta

ASSESSMENT OF BOARD OF DIRECTORS PERFORMANCE

Criteria Used in Assessment

The evaluation of the performance of the Board of Directors is measured based on the achievement of the Key Performance Indicator (KPI) of the Board of Directors which is compiled in reference to the Regulation of the Minister of State Owned Enterprises of the Republic of Indonesia Number PER-11/MBU/11/2020 dated 12 November 2020 concerning Management Contracts and Annual Management Contracts for Board of Directors. State Owned Enterprises, which consists of:

1. Economic and Social Value for Indonesia which consists of financial and social aspects
2. Business Model Innovation
3. Technology Leadership
4. Increasing Investment
5. Talent Development



Adapun target-target KPI Direksi tahun 2020 yang tercantum dalam Kontrak Manajemen adalah sebagai berikut:

The Board of Directors KPI targets for 2020 listed in the Management Contract are as follows:

No.	KPI	Satuan Unit	Target		
			Nilai Value	Polaritas Polarity	Bobot Weight
A. Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia					
1	EBITDA	Rp Miliar Rp Billion	414	Maksimalkan Maximize	8,0
2	<i>Interest Bearing Debt ke EBITDA</i> Interest Bearing Debt to EBITDA	X (kali time)	4,1	Minimalkan Minimize	8,0
3	<i>Net Income</i> Net Income	Rp Miliar Rp Billion	24	Maksimalkan Maximize	8,0
4	<i>Cash Flow Operation (CFO)</i>	Rp Miliar Rp Billion	120	Maksimalkan Maximize	8,0
5	Pemanfaatan Limbah B3 B3 Waste Utilization	Rp Miliar Rp Billion	80	Maksimalkan Maximize	8,0
B. Inovasi Model Bisnis Business Model Innovation					
1	Persetujuan Kementerian BUMN atas konsep sinergi Semen Indonesia dan Semen Baturaja Approval of the Ministry of BUMN's on the synergy concept between Semen Indonesia and Semen Baturaja	Waktu Time	September 2020 September 2020	Minimalkan Minimize	10,0
2	Utilisasi kapasitas pabrik Utilization of factory capacity	%	55	Maksimalkan Maximize	10,0
C. Kepemimpinan Teknologi Technology Leadership					
1	Persetujuan Kementerian BUMN atas <i>business plan</i> otomatisasi proses produksi berbasis IT Approval of the Ministry of BUMN on the business plan of the IT-based production automation process	Waktu Time	September 2020 September 2020	Minimalkan Minimize	5,0
2	Implementasi digital <i>retail business</i> terintegrasi dengan Semen Indonesia Digital Implementation on the Integrated retail business with Semen Indonesia	Waktu Time	Desember 2020 December 2020	Minimalkan Minimize	5,0
D. Peningkatan Investasi Investment Increase					
1	Persetujuan Kementerian BUMN untuk konsolidasi anak usaha Approval of the Ministry of BUMN on the consolidation of subsidiaries	Waktu Time	Oktober 2020 October 2020	Minimalkan Minimize	10,0
E. Pengembangan Talenta Talent Development					
1	Pembentukan Indonesia Cement Research Institute bersama PT Semen Indonesia (Persero) Tbk Formation of the Indonesia Cement Research Institute with PT Semen Indonesia (Persero) Tbk	Waktu Time	November 2020 November 2020	Minimalkan Minimize	10,0
2	Persetujuan Kementerian BUMN untuk program pengembangan talenta, termasuk di dalamnya program sukses Direksi dan pengembangan top talenta muda (di bawah usia 40 tahun) Approval of the Ministry of BUMN on the talent development program, including the succession program of the Board of Directors and the development of top young talents (below 40 years of age)	Waktu Time	September 2020 September 2020	Minimalkan Minimize	10,0
Total					100,00



PENILAIAN DEWAN KOMISARIS DAN DIREKSI ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Perseroan juga melakukan penilaian penerapan GCG atas Direksi dengan menetapkan kriteria berdasarkan parameter yang dikembangkan oleh Kementerian BUMN sesuai dengan Keputusan Menteri BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penetapan Tata Kelola Perusahaan yang Baik.

Prosedur dan Pihak yang Melakukan Penilaian

Kinerja Direksi dinilai dengan metode *self-assessment* dengan menggunakan indikator dan kriteria yang telah ditetapkan. Direksi mempertanggungjawabkan kinerjanya selama periode 2020 pada RUPS yang akan diselenggarakan pada tahun 2021.

Penilaian penerapan GCG atas Direksi juga dilakukan setiap tahunnya. Di Tahun 2020, Perseroan dalam melakukan penilaian, dilaksanakan oleh Konsultan Independen.

Skor Penilaian Masing-masing Kriteria

Berdasarkan *assessment* GCG yang dilakukan pada aspek Direksi, skor yang dicapai adalah 34,300 dari bobot sebesar 35,000 atau setara dengan persentase pencapaian sebesar 98,00% yang berarti bahwa secara umum penerapan GCG untuk aspek Direksi telah berjalan dengan baik. Berikut penjelasan hasil *assessment* atas kinerja Direksi:

The Company also assesses the implementation of GCG on the Board of Directors by setting criteria based on the parameters developed by the Ministry of SOE in accordance with the Decree of the Minister of SOE Number: SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Corporate Governance the good one.

Procedure and Parties Conducting the Assessment

The performance of the Board of Directors is assessed using the self-assessment method using predetermined indicators and criteria. The Board of Directors is accountable for its performance during the 2020 period at the GMS which will be held in 2021.

Assessment of the implementation of GCG on the Board of Directors is also carried out annually. In 2020, the Company, in conducting an assessment, is carried out by an Independent Consultant.

Assessment Score of Each Criteria

The score on the GCG assessment carried out on the Board of Directors aspect, was 34,300 out of 35,000 or equivalent to 98.00%, which means that in general the implementation of GCG for the aspects of the Board of Directors has gone well. The following is an explanation of the results of the assessment of the performance of the Board of Directors:

No	Aspek Pengujian/Indikator/Parameter Test Aspects/Indicators/Parameters	Jumlah Parameter Total Parameters	Bobot (%) Weight (%)	Capaian tahun 2020 2020 achievements	
				Skor Score	Capaian (%) Achievements (%)
1	Direksi melaksanakan program pelatihan/pembelajaran secara berkelanjutan. The Board of Directors carries out training/learning programs on an ongoing basis.	2	1,089	1,089	100,00
2	Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas. The Board of Directors divides the duties/functions, authorities and responsibilities clearly.	3	1,867	1,867	100,00
3	Direksi menyusun perencanaan perusahaan. The Board of Directors prepares a company plan	5	4,044	4,044	100,00
4	Direksi berperan dalam pemenuhan target kinerja Perseroan. The Board of Directors plays a role in meeting the Company's performance targets.	11	8,089	7,778	96,16
5	Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan. The Board of Directors exercises operational and financial controls on the implementation of company plans and policies.	4	3,266	3,266	100,00
6	Direksi melaksanakan pengurusan perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan anggaran dasar. The Board of Directors carries out management of the Company in accordance with the applicable laws and regulations and the articles of association.	2	0,778	0,778	100,00



No	Aspek Pengujian/Indikator/Parameter Test Aspects/Indicators/Parameters	Jumlah Parameter Total Parameters	Bobot (%) Weight (%)	Capaian tahun 2020 2020 achievements	
				Skor Score	Capaian (%) Achievements (%)
7	Direksi melakukan hubungan yang bernilai tambah bagi perusahaan dan Stakeholders. The Board of Directors conducts value-added relationships for the Company and its stakeholders.	8	6,689	6,417	95,93
8	Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi. The Board of Directors monitors and manages potential conflicts of interest for members of the Board of Directors and management under the Board of Directors.	2	1,089	1,089	100,00
9	Direksi memastikan perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris/Dewan Pengawas dan pemegang saham tepat waktu. The Board of Directors ensures that the Company carries out information and communication disclosures in accordance with applicable laws and regulations and submits information to the Board of Commissioners/Board of Supervisors and shareholders on time.	2	1,089	1,089	100,00
10	Direksi menyelenggarakan rapat Direksi dan menghadiri rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan. The Board of Directors holds Board of Directors meetings and attends Board of Commissioners/Supervisory Board meetings in accordance with statutory provisions.	5	1,556	1,556	100,00
11	Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif. The Board of Directors is obliged to carry out quality and effective internal supervision.	3	1,711	1,595	93,19
12	Direksi menyelenggarakan fungsi Sekretaris Perusahaan yang berkualitas dan efektif. The Board of Directors performs the functions of the Corporate Secretary that are quality and effective.	3	1,711	1,711	100,00
13	Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai dengan peraturan perundang-undangan. The Board of Directors holds the Annual GMS and other GMS in accordance with the laws and regulations.	2	2,022	2,022	100,00
Total		52	35,000	34,300	98,00

Rekomendasi Hasil Penilaian

Beberapa rekomendasi hasil *assessment* yang perlu diperhatikan adalah sebagai berikut:

- Keputusan RUPS terkait pemberhentian Anggota Direksi dan Anggota Dewan Komisaris yang dimuat dalam Risalah RUPS belum memuat alasan pemberhentian.
- Beberapa kebijakan dan ketentuan terkait tugas dan tanggung jawab Dewan Komisaris belum sepenuhnya diatur dalam *Board Manual*.
- Dewan Komisaris belum melakukan evaluasi dan pengukuran terhadap pencapaian KPI Dewan Komisaris sebagaimana telah ditetapkan dalam Rencana Kerja dan Anggaran Dewan Komisaris.
- Pelaksanaan Rapat Komite Manajemen Risiko dari sisi jumlah belum sepenuhnya sesuai dengan ketentuan yang diatur dalam Piagam Komite Manajemen Risiko.

Recommendations from Assessment Results

Some recommendations for assessment results that need to be considered are as follows:

- GMS decisions regarding the dismissal of Members of the Board of Directors and Members of the Board of Commissioners contained in the Minutes of the GMS do not include reasons for dismissal.
- Several policies and provisions related to the duties and responsibilities of the Board of Commissioners have not been fully regulated in the Board Manual.
- The Board of Commissioners has not evaluated and measured the KPI achievement of the Board of Commissioners as stipulated in the Work Plan and Budget of the Board of Commissioners.
- The implementation of the Risk Management Committee Meeting in terms of number is not yet fully in accordance with the provisions stipulated in the Risk Management Committee Charter.



PENILAIAN DEWAN KOMISARIS DAN DIREKSI

ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

5. Dinamika rapat belum sepenuhnya tergambar dalam setiap risalah rapat komite yang telah dibuat.
 6. Komite Audit dan Komite Manajemen Risiko belum sepenuhnya menyusun Laporan Triwulanan dan Laporan Tahunan Komite mengacu pada program kerja yang telah ditetapkan sesuai dengan ketentuan Pasal 26 Ayat (2) Peraturan Menteri BUMN Nomor: Per-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
 7. Secara khusus Perseroan belum memiliki kebijakan mengenai pengaturan untuk anak perusahaan (*subsidiary governance*).
 8. Adanya penundaan pembayaran melalui penjadwalan ulang yang dilakukan Perseroan atas kredit investasi yang akan jatuh tempo.
 9. Realisasi atas target-target yang ditetapkan dalam RKAP belum dapat sepenuhnya tercapai.
 10. Masih adanya kebutuhan tenaga auditor baik dari sisi jumlah maupun keahlian mengacu pada analisa beban kerja dan kebutuhan organisasi Divisi Internal Audit termasuk realisasi atas program pengembangan auditor yang belum dapat sepenuhnya berjalan.
 11. Divisi Internal Audit belum sepenuhnya melakukan penilaian atas program jaminan kualitas dan peningkatan fungsi pengawasan intern yang mencakup seluruh aspek dari aktivitas fungsi pengawasan intern dalam rangka memastikan kinerja Divisi Internal Audit telah berjalan sesuai dengan fungsinya.
 12. Perseroan belum pernah menjadi juara dalam ajang penghargaan *Annual Report Award (ARA)*.
 13. Perseroan belum menyusun Laporan Keberlanjutan (*Sustainability Report*) dan belum berpartisipasi dalam ajang penghargaan CSR (*Sustainability Report Award*) dan sejenisnya.
5. Meeting dynamics have not been fully reflected in the minutes of committee meetings that have been prepared.
 6. The Audit Committee and the Risk Management Committee have not yet fully prepared the Quarterly Report and the Committee Annual Report is referring to the work program that has been determined in accordance with the provisions of Article 26 Paragraph (2) of the Regulation of the Minister of BUMN Number: Per-12/MBU/2012 dated 24 August 2012 Supporting Organs of the Board of Commissioners/Supervisory Board of State Owned Enterprises.
 7. In particular, the Company does not yet have a policy regarding subsidiary governance.
 8. There is a delay in payment through rescheduling by the Company on investment loans that are due.
 9. The targets set in the RKAP have not been fully achieved.
 10. There is still a need for auditors, both in terms of numbers and expertise, referring to the workload analysis and organizational needs of the Internal Audit Division, including the realization of the auditor development program that has not yet been fully implemented.
 11. The Internal Audit Division has not fully assessed the quality assurance program and the improvement of the internal control function which covers all aspects of the activities of the internal control function in order to ensure the performance of the Internal Audit Division is running according to its function.
 12. The company has never won the Annual Report Award (ARA).
 13. The Company has not prepared a Sustainability Report and has not participated in the CSR (Sustainability Report Award) and the like.



REMUNERASI DEWAN KOMISARIS DAN DIREKSI REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Perseroan memberikan remunerasi kepada Dewan Komisaris maupun Direksi sebagai wujud penghargaan atas profesionalisme serta integritas dalam pengelolaan dan pengawasan terhadap Perseroan. Penetapan remunerasi Dewan Komisaris dan Direksi Perseroan mengacu pada Peraturan Menteri BUMN No. PER-12/MBU/11/2020 tentang Perubahan Kelima Atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara dan Surat Keputusan Menteri BUMN Nomor: SK-242/MBU/07/2020 tanggal 16 Juli 2020 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2020.

The Company provides remuneration to the Board of Commissioners and Directors as a form of appreciation for professionalism and integrity in the management and supervision of the Company. Determination of the remuneration for the Board of Commissioners and Directors of the Company refers to the Regulation of the Minister of BUMN No. PER-12/MBU/11/2020 concerning the Fifth Amendment to the Regulation of the Minister of BUMN Number PER-04/MBU/2014 Guidelines for Determining the Remuneration of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises and Decree of the Minister of BUMN Number: SK-242/MBU/07/2020 dated 16 July 2020 concerning Determination of 2020 Remuneration for the Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises.

PROSEDUR PENGUSULAN REMUNERASI BAGI DEWAN KOMISARIS DAN DIREKSI

Perseroan memiliki kebijakan prosedur pengusulan remunerasi Dewan Komisaris dan Direksi yang dijelaskan sebagai berikut.

PROCEDURE FOR PROPOSING REMUNERATION FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

The Company has a policy for proposing remuneration for the Board of Commissioners and Directors which is described as follows.

Dewan Komisaris Menelaah Remunerasi dari Perusahaan dengan Bidang Usaha & Status yang Sama
The Board of Commissioners Examines the Remuneration of the Company with the Same Business & Status

Dewan Komisaris Melakukan Pembahasan Lanjutan dan Finalisasi Rekomendasi
The Board of Commissioners Conducts Advanced Discussions and Finalization of Recommendations

Dewan Komisaris Membahas Rekomendasi atas Remunerasi yang Akan Diusulkan dan Persetujuan dari Pemegang Saham Seri A Dwiwarna
The Board of Commissioners Discussed the Recommendations for the Remuneration to be Proposed and Approval from the Dwiwarna A Series Shareholders

Penyampaian Usulan & Rekomendasi Remunerasi dalam RUPS
Submission of Proposals & Remuneration Recommendations at the GMS

Persetujuan Pemegang Saham dalam RUPS
Shareholder Approval in the GMS



REMUNERASI DEWAN KOMISARIS DAN DIREKSI

REMUNERATION THE BOARD OF THE COMMISSIONERS AND THE BOARD OF THE DIRECTORS

Adapun mekanisme pengusulan remunerasi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

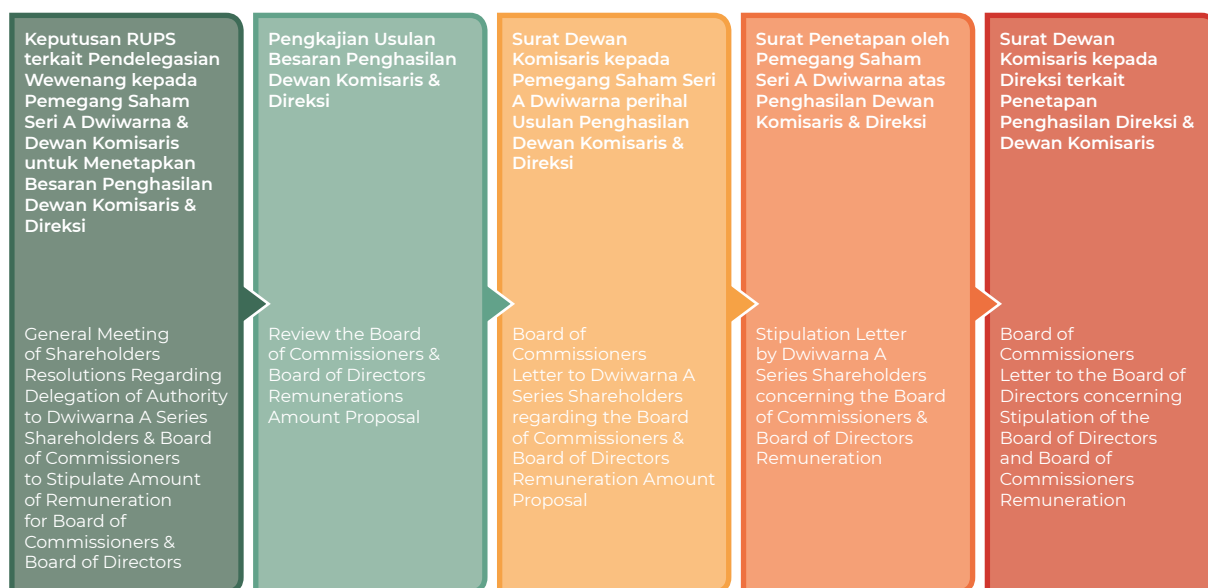
- Dewan Komisaris melakukan penelaahan atas remunerasi yang diberikan di pasar untuk pekerjaan yang bersangkutan pada perusahaan lainnya dengan bidang usaha dan status yang sama.
- Dengan memperhitungkan kinerja usaha Perseroan dan kontribusi masing-masing individu, kemudian dilakukan pembahasan oleh Dewan Komisaris untuk menyiapkan rekomendasi.
- Usulan remunerasi dari Dewan Komisaris disampaikan kepada pemegang saham untuk pembahasan dan persetujuan dalam RUPS.

The mechanism for proposing remuneration for the Board of Commissioners and the Board of Directors is as follows:

- The Board of Commissioners reviews the level of remuneration in the market for the job concerned at other companies with the same line of business and status.
- Taking into account the Company's business performance and the contribution of each individual, the Board of Commissioners then conducts discussions to prepare recommendations.
- The remuneration proposal from the Board of Commissioners is submitted to shareholders for discussion and approval at the GMS.

PROSEDUR PENETAPAN REMUNERASI BAGI DEWAN KOMISARIS DAN DIREKSI

PROCEDURE FOR DETERMINING REMUNERATION FOR THE BOARD OF COMMISSIONERS AND DIRECTORS



Proses penetapan remunerasi didasarkan kajian dengan memperhatikan hal-hal antara lain:

- Hasil kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan Perundang-undangan yang berlaku,
- Kewajaran dengan pergroun,
- Pertimbangan sasaran dan strategi jangka panjang Perseroan.

The remuneration determination process is based on a study by taking into account the following matters:

- Financial performance results and fulfillment of reserves as stipulated in the prevailing laws and regulations,
- Fairness with peer group,
- Consideration of the Company's long-term goals and strategies.

Perseroan memberikan penghargaan yang layak berupa penghasilan yang memberikan motivasi kepada Dewan Komisaris dan Direksi atas

The Company provides appropriate awards in the form of income that motivates the Board of Commissioners and Directors for their contribution to the Company.



kontribusinya terhadap Perseroan. Pemberian remunerasi Dewan Komisaris dan Direksi tidak hanya didasarkan kepada *Key Performance Indicator* (KPI) tahunan, tetapi juga pencapaian jangka pendek maupun panjang sebagai hasil dari sistem yang telah dibangun.

Dewan Komisaris menyampaikan usulan tersebut kepada Kementerian BUMN selaku Pemegang Saham Seri A Dwiwarna melalui surat Nomor S-13/DK-SB/VI/2020 tanggal 26 Juni 2020 perihal Usulan Remunerasi Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk. Persetujuan Pemegang Saham Seri A Dwiwarna diberikan berdasarkan surat Nomor S-17/Wk1.MBU.F/08/2020 tanggal 05 Agustus 2020 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2020 yang ditujukan kepada Direksi dan Dewan Komisaris.

Remunerasi Dewan Komisaris dan Direksi Perseroan Tahun 2020 diusulkan kepada RUPS Tahunan pada tanggal 5 Agustus 2020 dengan mata acara keempat yaitu Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2020. Adapun hasil keputusan RUPST tersebut sebagai berikut:

1. Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019 serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2020.
2. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019 serta menetapkan gaji, tunjangan, fasilitas dan insentif lainnya bagi Direksi untuk tahun 2020.

Berdasarkan keputusan RUPS Tahun Buku 2019 tersebut, Pemegang Saham menyetujui terkait usulan tersebut di atas. Dengan mengacu pada keputusan RUPS dan Peraturan Menteri Negara BUMN Nomor: PER-04/MBU/2014 tanggal 10 Maret 2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Pedoman Penetapan Penghasilan Direksi, Dewan

Remuneration for the Board of Commissioners and Directors is not only based on the annual Key Performance Indicator (KPI), but also on short and long term achievements as a result of the system that has been built.

The Board of Commissioners submitted the proposal to the Ministry of BUMN as Series A Dwiwarna Shareholder through letter Number S-13/DK-SB/VI/2020 dated 26 June 2020 regarding the Proposed Remuneration for the Board of Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk. The approval of Series A Dwiwarna Shareholders is given based on letter Number S-17/Wk1.MBU.F/08/2020 dated 5 August 2020 regarding the Determination of Income of the Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk in 2020 which is addressed to the Board of Directors and the Board of Commissioners.

Remuneration for the Board of Commissioners and Directors of the Company in 2020 is proposed to the Annual General Meeting of Shareholders on 5 August 2020 with the fourth agenda, namely Determination of Tantiem for the Board of Directors and Board of Commissioners of the Company for the 2019 Financial Year and Income for the Directors and Board of Commissioners for the 2020 Financial Year. The resolutions of the AGMS are as follows:

1. Give the authority and power to the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 Financial Year and determine the honorarium, allowances and facilities for members of the Board of Commissioners for 2020.
2. Granting authority and power to the Board of Commissioners by first obtaining written approval from the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 Financial Year and determine the salary, allowances, facilities and other incentives for the Board of Directors for 2020.

Based on the decision of the GMS for the 2019 Fiscal Year, the Shareholders agreed to the above proposal. With reference to the resolution of the GMS and the Regulation of the Minister of State for SOEs Number: PER-04/MBU/2014 dated 10 March 2014 as amended several times, most recently by PER-01/MBU/05/2019 dated 31 May 2019 concerning Guidelines for Determination of Income for Directors, Board of



REMUNERASI DEWAN KOMISARIS DAN DIREKSI

REMUNERATION THE BOARD OF THE COMMISSIONERS AND THE BOARD OF THE DIRECTORS

Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara pada Bab I Pendahuluan, butir E. Prinsip Dasar dan Surat Keputusan Menteri BUMN Nomor: SK-242/MBU/07/2020 tanggal 16 Juli 2020 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2020, yang mengatur antara lain:

1. Penetapan penghasilan yang berupa gaji atau honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, dan faktor-faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan.
2. Penetapan penghasilan yang berupa tantiem/insentif kinerja yang bersifat variabel (*merit rating*) dilakukan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perseroan, serta faktor-faktor lain yang relevan.
3. Yang dimaksud faktor-faktor lain yang relevan, termasuk di antaranya adalah tingkat penghasilan yang berlaku umum dalam industri yang sejenis.

DASAR PENETAPAN

Dasar penetapan remunerasi Dewan Komisaris mengacu pada Surat Menteri Badan Usaha Milik Negara RI surat Nomor S-17/Wk1.MBU.F/08/2020 tanggal 5 Agustus 2020 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2020 sebagai berikut:

1. Gaji/Honorarium, Tunjangan dan Fasilitas dirincikan sebagai berikut:
 - a. Gaji Direktur Utama ditetapkan sebesar Rp168.000.000 (seratus enam puluh delapan juta rupiah) per bulan. Gaji Direktur yang membidangi SDM sebesar 90% dari gaji Direktur Utama dan Anggota Direksi lainnya ditetapkan sebesar 85% dari gaji Direktur Utama.
 - b. Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama dan honorarium Anggota Dewan Komisaris ditetapkan sebesar 90% dari Honorarium Komisaris Utama.
 - c. Tunjangan dan/atau fasilitas bagi Direksi dan Dewan Komisaris

Commissioners, and the Supervisory Board for State-Owned Enterprises in Chapter I Introduction, point E. Basic Principles and Decree of the Minister of BUMN Number: SK-242/MBU/07/2020 dated 16 July 2020 concerning Determination of Income for Directors, Board of Commissioners, and Board of Supervisors of Bodies State Owned Enterprises in 2020, which regulates, among others:

1. Determination of income in the form of salaries or honoraria, allowances and facilities that are permanent in nature by taking into account the factors of business scale, business complexity factors, inflation rates, the Company's financial condition and capacity, and other relevant factors, and may not conflict with regulations.
2. The determination of income in the form of bonuses/performance incentives that are variable (*merit rating*) is carried out by taking into account the performance factors and financial capacity of the Company, as well as other relevant factors.
3. What is meant by other relevant factors, including among others, is the level of income that is generally accepted in similar industries.

BASIS OF DETERMINATION

The basis for determining the remuneration of the Board of Commissioners refers to the Letter of the Minister for State-Owned Enterprises of the Republic of Indonesia letter Number S-17/Wk1.MBU.F/08/2020 dated 5 August 2020 regarding Determination of the Income of the Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk in 2020 as following:

1. Salary/honorarium, allowances and facilities are detailed as follows:
 - a. The President Director's salary is set at Rp168,000,000 (one hundred and sixty-eight million rupiah) per month. The salary of the Director in charge of HR is 90% of the salary of the President Director and other members of the Board of Directors is set at 85% of the salary of the President Director.
 - b. The honorarium for the President Commissioner is set at 45% of the President Director's salary and the honorarium for the members of the Board of Commissioners is set at 90% of the Honorarium for the President Commissioner.
 - c. Allowances and/or facilities for the Board of Directors and the Board of Commissioners



2. Total tantiem/IK untuk Direksi dan Dewan Komisaris pada tahun buku 2019 ditetapkan sebesar Rp2.500.000.000 dengan ketentuan:
- Tantiem/IK Direktur Utama, Direktur yang membidangi SDM, anggota Direksi lainnya dan Komisaris Utama masing-masing sebesar 100%, 90%, 85% dan 45% dari Tantiem/IK Direktur utama, sedangkan Tantiem/IK anggota Dewan Komisaris sebesar 90% dari Tantiem/IK Komisaris Utama. Besaran Tantiem/IK dihitung proporsional sesuai dengan masa jabatan masing-masing Direksi dan Dewan Komisaris dalam tahun buku 2019.
 - Pajak penghasilan (PPh) atas Tantiem/IK menjadi beban penerima dan tidak diperkenankan untuk dibebankan sebagai biaya Perseroan.

Kemudian pada 25 November 2020 diterbitkan Peraturan Menteri BUMN Nomor: PER-12/MBU/11/2020 tentang Perubahan Kelima Atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara, sehingga Penghasilan Direksi dan Dewan Komisaris Perseroan Tahun 2020 pada komponen gaji/honorarium, tunjangan dan fasilitas ditetapkan sebagai berikut:

2. The total tantiem/IK for the Board of Directors and the Board of Commissioners in the 2019 financial year is set at Rp2,500,000,000 with the following conditions:
- Tantiem/IK the President Director, the Director in charge of HR, other members of the Board of Directors and the President Commissioner are 100%, 90%, 85% and 45% respectively of the Tantiem/IK as the main Director, while Tantiem/IK members of the Board of Commissioners are 90% of Tantiem/IK President Commissioner. The amount of Tantiem/IK is calculated proportionally according to the terms of office of each Board of Directors and Board of Commissioners in the 2019 financial year.
 - Income tax (PPh) on Tantiem/IK is borne by the recipient and is not allowed to be paid to be charged as the cost of the Company.

Then on 25 November 2020 the Minister of BUMN Regulation Number: PER-12/MBU/11/2020 was issued regarding the Fifth Amendment to the Regulation of the Minister of BUMN Number PER-04/MBU/2014 Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises, so that the salary of the Board of Directors and the Board of Commissioners of the Company in 2020 for the components of the salary/honorarium, allowances and facilities is determined as follows:

Dewan Komisaris Board of the Commissioners		Direksi Board of the Directors	
Komponen Component	Keputusan Keputusan	Komponen Component	Keputusan Keputusan
Gaji/Honorarium Salary/Honorarium	<ul style="list-style-type: none"> Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama. Honorarium Anggota Dewan Komisaris ditetapkan sebesar 90% dari Honorarium Komisaris Utama. The President Commissioner's honorarium is set at 45% of the President Director's salary. Honorarium for the members of the Board of Commissioners is set at 90% of the Honorarium for the President Commissioner. 	Gaji Salary	<ul style="list-style-type: none"> Gaji Direktur Utama ditetapkan sebesar Rp168.000.000 (seratus enam puluh delapan juta rupiah) per bulan. Gaji Anggota Direksi lainnya ditetapkan sebesar 85% dari gaji Direktur Utama. The President Director's salary is set at Rp168,000,000 (one hundred and sixty eight million rupiah) per month. The salaries of other members of the Board of Directors are set at 85% of the salary of the President Director.
Tunjangan Allowance			
Tunjangan Hari Raya Keagamaan Religious holiday allowance	1 (satu) kali Honorarium 1 (one) time Honorarium	Tunjangan Hari Raya Keagamaan Religious holiday allowance	1 (satu) kali gaji 1 (one) time salary



REMUNERASI DEWAN KOMISARIS DAN DIREKSI

REMUNERATION THE BOARD OF THE COMMISSIONERS AND THE BOARD OF THE DIRECTORS

Dewan Komisaris Board of the Commissioners		Direksi Board of the Directors	
Komponen Component	Keputusan Keputusan	Komponen Component	Keputusan Keputusan
Asuransi Purna Jabatan Post-Employment Insurance	Premi yang ditanggung oleh Perseroan sebesar 25% dari Gaji dalam 1 Tahun The premium borne by the Company is 25% of the salary in 1 year	Asuransi Purna Jabatan Post-Employment Insurance	Premi yang ditanggung oleh Perseroan sebesar 25% dari Gaji dalam 1 Tahun The premium borne by the Company is 25% of the salary in 1 year
Tunjangan Transportasi Transportation Allowance	20% dari Honorarium per bulan 20% of Honorarium per month	Tunjangan Perumahan Housing Allowance	Rp25.000.000 per bulan Rp25,000,000 per month
Fasilitas Facilities			
Fasilitas Kesehatan Medical facility	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>) In the form of health insurance or reimbursement of medical expenses (<i>at cost</i>).	Fasilitas Kendaraan Vehicle Facilities	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perseroan 1 (one) unit along with maintenance costs and operational costs, taking into account the financial condition of the Company
Fasilitas Bantuan Hukum Legal Assistance	Sebesar pemakaian (<i>at cost</i>) at cost	Fasilitas Kesehatan Medical facility	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>) In the form of health insurance or reimbursement of medical expenses (<i>at cost</i>).
		Fasilitas Bantuan Hukum Legal Assistance	Sebesar pemakaian (<i>at cost</i>) at cost

REMUNERASI DEWAN KOMISARIS

Struktur Remunerasi

Struktur remunerasi Dewan Komisaris berupa gaji, tunjangan dan fasilitas yang bersifat tetap. Remunerasi untuk masing-masing Anggota Dewan Komisaris dapat berbeda sesuai dengan tugas dan tanggung jawab setiap Komisaris. Jumlah total remunerasi yang diterima oleh anggota Dewan Komisaris dilaporkan oleh Perseroan dalam RUPS.

Rincian mengenai struktur remunerasi masing-masing per bulan Dewan Komisaris Perseroan diurai dalam tabel berikut.

REMUNERATION OF THE BOARD OF COMMISSIONERS

Structure of Remuneration

The structure of the Board of Commissioners' remuneration consists of a fixed salary, allowances and facilities. Remuneration for each Member of the Board of Commissioners may differ according to the duties and responsibilities of each Commissioner. The total amount of remuneration received by members of the Board of Commissioners is reported by the Company at the GMS.

Details regarding the structure of each month's remuneration for the Board of Commissioners of the Company are described in the following table.

(dalam Rp | in Rp)

Uraian Struktur Structural Description	Franciscus M.A. Sibarani*	Endang Tirtana*	Oke Nurwan	Darusman Mawardi	Harjanto**	Kiki Rizki Yoctavian**	Dewi Yustisiana**
Gaji per Bulan Salary per month	75.600.000	68.040.000	68.040.000	68.040.000	75.600.000	68.040.000	68.040.000
Tunjangan Hari Raya Holiday Allowance	-	-	-	-	-	-	-
Tunjangan per Bulan Benefits per month	15.120.000	13.608.000	13.608.000	13.608.000	15.120.000	13.608.000	13.608.000
Jumlah Total	90.720.000	81.648.000	81.648.000	81.648.000	90.720.000	81.648.000	81.648.000

* Efektif mulai menjabat pada 5 Agustus 2020. | Effective taking office since 5 August 2020.

** Berakhir masa jabatan pada 5 Agustus 2020. | End of term of office on 5 August 2020.



Bonus Kinerja

Dewan Komisaris juga menerima bonus kinerja berupa tantiem dan insentif kinerja yang bersifat variabel (*merit rating*) yang diberikan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perseroan serta faktor-faktor lain yang relevan. Besaran tantiem yang diberikan kepada Dewan Komisaris ditetapkan sesuai dengan kinerja Perseroan dan ketercapaian KPI untuk Dewan Komisaris.

Berikut adalah pendapatan tantiem (setelah pajak) Dewan Komisaris Perseroan pada tahun 2020.

(dalam Rp | in Rp)

Nama Name	Nominal
Franciscus M.A. Sibarani*	-
Endang Tirtana*	-
Oke Nurwan	108.703.988
Darusman Mawardi	108.703.988
Harjanto**	129.362.280
Kiki Rizki Yoctavian**	108.703.988
Dewi Yustisiana**	108.703.988

* Efektif mulai menjabat pada 5 Agustus 2020. | Effective taking office since 5 August 2020.

** Berakhir masa jabatan pada 5 Agustus 2020. | End of term of office on 5 August 2020.

Performance Bonus

The Board of Commissioners also receives performance bonuses in the form of tantiem and performance incentives that are variable in nature (*merit rating*) and is given taking into account the performance factors and financial capacity of the Company as well as other relevant factors. The amount of tantiem given to the Board of Commissioners is determined according to the Company's performance and KPI achievements for the Board of Commissioners.

The following is the tantiem income (after tax) of the Company Board of Commissioners in 2020.

REMUNERASI DIREKSI

Pengungkapan Indikator Untuk Penetapan Remunerasi Direksi

Seperti yang diungkapkan sebelumnya yakni berdasarkan keputusan RUPS Tahun Buku 2019 dan peraturan mengenai remunerasi yang dikeluarkan oleh Kementerian BUMN, penetapan remunerasi Direksi menggunakan indikator sebagai berikut:

1. Skala usaha
2. Kompleksitas usaha
3. Tingkat inflasi
4. Kondisi dan kemampuan keuangan Perseroan
5. Faktor-faktor yang relevan, termasuk tingkat penghasilan yang berlaku umum dalam industri yang sejenis.
6. Tidak boleh bertentangan dengan peraturan perundang-undangan

Hubungan Antara Remunerasi Direksi dengan Kinerja Perusahaan

Dalam menetapkan remunerasi Direksi, telah dilakukan kajian dengan memperhatikan aspek kinerja Perseroan, antara lain:

- Hasil kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan Perundang-undangan yang berlaku,

REMUNERATION OF THE BOARD OF DIRECTORS

Disclosure of Indicators to Determine the Remuneration of the Board of Directors

As previously stated, based on the resolution of the 2019 GMS and regulations regarding remuneration issued by the Ministry of BUMN, the determination of remuneration for the Board of Directors uses the following indicators:

1. Business scale
2. Business complexity
3. Inflation rate
4. The condition and financial capacity of the Company
5. Relevant factors, including generally accepted levels of income in similar industries.
6. Must not conflict with statutory regulations

Relationship Between Remuneration of the Board of Directors and Company Performance

In determining the remuneration of the Board of Directors, a study has been carried out by taking into account aspects of the Company's performance, including:

- Financial performance results and fulfillment of reserves as stipulated in the prevailing laws and regulations,



REMUNERASI DEWAN KOMISARIS DAN DIREKSI

REMUNERATION THE BOARD OF THE COMMISSIONERS AND THE BOARD OF THE DIRECTORS

- Kewajaran dengan pergroup,
- Pertimbangan sasaran dan strategi jangka panjang Perseroan
- Pencapaian jangka pendek maupun panjang sebagai hasil dari sistem yang telah dibangun.
- Fairness with peer groups,
- The Company's long-term goals and strategies
- Short and long term achievements as a result of the system that has been built.

Struktur Remunerasi

Struktur remunerasi Direksi berupa gaji, tunjangan dan fasilitas yang bersifat tetap. Remunerasi untuk masing-masing Direksi dapat berbeda sesuai dengan tugas dan tanggung jawab setiap Direksi. Jumlah total remunerasi yang diterima masing-masing Direksi dilaporkan oleh Perseroan dalam RUPS.

Rincian mengenai struktur remunerasi per bulan masing-masing Direksi Perseroan diurai dalam tabel berikut.

Uraian Struktur Structural Description	Jobi Triananda Hasjim	Mukhamad Saifudin*	Daconi	M. Jamil	Amrullah	Dede Parasade**
Gaji per Bulan Salary per month	168.000.000	142.800.000	142.800.000	142.800.000	142.800.000	142.800.000
Tunjangan Hari Raya Holiday Allowance	-	-	-	-	-	-
Tunjangan per Bulan Benefits per month	25.000.000	25.000.000	25.000.000	25.000.000	-	-
Jumlah Total	193.000.000	167.800.000	167.800.000	167.800.000	142.800.000	142.800.000

* Efektif mulai menjabat pada 5 Agustus 2020. | Effective taking office since 5 August 2020.
** Berakhir masa jabatan pada 5 Agustus 2020. | End of term of office on 5 August 2020.

Remuneration Structure

The remuneration structure of the Board of Directors is in the form of permanent salaries, allowances and facilities. Remuneration for each Board of Directors may vary according to the duties and responsibilities of each Board of Directors. The total amount of remuneration received by each Board of Directors is reported by the Company at the GMS.

Details regarding the monthly remuneration structure of each of the Directors of the Company are described in the following table.

Bonus Kinerja

Direksi juga menerima bonus kinerja berupa tantiem dan insentif kinerja yang bersifat variabel (*merit rating*) yang diberikan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perseroan serta faktor-faktor lain yang relevan. Besaran tantiem yang diberikan kepada anggota Direksi ditetapkan sesuai dengan kinerja Perseroan dan ketercapaian KPI untuk Direksi.

Berikut adalah pendapatan tantiem Direksi Perseroan pada tahun 2020.

Performance Bonus

The Board of Directors also receives performance bonuses in the form of bonuses and performance incentives that are variable in nature (*merit rating*) which are given taking into account the performance factors and the Company's financial capacity as well as other relevant factors. The amount of tantiem given to members of the Board of Directors is determined according to the Company's performance and KPI achievements for the Board of Directors.

The following is the tantiem income of the Company Board of Directors in 2020.

(dalam Rp juta | in million Rp)

Nama Name	Nominal
Jobi Triananda Hasjim	268.404.783
Mukhamad Saifudin*	-
Daconi	228.143.945
M. Jamil	228.144.245
Amrullah	241.564.425
Dede Parasade**	274.440.184

* Efektif mulai menjabat pada 5 Agustus 2020. | Effective taking office since 5 August 2020.
** Berakhir masa jabatan pada 5 Agustus 2020. | End of term of office on 5 August 2020.



SEKRETARIAT DEWAN KOMISARIS SECRETARIAT OF THE BOARD OF COMMISSIONERS

Sekretariat Dewan Komisaris dibentuk dan bertanggung jawab kepada Dewan Komisaris. Dewan Komisaris berwenang untuk mengangkat dan memberhentikan Sekretaris Dewan Komisaris.

The Secretariat of the Board of Commissioners is formed by and is responsible to the Board of Commissioners. The Board of Commissioners has the authority to appoint and dismiss the Secretary of the Board of Commissioners.

Sekretariat Dewan Komisaris terdiri atas 1 (satu) Sekretaris Dewan Komisaris sebagai pimpinan Sekretariat yang dapat dibantu oleh 1 (satu) atau 2 (dua) orang anggota Sekretariat Dewan Komisaris.

The Secretariat of the Board of Commissioners consists of 1 (one) Secretary of the Board of Commissioners as the head of the Secretariat who can be assisted by 1 (one) or 2 (two) members of the Secretariat of the Board of Commissioners.

Dasar hukum pembentukan Sekretariat Dewan Komisaris adalah Peraturan Menteri Negara BUMN Nomor : Per-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

Legal basis regulation of the Minister of State for SOE Number: Per-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board for State-Owned Enterprises.

TUGAS DAN WEWENANG

Sekretariat Dewan Komisaris mempunyai tugas antara lain:

- a. Membantu Dewan Komisaris dalam menjaga agar pelaksanaan tata tertib Dewan Komisaris secara teknis dapat dilakukan secara tertib.
- b. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris.
- c. Membuat Risalah Rapat baik rapat intern Dewan Komisaris maupun rapat bersama Dewan Komisaris dengan Direksi.
- d. Menyampaikan kepada Komisaris Utama setiap surat yang masuk ke Kesekretariatan Dewan Komisaris untuk mendapatkan disposisi dari Komisaris Utama.
- e. Setiap surat yang ditandatangani oleh Dewan Komisaris harus terlebih dahulu dikoreksi dan diparaf oleh Sekretaris Dewan Komisaris.
- f. Mengadministrasikan dokumen Dewan Komisaris baik surat masuk, surat keluar, risalah rapat, maupun dokumen lainnya.
- g. Menyusun rancangan Rencana Kerja dan Anggaran Dewan Komisaris.
- h. Menyusun Rancangan Laporan-Laporan Dewan Komisaris.
- i. Dalam melaksanakan tugasnya Sekretariat Dewan Komisaris apabila diperlukan dapat dibantu oleh staf Kesekretariatan Dewan Komisaris yang keberadaannya diangkat atau diberhentikan oleh Dewan Komisaris.

DUTIES AND AUTHORITIES

The Secretariat of the Board of Commissioners has the following tasks:

- a. To assist the Board of Commissioners in maintaining the implementation of code of Conduct of the Board of Commissioners in an orderly manner.
- b. Preparing meetings, including meeting materials (*briefing sheets*) of the Board of Commissioners.
- c. Preparing Minutes of Meetings, both internal meetings of the Board of Commissioners and joint meetings between the Board of Commissioners and the Board of Directors.
- d. Submit to the President Commissioner every letter that goes to the Secretariat of the Board of Commissioners to obtain a disposition from the President Commissioner.
- e. Every letter signed by the Board of Commissioners must first be corrected and signed by the Secretary of the Board of Commissioners.
- f. Administering Board of Commissioners documents, both incoming letters, outgoing letters, minutes of meetings, and other documents.
- g. Preparing the draft for Work Plan and Budget of the Board of Commissioners.
- h. Preparing the draft of Reports of the Board of Commissioners
- i. In carrying out its duties, the Secretary of the Board of Commissioners, if necessary, can be assisted by Secretariat staff of the Board of Commissioners whose appointed or dismissed by the Board of Commissioners.



SEKRETARIAT DEWAN KOMISARIS SECRETARIAT OF THE BOARD OF COMMISSIONERS

- j. Untuk setiap Komite-Komite, Sekretaris Dewan Komisaris diminta membantu demi kelancaran tugas-tugas dimaksud.
- k. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan Komite Dewan Komisaris.
- l. Melaksanakan tugas lain dari Dewan Komisaris.

- j. For each of the Committees, the Secretary of the Board of Commissioners is asked to assist in the smooth running of their tasks.
- k. Provide data/information required by the Board of Commissioners and the Board of Commissioners Committee.
- l. Carry out other duties of the Board of Commissioners.

Sekretaris Dewan Komisaris diberikan wewenang:

- a. Mengatur tata tertib kegiatan kesekretariatan Dewan Komisaris;
- b. Memastikan dokumen penyelenggaraan kegiatan tersimpan dengan baik di Perseroan.
- c. Mengundang dan mengadakan rapat sebatas kepentingan di lingkungan kesekretariatan Dewan Komisaris atau sesuai dengan perintah dari Dewan Komisaris;
- d. Setiap akhir tahun memberikan penilaian atas prestasi kerja staf Kesekretariatan Dewan Komisaris;
- e. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
- f. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
- g. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
- h. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.

The Secretary of the Board of Commissioners has the authority to:

- a. To regulate the order of the secretarial activities of the Board of Commissioners;
- b. Ensure that the documents on the implementation of activities are stored properly in the Company.
- c. Inviting and holding meetings within the interests of the secretariat of the Board of Commissioners or in accordance with orders from the Board of Commissioners;
- d. At the end of each year, provide an assessment of the work performance of the Secretarial staff of the Board of Commissioners;
- e. Ensure that the Board of Commissioners complies with laws and regulations and applies GCG principles;
- f. Provide information needed by the Board of Commissioners periodically and/or at any time if requested;
- g. Coordinating Committee members, if necessary in order to expedite the duties of the Board of Commissioners;
- h. As a liaison officer for the Board of Commissioners with other parties.

PROGRAM PENGEMBANGAN KOMPETENSI

Dalam rangka pengembangan kompetensi, Sekretaris Dewan Komisaris mengikuti pendidikan, seminar maupun konferensi untuk mendukung tugasnya. Selama tahun 2020, Sekretaris Dewan Komisaris telah melaksanakan pendidikan sebagai berikut:

COMPETENCY DEVELOPMENT PROGRAM

For the development of his/her competency, the Secretary of the Board of Commissioners participates in education, seminars and conferences to support his duties. During 2020 the Secretary of the Board of Commissioners has carried out the following education:

No	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Implementation Date and City	Penyelenggara Organizer
1	Indonesia Industry Outlook 2021 Conference	4-6 November 2020 via Zoom Meeting	Inventure



PROFIL SEKRETARIS DEWAN KOMISARIS

PROFILE OF THE BOARD OF COMMISSIONERS' SECRETARY



Hera Zera

SEKRETARIS DEWAN KOMISARIS
SECRETARY OF THE BOARD OF COMMISSIONERS

Warga Negara Nationality	Indonesia	Indonesia
Usia Age	46 tahun per 31 Desember 2020	46 years as of 31 December 2020
Tempat, Tanggal Lahir Place, Date of Birth	Padang, 4 Oktober 1974	Padang, 4 October 1974
Domisili Domicile	Jakarta	Jakarta
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Sarjana Akuntansi Universitas Andalas (1997) • Magister Manajemen Keuangan Universitas Indonesia (2005) 	<ul style="list-style-type: none"> • Bachelor's Degree in Accounting, Andalas University (1997) • Master's Degree in Financial Management, University of Indonesia (2005)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Surat Keputusan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Nomor: SK-05/DK-SB/IX/2019 sejak Tanggal 1 September 2019	Decree of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk Number: SK-05/DK-SB/IX/2019 since 1 September 2019
Pengalaman Kerja Work Experience	<ol style="list-style-type: none"> 1. Kepala Sub Bidang Energi Logistik, Kawasan dan Pariwisata IIb-1 (2019-2020); 2. Pengendali Fungsi Analisis Ekonomi dan Sektor Industri, Asdep Bidang Teknologi dan Informasi Kementerian BUMN (2020) 3. Sekretaris Dewan Komisaris PT Pupuk Sriwijaya Palembang (2015-2019) 4. Komite Investasi dan Manajemen Risiko PT Pertamina Geothermal Energi (2014-2015) 5. Komite Audit dan GCG PT Pertamina Geotherma Energi, (2013-2014) 	<ol style="list-style-type: none"> 1. Head of Sub Division of Energy, Logistics, Regions and Tourism IIb-1 (2019-2020); 2. Controlling Function of Economic Analysis and Industrial Sector, Assistant Deputy for Technology and Information, Ministry of BUMN (2020) 3. Secretary of the Board of Commissioners of PT Pupuk Sriwijaya Palembang (2015-2019) 4. Investment and Risk Management Committee of PT Pertamina Geothermal Energi (2014-2015) 5. Audit and GCG Committee of PT Pertamina Geotherma Energi, (2013-2014)
Rangkap Jabatan Concurrent Position	Koordinator Bidang Teknologi dan Informasi, Asdep Bidang Teknologi dan Informasi Kementerian BUMN (2021-sekarang)	Coordinator for Technology and Information, Assistant Deputy for Technology and Information of the Ministry of SOE (2021-present)
Pendidikan dan Pelatihan Education and Training	Penerapan PSAK 71, 72 dan 73 Batch 3 (26-27 September 2019)	Implementation of PSAK 71, 72 and 73 Batch 3 (26-27 September 2019)
Hubungan Afiliasi Affiliation	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi dan pemegang saham utama	Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and major shareholders
Jumlah Kepemilikan Saham SMBR The Number of SMBR Share Ownership	Tidak mempunyai saham SMBR	Does not have SMBR shares



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

KOMITE AUDIT

Komite Audit dibentuk untuk memperkuat fungsi Dewan Komisaris dalam melaksanakan dan memenuhi tanggung jawab pengawasan terhadap proses pelaporan keuangan, pengelolaan risiko keuangan, kinerja operasional, serta sistem pengendalian internal audit, dan penerapan *corporate governance* dalam pengelolaan perusahaan.

Dasar Hukum

Dasar hukum pembentukan Komite Audit Perseroan adalah sebagai berikut:

1. Peraturan Menteri Negara Usaha Milik Negara Nomor: PER- 12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara
2. Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit
3. Keputusan Dewan Komisaris Perusahaan PT Semen Baturaja (Persero) Tbk Nomor: SK- 01/DK-SB/I/2020 tentang Piagam Komite Audit
4. Anggaran Dasar Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk, sebagaimana telah beberapa kali diubah terakhir dengan Akta Nomor 2 tanggal 3 September 2019 dari Notaris Fathiah Helmi, SH

Struktur Komite

Dalam menjalankan tugasnya, Komite Audit berada di bawah dan bertanggung jawab langsung kepada Dewan Komisaris mengingat pembentukannya berdasarkan keputusan Dewan Komisaris. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris.

Komite Audit dipimpin oleh Komisaris Independen selaku ketua merangkap anggota. Ketua Komite Audit berhak mengusulkan penggantian anggota Komite Audit jika salah seorang dari anggota Komite Audit berakhir masa tugasnya, mengundurkan diri atau diberhentikan. Komite Audit juga berkewajiban memberikan laporan pelaksanaan tugas Komite Audit kepada Dewan Komisaris dan harus memenuhi asas profesionalisme, objektivitas dan independen.

AUDIT COMMITTEE

Audit Committee was established to strengthen the function of the Board of Commissioners in carrying out and fulfilling the oversight responsibilities concerning financial reporting process, financial risk management, operational performance, as well as internal audit control system, and the implementation of corporate governance within the Company management.

Legal Basis

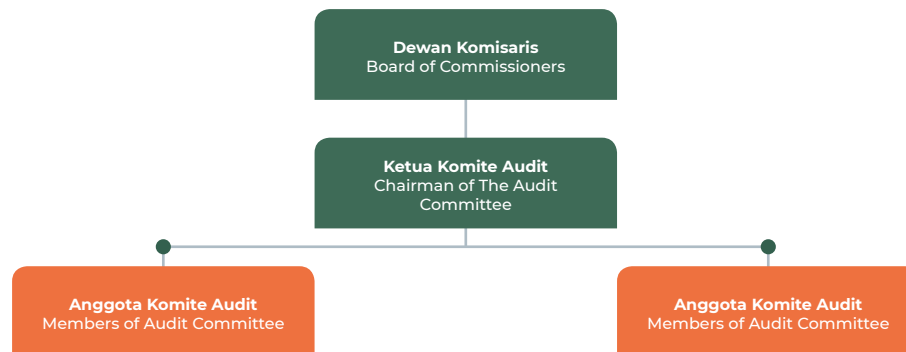
The legal basis for the establishment of the Company's Audit Committee is as follows:

1. Regulation of the State Minister for State-Owned Enterprises No.PER-12/MBU/2012 dated 24 August 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board for State-Owned Enterprises
2. OJK Regulation No.55/POJK.04/2015 dated 23 December 2015 concerning the Establishment and Guidelines for the Working Guidelines of the Audit Committee
3. Decree of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk No.SK-01/DK-SB/I/2020 concerning the Audit Committee Charter
4. Articles of Association of PT Semen Baturaja Tbk (Persero), as amended several times, the most recent of which is Deed Number 2 dated 3 September 2019 from Notary Fathiah Helmi, SH

Structure of Committee

In the conduct of its duties, the Audit Committee is directly under and reporting to the Board of Commissioners by considering its establishment is based on the decision of the Board of Commissioners. Audit Committee members are appointed and dismissed by the Board of Commissioners.

The Audit Committee is chaired by an Independent Commissioner as chairman and member. The Chairman of the Audit Committee is entitled to propose replacement of the members of the Audit Committee should one of the members of the Audit Committee reach the end of his term of office, resign or be dismissed. The Audit Committee is also obliged to provide reports on the implementation of the Audit Committee's duties to the Board of Commissioners and must conform with the principles of professionalism, objectivity and independence.



Persyaratan Komite Audit

Perseroan telah mengatur persyaratan anggota Komite Audit yang mencakup:

1. Berkewajiban memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik
2. Berkewajiban memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Emiten atau perusahaan Publik, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya
3. Berkewajiban mematuhi kode etik Komite Audit yang ditetapkan oleh Emiten atau Perusahaan Publik
4. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan
5. Berkewajiban memiliki paling sedikit 1 (satu) anggota yang berpengalaman dan memiliki keahlian di bidang auditing, akuntansi dan keuangan
6. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada Emiten atau Perusahaan Publik yang bersangkutan dalam waktu 6 (enam) bulan terakhir
7. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen

Audit Committee Requirements

The Company has established the requirements for members of the Audit Committee which include the following:

1. Be obliged to have high integrity, ability, knowledge, experience in accordance with his/her field of work, as well as capable of communicating well
2. Be obliged to understand financial reports, the Company's business, particularly those related to the services or business activities of the Issuer or Public company, the audit process, risk management, and laws and regulations in the Capital Market sector as well as other related laws and regulations.
3. Be obliged to comply with the Audit Committee code of conduct established by the Issuer or Public Company
4. Be willing to improve his/her competence continuously through education and training
5. Be obliged to have at least 1 (one) member who is experienced and has expertise in auditing, accounting and finance
6. Not serve as a person in a Public Accounting Firm, Legal Firm, Public Appraisal Service or other party that provides insurance, non-insurance services, appraisal services and/or other consulting services to the Issuer or Public Company concerned within 6 (six) months
7. Not work nor have the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for the Independent Commissioner.



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

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|--|---|
| <p>8. Tidak memiliki saham langsung maupun tidak langsung pada Emiten atau Perusahaan Publik</p> <p>9. Dalam hal anggota Komite Audit memperoleh saham Emiten atau Perusahaan Publik baik langsung maupun tidak langsung akibat suatu peristiwa hukum, saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut</p> <p>10. Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik</p> <p>11. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik</p> | <p>8. Have no shares directly or indirectly in the Issuer or Public Company</p> <p>9. Should a member of the Audit Committee acquire shares of an Issuer or Public Company, either directly or indirectly as a result of a legal action, the shares must be transferred to another party within a maximum period of 6 (six) months after the shares were acquired.</p> <p>10. Be not affiliated with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of Issuers or Public Companies</p> <p>11. Have no business relationship, directly or indirectly, which is related to the business activities of the Issuer or Public Company</p> |
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Komposisi dan Masa Jabatan

Mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit disebutkan bahwa Komite Audit terdiri paling sedikit 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan pihak dari luar perusahaan publik yang diangkat dan diberhentikan oleh Dewan Komisaris. Ketua Komite Audit harus diketuai oleh Komisaris Independen.

Komposisi Komite Audit Perseroan telah memenuhi aturan tersebut dengan rincian komposisi sebagai berikut:

Susunan Komite Audit per 31 Desember 2020

Composition of Audit Committee per 31 December 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Letter of Appointment	Masa Jabatan Terms of Office
Darusman Mawardi	Ketua (Komisaris Independen) Chairman (Independent Commissioner)	Berdasarkan Nomor: SK-02/DK-SB/VI/2017 Based on Letter No. SK-02/DK-SB/VI/2017	21 Juni 2017-berakhirnya masa jabatan sebagai Dewan Komisaris SMBR 21 June 2017-until the end of tenure as BoC of SMBR
Harsi Romli	Anggota Member	Berdasarkan Nomor: SK-01/DK-SB/III/2018 Based on Letter No. SK-01/DK-SB/III/2018	19 Maret 2018-19 Maret 2021 19 March 2018-19 March 2021
Mansyursyah Nasution	Anggota Member	Berdasarkan Nomor: SK-02/DK-SB/I/2020 Based on Letter No. SK-02/DK-SB/I/2020	10 Januari 2020-10 Januari 2023 10 January 2020-10 January 2023

Composition and Tenure

Referring to the OJK Regulation No.55/POJK.04/2015 dated 23 December 2015 concerning the Establishment and Guidelines for the Conduct of the Audit Committee's Work, it is stated that the Audit Committee consists of at least 3 (three) members from Independent Commissioners and parties from outside public companies who are appointed and dismissed by the Board of Commissioners. The Chairman of the Audit Committee must be chaired by an Independent Commissioner.

The composition of the Company's Audit Committee has complied with such rules with the details of composition as follows:



Profil Komite Audit

Profile of Audit Committee



Darusman Mawardi

KETUA
CHAIRMAN

Profil lengkap disajikan pada “Profil Dewan Komisaris” pada bab “Profil Perusahaan”.

Complete profile is presented under the “Profile of the Board of Commissioners within the chapter of “Company Profile”.



Harsi Romli

ANGGOTA
MEMBER

Warga Negara <i>Nationality</i>	Indonesia	Indonesia
Domisili <i>Domicile</i>	Palembang	Palembang
Usia <i>Age</i>	71 tahun pada akhir tahun buku 2020	71 years old as of the end of fiscal year 2020
Tempat, Tanggal Lahir <i>Place, Date of Birth</i>	Bangka, 23 Maret 1949	Bangka, 23 March 1949
Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Doktor Bidang Ekonomi Universitas Persada Indonesia Y.A.I Jakarta (2017) Magister Manajemen Universitas Sriwijaya (1996) Sarjana Ekonomi Jurusan Akuntansi Universitas Sriwijaya (1979) 	<ul style="list-style-type: none"> Doctorate in Economics, University of Persada Indonesia Y.A.I Jakarta (2017) Master of Management, Sriwijaya University (1996) Bachelor of Economics, Department of Accounting, Sriwijaya University (1979)



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Audit PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK-01/DK-SB/III/2018 sejak 19 Maret 2018.	Serving as a Member of the Audit Committee of PT Semen Baturaja (Persero) Tbk based on the Decree of the Board of Commissioners No.SK-01/DK-SB/III/2018 since 19 March 2018.
Rangkap Jabatan Concurrent Position	Dosen Fakultas Ekonomi dan Program Magister Universitas Indo Global Mandiri (2016- sekarang)	Lecturer at Faculty of Economics and Magister Program of Universitas Indo Global Mandiri (2016-present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> • Sekretaris Rektor Universitas Indo Global Mandiri (2017-2018) • Wakil Rektor II Universitas Indo Global Mandiri (2011-2017) • Pjs Dekan Fakultas Ekonomi dan Ilmu Pemerintahan Universitas Indo Global Mandiri (2009-2011) • Staf Direksi merangkap Direktur Anak Perusahaan Koperasi Karyawan PT Semen Baturaja (2006-2007) • Kepala Departemen Sumber Daya Manusia PT Semen Baturaja (2004-2005) • Kepala Departemen Keuangan merangkap Keuangan Proyek Optimalisasi II PT Semen Baturaja (2000-2004) • Staf Direksi merangkap Ketua Tim Pelelangan Proyek Optimalisasi I & II PT Semen Baturaja (1994-2000) • Kepala Biro SPI PT Semen Baturaja (1987-1993) • Kepala Biro Akuntansi PT Semen Baturaja (1983-1987) • Kepala Bagian Akuntansi Biaya PT Semen Baturaja (1980-1982) • Dosen Fakultas Ekonomi Universitas Sriwijaya (1980-1986) 	<ul style="list-style-type: none"> • Secretary of the University of Indo Global Mandiri (2017-2018) • Vice Chancellor II of Indo Global Mandiri University (2011-2017) • Acting Dean of the Faculty of Economics and Government Sciences, Indo Global Mandiri University (2009-2011) • Staff of the Board of Directors concurrently as Director of the Employee Cooperative of Subsidiary of PT Semen Baturaja (2006-2007) • Head of the Human Resources Department of PT Semen Baturaja (2004-2005) • Head of the Finance Department and Optimization Project Finance I and II of PT Semen Baturaja (2000-2004) • Staff of the Board of Directors and Chairman of the Bidding Team for Optimization Project I & II of PT Semen Baturaja (1994-2000) • Head of SPI Unit of PT Semen Baturaja (1987-1993) • Head of the Accounting Dept of PT Semen Baturaja (1983-1987) • Head of Cost Accounting Section of PT Semen Baturaja (1980-1982) • Lecturer at the Faculty of Economics, Sriwijaya University (1980-1986)
Pendidikan dan Pelatihan Education and Training	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI	Training on the Implementation of Good Corporate Governance (GCG) for the Board of Commissioners/ BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris dan Direksi	Not affiliated with the Major Shareholders, the Board of Commissioners and the Board of Directors



Mansyursyah Nasution

ANGGOTA
MEMBER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	67 tahun pada akhir tahun buku 2020	67 years old as of the end of fiscal year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Medan, 10 Juni 1953	Medan, 10 June 1953
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Magister Manajemen Universitas Sriwijaya (2001) • Sarjana Ekonomi Universitas Sriwijaya (1993) • Sarjana Teknik Universitas Indonesia (1978) 	<ul style="list-style-type: none"> • Magister Management of Universitas Sriwijaya (2001) • Bachelor of Economics of Universitas Sriwijaya (1993) • Bachelor of Engineering of Universitas Indonesia (1978)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Audit PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK-02/DK-SB/I/2020 sejak tanggal 10 Januari 2020	Serving and Audit Committee Member of PT Semen Baturaja (Persero) Tbk based on Decree of Board of Commissioners No. SK-02/DK-SB/I/2020 since 10 January 2020



Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Dosen Pasca Sarjana Universitas Taman Siswa Palembang (2012-2018) Direktur Pendidikan Kader Ulama Ma'had Darussalam Yayasan Masjid Agung Palembang (2013-2018) Staf Tenaga Ahli FS Proyek Semen Baturaja II PT Plant Engineering Consultant (2019) Mechanical Engineering Expert di Proyek Aneka Tambang Halmahera (2016) Mechanical Engineering Expert di Proyek Semen Baturaja I PT Plant Engineering Consultant (2012) Mechanical Engineering Expert Proyek Semen Tonasa V PT Plant Engineering Consultant (2010-2011) Construction Manager PT Aneka Tambang proyek Pomala (2009-2011) Sekretaris Perusahaan PT Semen Baturaja (Persero) Tbk (2004 - 2009) Staf Direktur Utama PT Semen Baturaja (Persero) Tbk (2002-2004) Kepala Department SDM & Umum PT Semen Baturaja (Persero) Tbk (1998-2002) Ka. Proyek Bidang Teknik Proyek OPT II PT Semen Baturaja (Persero) Tbk (1996-1997) Staf Dept. Litbang PT Semen Baturaja (Persero) Tbk (1994-1996) Ka. Engineering Proyek Optimalisasi Produksi Terak PT Semen Baturaja (Persero) Tbk (1992-1994) Ka. Produksi & Pemeliharaan Palembang PT Semen Baturaja (Persero) Tbk (1988-1992) Kepala Biro Pengadaan PT Semen Baturaja (Persero) Tbk (1984-1987) Ka. Biro Produksi & Pemeliharaan Mesin Palembang PT Semen Baturaja (Persero) Tbk (1983-1984) Ka. Sub. Divisi Teknik Mesin PT Semen Baturaja (Persero) Tbk (1979-1981) Staf Divisi Maintenance Mesin PT Semen Baturaja (Persero) Tbk (1979) 	<ul style="list-style-type: none"> Postgraduate Lecturer at Taman Siswa Palembang University (2012-2018) Director of Education for Kader Ulama Ma'had Darussalam Palembang Mosque Foundation (2013-2018) Expert Staff of the Semen Baturaja II Project FS, PT Plant Engineering Consultant (2019) Mechanical Engineering Expert in Aneka Tambang Halmahera Project (2016) Mechanical Engineering Expert in Semen Baturaja I Project PT Plant Engineering Consultant (2012) Mechanical Engineering Expert for Semen Tonasa V Project PT Plant Engineering Consultant (2010-2011) Construction Manager of PT Aneka Tambang Pomala project (2009-2011) Corporate Secretary of PT Semen Baturaja (Persero) Tbk (2004 - 2009) Staff of the President Director of PT Semen Baturaja (Persero) Tbk (2002-2004) Head of the Human Resources & General Department of PT Semen Baturaja (Persero) Tbk (1998-2002) Head of Engineering Field Project OPT II Project PT Semen Baturaja (Persero) Tbk (1996-1997) Dept. Research and Development of PT Semen Baturaja (Persero) Tbk (1994-1996) Head of Engineering Project for Optimizing Clinker Production PT Semen Baturaja (Persero) Tbk (1992-1994) Head of Palembang Production & Maintenance PT Semen Baturaja (Persero) Tbk (1988-1992) Head of the Procurement Bureau of PT Semen Baturaja (Persero) Tbk (1984-1987) Head of Palembang Machinery Production & Maintenance Bureau PT Semen Baturaja (Persero) Tbk (1983-1984) Sub-Head of Mechanical Engineering Division PT Semen Baturaja (Persero) Tbk (1979-1981) Staff of the Machine Maintenance Division of PT Semen Baturaja (Persero) Tbk (1979)
Pendidikan dan Pelatihan Education and Training	Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (CGG) untuk Dewan Komisaris/Dewan Pengawas BUMN, Direksi, Sekretaris Perusahaan, Komite Audit dan Kepala SPI	Training on the Implementation of Good Corporate Governance (CGG) for the Board of Commissioners/ BUMN Supervisory Board, the Board of Directors, Corporate Secretary, Audit Committee and Head of Internal Audit
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris dan Direksi	Not affiliated with the Major Shareholders, the Board of Commissioners and the Board of Directors

Independensi Anggota Komite Audit

Keanggotaan Komite Audit bersifat Independen sehingga Anggota Komite diharapkan mampu memberikan pendapat profesional secara bebas sesuai dengan etika profesionalnya tanpa memihak kepada siapa pun karena tidak adanya benturan kepentingan.

Hal tersebut juga berlaku untuk Ketua Komite Audit yang dijabat oleh Dewan Komisaris Independen atau anggota Dewan Komisaris yang dapat bertindak independen. Independensi komite tidak dapat dipisahkan moralitas yang melandasi integritasnya. Hal ini perlu menjadi perhatian penting karena Komite Audit merupakan pihak yang menjembatani antara eksternal auditor dan Perseroan Komite Audit juga menjadi penghubung antara fungsi pengawasan Dewan Komisaris dengan internal auditor.

Independence of Audit Committee Member

Audit Committee membership is independent in its nature so as to enable Committee members to provide professional opinions without restrictions in accordance with their professional ethics without impartiality due to conflict of interest.

This also applies to the Chairman of the Audit Committee who also serves as Independent Commissioner or a member of the Board of Commissioners who can act in an independent manner. The independence of the committee is an integral part of morality which underlies its integrity. This serves as a major concern since the Audit Committee connects the external auditor with the Company. The Audit Committee is also a liaison between the supervisory function of the Board of Commissioners and the internal auditor.



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Seluruh anggota Komite Audit tidak memiliki hubungan afiliasi dengan manajemen Perseroan termasuk menjabat salah satu jabatan dalam struktur organisasi Perseroan maupun anak perusahaan.

All members of the Audit Committee are not affiliated with the management of the Company, including serving in one of positions under the organizational structure of the Company and its subsidiaries.

Pemenuhan aspek independensi Komite Audit terlampir dalam tabel berikut:

Compliance with the independence aspect of the Audit Committee is presented in the following table:

Aspek Independensi Independence Aspect		Darusman Mawardi	Harsi Romli	Mansyursyah Nasution
Menjunjung tinggi integritas, profesionalisme dan standar profesi dalam melaksanakan tugas dan tanggungjawabnya	Upholding integrity, professionalism and professional standards in the conduct of their duties and responsibilities	√	√	√
Menjaga kerahasiaan dokumen, data dan informasi Perseroan yang diperoleh, baik dari pihak internal maupun pihak eksternal.	Maintaining the confidentiality of the Company's documents, data and information obtained, both from internal and external parties.	√	√	√
Tidak menggunakan aset dan informasi penting yang berkaitan dengan Perseroan, serta jabatannya untuk kepentingan Pribadi diluar ketentuan Peraturan Perundang- undangan serta kebijakan Perseroan yang berlaku	Not using important assets and information relating to the Company, as well as their position for personal interests outside the legal provisions and existing Company policies.	√	√	√
Tidak mengambil keuntungan Pribadi baik secara langsung maupun tidak langsung dari kegiatan Perseroan selain penghasilan yang sah	Not gaining personal interests, either directly or indirectly, from the Company's activities other than their legal income	√	√	√
Mematuhi peraturan perundang-undangan yang berlaku, Anggaran Dasar, Pedoman Perilaku, Pedoman Tata Kelola Perusahaan serta kebijakan-kebijakan Perseroan	Complying with prevailing laws and regulations, Articles of Association, Code of Conduct, Guidelines for Corporate Governance and Company policies	√	√	√

Piagam (Charter) Komite Audit

Komite Audit Perseroan telah memiliki pedoman kerja berupa Piagam Komite Audit Nomor: SK-01/DK-SB/1/2020 tanggal 6 Januari 2020 dengan memperhatikan peraturan perundang-undangan. Seluruh anggota Komite Audit menjadikan Piagam Komite Audit sebagai pedoman agar dapat melaksanakan tugas dan tanggung jawabnya secara efisien, efektif, transparan, profesional, independen, dapat dipertanggungjawabkan, dan sesuai dengan peraturan perundang-undangan yang berlaku.

Audit Committee Charter

The Company Audit Committee maintains a working guideline in the form of an Audit Committee Charter No.SK-01/DK-SB/1/2020 dated 6 January 2020 with due observance of laws and regulations. All members of the Audit Committee refer to the Audit Committee Charter as a guideline in order to carry out their duties and responsibilities in an efficient, effective, transparent, professional, independent, accountable manner in accordance with prevailing laws and regulations

Piagam Komite Audit memiliki cakupan, di antaranya:

1. Latar Belakang dan Tujuan
2. Lingkup Peran
3. Wewenang
4. Kewajiban dan Tanggung Jawab
5. Organisasi dan Keanggotaan
6. Rapat Komite
7. Kode Etik
8. Pertanggungjawaban
9. Amandemen Piagam dan Kinerja Komite Audit

The Audit Committee Charter covers, among others:

1. Background and Purpose
2. Scope of Role
3. Authority
4. Roles and Responsibilities
5. Organization and Membership
6. Committee Meetings
7. Code of Conduct
8. Accountability
9. Amendments to the Charter and Performance of the Audit Committee



Tugas dan Tanggung Jawab Komite Audit

Sesuai dengan Piagam Komite Audit Perseroan, Komite Audit berkewajiban dan bertanggung jawab untuk:

1. Memperkuat fungsi Dewan Komisaris dalam memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor
2. Menelaah pelaksanaan pemeriksaan oleh auditor internal, mengkaji kecukupan fungsi audit internal termasuk jumlah auditor, rencana kerja tahunan dan penugasan yang telah dilaksanakan serta mengawasi tindak lanjut pemeriksaan oleh Direksi atas temuan auditor internal
3. Membantu Dewan Komisaris dalam proses rekomendasi penunjukan auditor eksternal kepada RUPS
4. Melakukan pengawasan pelaksanaan audit eksternal termasuk di dalamnya perencanaan audit dan kompetensi dan kecukupan jumlah auditornya
5. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya
6. Memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris dan mengidentifikasi hal-hal yang memerlukan perhatian Komisaris
7. Menelaah informasi keuangan yang akan dikeluarkan Perseroan, seperti laporan keuangan, Rencana Jangka Panjang, Rencana Kerja dan Anggaran, laporan manajemen, dan informasi keuangan lainnya
8. Menelaah ketaatan perusahaan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan
9. Menelaah dan melaporkan kepada Dewan Komisaris atas pengaduan yang berkaitan dengan Perseroan
10. Menyampaikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya
11. Menyusun laporan triwulanan kegiatan Komite Audit dan menyampaikannya ke Dewan Komisaris pada bulan pertama setelah triwulan yang bersangkutan
12. Membuat laporan khusus kepada Dewan Komisaris, jika diminta
13. Menjaga kerahasiaan dokumen, data dan informasi perusahaan

Roles and Responsibilities of Audit Committee

In accordance with the Company Audit Committee Charter, the Audit Committee is responsible for:

1. Strengthening the function of the Board of Commissioners in ensuring the effectiveness of internal control system and the effectiveness of the implementation of the duties of the external and internal auditors
2. Reviewing the conduct of audit by the internal auditors, assessing the adequacy of the internal audit function including the number of auditors, the annual work plan and assignments that have been carried out as well as supervising follow-up examinations by the Board of Directors on the findings of the internal auditors.
3. Assisting the Board of Commissioners in the process of recommending the appointment of an external auditor to the GMS
4. Supervising the implementation of external audit including audit planning and the competence and adequacy of the number of auditors
5. Providing recommendations regarding the improvement of management control system and its implementation
6. Providing opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners and identifying matters requiring the attention of the Commissioners.
7. Reviewing financial information that will be issued by the Company, such as financial reports, long-term plans, work plans and budgets, management reports, and other financial information.
8. Reviewing the Company's compliance with laws and regulations relating to the activities of the Company
9. Reviewing and reporting to the Board of Commissioners on complaints relating to the Company
10. Expressing an independent opinion in the event of disagreements between management and accountants for the services they provide
11. Preparing a quarterly report on the activities of the Audit Committee and submitting such report to the Board of Commissioners in the first month following such quarter
12. Preparing a special report to the Board of Commissioners, if requested
13. Maintaining the confidentiality of documents, data and company information



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Selain kewajiban dan tanggung jawabnya, Komite Audit memiliki tugas untuk berperan membantu Dewan Komisaris dalam melakukan fungsi pengawasan (*oversight roles*) terhadap hal-hal yang mencakup:

In addition to its roles and responsibilities, the Audit Committee is tasked with assisting the Board of Commissioners in its oversight roles in matters which include:

Lingkup Scope	Penjelasan Description
Laporan Keuangan Financial statements	Mereviu keandalan dan objektivitas laporan keuangan Perseroan yang diterbitkan untuk kepentingan para pemangku kepentingan. Reviewing the reliability and objectivity of the Company's financial statements published for the benefit of stakeholders.
Kinerja Operasional Operational Performance	Mereviu pelaksanaan kegiatan dan kinerja operasional sebagaimana yang ditetapkan dalam rencana kerja dan anggaran Perseroan tahunan. Reviewing the implementation of activities and operational performance as stipulated in the Company's annual work plan and budget.
Pengendalian Internal Internal Control	Mereviu efektivitas pengendalian internal yang diterapkan oleh manajemen dalam pengelolaan Perseroan. Reviewing the effectiveness of internal control implemented by management in managing the Company.
Aktivitas Assurance Assurance Activities	Mereviu rencana dan hasil atas aktivitas yang dilakukan oleh Auditor Internal dalam meningkatkan keyakinan tentang keakuratan, kelengkapan, dan ketepatan waktu penyajian laporan keuangan, baik laporan keuangan interim maupun tahunan, serta memastikan efektivitas pengelolaan risiko. Mereviu rencana dan hasil atas aktivitas yang dilakukan oleh Auditor Eksternal dalam meyakinkan bahwa laporan keuangan bebas dari salah saji material. Reviewing the plans and results of activities carried out by the Internal Auditor to enhance confidence concerning the accuracy, completeness and timeliness of the presentation of financial statements, both interim and annual financial statements, as well as ensuring the effectiveness of risk management. Reviewing the plans and results of activities carried out by the External Auditor in ensuring that the financial statements are free from material misstatement.
Penunjukan Auditor Eksternal Appointment of External Auditor	Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan auditor eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa. Providing recommendations to the Board of Commissioners regarding the appointment of an external auditor based on independence, scope of work, and service fees.
Kepatuhan terhadap Peraturan Perundangan Compliance with Rules and Regulations	Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan dan kepatuhan terhadap seluruh perjanjian dan komitmen yang dibuat Perseroan dengan pihak ketiga. Reviewing compliance with laws and regulations relating to the Company's activities and compliance with all agreements and commitments made by the Company with third parties.
Objektivitas dan Independensi Objectivity and Independence	Mereviu objektivitas dan independensi auditor internal dan eksternal. Reviewing the objectivity and independence of internal and external auditors.
Identifikasi Hal-hal yang Menjadi Perhatian Identification of Matters Requiring Attention	Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya. Identifying matters requiring the attention of the Board of Commissioners and other duties of the Board of Commissioners.
Respons terhadap Pemangku Kepentingan Response to Stakeholders	Melakukan penelaahan atas saran, permasalahan atau keluhan pemangku kepentingan yang disampaikan langsung kepada Dewan Komisaris. Reviewing stakeholder suggestions, issues or complaints submitted directly to the Board of Commissioners.
Pengawasan Lainnya Other Oversight Functions	Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris Performing other oversight duties at the request of the Board of Commissioners

Laporan Pelaksanaan Tugas & Kegiatan

Sepanjang tahun 2020, Komite Audit Perseroan telah menjalankan tugas dan berbagai kegiatan, meliputi:

1. Kegiatan penelaahan Laporan Hasil Pemeriksaan Internal Audit
2. Melakukan pembahasan kinerja Perseroan
3. Kegiatan pengawasan atas capaian kinerja auditor eksternal
4. *Monitoring* kegiatan Perseroan agar *compliance* terhadap prinsip-prinsip GCG
5. Evaluasi atas KPI Individu Direksi Perseroan
6. Evaluasi atas pencapaian kinerja Komite Audit

Report on the Implementation of Tasks & Activities

Throughout 2020, the Company Audit Committee has performed various tasks and activities, including:

1. Activities to review the Internal Audit Report
2. Discussion of the Company's performance
3. Monitoring activities on the performance of the external auditors
4. Monitoring of the Company's activities in order to comply with GCG principles
5. Evaluation of the Individual KPIs for the Directors of the Company
6. Evaluation of the performance achievement of the Audit Committee



Evaluasi atas Kinerja Auditor Eksternal

Komite Audit telah menelaah dan membahas dengan KAP Djoko Sidik & Indra yang bertanggung jawab untuk memberikan pendapat mengenai kewajaran penyajian laporan keuangan dan catatan atas laporan keuangan sesuai dengan standar akuntansi keuangan di Indonesia. Pembahasan juga mencakup efektivitas pengendalian internal atas pelaporan keuangan, kualitas dan akseptabilitas dari standar akuntansi keuangan yang diterapkan oleh Perseroan.

Penilaian atas Efektivitas Pelaksanaan Audit Internal

Komite Audit telah melakukan penilaian atas efektivitas pelaksanaan audit internal melalui penelaahan laporan hasil audit yang tertera pada risalah Rapat Komite Audit internal yang telah dilakukan sesuai dengan rencana audit tahunan.

Penilaian atas Efektivitas Pelaksanaan atas Tata Kelola Perusahaan

Komite Audit telah melakukan penilaian atas efektivitas penerapan tata kelola perusahaan melalui penelaahan laporan hasil asesmen GCG. Tata kelola perusahaan yang dilakukan Perseroan saat ini berjalan memadai namun masih perlu ditingkatkan.

Pelaksanaan Rapat Komite Audit

Sesuai dengan Piagam Komite Audit, rapat komite sekurang-kurangnya sama dengan rapat Dewan Komisaris dalam anggaran dasar atau minimal setiap 3 (tiga) bulan sekali. Komite Audit dapat mengadakan rapat dengan Dewan Komisaris, Direksi, Vice President, auditor internal, *risk officer*, auditor eksternal, dan atau pihak lainnya yang terkait.

Sepanjang tahun 2020, Komite Audit mengadakan rapat sebanyak 4 (empat) kali. Berikut rekapitulasi agenda rapat dan kehadiran dalam rapat-rapat yang diselenggarakan tersebut.

Agenda Rapat Meeting Agenda

No.	Tanggal Date		Agenda Rapat Meeting Agenda	
1	3 Februari 2020	3 February 2020	Rapat Triwulan I	Quarter I Meeting
2	30 Juli 2020	30 July 2020	Rapat Triwulan II	Quarter II Meeting
3	11 September 2020	11 September 2020	Rapat Triwulan III	Quarter III Meeting
4	29 Desember 2020	29 December 2020	Rapat Triwulan IV	Quarter IV Meeting

External Auditor Performance Evaluation

Audit Committee has reviewed and discussed with KAP Djoko Sidik & Indra, which is responsible for providing an opinion regarding the fairness of the presentation of financial statements and notes to financial statements in accordance with financial accounting standards in Indonesia. The discussion also includes the effectiveness of internal control over financial reporting, the quality and acceptability of the financial accounting standards adopted by the Company.

Assessment on Internal Audit Effectiveness

The Audit Committee has conducted an assessment of the effectiveness of the internal audit work by reviewing the audit report attached in the minutes of the Internal Audit Committee Meetings which have been conducted in accordance with the annual audit plan.

Assessment on Corporate Governance Effectiveness

Audit Committee has conducted an assessment of the effectiveness of the implementation of the good corporate governance by reviewing the GCG assessment report. The corporate governance currently implemented by the Company has been adequately performed but still needs improvements.

Conduct of Audit Committee Meetings

In accordance with the Audit Committee Charter, the number of committee meetings being conducted must be at least similar to the meetings of the Board of Commissioners as set forth in the articles of association or at least once in 3 (three) months. The Audit Committee may hold meetings with the Board of Commissioners, the Board of Directors, Vice President, internal auditors, risk officers, external auditors, and or other related parties.

Throughout 2020, the Audit Committee held 4 (four) meetings. The following table is the summary of meeting agenda and attendance at the meetings:



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Jumlah dan Tingkat Kehadiran

Total Number of Attendees and Attendance Level

No.	Nama Anggota Komite Audit Name of Audit Committee Members	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Level (%)
1	Darusman Mawardi	4	4	100
2	Harsi Romli	4	4	100
3	Mansyursyah Nasution	4	4	100

Pendidikan dan Pelatihan Tahun Buku

Pendidikan dan Pelatihan Komite Audit disampaikan dalam bab "Profil Perusahaan"

Education and Training in Fiscal Year

Audit Committee education and training is presented under the chapter "Company Profile"

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi dibentuk untuk menjalankan fungsi nominasi dan remunerasi yang dilaksanakan oleh Dewan Komisaris. Perseroan baru membentuk Komite Nominasi dan Remunerasi pada tahun 2020, yang dikuatkan dengan Surat Keputusan Dewan Komisaris Nomor: SK-04/DK-SB/IV/2020 tanggal 20 April 2020 yang kemudian mengalami perubahan susunan anggota Komite berdasarkan SK-09/DK-SB/IX/2020 tanggal 10 September 2020.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is established to perform the nomination and remuneration functions conducted by the Board of Commissioners. The Company has just recently established its Nomination and Remuneration Committee in 2020, which is formalized by the Decree of the Board of Commissioners No. SK-04/DK-SB/IV/2020 dated 20 April 2020 which subsequently changed the composition of the Committee members based on SK-09/DK-SB/IX/2020 dated 10 September 2020.

Dasar Hukum

Dasar hukum pembentukan Komite Nominasi dan Remunerasi Perseroan adalah sebagai berikut:

1. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara.
2. Peraturan Otoritas Jasa Keuangan Nomor: 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

Legal Basis

The legal basis for the establishment of the Company's Nomination and Remuneration Committee is as follows:

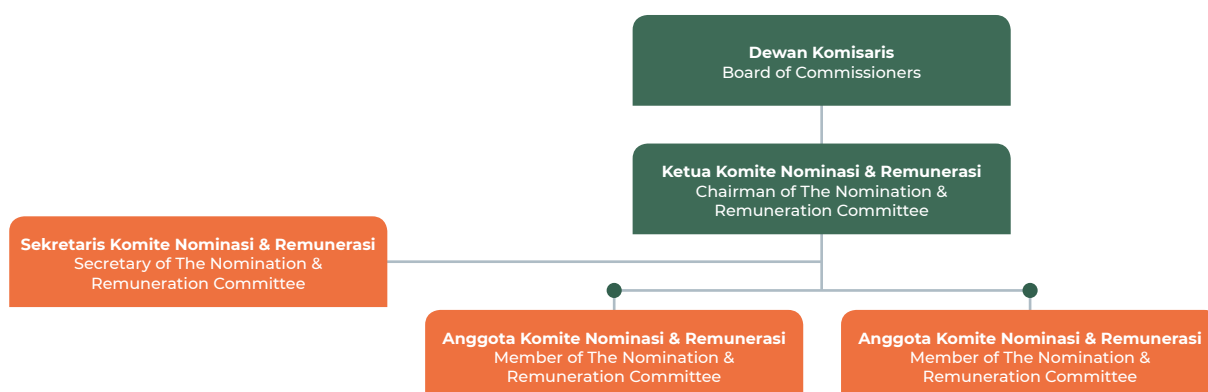
1. Regulation of the Ministry of State-Owned Enterprises No.PER-12/MBU/2012 dated 24 August 2012 concerning Supporting Organs for the Board of Commissioners/ Supervisory Board for State-Owned Enterprises.
2. OJK Regulation No.34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.

Struktur Komite Nominasi dan Remunerasi

Berikut adalah bagan struktur Komite Nominasi dan Remunerasi Perseroan.

Structure of Nomination and Remuneration Committee

The following is a chart of the structure of the Company Nomination and Remuneration Committee.





Komposisi dan Masa Jabatan

Mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi disebutkan bahwa Komite Nominasi dan Remunerasi terdiri paling sedikit 3 (tiga) orang anggota. Masa jabatan Komite Nominasi dan Remunerasi menyesuaikan sebagaimana masa jabatan masing-masing anggota Komite Nominasi dan Remunerasi sebagai anggota Dewan Komisaris. Secara jumlah, komposisi Komite Nominasi dan Remunerasi telah memenuhi aturan tersebut. Adapun rinciannya adalah sebagai berikut.

Composition and Terms of Office

Referring to OJK Regulation No.34/POJK.04/2014 concerning the Nomination and Remuneration Committee, it is stated that the Nomination and Remuneration Committee consists of at least 3 (three) members. The term of office of the Nomination and Remuneration Committee adjusts to the terms of office of each member of the Nomination and Remuneration Committee as a member of the Board of Commissioners. In terms of numbers, the composition of the Nomination and Remuneration Committee has complied with these regulations. The details are as follows:

Susunan Komite Nominasi dan Remunerasi 10 September 2020-31 Desember 2020

Composition of Nomination and Remuneration Committee 10 September 2020-31 December 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Letter of Appointment	Masa Jabatan Terms of Office
Endang Tirtana	Ketua Komite Head of Committee	Keputusan Dewan Komisaris Perusahaan Perseroan Nomor: SK- 09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK-09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present
Oke Nurwan	Sekretaris Secretary	Keputusan Dewan Komisaris Perusahaan Perseroan Nomor: SK- 09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK-09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present
Franciscus M.A Sibarani	Anggota Member	Keputusan Dewan Komisaris Perusahaan Perseroan Nomor: SK- 09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK-09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present
Darusman Mawardi	Anggota Member	Keputusan Dewan Komisaris Perusahaan Perseroan Nomor: SK- 09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK-09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present

Susunan Komite Nominasi dan Remunerasi 20 April 2020-10 September 2020

Composition of Nomination and Remuneration Committee 20 April 2020-10 September 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Letter of Appointment	Masa Jabatan Terms of Office
Darusman Mawardi	Ketua Komite Head of Committee	Surat Keputusan Dewan Komisaris Nomor: SK-04/DK-SB/IV/2020 tanggal 20 April 2020 Decree of Board of Commissioners No. SK-04/DK-SB/IV/2020 tanggal 20 April 2020	20 April 2020-10 September 2020 20 April 2020-10 September 2020
Dewi Yustisiana	Sekretaris (Merangkap Anggota) Secretary (cum Member)	Surat Keputusan Dewan Komisaris Nomor: SK-04/DK-SB/IV/2020 tanggal 20 April 2020 Decree of Board of Commissioners No. SK-04/DK-SB/IV/2020 tanggal 20 April 2020	20 April 2020-10 September 2020 20 April 2020-10 September 2020
Kiki Rizki Yoctavian	Anggota Member	Surat Keputusan Dewan Komisaris Nomor: SK-04/DK-SB/IV/2020 tanggal 20 April 2020 Decree of Board of Commissioners No. SK-04/DK-SB/IV/2020 tanggal 20 April 2020	20 April 2020-10 September 2020 20 April 2020-10 September 2020



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Profil

Berikut adalah profil Komite Nominasi dan Remunerasi per 31 Desember 2020.



Profil lengkap disajikan pada “Profil Dewan Komisaris” pada bab “Profil Perusahaan”



Profil lengkap disajikan pada “Profil Dewan Komisaris” pada bab “Profil Perusahaan”.



Profil lengkap disajikan pada “Profil Dewan Komisaris” pada bab “Profil Perusahaan”.

Profile

The following is the profile of the Nomination and Remuneration Committee as of 31 December 2020.

Endang Tirtana

KETUA
CHAIRMAN

The complete profile is presented under the “Profile of the Board of Commissioners” within the chapter of “Company Profile”

Oke Nurwan

SEKRETARIS
SECRETARY

The complete profile is presented under the “Profile of the Board of Commissioners” within the chapter of “Company Profile”

Franciscus M.A. Sibarani

ANGGOTA
MEMBER

The complete profile is presented under the “Profile of the Board of Commissioners” within the chapter of “Company Profile”



Darusman Mawardi

ANGGOTA
MEMBER

Profil lengkap disajikan pada “Profil Dewan Komisaris” pada bab “Profil Perusahaan”.

The complete profile is presented under the “Profile of the Board of Commissioners” within the chapter of “Company Profile”



Dewi Yustisiana

SEKRETARIS
SECRETARY

Profil lengkap disajikan pada “Profil Dewan Komisaris” pada bab “Profil Perusahaan”.

The complete profile is presented under the “Profile of the Board of Commissioners” within the chapter of “Company Profile”



Kiki Rizki Yoctavian

ANGGOTA
MEMBER

Profil lengkap disajikan pada “Profil Dewan Komisaris” pada bab “Profil Perusahaan”.

The complete profile is presented under the “Profile of the Board of Commissioners” within the chapter of “Company Profile”



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Piagam Komite Nominasi dan Remunerasi

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi berpedoman pada Surat Keputusan Dewan Komisaris Nomor: SK-09/DK-SB/IX/2020 tanggal 10 September 2020 yang telah disetujui dan disahkan oleh Dewan Komisaris.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Sesuai yang tercantum pada surat keputusan Dewan Komisaris Perseroan Nomor: SK-09/DK-SB/IX/2020, Komite Nominasi dan Remunerasi Perseroan memiliki tugas dan tanggung jawab sebagai berikut:

1. Terkait dengan kebijakan Nominasi:
 - a. Menyusun dan merekomendasikan kepada Dewan Komisaris atas hasil pelaksanaan *talent classification meeting* dalam rangka memperoleh *top talent* BUMN (BOD & BOD-1) dengan jumlah sekurang-kurangnya 3 orang kandidat untuk setiap pos jabatan Direksi eksisting;
 - b. Menyusun dan merekomendasikan kepada Dewan Komisaris mengenai sistem serta prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris dan Direksi *existing*;
 - c. Memberikan rekomendasi mengenai calon anggota Dewan Komisaris anak perusahaan dan/atau Direksi anak perusahaan kepada Dewan Komisaris;
 - d. Melaksanakan tugas lainnya yang berkaitan dengan *talent development* program dan amanat yang diberikan sesuai aturan dan ketentuan yang berlaku.
2. Terkait dengan Kebijakan Remunerasi:
 - a. Melakukan evaluasi terhadap Kebijakan Remunerasi;
 - b. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi;
 - c. Melaksanakan tugas lainnya sesuai aturan dan ketentuan yang berlaku.

Charter of Nomination and Remuneration Committee

In the conduct of its duties and responsibilities, the Nomination and Remuneration Committee refers to the Decree of the Board of Commissioners No.SK-09/DK-SB/IX/2020 dated 10 September 2020 which has been approved and ratified by the Board of Commissioners.

Roles and Responsibilities Nomination and Remuneration Committee

As stated in the Decree of the Board of Commissioners No.SK-09/DK-SB/IX/2020, the Nomination and Remuneration Committee of the Company is assigned with the following duties and responsibilities:

1. In relation to the Nomination policy:
 - a. Prepare and provide recommendation to the Board of Commissioners regarding the results of the implementation of talent classification meetings in order to obtain top talent BUMN (BOD & BOD-1) with a total of at least 3 candidates for each position of the existing Board of Directors;
 - b. Prepare and provide recommendation to the Board of Commissioners regarding the system and procedure for selecting and/or replacing existing members of the Board of Commissioners and Directors;
 - c. Provide recommendations regarding candidates for the Board of Commissioners of a subsidiary and/or the Board of Directors of a subsidiary to the Board of Commissioners;
 - d. Perform other duties related to the talent development program and the mandate given according to the prevailing rules and regulations.
2. In relation to the Remuneration Policy:
 - a. Evaluate the Remuneration Policy;
 - b. Provide recommendations to the Board of Commissioners regarding the remuneration policy for the Board of Commissioners and the Board of Directors;
 - c. Perform other duties in accordance with prevailing rules and regulations.



Independensi Anggota Komite Nominasi & Remunerasi

Keanggotaan Komite Nominasi dan Remunerasi bersifat independen. Adapun seluruh anggota tidak memiliki hubungan afiliasi dengan manajemen Perseroan termasuk menjabat salah satu jabatan dalam struktur organisasi Perseroan maupun anak perusahaan.

Independence of Nomination and Remuneration Committee Members

Nomination and Remuneration Committee membership is independent in its nature. All members are not affiliated with the management of the Company, including dual positions in the organizational structure of the Company and its subsidiaries.

Kriteria Independensi Independence Criteria	Endang Tirtana	Oke Nurwan	Franciscus M.A. Sibarani	Darusman Mawardi	Kiki Rizki Yoctavian	Dewi Yustisiana
Tidak berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi SDM Not originating from managerial positions under the Board of Directors in charge of HR	√	√	√	√	√	√
Tidak mempunyai hubungan afiliasi dengan perusahaan, anggota Dewan Komisaris, atau anggota Direksi. Not affiliated with the Company, members of the Board of Commissioners, or members of the Board of Directors.	√	√	√	√	√	√
Tidak mempunyai hubungan keluarga sedarah sampai derajat ketiga baik menurut garis lurus maupun garis ke samping ataupun hubungan timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan Direksi Not having family relationship in blood up to the third degree either in a vertical or a horizontal line or a relationship arising from marriage with another member of the Board of Commissioners or with the Board of Directors	√	√	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perusahaan Not having business relationship, either directly or indirectly, which is related to the Company's business activities	√	√	√	√	√	√



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Laporan Pelaksanaan Kegiatan

Sepanjang tahun 2020, Komite Nominasi & Remunerasi telah menjalankan tugas dan kegiatan meliputi:

1. Melakukan penyusunan *Top Talent* BOD dan BOD-1
2. Melakukan evaluasi dan reviu atas usulan perubahan *Corporate Secretary*
3. Melakukan *monitoring* dan evaluasi terhadap struktur remunerasi penggajian dan pemberian benefit bagi karyawan
4. Melakukan penyusunan, *monitoring* dan evaluasi rencana dan program kerja Komite Nominasi dan Remunerasi
5. Melakukan *monitoring* dan evaluasi terhadap sosialisasi nilai budaya organisasi

Rapat Komite

Rapat Komite Nominasi dan Remunerasi diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 3 (tiga) bulan atau sesuai permintaan Dewan Komisaris. Sepanjang tahun 2020, Komite Nominasi dan Remunerasi mengadakan rapat sebanyak 2 (dua) kali dengan agenda sebagai berikut.

Agenda Rapat Meeting Agenda

No.	Tanggal Date	Agenda Rapat Meeting Agenda
1	29 April 2020, via daring (zoom meeting) 29 April 2020, via online (zoom meeting)	Penyusunan <i>Top Talent</i> BOD dan BOD-1 Preparation of Top Talent BOD dan BOD-1
2	30 September 2020, via daring (zoom meeting) 30 September 2020, via online (zoom meeting)	Usulan Perubahan <i>Corporate Secretary</i> Recommendation to Changes in Corporate Secretary

Report of Activity Implementation

Throughout 2020, the Nomination & Remuneration Committee has performed its duties and activities including:

1. Preparing the Top Talent BOD and BOD-1
2. Evaluating and reviewing the proposed changes to the Corporate Secretary
3. Monitoring and evaluating the structure of remuneration and benefits for employees
4. Preparing, monitoring and evaluating the work plans and programs of the Nomination and Remuneration Committee
5. Monitoring and evaluating the socialization of organizational cultural values

Committee Meetings

The Nomination and Remuneration Committee Meetings are held regularly at least 1 (once) in 3 (three) months or upon the request of the Board of Commissioners. Throughout 2020, the Nomination and Remuneration Committee held 2 (two) meetings with the following agenda.

Jumlah dan Tingkat Kehadiran Total Attendance and Percentage

No.	Nama Anggota Komite Name of Committee Members	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Level (%)
1	Endang Tirtana*	1	1	100
2	Oke Nurwan	2	2	100
3	Franciscus M.A Sibarani	1	1	100
4	Darusman Mawardi	2	2	100
5	Dewi Yustisiana**	1	1	100
6	Kiki Rizki Yoctavian**	1	1	100

* menjabat sejak 10 September 2020 | serving since 10 September 2020

** menjabat hingga 10 September 2020 | serving until 10 September 2020



Pendidikan dan Pelatihan Tahun Buku

Pendidikan dan Pelatihan Komite Nominasi dan Remunerasi disampaikan dalam bab “Profil Perusahaan”

Kebijakan Suksesi Direksi

Mengacu pada peraturan Menteri BUMN No. PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara, Perseroan menerapkan kebijakan suksesi Direksi sebagai langkah mempersiapkan dan melanjutkan regenerasi kepemimpinan di masa depan.

Adapun sumber bakal calon Direksi BUMN berasal dari:

1. Direksi BUMN
2. Dewan Komisaris/Dewan Pengawas BUMN
3. Talenta BUMN yang terdiri atas:
 - a. Pejabat satu tingkat di bawah Direksi atau pejabat yang mempunyai prestasi istimewa
 - b. Direksi anak perusahaan BUMN/perusahaan patungan BUMN
4. Talenta Kementerian BUMN
5. Sumber lain yang terdiri dari:
 - a. Pejabat BUMN lain
 - b. Sumber lainnya.

Bakal calon Direksi tersebut harus memenuhi persyaratan formal dan persyaratan lain yang ditetapkan dalam PER-03/MBU/02/2015 serta Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan telah lulus Uji Kelayakan dan Kepatutan yang dilaksanakan oleh Otoritas Jasa Keuangan.

Seorang Direktur yang telah terpilih akan menerima surat pengangkatan, menandatangani Pakta Integritas, mendapatkan modul yang berisi ketentuan terkait tugas dan tanggung jawabnya sebagai anggota Direksi. Selain itu, dalam masa orientasi anggota Direksi yang baru, seorang Direktur yang baru akan memperoleh serangkaian proses *briefing* yang akan dilakukan oleh Direktur Utama, Komisaris Utama atau pejabat yang ditunjuk.

Education and Training in Fiscal Year

Education and Training for the Nomination and Remuneration Committee is presented under the chapter of “Company Profile”

BOD Succession Policy

Referring to the regulation of the Ministry of BUMN No. PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointment and Dismissal of Members of Directors of State-Owned Enterprises, the Company implements the succession policy of the Board of Directors as a step to prepare and continue leadership regeneration in the future.

The candidates for BUMN Directors originate from:

1. Directors of BUMN
2. Board of Commissioners/Supervisory Board of BUMN
3. BUMN talents, consisting of:
 - a. Officials one level below the Board of Directors or officers with special achievements
 - b. Directors of BUMN subsidiaries/BUMN joint ventures
4. Talents from Ministry of BUMN
5. Other sources consisting of:
 - a. Other BUMN officials
 - b. Other sources.

The candidates for the Board of Directors must meet the formal requirements and other criteria stipulated in PER-03/MBU/02/2015 as well as OJK Regulation No.33/POJK.04/2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies and have passed the Fit and Proper Test conducted by OJK.

A Director who has been elected will receive a letter of appointment, sign the Integrity Pact, receive a module containing provisions related to his duties and responsibilities as a member of the Board of Directors. In addition, during the orientation period for a new member of the Board of Directors, a new Director will receive a series of briefing processes that will be conducted by the President Director, President Commissioner or an appointed official.



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko dibentuk guna memenuhi ketentuan hukum dan perundang-undangan di Indonesia untuk perusahaan terbuka dan Badan Usaha Milik Negara (BUMN) serta sebagai bentuk komitmen Perseroan dalam menerapkan *Good Corporate Governance* secara konsisten, mengingat semakin kompleksnya tugas-tugas dan fungsi Dewan Komisaris dalam melakukan Pengawasan terhadap Perseroan.

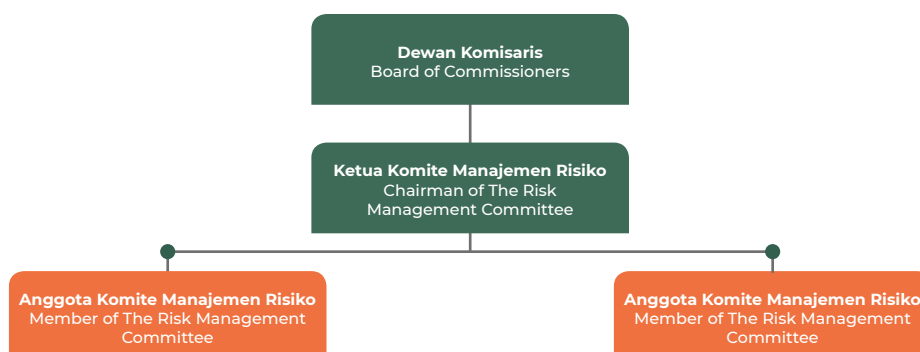
Dasar Hukum

Dasar hukum pembentukan Komite Manajemen Risiko Perseroan adalah Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara yang ditetapkan di Jakarta pada tanggal 01 Agustus 2011, pada Pasal 18 ayat:

1. Organ pendukung Dewan Komisaris/Dewan Pengawas, terdiri dari
 - a. Sekretariat Dewan Komisaris/Dewan Pengawas, jika diperlukan;
 - b. Komite Audit;
 - c. Komite Lainnya, jika diperlukan.
2. Komite Lainnya sebagaimana dimaksud pada ayat (1) huruf c, terdiri dari namun tidak terbatas pada Komite Pemantau Manajemen Risiko, Komite Nominasi dan Remunerasi dan Komite Pengembangan Usaha.
3. Seorang atau lebih anggota komite sebagaimana dimaksud pada ayat (1) huruf c berasal dari anggota Dewan Komisaris/Dewan Pengawas.
4. Ketentuan lebih lanjut mengenai Sekretariat, Komite Audit dan Komite Lainnya sebagaimana dimaksud pada ayat (1), diatur dalam Peraturan Menteri tersendiri.

Struktur Komite Manajemen Risiko

Berikut adalah bagan struktur Komite Manajemen Risiko Perseroan.



RISK MANAGEMENT COMMITTEE

The Risk Management Committee is established to comply with legal and statutory provisions in Indonesia for public companies and State-Owned Enterprises (BUMN) as well as an evidence of the Company's commitment to implementing Good Corporate Governance in a consistent manner, given the increasingly complex duties and functions of the Board of Commissioners in performing its oversight function of the Company.

Legal Basis

The legal basis for the establishment of the Company's Risk Management Committee is the Regulation of the Ministry for State-Owned Enterprises No.PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises which was stipulated in Jakarta on 1 August 2011, in Article 18 paragraph:

1. Supporting organs for the Board of Commissioners/ Board of Supervisors shall consist of
 - a. Secretariat of the Board of Commissioners/ Supervisory Board, if required;
 - b. Audit Committee;
 - c. Other Committees, if required.
2. Other Committees as referred to in paragraph (1) letter c, consist of but are not limited to the Risk Management Monitoring Committee, the Nomination and Remuneration Committee and the Business Development Committee.
3. One or more committee members as referred to in paragraph (1) letter c are members of the Board of Commissioners/Supervisory Board.
4. Further provisions regarding the Secretariat, Audit Committee and Other Committees as referred to in paragraph (1) shall be governed in a separate Ministerial Regulation.

Structure of Risk Management Committee

The following is a chart of the structure of the Company Risk Management Committee.



Komposisi dan Masa Jabatan

Sesuai dengan Piagam Komite Manajemen Risiko Perseroan, anggota Komite Manajemen Risiko paling kurang terdiri dari 3 (tiga) orang yang terdiri dari ketua komite yang merupakan Anggota Dewan Komisaris dan anggota komite lainnya yang berasal dari Dewan Komisaris lainnya atau pihak yang berasal dari luar Perseroan. Sekurang-kurangnya, salah satu anggota komite harus memiliki latar belakang dan kompetensi dalam pendidikan atau memiliki keahlian dalam bidang manajemen risiko dan atau bidang keuangan.

Komposisi Komite Manajemen Risiko telah memenuhi ketentuan tersebut. Pada tahun 2020 susunan Komite Manajemen Risiko Perseroan mengalami perubahan sesuai dengan Surat Keputusan Dewan Komisaris Nomor: SK-7/DK-SB/XI/2019 telah berakhir masa jabatannya. Berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK-06/DK-SB/VIII/2020 dan SK-11/DK-SB/VIII/2020 berikut susunan Komite Manajemen Risiko.

Composition and Terms of Office

In accordance with the Charter of the Company Risk Management Committee, members of the Risk Management Committee shall consist of at least 3 (three) consisting of a committee chairman who is a member of the Board of Commissioners and other committee members who originate from other Board of Commissioners or parties from outside the Company. At least, one of the committee members must have competence or educational background or possess the skills in the field of risk management and/or finance.

The composition of the Risk Management Committee has complied with such requirements. In 2020 the composition of the Company's Risk Management Committee underwent changes in accordance with the Decree of the Board of Commissioners No.SK-7/DK-SB/XI/2019 whose term of office has ended. Based on the Decree of the Board of Commissioners No.SK-06/DK-SB/VIII/2020 and SK-11/DK-SB/VIII/202, the following table is the composition of the Risk Management Committee.

Susunan Komite Manajemen Risiko 10 September 2020-31 Desember 2020

Composition of Risk Management Committee 10 September 2020-31 December 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Letter of Appointment	Masa Jabatan Terms of Office	Keterangan Remarks
Franciscus M.A Sibarani	Ketua Komite Head of Committee	Surat Keputusan Dewan Komisaris nomor : SK-11/DK-SB/VIII/2020, tanggal 10 September 2020. Decree of Board of Commissioners No. SK-11/DKSB/VIII/2020, dated 10 September 2020.	10 September 2020 hingga 3 tahun mendatang 10 September 2020 until the next 3 years	Komisaris Utama Perseroan President Commissioner of the Company
Muhammad Imran	Anggota Komite Committee Member	Surat Keputusan Dewan Komisaris nomor : SK-6/DK-SB/VIII/2020, tanggal 24 Agustus 2020. Decree of Board of Commissioners No.SK-6/DK-SB/VIII/2020, dated 24 August 2020.	24 Agustus 2020 hingga 3 tahun mendatang 24 August 2020 until the next 3 years	Pihak independen yang memiliki keahlian di bidang ekonomi Independent party with economics knowledge and skills
Kokok Herdhianto Dirgantoro	Anggota Komite Committee Member	Surat Keputusan Dewan Komisaris nomor : SK-6/DK-SB/VIII/2020, tanggal 24 Agustus 2020. Decree of Board of Commissioners No.SK-6/DK-SB/VIII/2020, dated 24 August 2020.	24 Agustus 2020 hingga 3 tahun mendatang 24 August 2020 until the next 3 years	Pihak independent yang memiliki keahlian di bidang ekonomi & media massa Independent party with economics and mass media knowledge and skills



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Susunan Komite Manajemen Risiko 24 Agustus 2020-10 September 2020

Composition of Risk Management Committee 24 August 2020-10 September 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Letter of Appointment	Masa Jabatan Terms of Office	Keterangan Remarks
Muhammad Imran	Anggota Komite Committee Member	Surat Keputusan Dewan Komisaris Nomor: SK-6/DK-SB/VIII/2020 tanggal 24 Agustus 2020 Decree of Board of Commissioners No.SK-6/DK-SB/VIII/2020 dated 24 August 2020	24 Agustus 2020 hingga 3 tahun mendatang 24 August 2020 until the next 3 years	Pihak independen, yang memiliki keahlian di bidang ekonomi Independent party with economics knowledge and skills
Kokok Herdhianto Dirgantoro	Anggota Komite Committee Member	Surat Keputusan Dewan Komisaris Nomor: SK-6/DK-SB/VIII/2020 tanggal 24 Agustus 2020 Decree of Board of Commissioners No.SK-6/DK-SB/VIII/2020 dated 24 August 2020	24 Agustus 2020 hingga 3 tahun mendatang 24 August 2020 until the next 3 years	Pihak independen, yang memiliki keahlian di bidang ekonomi & media massa Independent party with economics & mass media knowledge and skills

Susunan Komite Manajemen Risiko 1 Januari 2020-24 Agustus 2020

Composition of Risk Management Committee 1 January 2020-24 August 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Letter of Appointment	Masa Jabatan Terms of Office	Keterangan Remarks
Kiki Rizki Yoctavian	Ketua Komite Head of Committee	Surat Keputusan Dewan Komisaris Nomor: SK-7/DK-SB/XI/2019 tanggal 1 November 2019 Decree of Board of Commissioners No.SK-7/DK-SB/XI/2019 dated 1 November 2019	1 November 2019 hingga 24 Agustus 2020 1 November 2019 until 24 August 2020	Komisaris Perseroan Commissioner of the Company
Mada Apriandi Zuhir	Anggota Komite Committee Member	Surat Keputusan Dewan Komisaris Nomor: SK-7/DK-SB/XI/2019 tanggal 1 November 2019 Decree of Board of Commissioners No.SK-7/DK-SB/XI/2019 dated 1 November 2019	1 November 2019 hingga 24 Agustus 2020 1 November 2019 until 24 August 2020	Pihak independen yang memiliki keahlian di bidang hukum. Independent party with legal knowledge and skills
Anton Indra Budiman	Anggota Komite Committee Member	Surat Keputusan Dewan Komisaris Nomor: SK-7/DK-SB/XI/2019 tanggal 1 November 2019 Decree of Board of Commissioners No.SK-7/DK-SB/XI/2019 dated 1 November 2019	1 November 2019 hingga 24 Agustus 2020 1 November 2019 until 24 August 2020	Pihak independen yang memiliki keahlian di bidang ekonomi/akuntan. Independent party with economics/accountant knowledge and skills

Profil

Berikut adalah profil Komite Manajemen Risiko per 31 Desember 2020.



Profile

The following is the profile of the Risk Management Committee as of 31 December 2020.

Franciscus M.A. Sibarani

KETUA
CHAIRMAN

Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".

Complete profile is presented under "Profile of the Board of Commissioners" within the chapter of "Company Profile".



Muhammad Imran

ANGGOTA
MEMBER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jawa Tengah	Central Java
Usia Age	40 tahun pada akhir tahun buku 2020	40 years as of the end of fiscal year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Palu, 22 September 1980	Palu, 22 September 1980
Riwayat Pendidikan Educational Background	Sarjana Ekonomi Akuntansi dari Universitas Negeri Sebelas Maret (2004)	Bachelor of Economics – Accounting from Universitas Negeri Sebelas Maret (2004)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan Nomor: SK-06/DK-SB/VIII/2020 tanggal 24 Agustus 2020	Serving as Risk Management Committee Member of PT Semen Baturaja (Persero) Tbk based on the Decree of Board of Commissioners No.SK-06/DK-SB/VIII/2020 dated 24 August 2020
Rangkap Jabatan Concurrent Position	Finance Manager PT PP Properti Tbk	Finance Manager PT PP Properti Tbk
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Berbagai posisi di PT PP (Persero) Tbk (2005-2020) yaitu: <ul style="list-style-type: none"> Komisaris Utama PT Pekanbaru Permai Propertindo Finance Director PT Sentul PP Properti 	<ul style="list-style-type: none"> Various positions in PT PP (Persero) Tbk (2005-2020) such as: <ul style="list-style-type: none"> President Commissioner of PT Pekanbaru Permai Propertindo Finance Director of PT Sentul PP Properti
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris dan Direksi	Not affiliated with the Major Shareholders, the Board of Commissioners and the Board of Directors



Kokok Herdhianto Dirgantoro

ANGGOTA
MEMBER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Tangerang	Tangerang
Usia Age	44 tahun pada akhir tahun buku 2020	44 years old as of the end of fiscal year 2020



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Tempat, Tanggal Lahir Place, Date of Birth	Surabaya, 17 Agustus 1976	Surabaya, 17 August 1976
Riwayat Pendidikan Educational Background	Sarjana Ekonomi jurusan Studi Pembangunan Universitas Brawijaya (2001)	Bachelor of Economics majoring in Development Study - Universitas Brawijaya (2001)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan Nomor: SK-06/DK-SB/VIII/2020 tanggal 24 Agustus 2020	Serving as Risk Management Committee Member of PT Semen Baturaja (Persero) Tbk based on Decision Letter of Board of Commissioners No. SK-06/DK-SB/VIII/2020 dated 24 August 2020
Rangkap Jabatan Concurrent Position	Founder & CEO Opal Communications (2013-sekarang)	Founder & CEO of Opal Communications (2013-present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Co Founder & Direktur PT Strategiccom Indonesia (2005-2013) Staf Media Relations di PT Bank Permata (2003-2005) Senior Account Executive PT Stracomm Indonesia (2002- 2003) Jurnalis Jawa Pos (2000-2002) 	<ul style="list-style-type: none"> Co Founder & Director of PT Strategiccom Indonesia (2005-2013) Staff of Media Relations of PT Bank Permata (2003-2005) Senior Account Executive of PT Stracomm Indonesia (2002- 2003) Journalist of Jawa Pos (2000-2002)
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris dan Direksi	Not affiliated with the Major Shareholders, the Board of Commissioners and the Board of Directors



Kiki Rizki Yoctavian

KETUA
CHAIRMAN

Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".

Complete profile is presented under "Profile of the Board of Commissioners" within the chapter of "Company Profile".



Mada Apriandi Zuhir

ANGGOTA
MEMBER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	43 tahun pada akhir tahun buku 2020	43 years old as of the end of fiscal year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Lubuk Linggau, 29 April 1977	Lubuk Linggau, 29 April 1977
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Sarjana Hukum Universitas Sriwijaya (2000) • MCL Law and Business School Deakin University Melbourne Australia (2006) • Doktoral Hukum Universitas Padjadjaran (2017) 	<ul style="list-style-type: none"> • Bachelor of Law from Universitas Sriwijaya (2000) • MCL Law and Business School Deakin University Melbourne Australia (2006) • Doctoral in Law from Universitas Padjadjaran (2017)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Dewan Komisaris Perseroan Nomor: SK-7/DK-SB/XI/2019 tanggal 1 November 2019	Serving as Risk Management Committee Member of PT Semen Baturaja (Persero) Tbk based on Decision Letter of Board of Commissioners No. SK-7/DK-SB/XI/2019 dated 1 November 2019
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> • Dosen Tetap Fakultas Hukum Universitas Sriwijaya • Wakil Dekan 1 Fakultas Hukum Universitas Sriwijaya • Lektor Kepala Universitas Sriwijaya • Ketua Timsel Komisioner Bawaslu Kab/Kota Provinsi Sumatera Selatan (2018-2023) 	<ul style="list-style-type: none"> • Permanent Lecturer at the Faculty of Law, Sriwijaya University • Deputy Dean 1 of the Faculty of Law, Sriwijaya University • Head Lecturer of Sriwijaya University • Head of Election Watch Team for the District/Province of South Sumatera (2018-2023)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> • Tim Pembentukan Program Doktor (S3), Ilmu Hukum pada FH UNSRI (2006), • Tim Pembentukan Program Studi Magister Kenotariatan FH UNSRI (2007), • Ketua Tim Penilai Proposal Pengabdian Kepada Masyarakat FH UNSRI (2011), • Tim Audit Internal SDM/Kepegawaian Satgas Pengawasan Intern UNSRI (2011), • Ketua Prodi Magister Ilmu Hukum FH UNSRI (2018-2019) • Tim Penyusun Raperda Program Legislasi Daerah Sumatera Selatan, inisiatif DPRD Provinsi Sumatera Selatan (2010), • Tim Sosekbud Dokumen AMDAL Revitalisasi Pabrik Urea PT Pupuk Sriwijaya Provinsi Sumatera Selatan (2010), • Tim Penyusun Raperda Pengendalian Penggunaan Jalan Umum dan Jalan Khusus Untuk Pengangkutan Hasil Tambang dan Hasil Perkebunan Provinsi Sumatera Selatan (2012), • Tim Penyusun Raperda Peningkatan Prestasi Kerja dan Kesejahteraan Pegawai Negeri Sipil Daerah Kabupaten Banyuasin (2013), • Peer reviewer Jurnal Dinamika Hukum Fakultas Hukum Universitas Jenderal Soedirman (2015), • Peer reviewer Jurnal Bina Hukum Lingkungan, Assosiasi Pengajar Hukum Lingkungan Indonesia (2017) 	<ul style="list-style-type: none"> • Doctoral Program Establishment Team (S3), Law Study at the Faculty of Law UNSRI (2006), • The Establishment Team of UNSRI Faculty of Law - Notarial Master Study Program (2007), • Chairman of the Assessment Team for Community Service Proposals, Faculty of Law UNSRI (2011), • Internal Audit Team for HR/Personnel of UNSRI Internal Supervision Task Force (2011), • Head of UNSRI Faculty of Law – Master Program (2018-2019) • Drafting Team for Regional Legislation Program of South Sumatera, an initiative of the DPRD of the Province of South Sumatera (2010), • Socio-cultural and cultural team, AMDAL documents for the revitalization of Urea Factory of PT Pupuk Sriwijaya, South Sumatera Province (2010), • Drafting Team for the Control of the Utilization of Public Roads and Special Roads for the Transport of Mining and Plantation Products in the Province of South Sumatera (2012), • Regional Regulation Drafting Team for Improving Work Performance and Welfare of Regional Civil Servants of Banyuasin Regency (2013), • Reviewer of the Dynamics of Law Journal of the Faculty of Law, Universitas Jenderal Soedirman (2015), • Peer reviewer of <i>Bina Hukum Lingkungan</i> Journal, Indonesian Environmental Law Lecturer Association (2017)
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris dan Direksi	Not affiliated with the Major Shareholders, the Board of Commissioners and the Board of Directors



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS



Anton Indra Budiman

ANGGOTA
MEMBER

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	43 tahun pada akhir Tahun Buku 2020	43 years old as of the end of fiscal year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 16 Oktober 1977	Palembang, 16 October 1977
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana Ekonomi Universitas Sriwijaya (2000) Magister Akuntansi Sektor Publik Universitas Sriwijaya (2012) 	<ul style="list-style-type: none"> Bachelor of Economics from Universitas Sriwijaya (2000) Magister Accounting – Public Sector from Universitas Sriwijaya (2012)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Dewan Komisaris Perseroan Nomor: SK-7/DK-SB/XI/2019 tanggal 1 November 2019	Serving as Risk Management Committee Member of PT Semen Baturaja (Persero) Tbk based on Decision Letter of Board of Commissioners No. SK-7/DK-SB/XI/2019 dated 1 November 2019
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> Dosen di Fakultas Ekonomi Jurusan Akuntansi Universitas Sriwijaya (2006 - sekarang) Akuntan profesional di Kantor Akuntan Publik SKKS (2017 - sekarang) Sekretaris IAI Wilayah Sumatera Selatan periode (2019-2023) 	<ul style="list-style-type: none"> Lecturer at the Faculty of Economics, Accounting Dept, Sriwijaya University (2006 - present) Professional accountant at SKKS Public Accounting Firm (2017 - present) Secretary of IAI South Sumatra Region (2019-2023)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Akuntan Profesional di Kantor Akuntan Publik Ahmad Rifai dan Bunyamin (2013-2016) Tenaga pengajar di ASMI Sriwijaya Palembang (2005-2011) Staf Akuntan CV. Abdi Resky Utama Muara Enim (2003-2006) Tenaga Magang di bagian pengelolaan kredit PT Bank Negara Indonesia Tbk Kantor Cabang Jembatan Ampera Palembang (2001-2002) 	<ul style="list-style-type: none"> Professional Accountant at Ahmad Rifai and Bunyamin Public Accountants Firm (2013-2016) Lecturer at ASMI Sriwijaya Palembang (2005-2011) Accounting staff of CV. Abdi Resky Utama Muara Enim (2003-2006) Interns in the credit management section of PT Bank Negara Indonesia Tbk at the Branch Office of Jembatan Ampera Palembang (2001-2002)
Pendidikan dan Pelatihan Education and Training	Tidak terdapat pelatihan pada tahun buku	There is no training in the financial year
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris dan Direksi	Not affiliated with the Major Shareholders, the Board of Commissioners and the Board of Directors

Independensi Anggota Komite Manajemen Risiko

Dalam menjalankan tugas dan tanggung jawabnya, Anggota Komite Manajemen Risiko diharapkan bersikap independen, sehingga mampu memberikan pendapat profesional secara bebas sesuai dengan etika profesionalnya tanpa memihak kepada siapa pun karena tidak adanya benturan kepentingan. Seluruh anggota komite tidak memiliki hubungan afiliasi dengan manajemen Perseroan termasuk

Independence of the Risk Management Committee Members

In the conduct of their duties and responsibilities, members of the Risk Management Committee are expected to act in an independent manner, so as to enable them to provide professional opinions without restrictions according to their professional ethics without impartiality due to conflict of interest. All committee members are not affiliated with the management of the Company, including dual



menjabat salah satu jabatan dalam struktur organisasi Perseroan maupun anak perusahaan.

positions in the organizational structure of the Company and its subsidiaries.

Pemenuhan aspek independensi Komite Manajemen Risiko terlampir dalam tabel berikut:

Risk Management Committee's compliance with the independence aspect is presented in the following table:

Kriteria Independensi Independence Criteria	Anggota Komite Manajemen Risiko Members of Risk Management Committee					
	Franciscus M.A. Sibarani	Muhammad Imran	Kokok Herdhianto Dirgantoro	Kiki Rizki Yoctavian	Mada Apriandi Zuhir	Anton Indra Budiman
Tidak mempunyai hubungan afiliasi dengan perusahaan, anggota Dewan Komisaris, anggota Direksi Not affiliated with the Company, members of the Board of Commissioners, members of the Board of Directors	√	√	√	√	√	√
Tidak mempunyai hubungan keluarga sedarah sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping ataupun hubungan timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan Direksi Not having family relationship in blood up to the third degree, either in a vertical line or a horizontal line or a relationship arising from marriage with another member of the Board of Commissioners or with the Board of Directors	√	√	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Not having business relationship, either directly or indirectly, which is related to the Company's business activities.	√	√	√	√	√	√



KOMITE DI BAWAH DEWAN KOMISARIS COMMITTEE UNDER BOARD OF COMMISSIONERS

Kriteria Independensi Independence Criteria	Anggota Komite Manajemen Risiko Members of Risk Management Committee					
	Franciscus M.A. Sibarani	Muhammad Imran	Kokok Herdhianto Dirgantoro	Kiki Rizki Yoctavian	Mada Apriandi Zuhir	Anton Indra Budiman
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi perusahaan ini dalam waktu 6 (enam) bulan sebelum menjabat Not serving or having the authority and responsibility to plan, lead, control or supervise the Company within 6 (six) months prior to assuming such position.	√	√	√	√	√	√

Piagam Komite Manajemen Risiko

Pelaksanaan tugas dan tanggung jawab Komite Manajemen Risiko berpedoman pada Piagam Komite Manajemen Risiko yang telah disetujui dan disahkan oleh Dewan Komisaris pada tahun 2017.

Tugas dan Tanggung Jawab Komite Manajemen Risiko

Sesuai yang tercantum pada Piagam Manajemen Risiko yang telah disahkan Dewan Komisaris pada tahun 2017, Komite Manajemen Risiko Perseroan memiliki tugas dan tanggung jawab sebagai berikut:

- Bertanggung jawab menjalankan tugas dengan sebaik-baiknya berpedoman pada Piagam Komite Manajemen Risiko
- Menyusun Rencana Kerja Komite Risiko Tahunan (RKKRT) di setiap awal periode yang disetujui oleh Dewan Komisaris
- Melakukan rewiu atas permohonan persetujuan Direksi kepada Dewan Komisaris atas rencana *corporate action*, antara lain:
 - Rencana Kerja Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJP) dan Rencana Kerja Lainnya
 - Investasi, kerja sama investasi, penyertaan modal atau kegiatan bisnis perusahaan lainnya
 - Pembentukan atau pembubaran anak perusahaan atau perusahaan patungan
 - Pengelolaan aset, penjaminan aset dan pelepasan aset
 - Hal lain yang membutuhkan saran dan masukan dari Dewan Komisaris

Charter of Risk Management Committee

The implementation of the roles and responsibilities of the Risk Management Committee refers to the Risk Management Committee Charter which was approved and ratified by the Board of Commissioners in 2017.

Roles and Responsibilities of Risk Management Committee

As stated in the Risk Management Charter which was ratified by the Board of Commissioners in 2017, the Company's Risk Management Committee is assigned with the following duties and responsibilities:

- Be responsible for properly carrying out the duties based on the Risk Management Committee Charter
- Prepare an Annual Risk Committee Work Plan (RKKRT) at the beginning of each period approved by the Board of Commissioners
- Review requests for approval from the Board of Directors to the Board of Commissioners on corporate action plans, including:
 - Company Budget Work Plan (RKAP), Company Long Term Plan (RJP) and Other Work Plans
 - Investments, investment cooperation, equity participation or other company business activities
 - Establishment or dissolution of a subsidiary or joint venture
 - Asset management, asset guarantee and asset disposal
 - Other matters that require advice and insight from the Board of Commissioners



4. Memantau dan melakukan evaluasi atas rencana dan pelaksanaan kerja unit kerja GCG dan manajemen risiko
5. Memitigasi risiko-risiko utama yang dihadapi perusahaan dan memastikan bahwa manajemen telah mengambil langkah-langkah yang diperlukan untuk mengelola risiko tersebut
6. Melakukan evaluasi kebijakan dan strategi manajemen risiko Perseroan
7. Secara berkala melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapatkan perhatian Dewan Komisaris

Laporan Pelaksanaan Kegiatan

Sepanjang tahun 2020, Komite Manajemen Risiko telah melaksanakan kegiatan komite sebagai berikut:

1. Membuat program kerja Komite Manajemen Risiko selama tahun 2021.
2. Komite Manajemen Risiko menyampaikan laporan atas aktivitas Komite kepada Dewan Komisaris secara berkala sekurang-kurangnya 1 (satu) kali dalam setahun atau atas permintaan Dewan Komisaris melaporkan hasil kerjanya kepada Dewan Komisaris.
3. Melakukan pemantauan dan reviu atas rencana dan progres unit Kerja Manajemen Risiko.
4. Melakukan *monitoring* terhadap mitigasi Risiko Korporat tahun 2020.
5. Menelaah dan memberikan rekomendasi mitigasi risiko atas RKAP 2020.
6. Melakukan evaluasi dan analisa terkait rencana strategis Perseroan, termasuk rencana Investasi, divestasi dll yang memerlukan rekomendasi atau persetujuan Dewan Komisaris.
7. Melakukan evaluasi perjanjian bisnis dan atau kegiatan usahayang memerlukan kajian risikoserta rekomendasinya sebagai bahan pertimbangan untuk persetujuan Dewan Komisaris.
8. Melakukan tugas lain sesuai permintaan dari Dewan Komisaris.

Rapat Komite

Rapat Komite Manajemen Risiko diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 3 (tiga) bulan atau sesuai permintaan Dewan Komisaris. Sepanjang tahun 2020, Komite Manajemen Risiko mengadakan *rapat/focus group discussion* (FGD) Manajemen Risiko dengan *Risk owner*, unit

4. Monitor and evaluate the work plan and work conduct of GCG work unit and risk management
5. Mitigate the main risks exposed to the Company and ensure that management has taken the necessary measures to manage such risks
6. Evaluate the Company's risk management policies and strategies
7. Periodically report the results of monitoring and evaluation and provide recommendations on matters that require the attention of the Board of Commissioners

Report of Activity Implementation

Throughout 2020, the Risk Management Committee has conducted the following committee activities:

1. Create work program for Risk Management Committee for 2021.
2. Submit reports on the activities of the Committee to the Board of Commissioners periodically at least 1 (once) a year or at the request of the Board of Commissioners to report its work results to the Board of Commissioners.
3. Monitor and review the plans and progress of Risk Management Unit.
4. Monitor Corporate Risk mitigation in 2020.
5. Review and provide risk mitigation recommendations for 2020 RKAP.
6. Conduct evaluation and analysis related to the Company's strategic plans, including investment plans, divestments, etc. which require a recommendation or approval from the Board of Commissioners.
7. Evaluate business agreements and/or business activities requiring risk assessment and recommendations for consideration for approval by the Board of Commissioners.
8. Perform other duties at the request of the Board of Commissioners.

Committee Meeting

Risk Management Committee meetings are held regularly at least 1 (once) in 3 (three) months or upon the request of the Board of Commissioners. Throughout 2020, Risk Management Committee held Risk Management focus group discussion (FGD) with Risk owners, related work units and Risk Management



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kerja terkait dan Unit Kerja Manajemen Risiko dalam rangka *monitoring* mitigasi risiko di Perseroan dengan agenda sebagai berikut:

Business Unit in order to monitor the Company's risk mitigation with the following agenda:

Agenda Rapat Meeting Agenda

No.	Tanggal Date	Agenda Rapat Meeting Agenda	
1	Tanggal 6-8 Februari 2020, Kantor Pabrik Baturaja II, Baturaja, OKU 6-8 February 2020, Factory Office of Baturaja II, Baturaja, OKU	- Kunjungan Lapangan Pabrik Baturaja - <i>Monitoring</i> kegiatan operasional dan proses produksi dilingkungan Pabrik Baturaja - <i>Monitoring</i> realisasi investasi tahun 2019	- Baturaja Plant Field Visit - Monitoring of operational activities and production processes in Baturaja Plant environment - Monitoring of investment realization in 2019
2	Tanggal 18 Februari 2020 di Kantor Pusat Palembang 18 February 2020 at Head Office in Palembang	- <i>Monitoring</i> rencana kerja Unit Manajemen Risiko tahun 2020 dan realisasi kegiatan Unit Manajemen Risiko 2019 - <i>Monitoring</i> realisasi Kinerja Januari 2020	- Monitoring of 2020 Risk Management Unit work plan and the realization of 2019 Risk Management Unit activities - Monitoring the realization of January 2020 Performance
3	Tanggal 6 Maret 2020 di Kantor Pusat Palembang 6 March 2020 at Head Office in Palembang	- Finalisasi <i>Board Manual</i> - Pembahasan draf perjanjian kerja sama	- Board Manual Finalization - Discussion on the draft cooperation agreement
4	Tanggal 14 September 2020 via zoom meeting 14 September 2020 via zoom meeting	<i>Monitoring</i> fungsi pemasaran & distribusi	
5	Tanggal 21 September 2020 via zoom meeting 21 September 2020 via zoom meeting	- <i>Monitoring</i> Harga Pokok Produksi dan Harga Pokok Penjualan - <i>Monitoring</i> Kinerja Perusahaan Agustus 2020	- Monitoring of Cost of Production and Cost of Goods Sold - Company Performance Monitoring August 2020

Jumlah dan Tingkat Kehadiran Total Attendance and Percentage

No.	Nama Anggota Name of Members	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Level (%)
1	Franciscus M.A Sibarani*	2	2	100
2	Muhammad Imran**	2	2	100
3	Kokok Herdhianto Dirgantoro**	2	2	100
3	Kiki Rizki Yoctavian***	3	3	100
4	Muda Apriandi Zuhir****	3	3	100
5	Anton Indra Budiman****	3	3	100

* Menjabat sejak 10 September 2020 | Serving since 10 September 2020

** Menjabat sejak 24 Agustus 2020 | Serving since 24 August 2020

*** Menjabat hingga 5 Agustus 2020 | Serving until 5 August 2020

**** Menjabat hingga 23 Agustus 2020 | Serving until 23 August 2020

Pendidikan dan Pelatihan Tahun Buku

Pendidikan dan Pelatihan Komite Manajemen Risiko disampaikan dalam bab "Profil Perusahaan".

Education and Training in Fiscal Year

Education and Training for Risk Management Committee is presented under the chapter "Company Profile".



SEKRETARIS PERUSAHAAN CORPORATE SECRETARY

DASAR PENGANGKATAN SEKRETARIS PERUSAHAAN

1. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara Pasal 20
2. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 pasal 29 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara
3. Peraturan Otoritas Jasa Keuangan Nomor 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik

Berdasarkan POJK No. 35/POJK.04/2014, Sekretaris Perusahaan bertugas mengikuti perkembangan pasar modal khususnya peraturan perundang-undangan yang berlaku di bidang pasar modal; memberikan masukan kepada Direksi dan Dewan Komisaris emiten atau perusahaan publik untuk mematuhi ketentuan peraturan perundang-undangan di bidang pasar modal; membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang meliputi:

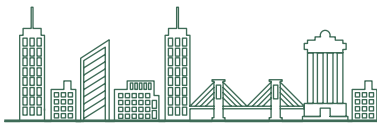
1. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada situs *web* emiten atau perusahaan publik.
2. Penyampaian laporan kepada Otoritas Jasa Keuangan tepat waktu.
3. Penyelenggaraan dan dokumentasi Rapat Umum Pemegang Saham.
4. Penyelenggaraan dan dokumentasi rapat Direksi dan/atau Dewan Komisaris; dan
5. Pelaksanaan program orientasi terhadap perusahaan bagi Direksi dan/atau Dewan Komisaris sebagai penghubung antara emiten atau perusahaan publik dengan pemegang saham emiten atau perusahaan publik, Otoritas Jasa Keuangan, dan pemangku kepentingan lainnya.

LEGAL BASIS FOR THE APPOINTMENT OF CORPORATE SECRETARY

1. Law of the Republic of Indonesia No. 19/2003 concerning State-Owned Enterprises Article 20
2. Regulation of the Ministry of State-Owned Enterprises No.PER-01/MBU/2011 article 29 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises
3. OJK Regulation No.35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies

Based on OJK Regulation No. 35/POJK.04/2014, the Corporate Secretary is assigned with observing the developments in capital market, particularly prevailing laws and regulations in capital market sector; providing input to the Board of Directors and Board of Commissioners of issuers or public companies to comply with rules and regulations in capital market sector; assisting the Board of Directors and the Board of Commissioners in implementing good corporate governance which includes:

1. Making disclosure of information to the public, including the availability of information on the website of the issuer or public company.
2. Submitting reports to OJK on a timely manner.
3. Organizing and documenting General Meeting of Shareholders.
4. Organizing and documenting meetings of the Board of Directors and/or the Board of Commissioners; and
5. Implementing company orientation programs for the Board of Directors and/or the Board of Commissioners as a liaison between the issuer or public company and the shareholders of the issuer or public company, OJK, and other stakeholders.



SEKRETARIS PERUSAHAAN CORPORATE SECRETARY

STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN

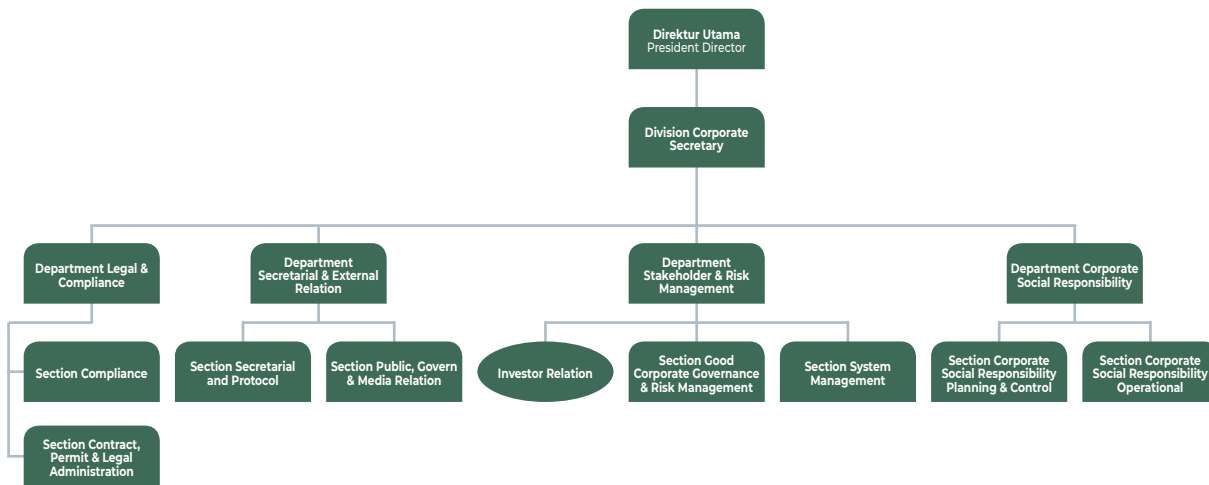
Perseroan menempatkan seorang Sekretaris Perusahaan yang bertanggung jawab langsung kepada Direktur Utama. Sekretaris Perusahaan dibantu oleh *Department Stakeholder & Risk Management*, *Department Legal & Compliance*, *Department Secretarial & External Relation* dan *Department Corporate Social Responsibility*.

Sekretaris Perusahaan bertugas memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta, serta pelayanan pemberian informasi yang dibutuhkan mengenai data atau *performance* Perseroan dalam batas-batas yang ditetapkan dalam protokol Informasi yang ditetapkan Perseroan dan penyampaian laporan-laporan lainnya kepada *Stakeholders* lainnya sesuai peraturan perundang-undangan disampaikan tepat waktu.

ORGANIZATIONAL STRUCTURE OF CORPORATE SECRETARY

The Company assigns a Corporate Secretary who reports directly to the President Director. The Corporate Secretary is assisted by Stakeholder & Risk Management Department, the Legal & Compliance Department, Secretarial & External Relations Department and Corporate Social Responsibility Department.

The Corporate Secretary is in charge of providing information required by the Board of Directors and the Board of Commissioners periodically and/ or upon request, as well as providing services for information required regarding the Company's data or performance within the established boundaries as set forth in the Information protocol set out by the Company and submitting other reports to other Stakeholders in accordance with laws and regulations on a timely manner.





PROFIL

Berikut adalah profil Sekretaris Perusahaan di Perseroan.



PROFILE

The following is the profile of Corporate Secretary of the Company.

Doddy Irawan

VICE PRESIDENT

(22 OKTOBER 2020 – SEKARANG)

(22 OCTOBER 2020 – PRESENT)

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	41 tahun per 31 Desember 2020	41 years old as of 31 December 2020
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 30 Mei 1979	Palembang, 30 May 1979
Riwayat Pendidikan Educational Background	Sarjana Akuntansi dari Universitas Sriwijaya (2002)	Bachelor of Accounting from Universitas Sriwijaya (2002)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Surat keputusan Direksi PT Semen Baturaja (Persero) Tbk PH.01.04/124A/2020, sejak tanggal 22 Oktober 2020	Decree of Board of Directors of PT Semen Baturaja (Persero) Tbk PH.01.04/124A/2020, effective 22 October 2020
Pengalaman Kerja Work Experience	<ol style="list-style-type: none"> 1. <i>Vice President Logistic</i> PT Semen Baturaja (Persero) Tbk (2019-2020) 2. <i>Vice President Marketing</i> PT Semen Baturaja (Persero) Tbk (2018-2019) 3. Pj. Ka. Dept pemasaran PT Semen Baturaja (Persero) Tbk (2017-2018) 4. Waka. Dept. Proyek BTA II Non Teknik Merangkap Biro Akuntansi (2015-2017) 5. Ka. Biro Akuntansi PT Semen Baturaja (Persero) Tbk (2010) 6. Staf Ka. Dept. Keuangan. Tk. Ka. Bagian ditugaskan sebagai Pgs. Ka. Biro Akuntansi PT Semen Baturaja (Persero) Tbk (2009) 7. Ka. Bagian Akuntansi Umum PT Semen Baturaja (Persero) Tbk (2008) 8. Ka. Bagian Keuangan PBR PT Semen Baturaja (Persero) Tbk (2007) 9. Asisten Analisa Keuangan Tk. Ka. Seksi PT Semen Baturaja (Persero) Tbk (2006-2007) 10. Ka. Seksi Adm Biaya, HP & Penyiapan Laporan PT Semen Baturaja (Persero) Tbk (2005) 11. Pj. Ka. Seksi Persediaan & Penjualan PT Semen Baturaja (Persero) Tbk (2005) 12. Staf Ka. Bagian Akuntansi Biaya Tk. Seksi ditugaskan pada Seksi Adm. Persediaan & Penjualan PT Semen Baturaja (Persero) Tbk (2004) 	<ol style="list-style-type: none"> 1. Vice President Logistics of PT Semen Baturaja (Persero) Tbk (2019-2020) 2. Vice President Marketing of PT Semen Baturaja (Persero) Tbk (2018-2019) 3. Acting Head of Dept. of Marketing of PT Semen Baturaja (Persero) Tbk (2017-2018) 4. Vice Head of Dept. Of BTA II Non-Technical Project and concurrently the Accounting Bureau (2015-2017) 5. Head of Accounting Bureau PT Semen Baturaja (Persero) Tbk (2010) 6. Staff Head of Dept of Finance. Assigned as Supervisory Head of Accounting Bureau of PT Semen Baturaja (Persero) Tbk (2009) 7. Head of General Accounting Department of PT Semen Baturaja (Persero) Tbk (2008) 8. Head of PBR Finance Division of PT Semen Baturaja (Persero) Tbk (2007) 9. Financial Analysis Assistant Head Section of PT Semen Baturaja (Persero) Tbk (2006-2007) 10. Head of Admission Section for Fees, HP & Report Preparation of PT Semen Baturaja (Persero) Tbk (2005) 11. Acting Head of Supply & Sales Section of PT Semen Baturaja (Persero) Tbk (2005) 12. Staff Head of Cost Accounting Section assigned to the Adm. Section. Inventory & Sales of PT Semen Baturaja (Persero) Tbk (2004)
Pendidikan dan Pelatihan yang diikuti selama tahun buku 2020 Education and training that will be followed during the 2020 financial year	<ol style="list-style-type: none"> 1. Sosialisasi Peraturan OJK Nomor 15/2019 dan RDP RPOJK Perubahan Manfaat Lain 2. <i>Strengthening Organization & Talent Development For Sustainable Business Growth-Phase 1</i> 3. Seminar Digitalisasi Ekosistem Pasar Semen 4. <i>Workshop & Rapat Penyusunan Work Planning & Budgeting</i> Tahun 2019 5. <i>Workshop Transaksi Trade Finance</i> 6. Bimbingan Teknik Pengendalian Gratifikasi dari KPK Pusat 7. Seminar Investasi Kepesertaan dan Permasalahan yang Dihadapi Dana Pensiun 	<ol style="list-style-type: none"> 1. Socialization of OJK Regulation No.15/2019 and RDP of RPOJK Changes to Other Benefits 2. Strengthening Organization & Talent Development For Sustainable Business Growth-Phase 1 3. Seminar on Digitalization of the Cement Market Ecosystem 4. Workshop & Meeting on 2019 Work Planning & Budgeting 5. Trade Finance Transaction Workshop 6. Guidance on Gratuity Control Techniques from Central KPK 7. Seminar of Participation in Pension Fund Investment and Problems Encountered by Pension Funds



SEKRETARIS PERUSAHAAN CORPORATE SECRETARY



Basthony Santri

VICE PRESIDENT

(1 OKTOBER 2018 – 21 OKTOBER 2020)

(1 OCTOBER 2018 – 21 OCTOBER 2020)

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	39 tahun per 31 Desember 2020	39 years old as of 31 December 2020
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 18 Mei 1981	Palembang, 18 May 1981
Riwayat Pendidikan Educational Background	Sarjana Teknik Mesin dari Universitas Sriwijaya (2005)	Bachelor of Mechanical Engineering from Universitas Sriwijaya (2005)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Surat keputusan Direksi PT Semen Baturaja (Persero) Tbk PH.01.04/065/2018, sejak tanggal 01 Oktober 2018.	Decree of PT Semen Baturaja (Persero) Tbk PH.01.04/065/2018, effective 01 October 2018.
Pengalaman Kerja Work Experience	<ol style="list-style-type: none"> Vice President Procurement PT Semen Baturaja (Persero) Tbk (2018) Kepala Biro Perencanaan & Pengendalian Proyek Pembangunan Baturaja II dan Manajemen Risiko PT Semen Baturaja (Persero) Tbk (2015-2018), Kepala Bagian Har Mesin <i>Crusher, Raw Mill & Cement Mill</i> PT Semen Baturaja (Persero) Tbk (2011-2014), Asisten Perencanaan Teknik Pabrik Tingkat Kepala Seksi PT Semen Baturaja (Persero) Tbk (2009-2011) Staf Kepala Biro PTP Tingkat Seksi PT Semen Baturaja (Persero) Tbk (2007-2009) 	<ol style="list-style-type: none"> Vice President Procurement of PT Semen Baturaja (Persero) Tbk (2018) Head of Planning & Control Bureau of Baturaja II Development Project and Risk Management of PT Semen Baturaja (Persero) Tbk (2015-2018), Head of Section for Crusher Machine, Raw Mill & Cement Mill PT Semen Baturaja (Persero) Tbk (2011-2014), Assistant for Plant Engineering Planning at the Section Head of PT Semen Baturaja (Persero) Tbk (2009-2011) Staff of the Sectional Head of Bureau of PT Semen Baturaja (Persero) Tbk (2007-2009)
Pendidikan dan Pelatihan yang diikuti selama tahun buku 2020 Education and training that will be followed during the 2020 financial year	<ol style="list-style-type: none"> Sosialisasi Perubahan Peraturan Bursa Efek Indonesia No. I-A "Pencatatan Saham Dan Efek Bersifat Ekuitas Selain Saham Yang Diterbitkan Oleh Perusahaan Tercatat Dan Implementasi Notasi Khusus" Strengthening Organization & Talent Development For Sustainable Business Growth-Phase 1 Seminar Tema "Memastikan Kepatuhan Perusahaan atas Peraturan Terkait Direksi Dan Dewan Komisaris (POJK Nomor 33/POJK.04/2014 dan Peraturan Terkait Lainnya) Shaping The Future Role of Corporate Secretary Adapting in an Era of Disruption "Challenges, Issues & Opportunities" 	<ol style="list-style-type: none"> Socialization of Changes to Indonesian Stock Exchange Regulation No. I-A "Listing of Shares and Equity Securities Other than Shares Issued by Listed Companies and Implementation of Special Notations" Strengthening Organization & Talent Development for Sustainable Business Growth-Phase 1 Seminar under the theme of "Ensuring Company Compliance with Regulations Related to the Board of Directors and Board of Commissioners (OJK Regulation No. 33/POJK.04/2014 and other related regulations) Shaping the Future Role of Corporate Secretary Adapting in an Era of Disruption "Challenges, Issues & Opportunities"



TUGAS DAN TANGGUNG JAWAB

Perseroan telah menetapkan beberapa tugas dan tanggung jawab utama dari Sekretaris Perusahaan. Berikut uraiannya.

1. Bertanggung jawab dalam menyetujui, menetapkan dan mengarahkan strategi pengelolaan hukum & pengelolaan sengketa hukum agar dapat memastikan kepatuhan terhadap semua peraturan & standar serta keputusan legal yang menguntungkan Perseroan.
2. Bertanggung jawab dalam menyetujui, menetapkan dan mengarahkan pengelolaan perjanjian & perizinan untuk memastikan kegiatan operasional Perseroan dapat memenuhi seluruh aspek legalitas yang berlaku.
3. Bertanggung jawab dalam menyetujui, menetapkan dan mengarahkan proses pengelolaan kesekretariatan dan protokol direksi demi menunjang mobiltas dan operasional kerja Direksi.
4. Bertanggung jawab dalam mengarahkan, mengembangkan dan memutuskan proses komunikasi dengan media, pemerintah & industri agar Perseroan selalu mengetahui kebijakan pemerintah & perubahan di industri serta menjaga citra positif Perseroan di mata *Stakeholder*.
5. Bertanggung jawab dalam mengarahkan, mengembangkan dan membangun hubungan dengan investor agar dapat selalu memberikan publikasi positif mengenai kinerja Perseroan dan menaikkan harga saham.
6. Bertanggung jawab dalam mengembangkan, mengarahkan dan memutuskan proses pengelolaan risiko & penilaian tata kelola perusahaan untuk memastikan potensi dan risiko yang muncul diidentifikasi dan dikelola dengan efektif serta memastikan cakupan penilaian yang memadai mengenai GCG dan pengendalian kunci organisasi.
7. Bertanggung jawab dalam mengembangkan, mengarahkan dan memutuskan pelaksanaan *system management* untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai ISO, SMSB dan pengendalian utama Perseroan.

ROLES AND RESPONSIBILITIES

The Company has assigned main duties and responsibilities of the Corporate Secretary. The following is the description.

1. Be responsible for approving, establishing and directing legal management strategies & legal dispute management in order to ensure compliance with all regulations & standards as well as legal decisions for the interest of the Company.
2. Be responsible for approving, establishing and directing the management of agreements & permits to ensure that the Company's operational activities meet all applicable legal aspects.
3. Be responsible for approving, determining and directing the secretarial management process and protocols for the Board of Directors to support the mobility and business operations of the Board of Directors.
4. Be responsible for directing, developing and deciding the communication process with the media, government & industry to ensure the Company keeps abreast with government policies & changes in the industry and maintains a positive image of the Company in the eyes of stakeholders.
5. Be responsible for directing, developing and building relationships with investors in order to provide positive publications at all times concerning the Company's performance and to increase share price.
6. Be responsible for developing, directing and deciding risk management & corporate governance assessment processes to ensure potential and emerging risks are identified and managed effectively and ensure adequate assessment coverage of GCG and key organizational controls.
7. Be responsible for developing, directing and deciding the implementation of the management system to ensure a complete and adequate assessment coverage regarding ISO, SMSB and the Company's main controls.



SEKRETARIS PERUSAHAAN CORPORATE SECRETARY

8. Bertanggung jawab dalam mengembangkan, mengarahkan dan menyetujui strategi serta implementasi kegiatan tanggung jawab sosial perusahaan untuk memastikan Perseroan dapat membantu upaya mensejahterakan masyarakat, melestarikan lingkungan hidup sekitar serta menggerakkan roda perekonomian rakyat setempat secara tepat guna dan tepat sasaran.

LAPORAN PELAKSANAAN TUGAS PADA TAHUN BUKU

Pada tahun 2020, Perseroan melalui *Corporate Secretary* telah melakukan pelaksanaan tugas Sekretaris Perusahaan dan menyampaikan berbagai informasi terkait operasional Perseroan dalam rangka keterbukaan informasi baik secara internal maupun kepada eksternal yang meliputi:

1. Menyelenggarakan rapat Direksi (internal), rapat Direksi dan staf, rapat Dewan Komisaris dan Direksi, Rapat Umum Pemegang Saham, *public expose* dan rapat tinjauan manajemen.
2. Melaksanakan kegiatan Manajemen Risiko dengan melakukan penyelesaian tugas Mitigasi Risiko Korporat di tahun 2020, menerbitkan Buku Profil Risiko Korporat dan Buku *Monitoring*.
3. Melaksanakan GCG dan Manajemen Risiko dengan baik, menetapkan strategi pelaksanaan praktik GCG dan Manajemen Risiko, proses pelaksanaan asesmen GCG dan Manajemen Risiko, proses penilaian & kajian implementasi GCG dan Manajemen Risiko untuk memastikan praktik GCG dan Manajemen Risiko berjalan sesuai prinsip-prinsip yang berlaku dan mengarahkan pelaksanaan *monitoring* GCG dan Manajemen Risiko, proses tindak lanjut pada temuan hasil asesmen GCG dan Manajemen Risiko, proses pelaksanaan eksternal asesmen untuk memastikan implementasi dan pelaksanaan tindak lanjut GCG dan Manajemen Risiko.
4. Menerbitkan *Annual Report* Tahun Buku 2019 dan memenuhi kewajiban pelaporan ke Bursa Efek Indonesia (BEI) & Otoritas Jasa Keuangan (OJK).
5. Melakukan pengurusan perijinan Perusahaan, pembuatan Memorandum of Understanding (MoU), serta melakukan pengendalian aspek kepatuhan hukum Perseroan agar selalu sesuai dengan aspek kepatuhan hukum yang berlaku.

8. Be responsible for developing, directing and approving strategies and implementation of corporate social responsibility activities to ensure the Company's ability to assist with the efforts to improve the welfare of the community, preserve the surrounding environment and drive the economy of the local people in an effective and targeted manner.

REPORT OF CONDUCT OF DUTIES DURING FISCAL YEAR

In 2020, the Company through its Corporate Secretary has performed the duties of the Corporate Secretary and submitted various information related to the Company's operations in the context of information disclosure both internally and externally, which includes:

1. Organizing (internal) Board of Directors meetings, Board of Directors and staff meetings, Board of Commissioners and Board of Directors meetings, General Meeting of Shareholders, public expose and management review meetings.
2. Performing Risk Management activities by completing Corporate Risk Mitigation tasks in 2020, publishing Corporate Risk Profile Book and a Monitoring Book.
3. Implementing good GCG and Risk Management, establishing a strategy for implementing GCG and Risk Management practices, implementing GCG and Risk Management assessment process, assessing & reviewing the implementation of GCG and Risk Management to ensure that GCG and Risk Management practices have been conducted according to applicable principles, directing the implementation of GCG monitoring and Risk Management, conducting the follow-up process on the findings of the assessment of GCG and Risk Management, implementing external assessment process to ensure the implementation of follow-up actions for GCG and Risk Management.
4. Publishing Annual Report for the 2019 Fiscal Year and meeting the reporting obligations to the Indonesia Stock Exchange (IDX) & OJK.
5. Managing company licenses, preparing MoU, and controlling the legal compliance aspects of the Company so as to comply with applicable legal compliance aspects at all times.



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|---|---|
| <p>6. Administrasi kesekretariatan Perseroan, mengarahkan administrasi kesekretariatan Perseroan untuk memastikan ketersediaan dokumen secara lengkap serta melakukan penyempurnaan keprotokolan.</p> <p>7. Kegiatan komunikasi internal karyawan Perseroan merupakan elemen penting dalam membangun reputasi Perseroan, guna menunjang ketersediaan informasi yang penting bagi seluruh karyawan Perseroan. <i>Corporate Secretary</i> memiliki tugas menyebarluaskan informasi, program maupun kebijakan manajemen. Penyebarluasan informasi tersebut, dilaksanakan melalui intranet, surat edaran, <i>e-mail</i> dan melalui sosialisasi di lingkungan Perseroan.</p> <p>8. Kegiatan komunikasi eksternal Perseroan, menyediakan informasi kepada publik guna menyediakan kemudahan bagi publik untuk mengakses informasi dan data Perseroan. Hal ini juga merupakan pemenuhan Undang-Undang RI Nomor 14 tahun 2008 tentang Keterbukaan Informasi Publik yang menyatakan bahwa keterbukaan informasi merupakan sarana mengoptimalkan pengawasan publik terhadap penyelenggara Negara dan Badan Publik lainnya. Perseroan membuka akses terhadap informasi maupun data Perseroan dalam bentuk menerbitkan materi publikasi perusahaan (iklan, berita, dll) serta melakukan <i>update</i> dan <i>monitoring website</i>, media sosial dan portal BUMN.</p> | <p>6. Performing secretarial administration of the Company, directing the secretarial administration of the Company to ensure the availability of complete documents and to make improvements on such protocols.</p> <p>7. Conducting internal communication activities for the Company's employees as an important element in building the Company's reputation, in order to support the availability of important information for all employees within the Company. The Corporate Secretary is assigned with the task of disseminating information, programs and management policies. Dissemination of this information is made through the intranet, circulars, e-mails and socialization within the Company.</p> <p>8. Conducting the Company's external communication activities to provide information to the public so as to create convenience for the public to access the Company's information and data. This also serves as compliance with Law No. 14/2008 on Freedom of Information, which states that information disclosure serves as a tool for optimizing public oversight of state officials and other state-owned entities. The Company opens access to corporate information and data by publishing company publication materials (advertisements, news, etc.) as well as updating and monitoring websites, social media and BUMN portals.</p> |
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Pendidikan dan Pelatihan Tahun Buku

Pendidikan dan Pelatihan Sekretaris Perusahaan disampaikan dalam bab "Profil Perusahaan".

Educational and Training in Fiscal Year

Education and Training for the Corporate Secretary is presented under the chapter of "Company Profile".



UNIT AUDIT INTERNAL INTERNAL AUDIT UNIT

Regulator mengamanatkan bahwa setiap emiten atau perusahaan publik wajib memiliki Unit Audit Internal. Unit ini menjalankan fungsi kegiatan pemberian keyakinan dan konsultasi yang bersifat independen dan objektif dengan tujuan untuk meningkatkan nilai dan memperbaiki operasional Perseroan, melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses tata kelola perusahaan.

DASAR HUKUM

Pembentukan Unit Audit Internal Perseroan mengacu pada peraturan sebagai berikut:

1. Undang-undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara Pasal 67
2. Peraturan Menteri Negara BUMN No: PER- 01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan PER-09/MBU/2012
3. Peraturan Otoritas Jasa Keuangan Nomor 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal

KEDUDUKAN UNIT AUDIT INTERNAL DALAM STRUKTUR PERSEROAN

Kedudukan Unit Audit Internal dalam struktur Perseroan berada di bawah dan bertanggung jawab langsung kepada Direktur Utama sesuai dengan SK Direksi Nomor PH.01.04/111/2020 tanggal 9 September 2020. Unit Audit Internal dipimpin oleh *Vice President Internal Audit* yang membawahi para Auditor Internal yang bertugas di antaranya melakukan perencanaan audit, melaksanakan audit, evaluasi dan *monitoring* tindak lanjut hasil audit. Adapun struktur tersebut digambarkan dalam bagan berikut ini:

The regulator mandates that every issuer or public company must establish an Internal Audit Unit. This unit provides assurance and consulting activities that are independent and objective with the aim of increasing the value and improving the Company's operations, through a systematic approach, by evaluating and increasing the effectiveness of risk management, control and corporate governance processes.

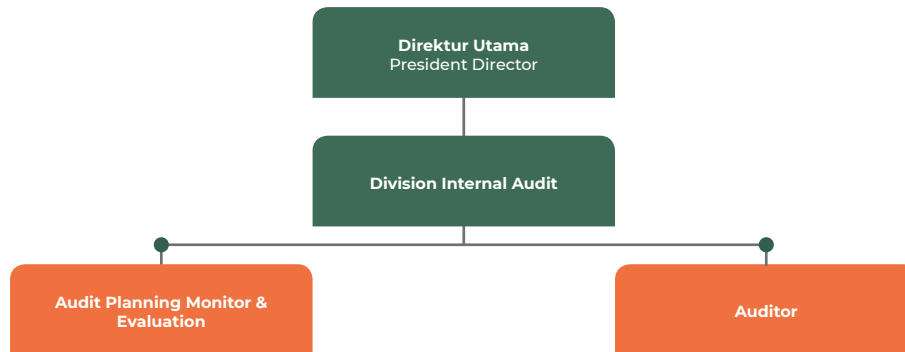
LEGAL BASIS

The establishment Internal Audit Unit refers to the following regulations:

1. Law of the Republic of Indonesia No.19 of 2003 concerning State Owned Enterprises Article 67
2. Regulation of the Ministry of SOEs No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by PER-09/MBU/2012
3. OJK Regulation No.56/POJK.04/2015 concerning the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter

STRUCTURE OF INTERNAL AUDIT UNIT IN CORPORATE STRUCTURE

Internal Audit Unit in the Company's structure is positioned under and is directly reporting to the President Director in accordance with the Decree of the Board of Directors No.PH.01.04/111/2020 dated 9 September 2020. The Internal Audit Unit is led by the Vice President of Internal Audit who oversees the Internal Auditors who are in charge of, among others, conducting audit planning, auditing, evaluating and monitoring the follow-up of audit results. The structure is described in the following chart:



PENGANGKATAN KEPALA UNIT AUDIT INTERNAL

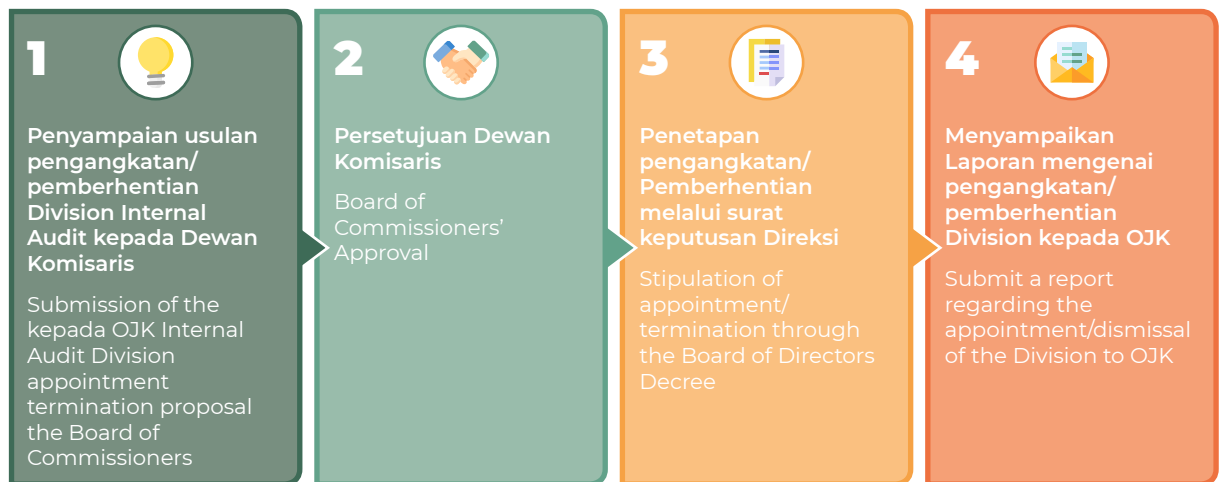
Dasar hukum pengangkatan Kepala Unit Internal Audit (*Vice President Internal Audit*) mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

Kepala Unit Audit Internal diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris. Setiap pengangkatan, pergantian atau pemberhentian Kepala Unit Audit Internal harus diberitahukan kepada Otoritas Jasa Keuangan. Adapun alur pengangkatan dan pemberhentian Kepala Unit Audit Internal digambarkan sebagai berikut:

APPOINTMENT OF INTERNAL AUDIT HEAD

The legal basis for the appointment of the Head of the Internal Audit Unit (Internal Audit Vice President) refers to OJK Regulation No.56/POJK.04/2015 concerning the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter.

The Head of the Internal Audit Unit is appointed and dismissed by the President Director with the approval of the Board of Commissioners. Every appointment, replacement or dismissal of the Head of the Internal Audit Unit must be notified to OJK. The flow of appointment and dismissal of the Head of the Internal Audit Unit is described as follows:





UNIT AUDIT INTERNAL INTERNAL AUDIT UNIT

Profil Kepala Unit Audit Internal



Profile of Vice President of Internal Audit

Heru Rusdiansyah

VICE PRESIDENT INTERNAL AUDIT

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	44 tahun pada akhir tahun buku 2020	44 years old as of the end of fiscal year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 16 Mei 1976	Palembang, 16 May 1976
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Magister Manajemen Keuangan Universitas Sriwijaya (2018) Sarjana Akuntansi Universitas Sriwijaya (2000) 	<ul style="list-style-type: none"> Magister Management – Finance from Universitas Sriwijaya (2018) Bachelor of Accounting from Universitas Sriwijaya (2000)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai <i>Vice President Internal Audit</i> PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Direksi PH.01.04/052/2018 sejak tanggal 15 Agustus 2018	Serving as Vice President of Internal Audit of PT Semen Baturaja (Persero) Tbk based on Decision Letter of Board of Directors PH.01.04/052/2018 effective 15 August 2018
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <i>Vice President Accounting & Finance</i> PT Semen Baturaja (Persero) Tbk (2018) Ka. Departemen Keuangan PT Semen Baturaja (Persero) Tbk (2016-2018) Ka. Biro Anggaran dan Analisa Keuangan PT Semen Baturaja (Persero) Tbk (2007-2016) Ka. Biro Perbendaharaan, Pajak & Asuransi PT Semen Baturaja (Persero) Tbk (2006-2007) Ka. Bagian Keuangan Pabrik Panjang PT Semen Baturaja (Persero) Tbk (2005-2006) Ka. Bagian Keuangan Pabrik Baturaja PT Semen Baturaja (Persero) Tbk (2004-2005) Ka. Bagian Akuntansi Biaya PT Semen Baturaja (Persero) Tbk (2003-2004) 	<ul style="list-style-type: none"> Vice President Accounting & Finance of PT Semen Baturaja (Persero) Tbk (2018) Head of Finance Dept of PT Semen Baturaja (Persero) Tbk (2016-2018) Head of Budget and Financial Analysis Bureau of PT Semen Baturaja (Persero) Tbk (2007-2016) Head of Treasury, Tax & Insurance Bureau of PT Semen Baturaja (Persero) Tbk (2006-2007) Head of Finance Section of Pabrik Panjang of PT Semen Baturaja (Persero) Tbk (2005-2006) Head of Finance Section of Baturaja Factory of PT Semen Baturaja (Persero) Tbk (2004-2005) Head of Cost Accounting Division of PT Semen Baturaja (Persero) Tbk (2003-2004)
Pendidikan dan Pelatihan yang diikuti selama tahun buku 2020 Education and training that will be followed during the 2020 financial year	<ul style="list-style-type: none"> Pelatihan Audit Internal SNI ISO 37001:2016 (Sistem Manajemen Anti Penyuapan Berbasis SNI ISO 19011:2018 (Pedoman Audit Sistem Manajemen)) ISO 37001:2016 <i>Anti-bribery Management System Requirements and Implementasi Training Course</i> Webinar Nasional <i>Accountants and changes Preparing Future Accountants Through Prakarsa 6.1</i> Strategi Persiapan Penyusunan RAKB dan Laporan Keberlanjutan Bagi BPR dan BPRS (Implementasi POJK 51 Tahun 2017) 	<ul style="list-style-type: none"> Internal Audit Training for SNI ISO 37001: 2016 (Anti-Bribery Management System based on SNI ISO 19011: 2018 (Guidelines for Management System Audit)) ISO 37001: 2016 Anti-bribery Management System Requirements and Implementation Training Course National Webinar for Accountants and Changes Preparing Future Accountants Through Prakarsa 6.1 Strategies for Preparation of RAKB Compilation and Sustainability Reports for BPR and BPRS (Implementation of POJK 51 of 2017)



URAIAN TUGAS DAN TANGGUNG JAWAB

Tugas dan tanggung jawab Kepala Unit Audit Internal dijelaskan dalam uraian berikut:

1. Bertanggung jawab dalam perencanaan audit yang sesuai dengan kebijakan serta memastikan hasil audit yang berkualitas dan pelaporan yang akurat.
2. Bertanggung jawab dalam audit berbasis risiko untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
3. Bertanggung jawab dalam pengelolaan *fraud* untuk memastikan pengelolaan yang efektif.
4. Bertanggung jawab dalam monitor tindak lanjut & *feedback* untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
5. Bertanggung jawab dalam monitor audit untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
6. Bertanggung jawab dalam pendampingan untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
7. Penelitian dan pemeriksaan semua catatan, dokumen dan harta milik Perseroan yang berhubungan dengan audit.
8. Penilaian produktivitas, efektivitas dan efisiensi sistem pengendalian internal.
9. Rekomendasi pelaksanaan penghapusan barang dan peralatan dari aset Perseroan.
10. Rekomendasi kepada Direksi terkait penunjukan akuntan publik.
11. Pelaksanaan akses komunikasi yang memadai dengan Komite Audit.
12. Penyetujuan rekomendasi penambahan program audit operasional dan ICT.
13. Rekomendasi terhadap kebijakan dasar serta perubahan sistem dan prosedur yang berpengaruh pada bisnis Perseroan.
14. Pemberian peringatan kepada kepada karyawan yang melanggar peraturan yang berlaku.
15. Rekomendasi promosi, demosi dan mutasi dari karyawan binaannya ke unit/fungsi manajemen talenta.

DESCRIPTION OF ROLES AND RESPONSIBILITIES

The roles and responsibilities of the Head of the Internal Audit Unit are described below:

1. Be responsible for planning the audit in accordance with the policy and ensuring quality audit results and accurate reporting.
2. Be responsible for risk-based audits to ensure complete and adequate assessment coverage of the organization's main risks and controls.
3. Be responsible for fraud management to ensure effective management.
4. Be responsible for monitoring follow-up & feedback to ensure complete and adequate assessment coverage of the organization's main risks and controls.
5. Be responsible for monitoring the audit to ensure a complete and adequate assessment of the organization's main risks and controls.
6. Be responsible for mentoring to ensure a complete and adequate assessment coverage of the organization's main risks and controls.
7. Perform research and examine all records, documents and assets of the Company related to the audit.
8. Conduct assessment of productivity, effectiveness and efficiency of the internal control system.
9. Provide recommendation for the implementation of goods and equipment write-off from the Company's assets.
10. Provide recommendations to the Board of Directors regarding the appointment of a public accountant.
11. Implement adequate communication access with the Audit Committee.
12. Provide approval of recommendations for additional operational and ICT audit programs.
13. Provide recommendations on basic policies as well as changes to systems and procedures that affect the Company's business.
14. Give warnings to employees who conduct breaches to prevailing regulations.
15. Provide recommendations for promotions, demotions and transfers from the employees under its supervision to the talent management unit/function.



UNIT AUDIT INTERNAL INTERNAL AUDIT UNIT

JUMLAH PEGAWAI

Hingga 31 Desember 2020, Unit Audit Internal Perseroan dalam menjalankan fungsi pengawasannya memiliki sebanyak 11 (sebelas) personel dengan rincian sebagai berikut:

No.	Nama Name	Jabatan Position	Pendidikan Education	
1	Heru Rusdiansyah	Vice President Internal Audit	Ekonomi Akuntansi (S1) Magister Manajemen Keuangan (S2)	Accounting (S1) Magister Management – Finance (S2)
2	Azhar	Senior Manager Audit Planning, Monitoring & Evaluation	Ekonomi Manajemen (S1) Magister Manajemen SDM (S2)	Management (S1) Magister Management – HR (S2)
3	Ilman Jauhari	Senior Manager Auditor	Teknik Elektro (S1) Magister Manajemen SDM (S2)	Electrical Engineering (S1) Magister Management – HR (S2)
4	Tobok Hendry H	Senior Manager Auditor	Ekonomi Akuntansi (S1)	Accounting (S1)
5	Arpani	Senior Manager Auditor	Ekonomi Manajemen (S1)	Management (S1)
6	R. A. Fifin Zulva	Manager Audit Planning, Monitoring & Evaluation	Ekonomi Akuntansi (S1) Magister Manajemen Keuangan (S2)	Accounting (S1) Magister Management – Finance (S2)
7	Surya Andita Nasution	Manager Auditor	Teknik Informatika (S1) Magister Manajemen SDM (S2)	Information Technology (S1) Magister Management – HR (S2)
8	Kms. Mohammad Toha	Manager Auditor	Teknik Elektro (SMK)	Electrical Engineering (SMK)
9	Agus Purwanto	Manager Auditor	Hukum (S1)	Law (S1)
10	Tedy Suwandhi	Junior Manager Audit Planning, Monitoring & Evaluation	Teknik Elektro (D3)	Electrical Engineering (D3)
11	Azis Sutrisno	Junior Manager Auditor	Akuntansi (D4)	Accounting (D4)

TOTAL MEMBERS

As of 31 December 2020, the Internal Audit Unit of the Company maintains 11 (eleven) personnel in carrying out its supervisory function with the following details:

KUALIFIKASI ATAU SERTIFIKASI SEBAGAI PROFESI AUDIT INTERNAL

Perseroan senantiasa mengoptimalkan fungsi dari Unit Audit Internal dengan tersertifikasinya personel auditor internal Perseroan. Perseroan juga mendorong peningkatan kualitas personel audit internal sesuai dengan kebutuhan untuk pelaksanaan tugas internal audit.

PROFESSIONAL QUALIFICATION OR CERTIFICATION AS INTERNAL AUDIT

The Company continues to optimize the functions of the Internal Audit Unit by obtaining certification for its internal auditors. The Company also encourages the improvement of the quality of internal audit personnel in accordance with the business needs for the conduct of internal audit duties.

No.	Sertifikasi Certification	Waktu Pelaksanaan Period	Penyelenggara Organizer	Peserta Participant
1	Seminar & Pengukuhan <i>Professional Internal Auditor</i> (PIA) Professional Seminar & Inauguration of Internal Auditor (PIA)	3 Oktober 2018 3 October 2018	Asosiasi Auditor Internal Internal Auditor Association	1 orang 1 personnel

PROGRAM PENGEMBANGAN/PENDIDIKAN DAN PELATIHAN TAHUN BUKU

Sebagai upaya meningkatkan kualitas personel Internal Audit sesuai dengan kebutuhan untuk pelaksanaan tugas Internal Audit. Rincian pelaksanaan pengembangan/pendidikan pada tahun buku 2020 disampaikan pada bab “Profil Perusahaan”.

DEVELOPMENT/EDUCATION AND TRAINING PROGRAM DURING FISCAL YEAR

The education training program represents an effort to improve the quality of Internal Audit personnel in accordance with the needs for the implementation of Internal Audit tasks. Details of the implementation of development/education program in 2020 are presented under the chapter of “Company Profile”.



PIAGAM INTERNAL AUDIT

Perseroan memiliki Piagam Internal Audit (*Internal Audit Charter*) yang ditandatangani oleh Direksi dan Dewan Komisaris Perseroan pada 10 Desember 2018. Piagam tersebut merupakan dasar-dasar pelaksanaan tugas Internal Audit yang mencakup Visi, Misi, Wewenang, Ruang Lingkup, Tugas, Tanggung Jawab, Kewajiban, Kode Etik dan Hubungan dengan Komite Audit serta Pihak Internal dan Eksternal Perseroan. Hal-hal yang dimuat di dalam *Internal Audit Charter* adalah:

1. BAB I: Pendahuluan: Latar belakang, Maksud, Visi dan Misi;
2. BAB II: Division Internal Audit: Definisi dan Tujuan, Struktur Kedudukan dan Fungsi, Ruang Lingkup, Tugas dan Tanggung Jawab, Wewenang, Pertanggungjawaban serta Larangan Rangkap Jabatan
3. BAB III: Kode Etik: Umum dan Standar Perilaku
4. BAB IV: Persyaratan Auditor Internal
5. Bab V: Standar Pelaksanaan Tugas: Umum, Independensi dan Objektivitas, serta Kompetensi
6. BAB VI: Pola Hubungan: Hubungan dengan Auditee, Hubungan dengan Auditor Eksternal, Hubungan dengan Komite Audit, Komite Manajemen Risiko dan *Good Corporate Governance* (GCG)
7. BAB VII: Penutup

KODE ETIK AUDITOR INTERNAL

Internal Auditor Perseroan berpedoman pada Standar Profesi Audit Internal (SPAI) dari Konsorsium Organisasi Profesi Audit Internal dan *Code of Ethics* dari *The Institute of Internal Auditors* dalam menjalankan tugas dan tanggung jawabnya. Auditor internal harus memegang teguh dan mematuhi kode etik sebagai berikut:

1. Berperilaku dan bersikap jujur, objektif dan cermat dalam melaksanakan tugas.
2. Berintegritas dan memiliki loyalitas tinggi terhadap profesi, Perseroan dan internal audit.
3. Menghindari kegiatan atau perbuatan yang merugikan atau patut diduga dapat merugikan profesi auditor internal atau Perseroan.
4. Menghindari aktivitas yang bertentangan dengan kepentingan Perseroan atau yang mengakibatkan tidak dapat melakukan tugas kewajiban secara objektif.
5. Tidak menerima pemberian dalam bentuk apapun dan dari siapapun, baik langsung maupun tidak langsung termasuk dari *auditee*,

INTERNAL AUDIT CHARTER

The Company has an Internal Audit Charter signed by the Board of Directors and the Board of Commissioners of the Company on 10 December 2018. Such charter serves as the basis for performing the duties of Internal Audit which include Vision, Mission, Authority, Scope, Duties, Responsibilities, Requirements, Code of Ethics and Relationships with Audit Committee and Internal and External Parties of the Company. The matters set forth in the Internal Audit Charter include the following:

1. CHAPTER I: Introduction: Background, Purpose, Vision and Mission;
2. CHAPTER II: Internal Audit Division: Definition and Objectives, Position and Function Structure, Scope, Duties and Responsibilities, Authorities, Accountability and Prohibition of Dual Positions
3. CHAPTER III: Code of Ethics: General and Standards of Conduct
4. CHAPTER IV: Internal Auditor Requirements
5. Chapter V: Performance Standards: General, Independence and Objectivity, and Competence
6. CHAPTER VI: Relationship Types: Relationship with Auditee, Relationship with External Auditor, Relationship with Audit Committee, Risk Management Committee and Good Corporate Governance (GCG)
7. CHAPTER VII: Closing

INTERNAL AUDIT CODE OF ETHICS

The Company's Internal Auditors refer to Internal Audit Professional Standards (SPAI) from the Consortium for Internal Audit Professional Organizations and the Code of Ethics from the Institute of Internal Auditors in carrying out their duties and responsibilities. Internal auditors must uphold and comply with the following code of ethics:

1. Behave and be honest, objective and prudent in carrying out its duties.
2. Have integrity and high loyalty to the profession, the Company and internal audit.
3. Avoid activities or actions that are detrimental or reasonably suspected to be detrimental to the internal auditor profession or the Company.
4. Avoid activities that are contrary to the interests of the Company or which result in not being able to perform its duties in an objective manner.
5. Accept no gifts in any form and from anyone, either directly or indirectly, including from auditees, clients, customers, suppliers, partners and/or



UNIT AUDIT INTERNAL INTERNAL AUDIT UNIT

klien, pelanggan, pemasok, rekanan dan atau pihak yang berkepentingan dengan Perseroan yang mengganggu atau patut diduga dapat mengganggu pertimbangan profesional auditor.

6. Mematuhi sepenuhnya standar profesi auditor internal, kebijakan Perseroan dan peraturan perundangan.
7. Memelihara dan mempertahankan moral dan martabat auditor internal.
8. Tidak memanfaatkan informasi yang diperoleh untuk kepentingan atau keuntungan pribadi atau hal lain yang menimbulkan kerugian atau patut diduga dapat menimbulkan kerugian bagi Perseroan dengan alasan apapun.
9. Melaporkan semua hasil audit material dengan mengungkapkan kebenaran sesuai fakta yang ada dan tidak menyembunyikan hal yang dapat merugikan Perseroan atau dapat melanggar hukum.

PELAKSANAAN TUGAS INTERNAL AUDIT

Kegiatan Internal Audit dijalankan berdasarkan Program Kerja Pemeriksaan Tahunan (PKPT) yang telah ditetapkan pada awal tahun 2020. Berikut adalah uraian singkat pelaksanaan tugas *Division Internal Audit* pada tahun buku:

1. Melakukan pemeriksaan sesuai dengan PKPT (Program Kerja Pemeriksaan Tahunan). Dalam kegiatan ini, Internal Audit telah memeriksa 10 Objek Pemeriksaan Rutin, 8 kali Kegiatan Pendampingan dan *Counterpart* Audit Eksternal, 2 kali Audit Internal Sistem Manajemen Semen Baturaja (SMSB). Aspek-aspek yang dinilai dalam kegiatan tersebut mencakup: lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta pemantauan.
2. Melakukan Pemeriksaan Khusus/Non PKPT.
3. Sebagai *counter part* auditor eksternal antara lain Kantor Akuntan Publik (KAP), *Good Corporate Governance* (GCG), Kriteria Penilaian Kinerja Unggul (KPKU), Badan Pemeriksa Keuangan (BPK) dan auditor eksternal lainnya.
4. Sebagai *counter part* audit internal, antara lain audit Sistem Manajemen Semen Baturaja (SMSB) dan *risk maturity level*.

MONITORING TINDAK LANJUT TEMUAN AUDIT

Unit Audit Internal telah melakukan audit internal sebanyak 10 audit dan menghasilkan temuan audit sebanyak 62 temuan. Pelaksanaan tindak lanjut temuan tersebut terus dipantau, begitu juga dengan tindak lanjut temuan audit eksternal.

parties having an interest in the Company that interferes or is reasonably suspected to interfere with the auditor's professional judgment.

6. Fully comply with the professional standards of internal auditors, the Company policies and laws and regulations.
7. Maintain and uphold the moral and dignity of the internal auditors.
8. Take no advantage from the information obtained for personal interest or gains or other matters that incur loss or are reasonably suspected of incurring losses to the Company for any reason.
9. Report all material audit results by disclosing the truth according to the facts and not hiding things that may harm the Company or may violate the law.

CONDUCT OF DUTIES OF INTERNAL AUDIT

Internal Audit activities are conducted based on the Annual Audit Work Program (PKPT) which was established in early 2020. The following is a brief description of the implementation of the duties of the Internal Audit Division during fiscal year:

1. Conduct an inspection in accordance with the PKPT (Annual Audit Work Program). In this activity, the Internal Audit has audited 10 Routine Inspection Objects, 8 Assistance Activities and External Audit Counterpart, 2 Internal Audits of Semen Baturaja Management System (SMSB). The areas being assessed in these activities include: control environment, risk assessment, control activities, information and communication, and monitoring.
2. Conduct Special/Non-PKPT Examinations.
3. Serve as a counter part of external auditors, including among others Public Accounting Firm (KAP), Good Corporate Governance (GCG), Excellent Performance Assessment Criteria (KPKU), Supreme Audit Agency (BPK) and other external auditors.
4. Serve as a counter part of internal audit, including audits of the Semen Baturaja Management System (SMSB) and risk maturity level.

MONITORING OF AUDIT FINDING FOLLOW-UP

Internal Audit Unit has conducted 10 internal audits and issued 62 audit findings. The follow-up of these findings is continuously monitored, similar to the follow-up to the external audit findings.



SISTEM PENGENDALIAN INTERNAL INTERNAL CONTROL SYSTEM

Perseroan memiliki kebijakan sistem pengendalian internal yang merupakan suatu proses yang dirancang untuk memberikan keyakinan memadai atas tercapainya efektivitas, efisiensi operasi dan keandalan pelaporan serta kepatuhan terhadap hukum dan peraturan yang berlaku. Sistem yang dilaksanakan secara berkesinambungan ini melibatkan Dewan Komisaris, manajemen, dan personel lain.

Kebijakan sistem pengendalian internal tersebut mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan PER-09/MBU/2012 Pasal 26.

Selain itu, Surat Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Parameter nomor 107 menyatakan bahwa Direksi harus menetapkan sistem pengendalian intern yang efektif untuk mengamankan investasi dan aset Perseroan.

Melalui Keputusan Direksi No. PH.01.04/034/2012 tentang Pedoman *Good Corporate Governance* (GCG) PT Semen Baturaja (Persero) Tbk, ditetapkan pelaksanaan Sistem Pengendalian Internal Perseroan yang merupakan proses yang integral pada tindakan dan kegiatan yang dilakukan secara terus-menerus oleh pimpinan dan seluruh karyawan. Tujuannya adalah untuk memberikan keyakinan memadai atas tercapainya tujuan organisasi melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset Perseroan dan ketaatan terhadap peraturan perundang-undangan.

Kepatuhan terhadap perundang-undangan dimaksud adalah:

1. Undang-Undang No. 19 Tahun 2003 Pasal 67 yang menyatakan: Pada setiap BUMN dibentuk Satuan Pengawasan Intern yang merupakan aparat Pengawas Intern Perseroan.
2. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara di Pasal 28 Ayat 3.

The Company maintains an internal control system policy which is a process designed to provide adequate assurance on the achievement of operating effectiveness and efficiency and reliability of reporting as well as compliance with prevailing laws and regulations. Such system, which is implemented on an ongoing basis, involves the Board of Commissioners, management and other personnel.

The internal control system policy refers to the Regulation of the Ministry of State-Owned Enterprises No. PER-01/MBU/2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by PER-09/MBU/2012 Article 26.

In addition, the Decree of the Secretary of the Ministry of BUMN No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises in parameter number 107 states that the Board of Directors must establish an effective internal control system to safeguard the Company's investments and assets.

The Decree of the Board of Directors No. PH.01.04/034/2012 concerning the Guidelines for Good Corporate Governance (GCG) of PT Semen Baturaja (Persero) Tbk stipulates that the Company's Internal Control System which is an integral process of actions and activities is continuously implemented by the leadership and all employees. The objective is to provide adequate assurance on the achievement of organizational goals through effective and efficient activities, reliability of financial reporting, safeguarding of the Company's assets and compliance with laws and regulations.

The compliance with the laws as stated above refers to the following:

1. Law No. 19 of 2003 Article 67 paragraph which states that an Internal Audit Unit is established in each BUMN which serves as the Company's Internal Supervisory apparatus.
2. Regulation of Ministry of State-Owned Enterprises No. PER-09/MBU/2012 concerning Amendments to the Regulation of the Ministry of BUMN No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises in Article 28 Paragraph 3.



SISTEM PENGENDALIAN INTERNAL INTERNAL CONTROL SYSTEM

PENGENDALIAN KEUANGAN DAN OPERASIONAL

Dalam kebijakan Sistem Pengendalian Internal Perseroan, Direksi memiliki peran dan tanggung jawab untuk mengawasi dan mengarahkan pelaksanaan sistem pengendalian internal (*set the tone from the top*). Direksi menerapkan sistem pengendalian internal melalui penetapan kebijakan pengelolaan Perseroan, rencana strategis dan struktur organisasi secara konsisten serta memenuhi kepatuhan terhadap regulasi yang berlaku.

Sementara Dewan Komisaris memiliki peran dan tanggung jawab mengawasi pengelolaan Perseroan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), ketentuan Anggaran Dasar dan Rapat Umum Pemegang Saham (RUPS). Dalam melaksanakan tugas tersebut, Dewan Komisaris membentuk Komite dibawah Dewan Komisaris yakni Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi & Remunerasi.

Perseroan juga melibatkan pihak lainnya sebagai upaya pengendalian keuangan dan operasional yakni Kantor Akuntan Publik (KAP), lembaga sertifikasi mutu, dan regulator yang juga merupakan bagian sistem pengendalian Perseroan yang berasal dari eksternal Perseroan. KAP bertanggung jawab untuk memberikan penilaian atas kewajaran laporan keuangan. Sementara itu, lembaga sertifikasi mutu bertanggung jawab memberikan penilaian kesesuaian Perseroan dengan standar mutu yang telah ditetapkan.

KESESUAIAN SISTEM PENGENDALIAN INTERN DENGAN KERANGKA YANG DIAKUI SECARA INTERNASIONAL (COSO-INTERNAL CONTROL FRAMEWORK)

Perseroan telah merancang dan memberlakukan sejumlah kebijakan dan mekanisme yang terkait dengan Lima Komponen Pengendalian Internal Berbasis *Committee of Sponsoring Organizations* (COSO) dan PER-01/MBU/2011. Direksi harus menetapkan suatu sistem pengendalian intern yang efektif untuk mengamankan investasi dan aset perusahaan. Sistem Pengendalian Internal Perseroan terdiri dari 5 (lima) elemen utama yang satu sama lain saling berkaitan, yaitu:

FINANCIAL AND OPERATIONAL CONTROL

In the Company's Internal Control System policy, the Board of Directors has the role and responsibility to supervise and direct the implementation of the internal control system (*set the tone from the top*). The Board of Directors implements an internal control system through the establishment of Company management policies, strategic plans and organizational structures in a consistent manner and complies with prevailing regulations.

Meanwhile, the Board of Commissioners has the role and responsibility of overseeing the management of the Company by the Board of Directors as well as providing advice to the Board of Directors including oversight of the implementation of the Company's Long-Term Plan (RJPP), Corporate Work Plan and Budget (RKAP), provisions of the Articles of Association and General Meeting of Shareholders (GMS). In the conduct of its duties, the Board of Commissioners established committees under the Board of Commissioners, namely the Audit Committee, the Risk Management Committee, and the Nomination & Remuneration Committee.

The Company also involves other parties as an effort to control finance and operations, namely Public Accounting Firm (KAP), quality certification bodies, and regulators which are also part of the Company's control system originating from external parties. KAP is responsible for providing an assessment of the fairness of financial statements. Meanwhile, the quality certification body is responsible for assessing the Company's conformity with the predetermined quality standards.

COMPLIANCE OF INTERNAL CONTROL SYSTEM WITH INTERNATIONALLY-RECOGNIZED INTERNAL CONTROL FRAMEWORK (COSO-INTERNAL CONTROL FRAMEWORK)

The Company has designed and implemented a number of policies and mechanisms related to the Five Components of Internal Control Based on the Committee of Sponsoring Organizations (COSO) and PER-01/MBU/2011. The Board of Directors must establish an effective internal control system to safeguard the Company's investments and assets. The Company's Internal Control System consists of 5 (five) main elements which are interrelated, namely:



- | | |
|---|---------------------------------|
| 1. Lingkungan pengendalian (<i>Control Environment</i>) | 1. Control Environment |
| 2. Penilaian Risiko (<i>Risk Assessment</i>) | 2. Risk Assessment |
| 3. Kegiatan pengendalian (<i>Control Activities</i>) | 3. Control Activities |
| 4. Informasi dan komunikasi (<i>Information & Communications</i>) | 4. Information & Communications |
| 5. Pemantauan (<i>Monitoring</i>) | 5. Monitoring |

Berikut implementasi penerapan COSO yang telah diterapkan oleh Perseroan.

The following is the implementation of COSO already performed by the Company.

Komponen Component	Kesesuaian dengan Perseroan Company's Conformity	
Lingkungan Pengendalian Control Environment	Lingkungan pengendalian intern dalam Perseroan yang dilaksanakan dengan disiplin dan terstruktur, yang terdiri dari: 1. Integritas, nilai etika dan kompetensi karyawan 2. Filosofi dan gaya manajemen 3. Cara yang ditempuh manajemen dalam melaksanakan kewenangan dan tanggung jawabnya 4. Pengorganisasian dan pengembangan sumber daya manusia 5. Perhatian dan arahan yang dilakukan oleh Direksi	Internal control environment within the Company is implemented in a disciplined and structured manner, which consists of: 1. Integrity, ethical values and competence of employees 2. Philosophy and management style 3. The method adopted by management in exercising its authority and responsibilities 4. Organization and development of human resources 5. Attention and direction provided by the Board of Directors
Penilaian Risiko Risk Assessment	Pengkajian terhadap pengelolaan risiko usaha (<i>risk assessment</i>), yaitu suatu proses untuk mengidentifikasi, menganalisis, menilai pengelolaan risiko yang relevan.	Risk assessment of business management is a process for identifying, analyzing and assessing relevant risk management.
Aktivitas Pengendalian Control Activities	Melakukan tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan Perseroan pada setiap tingkat dan unit dalam struktur organisasi BUMN, antara lain mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas dan keamanan terhadap aset Perseroan	Actions are taken in the process of controlling Company activities at every level and unit under SOE organizational structure, including those related to authority, authorization, verification, reconciliation, assessment of work performance, division of tasks and security of Company assets.
Informasi dan Komunikasi Information & Communications	Menyajikan laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh BUMN.	Presentation of reports on operational, financial activities as well as compliance with statutory provisions for SOEs.
Aktivitas Pemantauan Control Activities	Melakukan penilaian terhadap kualitas sistem pengendalian intern, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi BUMN sehingga dapat dilaksanakan secara optimal.	Quality assessment of internal control system, including the internal audit function at each level and unit in the SOE organizational structure for the purpose of optimal performance.

Selain 5 (lima) komponen di atas, Perseroan juga memberlakukan mekanisme pelaporan atas dugaan penyimpangan sebagaimana diamanahkan pada Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011. Mekanisme tersebut adalah Mekanisme Pengaduan (*Whistleblowing System*). Mekanisme ini diberlakukan sebagai upaya Perseroan untuk terus meningkatkan praktik transparansi dan keterbukaan informasi khususnya yang terkait dengan pelaporan pelanggaran baik yang dilakukan oleh pegawai maupun manajemen Perseroan.

In addition to the 5 (five) components above, the Company also adopts a reporting mechanism for potential irregularities as mandated in the Regulation of the Ministry of SOEs No.PER-01/MBU/2011. This refers to Whistleblowing System. Such mechanism is implemented as an effort made by the Company to continue to improve its transparency and disclosure of information, particularly those related to reporting of violations by employees and management of the Company.



SISTEM PENGENDALIAN INTERNAL INTERNAL CONTROL SYSTEM

HASIL EVALUASI ATAS PELAKSANAAN SISTEM PENGENDALIAN INTERNAL PADA TAHUN BUKU

Sistem Pengendalian Intern (SPI) memiliki peran yang penting dalam mengevaluasi kecukupan dan efektivitas pengendalian internal yang dilakukan oleh manajemen Perseroan. Pengendalian internal merupakan bagian terintegrasi dalam sistem dan prosedur di setiap kegiatan unit kerja. Apabila terjadi penyimpangan, dapat diketahui secara dini dan dilakukan langkah perbaikan oleh unit kerja yang bersangkutan.

Sebagai upaya peningkatan SPI yang efektif, Perseroan senantiasa mendorong manajemen untuk meninjau serta mengevaluasi sistem tersebut. Dalam rangka optimalisasi pelaksanaan evaluasi melalui audit internal, Perseroan menerapkan juga kebijakan *Risk Based Audit* sejak proses perencanaan, pelaksanaan dan pelaporan oleh *process owner* yang didasarkan pada risiko-risiko strategis.

Pada tahun 2020, Perseroan melalui Satuan Pengawasan Internal telah melaksanakan *assessment* sistem pengendalian internal pada seluruh unit kerja Perseroan. Hal itu dilakukan tidak terbatas melalui mekanisme audit rutin, tetapi juga audit khusus.

Evaluasi pelaksanaan sistem pengendalian internal dilakukan berdasarkan laporan-laporan hasil audit yang kemudian dikelompokkan sesuai dengan kategori sasaran (*objectives*) dan komponen dalam SPI (kerangka COSO). Kemudian, dilakukan analisis secara periodik tahunan, sehingga dapat dilakukan peningkatan (*improvement*) untuk komponen-komponen yang memerlukannya. Analisis hasil audit tersebut juga dilakukan untuk mengukur keefektifan dari pencapaian sasaran SPI (operasional Perseroan, keakurasian/keandalan laporan-laporan Perseroan, serta kepatuhan terhadap Peraturan dan Perundangan yang berlaku).

Perseroan juga telah melakukan evaluasi atas efektivitas pengendalian internal atas laporan keuangan Perseroan yang berakhir pada 31 Desember 2020 sesuai dengan kriteria yang ditetapkan oleh *Committee of Sponsoring Organizations (COSO) of The Treadway Commission*. Berdasarkan hasil evaluasi tersebut, Perseroan menyimpulkan bahwa sistem pengendalian internal atas laporan keuangan Perseroan yang berakhir pada 31 Desember 2020 telah berjalan secara efektif.

EVALUATION RESULTS OF INTERNAL CONTROL SYSTEM DURING FISCAL YEAR

The Internal Control System (SPI) plays an important role in evaluating the adequacy and effectiveness of internal controls conducted by the Company's management. Internal control is an integrated part of the systems and procedures in each business unit activity. Should there be a deviation, the related business unit can perform early detection and take corrective actions.

As an effort to improve the effectiveness of Internal Audit Unit, the Company at all times encourages management to review and evaluate the system. In order to optimize the implementation of evaluation through internal audit, the Company also adopts Risk Based Audit policy upon the planning, implementation and reporting processes by the process owner based on strategic risks.

In 2020, the Company through its Internal Audit Unit conducted an assessment of the internal control system in all business units within the Company. Such assessment was not only performed through routine audits, but also through special audits.

Evaluation of the implementation of internal control system is conducted based on audit reports which are then grouped according to the category of objectives and components in SPI (COSO framework). Then, analysis is conducted regularly on an annual basis so as to make improvements on required components. Analysis of the audit results is also performed to assess the effectiveness of the achievement of SPI targets (the Company's operations, the accuracy/reliability of the Company's reports, as well as compliance with the prevailing laws and regulations).

The Company has also evaluated the effectiveness of internal control over the Company's financial statements which ended on 31 December 2020 based on the criteria established by the Committee of Sponsoring Organizations (COSO) of The Treadway Commission. Based on the results of such evaluation, the Company concluded that the internal control system for the Company's financial statements which ended on 31 December 2020 was effective.



AUDIT EKSTERNAL EXTERNAL AUDIT

Perseroan memiliki kebijakan terkait proses penunjukan auditor eksternal atau Kantor Akuntan Publik (KAP) yang dilakukan berdasarkan peraturan perundang-undangan yang berlaku. Komite Audit bertanggung jawab dalam pemilihan akuntan publik. Berikut adalah proses penunjukan auditor eksternal.

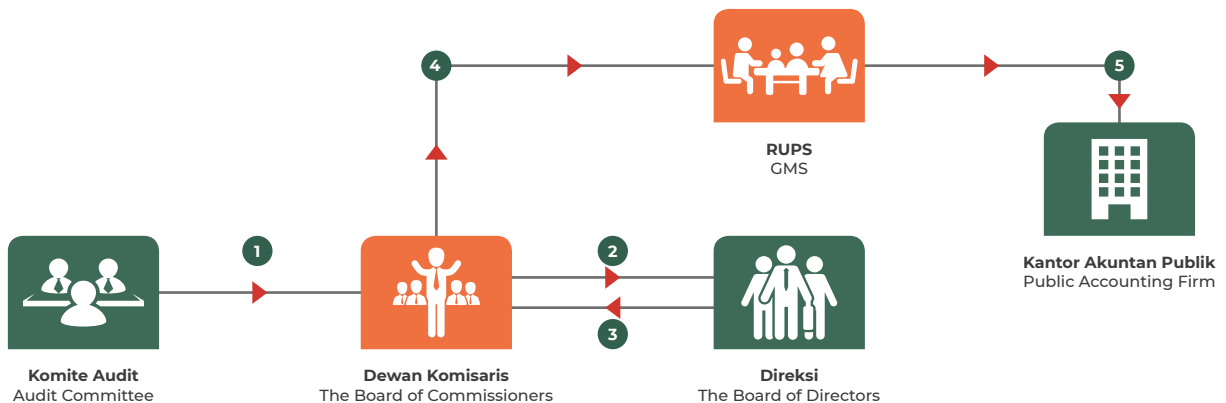
1. Komite Audit memberikan hasil evaluasi pelaksanaan audit oleh KAP tahun sebelumnya yaitu KAP Djoko Sidik & Indra. Kemudian, Komite Audit menyampaikan kepada Dewan Komisaris atas evaluasi KAP dan memberikan saran terkait pengadaan Jasa Audit KAP melalui pemilihan langsung.
2. Dewan Komisaris meminta Direksi untuk melakukan proses pengadaan jasa audit KAP, berdasarkan hasil evaluasi KAP dan sesuai dengan ketentuan Perseroan serta melakukan negosiasi terkait nilai jasa dan ruang lingkup audit.
3. Proses pengadaan KAP melalui pemilihan langsung dan negosiasi terkait nilai jasa dan ruang lingkup audit.
4. Dewan Komisaris mengusulkan kepada RUPS menunjuk KAP yang terdaftar di OJK atau melimpahkan wewenang kepada Dewan Komisaris untuk menetapkan penunjukan KAP, penambahan ruang lingkup dan besaran imbalan jasa audit.
5. RUPS menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna dalam penunjukan KAP.

Adapun secara alur, proses penunjukan KAP dapat digambarkan sebagai berikut.

The Company maintains a policy related to the process of appointing an external auditor or a Public Accounting Firm (KAP) which is conducted based on the prevailing laws and regulations. The Audit Committee is responsible for selecting the public accountant. The following is the process for the appointment of an external auditor.

1. The Audit Committee provides the results of the evaluation of the implementation of the audit by the prior year's KAP, namely KAP Djoko Sidik & Indra. Then, the Audit Committee submitted such KAP evaluation to the Board of Commissioners and provided suggestions regarding the procurement of KAP Audit Services through direct selection.
2. The Board of Commissioners requests the Board of Directors to carry out the procurement process of external audit services, based on the results of KAP evaluation and in accordance with internal policy in the Company and to negotiate the fees for such services and the scope of the audit.
3. The procurement process for KAP is conducted through direct selection and negotiation concerning the audit service fees and the scope of the audit.
4. The Board of Commissioners proposes to the GMS to appoint a KAP registered with OJK or to delegate its authority to the Board of Commissioners to determine the appointment of a KAP, to expand the scope and to increase the amount of audit fees.
5. The GMS agreed to grant its authority and power to the Board of Commissioners with prior written approval from Series A Dwiwarna Shareholder for the appointment of a KAP.

As for the flow of such process, KAP appointment is described below.





AUDIT EKSTERNAL

EXTERNAL AUDIT

Dalam rangka menjaga profesionalitas dan independensi dalam pelaporan, dalam menentukan auditor eksternal, Perseroan mengacu pada ketentuan Peraturan Menteri Keuangan Nomor: 17/PMK.01/2008 tentang Jasa Akuntan Publik, Pasal 3 terkait pembatasan masa pemberian jasa. Kantor Akuntan Publik (KAP) hanya boleh melakukan audit paling lama untuk 6 (enam) tahun buku berturut-turut dan oleh seorang Akuntan Publik maksimal 3 (tiga) tahun buku berturut-turut.

Sementara ketentuan dari Peraturan Otoritas Jasa Keuangan Nomor 13/POJK.03/2017 Pasal 16 menyebutkan bahwa pihak yang melaksanakan kegiatan jasa keuangan wajib membatasi penggunaan jasa audit atas informasi keuangan historis tahunan dari akuntan publik yang sama. Ketentuan itu menegaskan, paling lama untuk periode audit selama 3 (tiga) tahun buku pelaporan secara berturut-turut.

PENUNJUKAN KANTOR AKUNTAN PUBLIK TAHUN BUKU

Penunjukan KAP diputuskan melalui Rapat Umum Pemegang Saham (RUPS) Tahunan tanggal 5 Agustus 2020. Pada mata acara kelima RUPS, yaitu penunjukan Kantor Akuntan Publik untuk mengaudit laporan keuangan Perseroan dan laporan keuangan Program Kemitraan dan Bina Lingkungan (PKBL) tahun buku 2020, hasil keputusannya adalah:

1. Menyetujui meminta kepada Dewan Komisaris Perseroan agar melakukan pengadaan jasa Kantor Akuntan Publik yang akan melaksanakan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Keuangan PKBL Tahun Buku 2020. Selanjutnya, hasil pengadaan jasa Kantor Akuntan Publik dimaksud agar disampaikan kepada Pemegang Saham Seri A Dwiwarna untuk mendapatkan penetapan.
2. Menyetujui memberikan kuasa dan wewenang kepada Pemegang Saham mayoritas untuk menetapkan KAP pengganti dalam hal KAP yang telah ditetapkan karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Keuangan PKBL Tahun Buku 2020 berdasarkan pada usulan Dewan Komisaris Perseroan.

In order to maintain professionalism and independence in its reporting for the appointment of external auditors, the Company refers to the Regulation of the Ministry of Finance No.17/PMK.01/2008 concerning Public Accountant Services. Article 3 limits the period for a Public Accounting Firm (KAP) to conduct audits which is a maximum of 6 (six) consecutive financial years and for a Public Accountant a maximum of 3 (three) consecutive financial years.

Meanwhile, OJK Regulation No.13/POJK.03/2017 Article 16 states that parties which provide financial services activities are required to limit the audit services provided by the same public accountant on their annual historical financial information. Such regulation emphasizes that the maximum is 3 (three) consecutive audit periods for three fiscal years.

APPOINTMENT OF PUBLIC ACCOUNTANTS IN FISCAL YEAR

KAP was appointed through the resolutions of Annual General Meeting of Shareholders (GMS) on 5 August 2020. In the fifth agenda of the GMS, namely the appointment of a Public Accounting Firm to audit the Company's financial statements and the financial statements of the Partnership and Community Development Program (PKBL) for 2020 fiscal year, the meeting resolutions are as follows:

1. Approve to make a request to the Board of Commissioners of the Company to procure the services of a Public Accounting Firm which will perform the audit of the Company's Consolidated Financial Statements for 2020 Fiscal Year and PKBL Financial Statements for 2020 Fiscal Year. Further, the results of the procurement of services from Public Accounting Firm shall be submitted to shareholders of Series A Dwiwarna shares to be assigned.
2. Resolve to grant power and authority to the majority shareholder to appoint the replacement of KAP in the event that the KAP which has been appointed for whatever reason is unable to complete the audit of the Company's Consolidated Financial Statements for 2020 Fiscal Year and the PKBL Financial Statements for 2020 Fiscal Year based on the proposal of the Company's Board of Commissioners.



3. Menyetujui memberikan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut.

3. Resolve to delegate the authority to the Company's Board of Commissioners to determine the audit service fees, additional scope of work required and other reasonable requirements for the Public Accounting Firm.

Berdasarkan surat Menteri BUMN selaku pemegang saham seri A Dwiwarna Nomor: S-1204/MBU/12/2020 tentang Persetujuan Penetapan KAP PT Semen Baturaja (Persero) Tbk. Menyatakan persetujuan terhadap penunjukan KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan sebagai KAP untuk melaksanakan audit tahun buku 2020.

Based on the letter of Ministry of BUMN as the shareholder of series A Dwiwarna shares No.S-1204/MBU/12/2020 concerning the Approval for the Appointment of KAP, PT Semen Baturaja (Persero) Tbk. declared the approval for the appointment of KAP Amir Abadi Jusuf, Aryanto, Mawar and Partners as the KAP to perform the 2020 audit.

Jumlah Periode Akuntan Publik dan Kantor Akuntan Publik (KAP) Telah Melakukan Audit Laporan Keuangan Tahunan

Berikut Akuntan Publik dan Kantor Akuntan Publik yang telah mengaudit Laporan Keuangan Perseroan sepanjang tahun 2015-2020.

Total Annual Financial Statements Audits Conducted by Public Accountant and Public Accounting Firm

The following table provides the information concerning the Public Accountants and Public Accounting Firms that have audited the Company's Financial Statements during 2015-2020.

Tahun Pemeriksaan Audit Period	Nama Kantor Akuntan Publik Public Accounting Firm	Nama Akuntan Publik (Penanggung Jawab) Name of Public Accountant (Partner in Charge)	Jasa Waktu Mengaudit Audit Fieldwork	Biaya (Rp) Audit Fees (Rp)	Layanan Lain yang Diberikan Other Services Provided
2020	KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan	Donny Iskandar Maramis	2 bulan 2 months	600.000.000	
2019	Djoko Sidik & Indra	Abdi Nusantara Manihuruk	2 bulan 2 months	340.000.000	
2018	Herman Dody Tanumihardja & Rekan	Ahmad Nadhif T, M.Ak., CA., CPA	2 bulan 2 months	306.000.000	
2017	Herman Dody Tanumihardja & Rekan	Ahmad Nadhif T, M.Ak., CA., CPA	1 bulan 1 month	306.000.000	Audit Agreed Upon Procedur (AUP) Proyek Baturaja II
2016	Herman Dody Tanumihardja & Rekan	Ahmad Nadhif T, M.Ak., CA., CPA	2 bulan 2 months	306.000.000	
2015	Doli, Bambang, Sulistiyanto, Dadang & Ali	Robert Ricker Sianipar, CPA	2 bulan 2 months	275.000.000	



AUDIT EKSTERNAL EXTERNAL AUDIT

JASA LAIN

Pada tahun buku terakhir, tidak ada jasa lain yang dilakukan oleh Kantor Akuntan Publik dan akuntan publik. Dengan demikian, dalam bagian ini tidak bisa memberikan informasi jasa lain dan besarnya biaya.

Perseroan tidak melakukan jasa lain yang diberikan Kantor Akuntan Publik dikarenakan tidak ada kewajiban untuk melakukan audit selain jasa audit laporan keuangan tahunan. Namun pada tahun 2017, Perseroan pernah melakukan jasa lain seperti *Audit Agreed Upon Procedure (AUP) Proyek Baturaja II*.

EFEKTIVITAS PELAKSANAAN AUDIT OLEH AKUNTAN PUBLIK

Komite Audit berkoordinasi dengan Internal Audit dalam melakukan kajian atas efektivitas pelaksanaan audit eksternal. Hal itu dilakukan untuk memastikan bahwa seluruh temuan dapat ditindaklanjuti sesuai kewenangan yang ditetapkan dan meningkatkan kinerja, baik dari segi keuangan maupun operasional. Perseroan berupaya menindaklanjuti setiap temuan pelaksanaan audit oleh Kantor Akuntan Publik, sehingga secara efektif mampu menekan temuan-temuan di tahun berikutnya.

OTHER SERVICES

As of the last fiscal year, no other services were provided by Public Accounting Firm and public accountants. Accordingly, this section provides no information regarding other services and the amount of fees.

No other services were provided by the public accounting firm for the Company since there are no other mandatory audits required other than the audit of annual financial statements. However, in 2017, the Company availed another service which was *Audit Agreed Upon Procedure (AUP) of the Baturaja II Project*.

EFFECTIVENESS OF AUDIT CONDUCTED BY PUBLIC ACCOUNTANT

Audit Committee coordinates with Internal Audit in reviewing the effectiveness of the external audit. This is conducted to ensure that all findings can be followed up according to the assigned authority and to improve performance as well, both from a financial and operational perspective. The Company exerts its efforts to follow up any audit findings made by the Public Accounting Firm so as to effectively reduce the findings in the following year.



UNIT KERJA MANAJEMEN RISIKO RISK MANAGEMENT BUSINESS UNIT

Sebagai bagian dari pelaksanaan GCG, Perseroan membentuk Unit Kerja Manajemen Risiko yang melaksanakan fungsi pengelolaan sesuai dengan tujuan dan sasaran Perseroan.

As part of the implementation of GCG, the Company established Risk Management Business Unit which performs management functions in accordance with the goals and objectives of the Company.

PROFIL

Unit Kerja Manajemen Risiko Perseroan dikepalai oleh Kepala Manajemen Risiko. Berikut adalah profilnya.

PROFILE

The Company's Risk Management Business Unit is led by the Head of Risk Management. The following is the profile.



Lia Yusmin KK

KEPALA MANAJEMEN RISIKO
HEAD OF RISK MANAGEMENT

(SENIOR MANAGER STAKEHOLDER & RISK MANAGEMENT)

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	36 tahun pada akhir tahun buku 2020	36 years old as of the end of fiscal year 2020
Tempat, Tanggal Lahir Place, Date of Birth	Pangkal Pinang, 7 September 1984	Pangkal Pinang, 7 September 1984
Riwayat Pendidikan Educational Background	Sarjana Akuntansi, dari Universitas Sriwijaya, Palembang (2010)	Bachelor of Accounting, from Universitas Sriwijaya, Palembang (2010)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Surat keputusan Direksi PT Semen Baturaja (Persero) Tbk PH.01.04/124/2020, sejak tanggal 16 Oktober 2020.	Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk PH.01.04/124/2020, effective 16 October 2020.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Vice President PT Baturaja Multi Usaha (2020) Staf Direktur Keuangan Ditugaskan PT Baturaja Multi Usaha Tk. Senior Manager (2020) Senior Manager Corporate Performance Management PT Semen Baturaja (Persero) Tbk (2019-2020) Senior Manager Budgeting & Financial Analysis PT Semen Baturaja (Persero) Tbk (2018-2019) Ka. Bagian Akuntansi Biaya PT Semen Baturaja (Persero) Tbk (2018) Pj. Ka. Bagian Akuntansi Biaya PT Semen Baturaja (Persero) Tbk (2016-2018) Ka. Seksi Buku Besar PT Semen Baturaja (Persero) Tbk (2014-2016) Pj. Ka. Seksi Buku Besar PT Semen Baturaja (Persero) Tbk (2012-2014) 	<ul style="list-style-type: none"> Vice President of PT Baturaja Multi Usaha (2020) Finance Director Staff Assigned to PT Baturaja Multi Usaha at Senior Manager level (2020) Senior Manager of Corporate Performance Management of PT Semen Baturaja (Persero) Tbk (2019-2020) Senior Manager of Budgeting & Financial Analysis of PT Semen Baturaja (Persero) Tbk (2018-2019) Head of Cost Accounting Division of PT Semen Baturaja (Persero) Tbk (2018) Acting Head of Cost Accounting Division PT Semen Baturaja (Persero) Tbk (2016-2018) Head of General Ledger Section of PT Semen Baturaja (Persero) Tbk (2014-2016) Acting Head of General Ledger Section of PT Semen Baturaja (Persero) Tbk (2012-2014)



UNIT KERJA MANAJEMEN RISIKO RISK MANAGEMENT BUSINESS UNIT

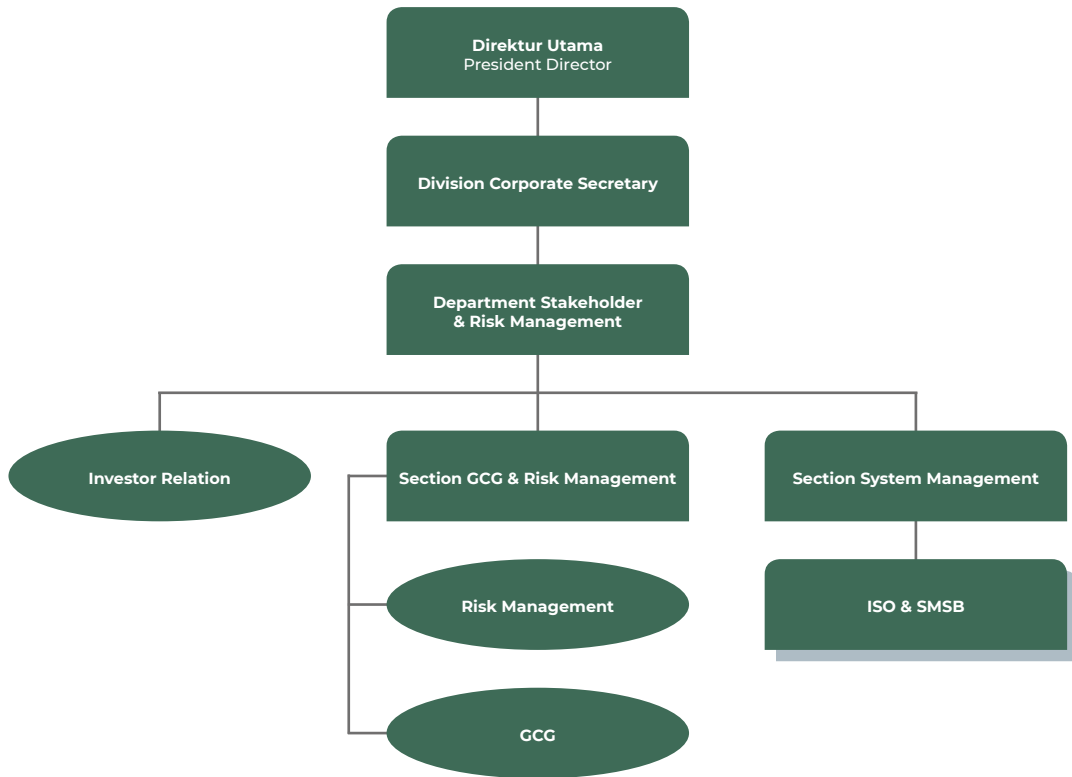
<p>Pendidikan dan Pelatihan Education and Training</p>	<ul style="list-style-type: none"> • <i>Safety Leadership Program: Mengelola Keselamatan Batch II</i> (2019) • <i>Workshop & Rapat Penyusunan Work Planning & Budgeting PT Semen Baturaja (Persero) Tbk</i> (2018) • <i>End User Training (EUT) SAP PT Semen Baturaja (Persero) Tbk</i> (2018) • <i>Workshop Change Impact Analysis SAP PT Semen Baturaja (Persero) Tbk</i> (2018) • <i>Workshop Overview ERP SAP Batch II</i> (2018) • <i>Sharing Session Bidang Pemasaran, Keuangan & Manajemen Strategis</i> (2018) • <i>Leadership Endurance Test</i> (2018) • <i>Workshop Transformasi Organisasi</i> (2018) • <i>Management Development Program Batch III</i> (2017) • <i>Workshop Think Smart Think Fast</i> (2017) • <i>Seminar Economy Outlook & Marketing Strategy dan National Economic Update</i> (2017) • <i>Workshop The Power of Empathy Leadership</i> (2017) • <i>Training Sistem Perumusan Manajemen Strategik</i> (2016) • <i>Sosialisasi Perangkat GCG PT Semen Baturaja (Persero) Tbk</i> (2016) • <i>In House Training Aplikasi Kepabeanaan di Bidang Impor</i> (2016) • <i>In House Training PSAK terkini sesuai program IFRS</i> (2016) • <i>Workshop Edukasi saham</i> (2015) • <i>Supervisory Management Course Angkatan II</i> (2014) • <i>Training Teknik Perhitungan & Penilaian Asset</i> (2013) • <i>In House Training Internal Audit Integrasi Manajemen Sistem</i> (2011) • <i>Training International Financial Reporting Standard</i> (2010) 	<ul style="list-style-type: none"> • <i>Safety Leadership Program: Managing Safety Batch II</i> (2019) • <i>Work Planning & Budgeting Workshop & Meeting of PT Semen Baturaja (Persero) Tbk</i> (2018) • <i>End User Training (EUT) SAP of PT Semen Baturaja (Persero) Tbk</i> (2018) • <i>SAP Change Impact Analysis Workshop of PT Semen Baturaja (Persero) Tbk</i> (2018) • <i>SAP Batch II ERP Overview Workshop</i> (2018) • <i>Sharing Session in Marketing, Finance & Strategic Management</i> (2018) • <i>Leadership Endurance Test</i> (2018) • <i>Organizational Transformation Workshop</i> (2018) • <i>Management Development Program Batch III</i> (2017) • <i>Think Smart Think Fast Workshop</i> (2017) • <i>Seminar on Economy Outlook & Marketing Strategy and National Economic Update</i> (2017) • <i>Workshop: The Power of Empathy Leadership</i> (2017) • <i>Strategic Management Formulation System Training</i> (2016) • <i>Socialization of PT Semen Baturaja (Persero) Tbk (2016) GCG Tools</i> • <i>In House Training on Customs Applications in the Import Sector</i> (2016) • <i>In House Training: Latest PSAK according to IFRS</i> (2016) • <i>Stock education workshop</i> (2015) • <i>Supervisory Management Course Batch II</i> (2014) • <i>Asset Calculation & Valuation Technique Training</i> (2013) • <i>In House Training: Internal Audit System Management Integration</i> (2011) • <i>International Financial Reporting Standard Training</i> (2010)
<p>Hubungan Afiliasi Affiliation</p>	<p>Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris dan Direksi</p>	<p>No affiliated relationship with Board of Commissioners, Board of Directors and Major Shareholders</p>

STRUKTUR DAN KEDUDUKAN UNIT KERJA MANAJEMEN RISIKO

Fungsi pengelolaan risiko di lingkungan Perseroan dijalankan tersendiri oleh Unit Kerja Manajemen Risiko (Departemen *Stakeholder & Risk Management*) yang berada di bawah Divisi Sekretaris Perusahaan (*Division Corporate Secretary*). Sebagai upaya pengembangan perusahaan, struktur organisasi Manajemen Risiko Perseroan mengalami beberapa kali perubahan, terakhir adalah SK Direksi Nomor PH.01.04/111/2020 tanggal 9 September 2020 dengan struktur bagan sebagai berikut.

STRUCTURE AND POSITION OF RISK MANAGEMENT BUSINESS UNIT

The risk management function in the Company is performed separately by the Risk Management Unit (Stakeholder & Risk Management Department) which is under the Corporate Secretary Division. As an effort to develop the Company, the organizational structure of the Company's Risk Management has undergone several changes, most recently based on the Decree of the Board of Directors No.PH.01.04/111/2020 dated 9 September 2020 as described in the following chart.



Jumlah pegawai Unit Kerja Manajemen Risiko

Hingga 31 Desember 2020, jumlah pegawai Unit Kerja Manajemen Risiko Perseroan sebanyak 2 (dua) personel, dengan kualifikasi sebagai berikut:

Total Employees in Risk Management Unit

As of 31 December 2020, Risk Management Unit of the Company has 2 (two) personnel, with the following qualifications:

No.	Nama Name	Jabatan Position	Pendidikan Education	
1	Lia Yusmin KK	Senior Manager Stakeholder & Risk Management	S1, Ekonomi Akuntansi, Universitas Sriwijaya (2010)	S1, Accounting, Universitas Sriwijaya (2010)
2	Andri Irawan	Manager GCG & Risk Management	S1, Ekonomi Manajemen Universitas Muhammadiyah Palembang (2003)	S1, Management, Universitas Muhammadiyah Palembang (2003)

Sertifikasi Profesi Manajemen Risiko

Risk Management Professional Certification

No.	Sertifikasi Certification	Penyelenggara Organizer	Jumlah Personil mengikuti Total Participant
1	Certified Risk Management Officer (CRMO)	Sertifikasi Profesi Manajemen Risiko (LSPMR)	1 orang 1 personnel



UNIT KERJA MANAJEMEN RISIKO RISK MANAGEMENT BUSINESS UNIT

Pendidikan dan Pelatihan Tahun Buku

Pendidikan dan Pelatihan Unit Kerja Manajemen Risiko disampaikan dalam bab "Profil Perusahaan"

Tugas dan Tanggung Jawab

Sesuai dengan Pedoman Manajemen Risiko Perseroan, tugas dan tanggung jawab dari Unit Kerja Manajemen Risiko adalah sebagai berikut:

1. Mengelola Penerapan Manajemen Risiko di Perseroan.
2. Menyusun rencana kerja Penerapan Manajemen Risiko.
3. Pendampingan dan koordinator dalam melakukan identifikasi, Analisis dan Evaluasi Risiko -risiko Korporat dan Investasi dan Risiko Anti Suap.
4. *Memonitoring* atas realisasi mitigasi risiko.
5. Berkoordinasi dengan unit terkait dalam melakukan kajian risiko untuk pembuatan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP).
6. Memantau *update* peraturan penerapan manajemen risiko.
7. Melakukan sosialisasi Manajemen Risiko kepada karyawan Perseroan.
8. Melakukan pendampingan *monitoring* Komite Manajemen Risiko.

Pelaksanaan Tugas Tahun 2020

Sepanjang tahun 2020, Unit Kerja Manajemen Risiko telah melaksanakan kegiatan sejalan dengan tugas dan tanggung jawabnya. Rincian pelaksanaan tugas tersebut adalah:

- Melakukan sosialisasi profil risiko korporat 2020 yang dilaksanakan pada tanggal 14 Januari 2020.
- Bekerja sama dengan Disivi ICT dalam pembuatan *monitoring* realisasi mitigasi berbasis sistem, yang dilakukan pada Januari-Desember 2020.
- Pendampingan *monitoring* Komite Manajemen Risiko pada bulan Februari dan Oktober 2020.
- Melakukan penyusunan Risiko *Lossess Event*, pada bulan Maret 2020.
- Penyusunan dan pendampingan risiko korporat dan rencana tindak lanjut terkait RKAP tahun 2020, yang dilaksanakan pada pada bulan April-Desember 2020.
- Melaksanakan sosialisasi *Risk Management System* (RMS) yang dilakukan bulan April-Desember 2020.

Education and Training in Fiscal Year

Education and Training for Risk Management Unit is presented under the chapter of "Company Profile"

Roles and Responsibilities

In accordance with Risk Management Guidelines for the Company, the duties and responsibilities of the Risk Management Unit are as follows:

1. Manage the Implementation of Risk Management in the Company.
2. Develop a work plan for the Implementation of Risk Management.
3. Assist and coordinate in identifying, analyzing and evaluating corporate and investment risks and anti-bribery risks.
4. Monitor the realization of risk mitigation.
5. Coordinate with related units in conducting risk assessments for the preparation of the Corporate Budget Work Plan (RKAP) and the Company Long Term Plan (RJPP).
6. Monitor the updating of risk management implementation policies.
7. Socialize Risk Management matters to the Company employees.
8. Provide monitoring assistance to Risk Management Committee.

Conduct of Duties in 2020

Throughout 2020, Risk Management Unit has performed activities in line with its duties and responsibilities. The details of the implementation of these tasks are as follows:

- Disseminating 2020 corporate risk profile held on 14 January 2020.
- Collaborating with ICT Division in monitoring the realization of system-based mitigation, conducted in January-December 2020.
- Monitoring assistance to Risk Management Committee in February and October 2020.
- Preparing Risk Losses Event in March 2020.
- Compiling for and assisting with corporate risk and follow-up plans related to 2020 RKAP held in April-December 2020.
- Disseminating the Risk Management System (RMS) held in April-December 2020.



- Mengikuti *Risk Talk Session-5* Forum Manajemen Risiko BUMN dengan tema: “*Bribery Risk Assessment and Due Diligence in Implementing ABMS ISO 37001 A Practical Approach*” pada bulan Juni 2020.
- Membuat laporan *Monitoring* Mitigasi Risiko RKAP Korporat Semester I dan II tahun 2020 yang telah dilaporkan kepada Direksi dan Dewan Komisaris pada bulan Juli 2020 dan Januari 2021.
- Melakukan penyusunan risiko praktik penyuapan Perseroan tahun 2020, pada Juli-September 2020
- Merevisi Pedoman Manajemen Risiko yang disahkan melalui surat Keputusan Direksi Nomor: PH.01.04/119.A/2020, tanggal 30 September 2020.
- Melaksanakan pengukuran *Risk Maturity* tahun 2020 yang dilakukan oleh Divisi Intenal Audit dengan menggunakan jasa konsultan independen, yang dilaksanakan pada bulan Oktober 2020.
- Memperbaharui susunan Tim *Risk Officer* yang telah disahkan oleh melalui Surat Keputusan Direksi nomor: PH.01.04/136/2020, tanggal 02 November 2020.
- Melakukan kajian risiko terhadap rencana proyek-proyek pengembangan Perseroan.
- Melakukan sosialisasi penerapan manajemen risiko ke karyawan Perseroan.
- Menyusun program kerja manajemen risiko tahun 2021.
- Participating in the Risk Talk Session-5 of BUMN Risk Management Forum under the theme of “Bribery Risk Assessment and Due Diligence in Implementing ABMS ISO 37001 A Practical Approach” in June 2020.
- Preparing Risk Mitigation Monitoring reports for Semester I and II 2020 Corporate RKAP which have been reported to the Board of Directors and Board of Commissioners in July 2020 and January 2021.
- Preparing the risk of bribery practices of the Company in 2020, in July-September 2020
- Revising Risk Management Guidelines approved by the Decree of the Board of Directors No.PH.01.04/119.A/2020 dated 30 September 2020.
- Implementing 2020 Risk Maturity assessment conducted by Internal Audit Division by using the services of an independent consultant, which was held in October 2020.
- Updating the composition of Risk Team which was approved by the Decree of the Board of Directors No.PH.01.04/136/2020, dated 02 November 2020.
- Conducting risk assessment of the Company's planned development projects.
- Disseminating the application of risk management principles to the Company employees.
- Developing risk management work program for 2021.

MEKANISME PENGANGKATAN DAN PEMBERHENTIAN

Kepala Unit Kerja Manajemen Risiko diangkat dan diberhentikan oleh Direktur melalui Surat Keputusan Direksi Perseroan.

APPOINTMENT AND DISMISSAL MECHANISM

The Head of the Risk Management Unit is appointed and dismissed by the Director through the Decree of the Board of Directors of the Company.



SISTEM MANAJEMEN RISIKO RISK MANAGEMENT SYSTEM

Bagi Perseroan, risiko merupakan hal penting yang harus dikelola agar tidak menimbulkan dampak berkepanjangan yang berpengaruh terhadap stabilitas dan kelancaran kinerja Perseroan. Oleh karena itu, sejak dini Perseroan telah mengembangkan Sistem Manajemen Risiko yang terintegrasi di tingkat korporasi dengan melibatkan masing-masing satuan kerja. Pengembangan Sistem Manajemen Risiko merupakan bagian tak terpisahkan dari strategi jangka panjang Perseroan yang di antaranya melalui pembentukan tim. Kegiatan analisis risiko Perseroan meliputi kegiatan Identifikasi, Pengukuran, Pemetaan dan Rekomendasi Risiko.

DASAR PENERAPAN MANAJEMEN RISIKO DI PERSEROAN

Implementasi Sistem Manajemen Risiko Perseroan mengacu pada peraturan perundang-undangan yang berlaku, yang mencakup:

Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara tanggal 1 Agustus 2011, Pasal 25, ayat:

1. Direksi harus mempertimbangkan risiko usaha Dalam setiap pengambilan keputusan/tindakan.
2. Direksi wajib membangun dan melaksanakan program Manajemen Risiko Korporasi secara terpadu yang merupakan bagian dari pelaksanaan program GCG.
3. Pelaksanaan program manajemen risiko yang dilakukan dengan:
 - a. Membentuk unit kerja tersendiri yang ada di bawah Direksi, atau
 - b. Memberi penugasan kepada unit kerja yang ada dan relevan untuk menjalankan fungsi Manajemen Risiko
4. Direksi wajib menyampaikan laporan profil Manajemen Risiko dan penanganannya bersama dengan laporan berkala Perseroan.

Selain itu, Perseroan juga telah memiliki Pedoman Manajemen Risiko Perseroan yang dijadikan dasar dalam penerapan manajemen risiko.

Dalam penerapan sistem manajemen risiko tersebut, Perseroan telah mengadopsi standar ISO 31000:2018 *Risk Management-Guidelines*, yang terdiri dari Prinsip Manajemen Risiko, Kerangka Kerja Manajemen Risiko dan Proses Manajemen Risiko.

For the Company, risk serves as an important matter that must be managed so as to avoid a prolonged impact that affects the Company's stable and seamless performance. Accordingly, from an early stage the Company has developed an integrated Risk Management System at the corporate level by involving each business unit. Risk Management System development is an integral part of the Company's long-term strategy, which includes establishing a team. The Company's risk analysis activities include Risk Identification, Assessment, Mapping and Recommendation.

BASIS FOR RISK MANAGEMENT IMPLEMENTATION IN THE COMPANY

The implementation of the Company's Risk Management System refers to the prevailing laws and regulations, which include:

Regulation of the Ministry of State-Owned Enterprises No.PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises dated 1 August 2011, Article 25, paragraph:

1. The Board of Directors must consider business risks in every decision making/action.
2. The Board of Directors is required to build and implement an integrated Corporate Risk Management program which is part of the implementation of the GCG program.
3. Risk management programs are implemented by:
 - a. Establishing a separate business unit under the Board of Directors, or
 - b. Assigning existing and relevant business units to carry out Risk Management functions
4. The Board of Directors is required to submit a Risk Management profile report and its management along with the Company's periodic reports.

In addition, the Company also maintains its Risk Management Guidelines which serve as the basis for implementing risk management.

In implementing such risk management system, the Company has adopted ISO 31000: 2018 Risk Management-Guidelines standard, which consists of Risk Management Principles, Risk Management Framework and Risk Management Process.



Kerangka kerja yang termuat dalam ISO 31000:2018 dijadikan oleh Perseroan sebagai dasar dalam pelaksanaan kegiatan Manajemen Risiko di seluruh tingkatan organisasi agar berjalan efektif dan memastikan informasi dari proses manajemen risiko tersampaikan dengan lengkap dan memadai sehingga dapat digunakan sebagai landasan dalam pengambilan keputusan.

Kerangka kerja tersebut memiliki 6 (enam) aspek yang harus dipenuhi agar pengelolaan risiko sesuai dengan kerangka sistem manajemen risiko dapat terimplementasi. Berikut adalah enam aspek tersebut:

1. Kepemimpinan dan Komitmen

Kepemimpinan dan komitmen serta dukungan yang terus menerus dari pimpinan yakni Dewan Komisaris dan Direksi serta anggota manajemen lainnya akan berdampak pada penerapan Manajemen Risiko yang efektif.

2. Integrasi

Risiko harus dikelola pada setiap bagian dari struktur organisasi dan setiap karyawan di dalam Perseroan. Semuanya memiliki tanggung jawab yang sama dalam upaya pengelolaan risiko. Oleh karena itu, pengintegrasian manajemen risiko menjadi penting agar seluruh jajaran organisasi dapat memiliki pemahaman yang sama.

3. Perancangan

Perancangan menjadi penting untuk dapat menentukan strategi, kebijakan, tingkat maturitas, mendokumentasikan, hingga melakukan komunikasi dan konsultasi serta sosialisasi implementasi Manajemen Risiko.

4. Implementasi

Implementasi Manajemen Risiko yang benar dan sesuai dengan rencana diharapkan dapat menciptakan dan melindungi nilai, meningkatkan kinerja, mendorong inovasi dan mendukung pencapaian sasaran.

5. Evaluasi

Evaluasi dibutuhkan untuk memantau dan memperbaiki efektivitas rancangan dan pelaksanaan semua kegiatan dalam kerangka kerja Manajemen Risiko. Kegiatan evaluasi ini terdiri dari tiga tahap yakni pemantauan, kajian, dan asesmen.

The framework set forth in ISO 31000: 2018 serves as the basis for the implementation of Risk Management activities at all levels within the organization so as to perform effectively and ensure that information from the risk management process is conveyed completely and adequately to serve as a basis for decision making.

Such framework sets forth 6 (six) aspects that must be met so as to allow the implementation of risk management in accordance with the risk management system framework. The six aspects are as follows:

1. Leadership and Commitment

Leadership and commitment as well as continuous support from the leadership, namely the Board of Commissioners and Directors as well as other members of management will have an impact on the effective implementation of Risk Management.

2. Integration

Risk must be managed in each part of the organizational structure and each employee within the Company. All of them have equal responsibility in risk management efforts. Accordingly, integrating risk management is important so as to achieve similar level of understanding within the organization.

3. Design

Design is important in order to determine strategies, policies, maturity levels, to document, to communicate and consult, as well as to socialize the implementation of Risk Management.

4. Implementation

Correct implementation of Risk Management based on the plan is expected to create and protect value, improve performance, encourage innovation and support the achievement of targets.

5. Evaluation

Evaluation is required to monitor and improve the effectiveness of planning and implementation of all activities within the Risk Management framework. Such evaluation activity consists of three stages, namely monitoring, study and assessment.



SISTEM MANAJEMEN RISIKO RISK MANAGEMENT SYSTEM

6. Perbaikan Berkesinambungan

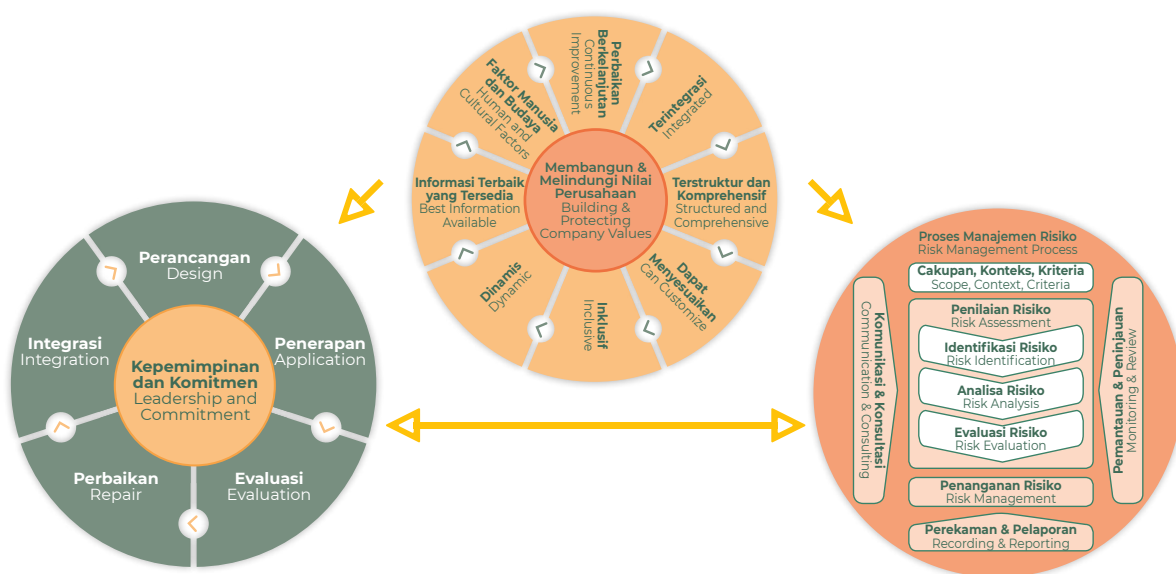
Perbaikan yang dilakukan secara terus menerus tentunya akan menciptakan pengelolaan risiko yang berkualitas dan kian efektif serta tepat sasaran. Umumnya proses perbaikan berkesinambungan dilakukan berdasarkan hasil pemantauan dan tinjau ulang.

6. Continuous Improvement

Continuous improvements will certainly create quality risk management that is more effective and right on target. Generally, the continuous improvement process is conducted based on the results of monitoring and review.

Framework Manajemen Risiko ISO 31000:2018

Risk Management Framework ISO 31000:2018



STRATEGI MANAJEMEN RISIKO

Perseroan telah menyusun *Risk Management Road Map 2018-2022* sebagai strategi manajemen risiko yang dilakukan Perseroan setiap tahunnya. Berikut adalah *road map* tersebut.

RISK MANAGEMENT STRATEGY

The Company has prepared 2018-2022 Risk Management Road Map as a risk management strategy conducted by the Company on an annual basis. The following is the road map.

2018	<i>Benchmark</i> , Sosialisasi Manajemen Risiko, <i>Maturity Level Assessment Risk Management</i> , Pengintegrasian Manajemen Risiko dalam Rencana Kerja Anggaran Perusahaan dan Rencana Investasi Perusahaan.	Benchmarks, Socialization of Risk Management, Maturity Level Assessment Risk Management, Integration of Risk Management in the Work Plan of the Company Budget and the Company Investment Plan.
2019	Identifikasi Risiko secara Mandiri, Pembuatan <i>Charter</i> Manajemen Risiko, Pembentukan <i>Risk Officer</i> , Membangun Aplikasi Sistem Aplikasi Manajemen Risiko.	Independent Risk Identification, Establishment of Risk Management Charter, Appointment of Risk Officers, Development of Risk Management Application System Applications.
2020	Reviu Pedoman Manajemen risiko, <i>Launching</i> Sistem Aplikasi Manajemen Risiko, Pengintegrasian Manajemen Risiko dalam Rencana Jangka Panjang Perseroan	Review of Risk Management Guidelines, Launching of Risk Management Application Systems, Integrating Risk Management in the Long Term Plan of the Company
2021	Evaluasi Keandalan Sistem Aplikasi Manajemen Risiko, Pembuatan Pedoman <i>Business Continuity Management</i> (BCM), Pembuatan Pedoman <i>Risk Maturity</i> , Pembuatan Prosedur Penyusunan Manajemen Risiko, Pembentukan Komite Risiko Internal	Evaluation of the Reliability of Risk Management Application System, Preparation of Business Continuity Management (BCM) Guidelines, Preparation of Risk Maturity Guidelines, Preparation of Risk Management Preparation Procedures, Establishment of Internal Risk Committees
2022	Penyempurnaan Sistem Aplikasi Manajemen Risiko, Evaluasi Penerapan Manajemen Risiko, <i>Benchmark</i> , Pelatihan.	Improvement of Risk Management Application System, Evaluation of Risk Management Implementation, Benchmarks, Training.



TINGKAT KEMATANGAN IMPLEMENTASI MANAJEMEN RISIKO 2020

Perseroan telah melaksanakan pengukuran tingkat Kematangan Manajemen Risiko, yang dikoordinir oleh Divisi *Internal Audit*. Pengukuran tersebut melibatkan jasa konsultan independen PT Sierra Bisnis Konsulting. Hasil kualifikasinya adalah “Cukup Matang”, dengan pencapaian 66,30%.

MATURITY LEVEL OF RISK MANAGEMENT IMPLEMENTATION IN 2020

The Company has conducted assessments of its Risk Management Maturity level, which is coordinated by the Internal Audit Division. Such assessment involves the services of an independent consultant, PT Sierra Bisnis Konsulting. The result of the qualification is “quantified”, with an achievement level of 66.30%.

HASIL PENILAIAN PROFIL RISIKO 2020

RISK PROFILE SCORE RESULTS 2020

Komponen Pengukuran Assessment Components		Tingkat Kematangan Maturity Level		Predikat Attribute
		Dalam Angka Score	Dalam % %	
Tata Kelola Manajemen Risiko	Risk Management Governance	3,06	61,16	Cukup Matang Quantified
Perencanaan Manajemen Risiko	Risk Management Planning	2,77	55,36	
Penerapan Tahapan Manajemen Risiko	Implementation of Risk Management Stages	3,93	78,70	
<i>Monitoring</i> dan Evaluasi Manajemen Risiko	Monitoring and Evaluation of risk Management	3,51	70,29	
Budaya Risiko	Risk Culture	3,30	66,00	
Rata-Rata	Average	3,32	66,30	

Dari hasil pengukuran tersebut dapat disimpulkan bahwa strategi pengelolaan risiko telah ditetapkan dan mulai dibangunnya infrastruktur manajemen risiko (organisasi, panduan dan sumber daya manusia) di Perseroan. Hal ini menunjukkan bahwa fondasi manajemen risiko telah mulai terbangun dan manajemen risiko telah siap untuk diimplementasikan, walaupun memerlukan beberapa penyempurnaan di masa yang akan datang.

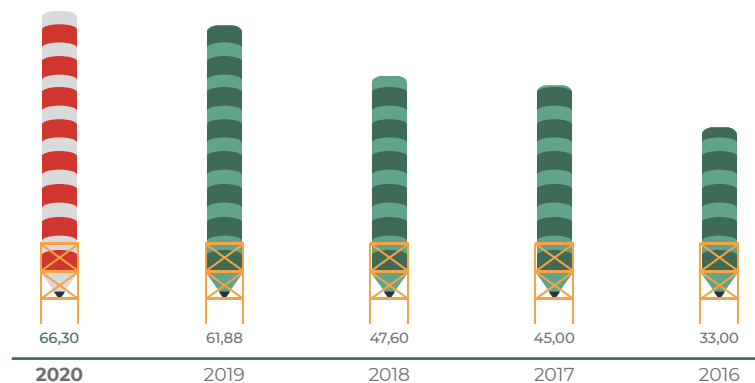
Based on the assessment results, it can be concluded that risk management strategy has been established and that the risk management infrastructure (organization, guidelines and human resources) has been built within the Company. This serves as an evidence that the foundation of risk management has begun to be built and risk management is ready to be implemented, though it still requires some future improvements.

Perkembangan tingkat kematangan penerapan manajemen risiko Perseroan dijelaskan melalui grafik dibawah ini:

The development of the maturity level within the Company's risk management implementation is depicted in the table below

Pencapaian Risk Maturity Perseroan

Company's Achievements of Risk Maturity





SISTEM MANAJEMEN RISIKO RISK MANAGEMENT SYSTEM

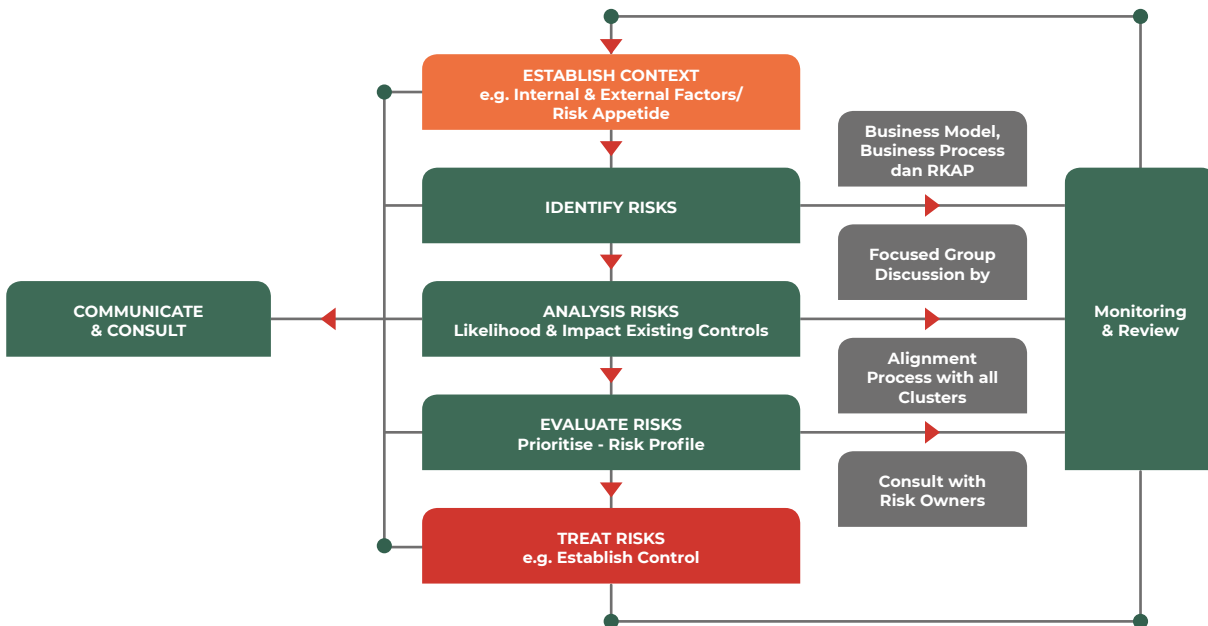
TANTANGAN MANAJEMEN RISIKO PERSEROAN

Beberapa hambatan dalam implementasi kegiatan penerapan manajemen risiko berdampak pada pencapaian tujuan dan sasaran Perseroan, yaitu:

- Tingkat kesadaran/kepedulian di Perseroan terhadap pentingnya manajemen risiko yang masih rendah.
- Masalah ketersediaan SDM yang memahami manajemen risiko masih belum memadai.
- Proses penerapan manajemen risiko di Perseroan belum semuanya berbasis sistem.
- Besarnya struktur organisasi yang terbagi dalam 3 (tiga) wilayah operasional dan 1 (satu) wilayah kantor perwakilan membutuhkan waktu yang sedikit lama dalam melakukan koordinasi terkait penyusunan, pelaporan dan sebagainya.
- Pengukuran dan pelaporan risiko belum efektif dan konsisten.
- Kendala biaya.

RISIKO PERSEROAN DAN UPAYA PENGELOLAANNYA

Perseroan mengidentifikasi risiko RKAP tahun 2020 yang disusun pada bulan April-Desember 2020 melalui kerangka kerja penyusunan profil risiko berbasis ISO 31000. Tahapannya dijelaskan dalam gambar di bawah ini:



THE COMPANY'S RISK MANAGEMENT CHALLENGES

Several obstacles in the implementation of risk management activities create the following impacts on the achievement of the Company's goals and objectives:

- The level of awareness/concern in the Company regarding the importance of risk management is still low.
- Problem arises regarding the inadequate level of available human resources who understand risk management.
- The process of implementing risk management in the Company is not entirely system based.
- The size of the organizational structure which is divided into 3 (three) operational areas and 1 (one) representative office area requires longer coordination time for the preparation, reporting and others.
- Assessment and reporting of risks are not effective and consistent.
- The Company is exposed to cost constraints.

CORPORATE RISKS AND MITIGATING EFFORTS

The Company has identified the risks of 2020 RKAP prepared in April-December 2020 during its preparation for the framework of ISO 31000-based risk profile. The stages are described in the figure below:



Dari hasil kajian, pembahasan, komunikasi dan *Focus Group Discussion* (FGD), profil risiko korporat sebanyak 11 (sebelas) profil risiko dan hasil kajian terhadap Rencana Kerja Anggaran Perusahaan (RKAP) 2020. Profil risiko dan tindak lanjutnya telah disosialisasikan kepada Dewan Komisaris, Komite Manajemen Risiko, Direksi dan seluruh *vice president* dan *risk owner* pada tanggal 14 Januari 2020.

From the assessment results, discussion, communication and Focus Group Discussion (FGD), the corporate risk profile includes 11 (eleven) risk profiles based on the assessment results of 2020 Corporate Budget Work Plan (RKAP). The risk profile and its follow-up have been disseminated to the Board of Commissioners, Management Committee Risk, the Board of Directors and all Vice Presidents and risk owners on 14 January 2020.

PROFIL RISIKO DAN UPAYA MITIGASI

RISK PROFILE AND MITIGATING EFFORTS

No.	Jenis Risiko Risk Profile	Upaya Mitigasi Mitigation Efforts
1	Risiko Cadangan Batu Kapur yang Terus Berkurang pada Tambang Perseroan <i>Site</i> Baturaja Risk Constantly Decreasing Limestone Resources of at the Company Baturaja Site	<ul style="list-style-type: none"> • Melakukan pemetaan geologi pada 2 WIUP. • Memaksimalkan penggunaan alat bor eksplorasi yang saat ini telah dimiliki oleh <i>Division Mining</i>. • Melakukan proses pembebasan lahan dan rumah warga • Proses ruislag jalan PT Telkom dan listrik PT PLN.
2	Risiko Piutang Usaha Tinggi Risk of High Account Receivables	<ul style="list-style-type: none"> • Melakukan penagihan rutin kepada distributor yang fakturnya telah jatuh tempo baik itu secara surat, via telepon, atau penagihan langsung ke distributor. • Mengarahkan unit kerja <i>sales</i> untuk distributor baru agar melakukan penebusan tunai terlebih dahulu. • Penerimaan hasil penjualan semen tidak boleh melebihi 90 hari. • Melakukan penagihan dan rekonsiliasi untuk penyelesaian piutang macet. • Tidak memberikan kebijakan plafon kepada distributor sebelum piutang yang telah jatuh tempo dibayar.
3	Risiko Progres Pembebasan Lahan Risk of Land Acquisition Progress	<ul style="list-style-type: none"> • Optimalisasi peran tokoh masyarakat, pemerintahan desa dan elemen lainnya untuk <i>approaching</i> ke para pemilik lahan. • Optimalisasi peran Kejaksaan Negeri OKU untuk dalam proses pendampingan hukum dalam proses pembebasan lahan. • Pemenuhan komitmen perusahaan terkait rekrutmen tenaga kerja di dalam proses akuisisi lahan. • Percepatan proses pembebasan lahan dan ruislag jalan Telkom sebagai upaya meningkatkan posisi tawar perusahaan dalam proses pembebasan lahan. • Penanganan isu dan <i>social problems</i> yang lebih efektif terkait kegiatan pembebasan lahan dan dampak operasional tambang.
4	Risiko Ancaman terhadap Munculnya Produk dan atau Layanan Baru dari Pesaing Risk of Threat from New Emerging Product and/or New Service from Competitors	<ul style="list-style-type: none"> • Merencanakan identifikasi posisi pesaing di pangsa pasar produk turunan. • Menjaga kepuasan pelanggan sehingga tidak terakuisisi. • Inovasi produk dan layanan serta inovasi berbasis teknologi untuk pemasaran.
5	Risiko Jalan yang Dilewati Armada/Truck/Hi-blow Sering Rusak Risk of Frequent Road Damages on Routes Taken	<ul style="list-style-type: none"> • Membuat kontrak melalui jalan alternatif. • Berkordinasi dengan pemerintah setempat guna percepatan perbaikan jalan tersebut. • Pemilihan jalur alternatif terdekat.
6	Risiko Jaminan Distributor Tidak Meng-cover Penebusan Risk of Uncovered Redemption of Distributor Guarantee	<ul style="list-style-type: none"> • Melakukan koordinasi dan pengecekan berkala dengan tim keuangan terkait jumlah jaminan dan piutang distributor. • Meminta distributor untuk menambah jaminan atau mengalihkan penebusan semen kredit Perseroan ke pihak ketiga seperti melalui Bank (<i>distributor finance</i>) dan asuransi.



SISTEM MANAJEMEN RISIKO RISK MANAGEMENT SYSTEM

No.	Jenis Risiko Risk Profile	Upaya Mitigasi Mitigation Efforts	
7	Risiko Pembatasan Jam Operasional Truck Risk of Limited Operating Hours for Trucks	<ul style="list-style-type: none"> Melakukan pengaturan waktu pengiriman semen agar tidak melanggar aturan dan pengalihan ke jalan alternatif, jalur lintas dan jalan pelabuhan. Memaksimalkan ritase pemuatan semen di pabrik. 	<ul style="list-style-type: none"> Arrange the timing of cement delivery so as not to violate regulations and to divert to alternative roads, crossways and port roads. Maximize cement loading <i>ritase</i> at the factory.
8	Risiko <i>Unplanned</i> dan <i>Planned Plant-Shutdown</i> Risk of Unplanned and Planned Plant-Shutdown	<ul style="list-style-type: none"> Melakukan inspeksi dan cek kondisi secara rutin ke masing- masing area. Melakukan pendataan peralatan yang abnormal dan mempersiapkan rencana perbaikan dan menyiapkan <i>sparepart</i> yang dibutuhkan. 	<ul style="list-style-type: none"> Inspect and check conditions regularly in each area. Collect data on abnormal equipment and prepare repair plans and the required spare parts.
9	Risiko Perubahan Kondisi Pasar dan Harga Semen Pesaing di Suatu Wilayah yang Fluktuatif Risk of Market Condition Changes and Competitive Cement Price in a Fluctuating Area	Melakukan survei secara rutin ke wilayah penjualan Perseroan sehingga tidak ketinggalan informasi <i>update</i> mengenai kondisi pasar di wilayah tersebut.	Conduct regular surveys to the sales area of the Company so as not to miss any updated information on market conditions in such region.
10	Risiko <i>Security Part</i> Baturaja 1 & 2 Tidak Tersedia Risk of Unavailable Security Parts in Baturaja 1 & 2	<ul style="list-style-type: none"> Membuat <i>feasibility study</i> sebelum melakukan pembelian. Membuat <i>record</i> peralatan. Menjaga <i>stock</i> minimum. 	<ul style="list-style-type: none"> Prepare a feasibility study prior to making a purchase. Prepare equipment records. Maintain minimum stocks.
11	Risiko Wabah Penyakit Berbahaya (COVID-19) Dangerous Disease Risk (COVID-19)	<ul style="list-style-type: none"> Pembuatan SOP penanganan COVID-19. Memberlakukan <i>work from home</i> (WFH). Menjaga jarak (<i>social distancing</i>). Kebijakan pembatasan berkumpul. Sistem komunikasi online (<i>vidcon</i>). Imbauan menjaga kebersihan diri dan lingkungan Perseroan. Sosialisasi. Pengecekan suhu tubuh secara rutin. Pembuatan <i>sterilization chamber</i> di seluruh <i>site</i>. Kebijakan membatasi berinteraksi secara fisik dengan pihak eksternal. Melarang karyawan untuk berpergian keluar kota dan keluar negeri. <i>Rapid test</i> dan PCR SWAB test. <i>Instrument self-assessment</i> risiko COVID-19 SMBR. 	<ul style="list-style-type: none"> Prepare SOPs for COVID-19 management. Enforce work from home (WFH). Maintain distance (social distancing). Prepare group restriction policy. Implement online communication system (video conference). Campaign to maintain personal hygiene and the Company's environment. Conduct socialization. Check body temperature regularly. Establish sterilization booth throughout the site. Prepare policy on limiting physical interaction with external parties. Prohibit employees from traveling outside the city and abroad. Conduct rapid test and PCR SWAB test. Prepare SMBR COVID-19 risk self-assessment instrument.

MONITORING REALISASI MITIGASI RISIKO 2020

Realisasi penanganan 11 (sebelas) risiko korporat tersebut menunjukkan bahwa upaya mitigasi risiko telah dilakukan dengan baik. *Monitoring* risiko pada tahun 2020 tersebut disusun dan dilakukan secara menyeluruh pada proses bisnis di setiap unit kerja melalui tahapan proses pemantauan risiko yang diikuti dengan proses komunikasi dan koordinasi secara berkesinambungan.

Hal itu dilakukan untuk memastikan efektivitas pelaksanaan atas mitigasi risiko (tindak lanjut) yang telah disusun oleh unit kerja telah dilakukan dengan baik dan sesuai dengan rencana yang telah ditetapkan. Dengan demikian, potensi risiko diharapkan dapat diminimalisir dan dikendalikan.

MONITORING OF RISK MITIGATION REALIZATION IN 2020

The realization of managing 11 (eleven) corporate risks shows that risk mitigation efforts have been properly managed. Risk monitoring in 2020 is compiled and performed in a comprehensive manner during the business processes in each business unit through the stages of the risk monitoring process followed by continuous communication and coordination processes.

Such processes are conducted to ensure the effectiveness of the implementation of risk mitigation (follow-up) prepared by the business unit has been properly performed in accordance with the predetermined plan. Thus, the potential risk is expected to be minimized and controlled.



Monitoring realisasi mitigasi risiko yang dilaksanakan Perseroan dilakukan dalam 2 (dua) periode.

- Periode Semester I dilakukan dari bulan Januari sampai dengan Juni 2020 yang dilaporkan pada bulan Juli 2020.
- Periode Semester II dilakukan dari bulan Juli sampai dengan Desember 2020 yang dilaporkan pada bulan Januari 2021.

Laporan *monitoring* realisasi mitigasi risiko tahun 2020 Perseroan dilaporkan kepada Direksi. Setelah mendapat persetujuan oleh Direksi, selanjutnya dilaporkan kepada Dewan Komisaris.

Pada saat dilakukan penyusunan, Perseroan telah memiliki kriteria batas tingkat risiko yang dapat diterima. Oleh karena itu, risiko yang telah dianalisis/diukur diberikan pemeringkatan berdasarkan tingkat atau nilai risiko untuk menentukan prioritas pengelolaannya.

Risiko yang teridentifikasi tersebut seluruhnya akan dikelola Perseroan dengan mempertimbangkan rencana perlakuan yang sesuai. Setelah rencana perlakuan diterapkan, diharapkan risiko Perseroan menjadi lebih rendah dibandingkan dengan sebelum dilakukan perlakuan tersebut.

Hasil penyusunan terhadap risiko yang teridentifikasi menunjukkan tingkat risiko setelah memperhatikan pengendalian yang ada masih relatif tinggi. Untuk mengurangi risiko sampai pada tingkat yang dapat diterima diperlukan upaya peningkatan pengendalian yang ada atau alternatif perlakuan risiko yang lain.

HASIL REVIU YANG DILAKUKAN ATAS SISTEM MANAJEMEN RISIKO PADA TAHUN BUKU

Tujuan evaluasi penerapan sistem manajemen risiko adalah untuk menilai tingkat kematangan penerapan manajemen risiko di Perseroan. Hingga saat ini, penerapan manajemen risiko telah berjalan dalam koridor yang semestinya.

Namun demikian, guna meningkatkan efektivitas sistem manajemen risiko, Perseroan merencanakan sosialisasi secara konsisten mengenai penerapan manajemen risiko, membangun sistem manajemen risiko secara menyeluruh untuk penerapan manajemen risiko, implementasi pedoman evaluasi *risk maturity level* dan pedoman *Business Continuity Management (BCM)*.

Monitoring of the realization of risk mitigation is conducted in 2 (two) periods:

- Semester I period is conducted from January to June 2020 which is reported in July 2020.
- Semester II period is conducted from July to December 2020 which is reported in January 2021.

The monitoring report of the Company's 2020 risk mitigation realization is reported to the Board of Directors. After obtaining approval from the Board of Directors, the report is then submitted to the Board of Commissioners.

At the time of preparation, the Company maintains its criteria for acceptable risk level. Accordingly, the risk that has been analyzed/measured is given a rating based on the level or score of risk to determine the priority for its management.

The identified risks will be entirely managed by the Company by considering the appropriate treatment plan. After the treatment plan is implemented, it is expected that the Company's risk will be lower than before the treatment was implemented.

The results of preparing the identified risks display the risk level after taking into account the relatively high level of existing controls. To reduce risk to an acceptable level, it is necessary to improve existing controls or other alternative risk treatment options.

REVIEWS CONDUCTED ON RISK MANAGEMENT SYSTEM IN FISCAL YEAR

The purpose of evaluating the implementation of risk management system is to assess the maturity level of risk management implementation in the Company. Up to present, risk management has been implemented within the proper corridor.

However, in order to increase the effectiveness of the risk management system, the Company plans to consistently socialize the implementation of risk management, build a comprehensive risk management system for risk management implementation, perform risk maturity level evaluation guidelines and Business Continuity Management (BCM) guidelines.



SISTEM MANAJEMEN RISIKO RISK MANAGEMENT SYSTEM

PERBAIKAN DAN PENINGKATAN PENGELOLAAN RISIKO

Sepanjang tahun 2020, Perseroan telah melakukan perbaikan dan peningkatan pengelolaan risiko. Rinciannya adalah:

1. Konsisten Upaya Peningkatan Budaya Risiko

Untuk meningkatkan efektivitas dan mencapai tujuan penerapan manajemen risiko, Divisi *Corporate Secretary* melalui *Department Stakeholder & Risk Management*, senantiasa berupaya meningkatkan komitmen pimpinan Perseroan untuk memberi dukungan dan kontribusi penuh dalam penerapan manajemen risiko, mengembangkan budaya sadar risiko (*corporate risk culture*) ke seluruh proses bisnis Perseroan dengan menitikberatkan konsep risiko sebagai tanggung jawab setiap orang (*risk is everybody's business*) melalui sosialisasi yang berkelanjutan serta selalu mengembangkan kompetensi dan proses pembelajaran secara berkesinambungan melalui pelatihan Manajemen Risiko baik secara umum ataupun khusus.

2. Pengembangan ke arah *Risk Based Internal Audit (RB/A)*

Hasil *risk assessment* risiko yang telah ada dapat dijadikan dasar bagi unit kerja *Department Governance & Risk Management* dalam pengembangan implementasi Manajemen Risiko. Ke depan hasil tersebut perlu diintegrasikan dengan Divisi *Internal Audit* dalam melakukan audit, atau dikenal dengan Audit Berbasis Risiko (*Risk Based Internal Audit/RB/A*).

3. Integrasi Manajemen Risiko

Dalam upaya pengembangan *Enterprise Risk Management*, Perseroan berencana dan telah melakukan penyusunan kebijakan strategis RJPP, RKAP dan *project-project* pengembangan Perseroan dengan mengintegrasikan pedoman Manajemen Risiko ke dalam Sistem Manajemen Semen Baturaja (SMSB) sebagai salah satu bentuk pengendalian internal.

IMPROVEMENTS AND ENHANCEMENTS OF RISK MANAGEMENT

Throughout 2020, the Company has improved and enhanced its risk management. The details are as follows:

1. Consistent Efforts to Improve Risk Culture

To improve effectiveness and achieve the objectives of risk management implementation, the Corporate Secretary Division, through the Stakeholder & Risk Management Department, continues to strive to increase the commitment of the Company's leadership to provide full support and contribution to the implementation of risk management, develop a corporate risk culture throughout all business processes with an emphasis on the concept that the risk is everybody's business through continuous socialization and development of competencies and a continuous learning process through Risk Management training generally and specifically.

2. Development towards Risk Based Internal Audit (RB/A)

The results of the existing risk assessment can serve as the basis for the Department of Governance & Risk Management unit in developing the implementation of Risk Management. In the future, these results need to be integrated with the Internal Audit Division in conducting the audit, also known as Risk Based Internal Audit (RB/A).

3. Risk Management Integration

In an effort to develop Enterprise Risk Management, the Company has planned and prepared strategic policies for the RJPP, RKAP and development projects of the Company by integrating Risk Management guidelines into Semen Baturaja Management System (SMSB) as a form of internal control.



4. Pengembangan Aplikasi Manajemen Risiko berbasis Teknologi Informasi

Perseroan telah memiliki sistem yang digunakan untuk mengelola risiko, yaitu *Risk Management System* (RMS) yang diluncurkan pada April 2020. RMS merupakan sistem yang digunakan untuk penyusunan profil risiko di Perseroan. Sistem ini akan terus dievaluasi untuk mengikuti dan menyesuaikan perkembangan manajemen risiko yang bersifat dinamis.

Perseroan akan terus melakukan pengembangan sistem manajemen risiko berbasis teknologi lainnya yang akan menjadi pertimbangan manajemen, yaitu melalui:

- Penggunaan aplikasi manajemen risiko berbasis teknologi informasi secara menyeluruh pada penerapan manajemen risiko.
- Pengintegrasian aplikasi manajemen risiko dengan sistem informasi lainnya.

4. Development of Information Technology-based Risk Management Applications

The Company already maintains a system to manage its risks, namely the Risk Management System (RMS) which was launched in April 2020. RMS is a system used to compile the risk profiles in the Company. This system will continue to be evaluated to keep up with and adapt to dynamic risk management developments.

The Company will continue to develop other technology-based risk management systems that will be considered by management, namely through:

- Comprehensive use of information technology-based risk management applications in the adoption of risk management.
- Integration of risk management applications with other information systems.



LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA STATE APPARATUS WEALTH REPORT

Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) merupakan bentuk komitmen Perseroan dalam pencegahan korupsi dan komitmen Perseroan atas penerapan tata kelola perusahaan yang baik. Selain itu, LKHPN juga merupakan program pemerintah untuk menciptakan pemerintahan yang bersih, termasuk di lingkungan Badan Usaha Milik Negara (BUMN). Sebagai BUMN yang senantiasa patuh terhadap peraturan yang ada, Perseroan mengatur pengelolaan LHKPN di lingkungan Perseroan.

DASAR HUKUM PENYAMPAIAN LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

Dalam rangka menjalankan Instruksi Menteri BUMN Nomor: INS-01-MBU/2009 dan untuk mewujudkan Perusahaan BUMN yang bersih dari praktik Korupsi, Kolusi, Nepotisme (KKN) serta penyalahgunaan wewenang, maka setiap pejabat penyelenggara negara di lingkungan BUMN wajib melaporkan harta kekayaannya dalam bentuk Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada Komisi Pemberantasan Korupsi (KPK). Terkait dengan LHKPN tersebut, Perseroan membuat suatu pedoman melalui Surat Keputusan Direksi No. PH.01.04/022/2017 tentang Pedoman Penyampaian Laporan Harta Kekayaan bagi Pejabat di lingkungan Perseroan, yang disempurnakan melalui Surat Keputusan Direksi Nomor: PH.01.04/018/2019 tanggal 22 Februari 2019 tentang Pedoman Penyampaian Laporan Harta Kekayaan Bagi Pejabat di Lingkungan PT Semen Baturaja (Persero) Tbk.

PEJABAT YANG DIWAJIBKAN UNTUK MENYAMPAIKAN LAPORAN HARTA KEKAYAAN PEJABAT NEGARA (LHKPN)

Pejabat yang diwajibkan untuk menyampaikan LHKPN berdasarkan Surat Keputusan Direksi Nomor: PH.01.04/018/2019 tanggal 22 Februari 2019 tentang Pedoman Penyampaian Laporan Harta Kekayaan Bagi Pejabat di Lingkungan PT Semen Baturaja (Persero) Tbk adalah sebagai berikut:

1. Memperhatikan Instruksi Menteri BUMN Nomor: INS-01/MBU/2009 tentang Penyelenggara Negara yang Wajib menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di Lingkungan BUMN yang wajib untuk menyampaikan LHKPN adalah:
 - a. Dewan Komisaris
 - b. Direksi

Management of State Apparatus Wealth Report (LHKPN) represents the Company's commitment to preventing corruption and implementing good corporate governance. In addition, LKHPN also serves as a government program to create clean governance, including within State-Owned Enterprises (BUMN). As a BUMN that complies at all times with existing regulations, the Company manages LHKPN within the Company.

LEGAL BASIS FOR STATE APPARATUS WEALTH REPORT (LHKPN)

In order to execute Instruction from Ministry of BUMN No.INS-01-MBU/2009 and to create a BUMN free from corruption, collusion, nepotism (KKN) and misuse of authority, every state official within the BUMN is required to report his/her assets in the form of State Apparatus Wealth Report (LHKPN) to the Corruption Eradication Commission (KPK). With regard to LHKPN, the Company has prepared a guideline through the Decree of the Board of Directors No.PH.01.04/022/2017 concerning Guidelines for Submitting Wealth Reports for Officials in the Company, updated with Decree of Board of Directors No.PH.01.04/018/2019 dated 22 February 2019 concerning Guidelines for Submitting Wealth Reports for Officials in PT Semen Baturaja (Persero) Tbk.

STATE APPARATUS REQUIRED TO SUBMIT STATE APPARATUS WEALTH REPORT (LHKPN)

Officials who are required to submit LHKPN based on the Decree of the Board of Directors No.PH.01.04/018/2019 dated 22 February 2019 concerning Guidelines for Submitting Wealth Reports for Officials in PT Semen Baturaja (Persero) Tbk are as follows:

1. By referring to the Instruction of the Ministry of BUMN No.INS-01/MBU/2009, State Administrators who are required to submit LHKPN in BUMN are as follows:
 - a. Board of Commissioners
 - b. Board of Directors



- c. Pejabat Struktural satu tingkat di bawah Direksi yang ditetapkan oleh Direksi
- d. Pejabat lain yang memiliki fungsi strategis di lingkungan BUMN yang ditetapkan oleh Direksi.
- 2. Penetapan Direksi mengenai pejabat struktural satu tingkat di bawah Direksi sebagaimana dimaksud dalam poin 1 huruf c di atas adalah seluruh *vice president*/setingkat di lingkungan Perseroan.
- 3. Penetapan Direksi mengenai pejabat lain yang memiliki fungsi strategis di lingkungan Perseroan sebagaimana dimaksud dalam poin 1 huruf d di atas adalah seluruh *senior manager*/setingkat di lingkungan Perseroan.

UNIT PENGELOLAAN LHKPN

Susunan keanggotaan Unit Pengelolaan LHKPN di Perseroan adalah sebagai berikut:

- a. Koordinator: *Senior Manager Auditor*
Senior Manager Human Resource Operation
- b. Anggota : *Section Recruitment setingkat Manager*
Section Team IOM Palembang dan Jakarta setingkat Junior Manager

KETENTUAN PENYAMPAIAN LHKPN

Pelaksanaan penyampaian wajib LHKPN memiliki ketentuan sebagai berikut:

- 1. Pejabat Perseroan wajib menyampaikan LHKPN kepada KPK pada saat:
 - a. Pengangkatan sebagai Pejabat Perseroan saat pertama kali menjabat;
 - b. Pengangkatan kembali sebagai pejabat Perseroan setelah berakhirnya masa jabatan atau pensiun; atau
 - c. Berakhirnya masa jabatan atau pensiun sebagai pejabat Perseroan.
- 2. Penyampaian LHKPN sebagaimana dimaksud dalam poin 1 di atas disampaikan kepada KPK paling lambat 3 bulan terhitung sejak pengangkatan pertama/pengangkatan kembali/berakhirnya jabatan atau pensiun.
- 3. Penyampaian LHKPN selama menjabat sebagai pejabat Perseroan dilakukan secara periodik setiap 1 tahun sekali selambat-lambatnya tanggal 31 Maret tahun berikutnya.
- 4. LHKPN harus diisi oleh ahli waris Pejabat Perseroan apabila yang bersangkutan telah meninggal dunia dan diserahkan kepada Unit Pengelolaan LHKPN di Perseroan.

- c. Structural Officers one level below the Board of Directors appointed by the Board of Directors
- d. Other officials who have strategic functions within BUMN appointed by the Board of Directors.
- 2. Decision of the Board of Directors regarding structural officers one level below the Board of Directors as referred to in point 1 letter c above refers to all vice presidents/equivalents in the Company.
- 3. Decision of the Board of Directors regarding other officers who have strategic functions in the Company as referred to in point 1 letter d above refers to all senior managers/equivalents in the Company.

LHKPN MANAGEMENT UNIT

The composition of LHKPN Management Unit at the Company is as follows:

- a. Koordinator: Audit Senior Manager
Human Resource Operation Senior Manager
- b. Member : Recruitment Section at Manager level
IOM Palembang dan Jakarta Section Team at Junior Manager level

LHKPN SUBMISSION REQUIREMENTS

The mandatory submission of LHKPN has the following conditions:

- 1. The Company officials are required to submit LHKPN to KPK when:
 - a. First appointment as the Company Officer;
 - b. Reappointment as the Company official after the end of the term of office or retirement; or
 - c. End of term of office or retirement as the Company official.
- 2. LHKPN submission as referred to in point 1 above is submitted to KPK no later than 3 months since the first appointment/re-appointment/end date or retirement.
- 3. LHKPN while still serving as the Company official is submitted periodically on an annual basis not later than 31 March of the following year.
- 4. LHKPN must be completed by the heirs of the Company Officials should the respective person pass away and the report shall be submitted to LHKPN Management Unit of the Company.



LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA STATE APPARATUS WEALTH REPORT

- Dewan Komisaris dan Direksi yang tidak mematuhi ketentuan sebagaimana diatur dalam Pedoman Penyampaian Laporan Harta Kekayaan di lingkungan Perseroan ini dikenakan sanksi sesuai dengan ketentuan yang berlaku pada Kementerian BUMN.
- Bagi seluruh *vice president* dan *senior manager* yang tidak menyampaikan LHKPN akan dikenakan sanksi sesuai ketentuan yang berlaku di lingkungan Perseroan.
- The Board of Commissioners and Directors who fail to comply with the provisions stipulated in the Guidelines for Submitting Wealth Reports in the Company are subject to sanctions in accordance with applicable provisions in Ministry of BUMN.
- All vice presidents and senior managers who fail to submit LHKPN will be subject to sanctions by the Company in accordance with existing policies in the Company.

JUMLAH WAJIB MENYAMPAIKAN LAPORAN LHKPN DI PERSEROAN

Jumlah Wajib LHKPN di Perseroan sebanyak 92 orang dan yang sudah melaporkan sebanyak 92 Wajib Laporan atau 100% telah melaporkan LHKPN dengan tepat waktu, yang digambarkan pada tabel di bawah ini.

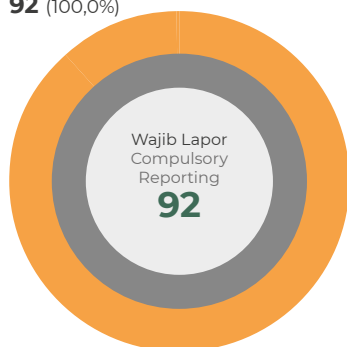
TOTAL MANDATORY LHKPN IN THE COMPANY

The number of LHKPN in the Company is totaling 92 personnel and those who have submitted the reports are totaling 92 mandatory personnel or 100% of which have reported LHKPN in a timely manner, which is illustrated in the table below.

Pejabat Official	Jumlah Wajib Laporan Total Mandatory Officials	Telah Melaporkan Completed Submission	
		Jumlah Total	%
Dewan Komisaris Board of Commissioners	3	3	100
Direksi Board of Directors	5	5	100
Pejabat Eselon I (<i>Vice President</i>) Echelon level I (<i>Vice President</i>)	20	20	100
Pejabat Eselon II (<i>Senior Manager</i>) Echelon level II (<i>Senior Manager</i>)	64	64	100
Jumlah Total	92	92	100

KEPATUHAN Compliance

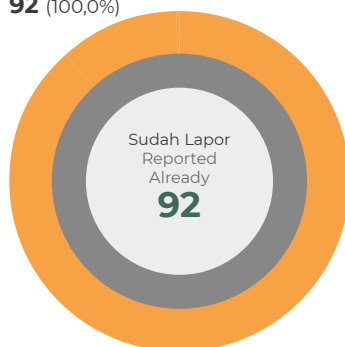
92 (100,0%)



● Sudah Laporan | Reported Already

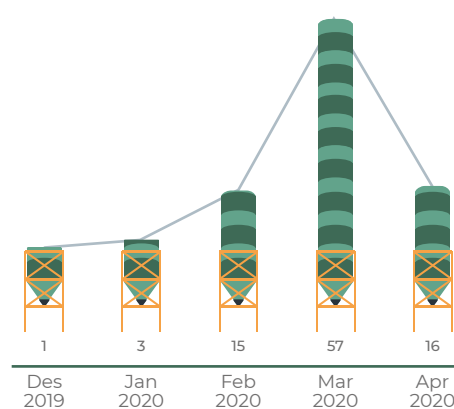
KETEPATAN Accuracy

92 (100,0%)



● Tepat Waktu | On time

GRAFIK PENYAMPAIAN LHKPN LHKPN Delivery Graph



● Sudah Laporan | Reported Already

Wajib Laporan Compulsory Reporting	Tepat Waktu On time	Sudah Laporan Reported Already
92 (100,0%)	92 (100,0%)	92 (100,0%)



AKSES INFORMASI DAN DATA PERUSAHAAN ACCESS TO CORPORATE INFORMATION AND DATA

Akses informasi dan data perusahaan merupakan bagian penting dari penerapan prinsip-prinsip tata kelola perusahaan yang baik. Oleh karena itu, Perseroan berkomitmen penuh untuk menyajikan kebutuhan informasi bagi para pemangku kepentingan (*stakeholders*) mengenai Perseroan.

Informasi dan data tersebut, antara lain mencakup visi, misi, strategi, produk dan struktur manajemen, kegiatan Perseroan, kinerja keuangan, tata kelola perusahaan. Selain itu, tersedia juga informasi kinerja berkelanjutan, rilis media dan laporan serta informasi bagi Pemegang Saham.

Direksi juga senantiasa memastikan bahwa Perseroan melaksanakan keterbukaan informasi dan menyampaikan informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu. Sebagai bentuk kepatuhan terhadap keterbukaan informasi, Perseroan juga senantiasa menyampaikan informasi dan fakta material kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI), baik melalui surat maupun melalui pelaporan elektronik.

Informasi dan data Perseroan juga dapat diakses oleh masyarakat melalui situs web www.semenbaturaja.co.id. Situs tersebut memuat informasi terkini dan tepat sasaran, efektif dan efisien, sehingga dapat memberikan pemahaman publik mengenai Perseroan secara transparan dan konsisten.

Dalam situs web Perseroan, antara lain telah termuat profil Perseroan secara lengkap dengan berbagai jenis pelayanan dan produk, tanggung jawab sosial perusahaan, berita terbaru, serta informasi lainnya yang berguna untuk para pemangku kepentingan. Perseroan juga mengungkapkan informasi dalam bentuk kegiatan lain seperti RUPS, *public expose*, seminar, pameran dan berbagai kegiatan pengungkapan lainnya.

Perseroan memperbarui informasi secara berkala dan memberikan kemudahan akses informasi kepada para pemangku kepentingan agar mengetahui kondisi Perseroan secara jelas dan terbuka. Rincian saluran informasi Perseroan diuraikan sebagai berikut:

1. Rapat Umum Pemegang Saham (RUPS)

RUPS merupakan sarana komunikasi Perseroan dengan Pemegang Saham untuk menyampaikan informasi Perseroan dan memungkinkan

Access to the Company's information and data plays an important role in implementing the principles of good corporate governance. Accordingly, the Company is fully committed to providing the needs of corporate information to stakeholders.

The information and data include, among others, the vision, mission, strategy, products and management structure, the Company's activities, financial performance, and corporate governance. In addition, information is also available regarding sustainable performance, media releases and reports as well as information for Shareholders.

The Board of Directors also ensures that the Company provides information disclosure and submits information to the Board of Commissioners and Shareholders in a timely manner. As a form of compliance with information disclosure, the Company also continues to disclose material information and facts to OJK and Indonesia Stock Exchange (IDX), both by mail and e-reporting.

Company information and data can also be accessed by the public through the website at www.semenbaturaja.co.id. The site contains the most recent, targeted, effective and efficient information so as to provide public understanding concerning the Company in a transparent and consistent manner.

The Company's website includes, among others, complete Company profile with various types of services and products, corporate social responsibility, the latest news, and other useful information for stakeholders. The Company also discloses information concerning other activities such as GMS, public expose, seminars, exhibitions and various other activities.

The Company updates information periodically and facilitates access to information to stakeholders to understand the Company's condition in a clear and transparent manner. Details of the Company's information channels are described as follows:

1. General Meeting of Shareholders (GMS)

GMS serves as a means of communication between the Company and the Shareholders to convey Company information and to enable Shareholders



AKSES INFORMASI DAN DATA PERUSAHAAN

ACCESS TO CORPORATE INFORMATION AND DATA

partisipasi Pemegang Saham dalam pengambilan keputusan yang memerlukan persetujuan pemegang saham. Pada tahun 2020, Perseroan melakukan RUPS sebanyak 1 (satu) kali, yakni RUPS Tahunan Tahun Buku 2019 pada tanggal 5 Agustus 2020.

2. **Public Expose**

Dalam satu tahun, Perseroan menyelenggarakan *public expose* minimal 1 (satu) kali untuk memaparkan kinerja Perseroan secara umum kepada publik. Sepanjang tahun 2020, Perseroan melaksanakan *public expose* pada 24 Agustus 2020.

3. **Pertemuan dengan Investor dan Analis**

Pertemuan ini menjadi sarana pertukaran informasi mengenai perkembangan industri dan Perseroan kepada investor/analisis, terutama mengenai kinerja bisnis dan keuangan Perseroan. Pertemuan ini dapat dilakukan secara individu maupun berkelompok, baik secara tatap muka, telepon ataupun *conference call*.

4. **Laporan Keuangan**

Laporan keuangan yang diterbitkan oleh Perseroan terdiri dari laporan keuangan tahunan, tengah tahunan, kuartal pertama dan periode sembilan bulan. Laporan keuangan tersebut dipublikasikan melalui situs *web* Perseroan dan situs *web* Bursa Efek Indonesia (BEI). Untuk laporan keuangan tahunan dan tengah tahunan, Perseroan juga mempublikasikan laporan keuangan tersebut melalui surat kabar harian nasional yang disajikan sesuai dengan ketentuan yang berlaku.

5. **Laporan Tahunan**

Sebagai bentuk pertanggungjawaban Direksi dan Dewan Komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku RUPS maka disusun laporan tahunan sesuai dengan ketentuan yang berlaku. Laporan tahunan tersebut disampaikan kepada pemegang saham, regulator, organisasi massa, media massa dan masyarakat. Laporan tahunan dipublikasikan melalui situs *web* Perseroan dan situs *web* Bursa Efek Indonesia (BEI).

to participate in making resolutions that require shareholder approval. In 2020, the Company conducted 1 (one) GMS, namely the Annual GMS for 2019 Fiscal Year on 5 August 2020.

2. **Public Expose**

Within one year, the Company organizes a public expose at least once a year to disclose the Company's general performance to the public. In 2020, the Company held its public expose on 24 August 2020.

3. **Meeting with Investors and Analysts**

Such meeting serves as a forum to exchange information regarding the development of the industry and the Company to investors/analysts, specifically regarding the Company's business and financial performance. Such meetings can be held individually or in groups, either in person, by telephone or conference call.

4. **Financial Statements**

The reports issued by the Company consist of annual, semi-annual, first quarter and nine-month period financial statements. The financial statements are published on the Company's website and at Indonesia Stock Exchange (IDX) website. For annual and semi-annual financial statements, the Company also publishes these reports through national daily newspapers which are presented in accordance with prevailing regulations.

5. **Annual Report**

To present their accountability report regarding the responsibilities of the Board of Directors and the Board of Commissioners in managing and supervising issuers or public companies within 1 (one) fiscal year of the GMS, the companies prepare their annual reports in accordance with applicable regulations. The annual report is submitted to shareholders, regulators, mass organizations, mass media and the public. The annual report is published on the Company's website and Indonesia Stock Exchange (IDX)



Periode Year	Tema Theme
2020	<i>Rising to The Challenge</i>
2019	<i>Driven to Innovate Growing Network</i>
2018	<i>A Vision to Lead With Sustainable Values</i>
2017	<i>Exceeding Prime for Environmental Sustainability</i>
2016	<i>Unbreakable Spirit Within</i>
2015	<i>Solidifying Achievement</i>

6. Situs Web

Perseroan memiliki situs web yakni www.semenbaturaja.co.id yang memuat informasi terkini mengenai Perseroan, termasuk segala hal yang berkaitan dengan Perseroan, baik dari sisi manajemen, profil perusahaan, tata kelola perusahaan, hingga produk yang dihasilkan. Situs web Perseroan menyajikan informasi dalam dua Bahasa yakni Bahasa Indonesia dan Bahasa Inggris juga telah memenuhi aturan terkait dengan situs web perusahaan publik yakni POJK Nomor 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.

7. Transparansi Penyampaian Laporan ke Otoritas Pasar Modal (BEI dan OJK) serta Kementerian BUMN

Sebagai BUMN yang berstatus perusahaan terbuka, Perseroan harus menyampaikan laporan kepada Bursa Efek Indonesia, Otoritas Jasa Keuangan serta Kementerian BUMN. Berikut transparansi penyampaian laporan yang dilakukan sepanjang tahun 2020.

6. Website

The Company manages its website at www.semenbaturaja.co.id which contains the latest information concerning the Company, including everything related to the Company, such as management, company profile, corporate governance, and its manufactured products. The Company's website provides information in two languages, namely Indonesian and English. It has also complied with regulations related to public company website, which is POJK No.8/POJK.04/2015 concerning Websites of Issuers or Public Companies.

7. Transparency of Report to Capital Market Authorities (BEI dan OJK) and Ministry of BUMN

As a state-owned company with its status as a public company, the Company must submit reports to Indonesia Stock Exchange, OJK and the Ministry of BUMN. The following is the transparency of report submission throughout 2020.

No.	Bursa Efek Indonesia dan Otoritas Jasa Keuangan Indonesia Stock Exchange and OJK	Kementerian BUMN Ministry of BUMN
1	Laporan Bulanan Registrasi Pemegang Efek Monthly Report of Issuers Registration	Laporan Keuangan Tahun Buku 2019 Financial Statements 2019
2	Perubahan Komite Audit Changes in Audit Committee	Laporan Keuangan Tahun Buku 2019 Annual Report 2019
3	Laporan Informasi atau Fakta Material Penjelasan atas Implikasi Berlaku Efektifnya PSAK 71, 72 dan 73 Tahun 2020 Terhadap Laporan Keuangan Perseroan Disclosure of Material Information or Facts, Explanation of the Implication of Effective Adoption of PSAK 71, 72 dan 73 Year 2020 on the Company's Financial Statements	Penyelenggaraan RUPS Tahunan Tahun Buku 2019 Annual GMS 2019
4	Keterbukaan Informasi tentang Meninggalnya Komisaris Utama Disclosure of Information regarding the Demise of President Commissioner	Laporan Keuangan Triwulanan Tahun Buku 2020 Quarterly Financial Statements 2020
5	Pembentukan Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik Establishment of Nomination and Remuneration Committee or Public Company	Laporan Manajemen Perusahaan Tahunan Tahun Buku 2020 Annual Management Report 2020
6	Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka Report of Shareholding Structure or Changes in Shareholding Structure of a Public Company	
7	Bukti Iklan Laporan Keuangan Tahunan Tahun Buku 2019 Evidence of Advertised Financial Statements 2019	



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No.	Bursa Efek Indonesia dan Otoritas Jasa Keuangan Indonesia Stock Exchange and OJK	Kementerian BUMN Ministry of BUMN
8	Laporan Keuangan Tahunan Tahun Buku 2019	Annual Financial Statements 2019
9	Pengumuman Rapat Umum Pemegang Saham Tahunan (RUPS) Tahun Buku 2019	Announcement of Annual General Meeting of Shareholders (GMS) 2019
10	Bukti Iklan Pengumuman Rapat Umum Pemegang Saham Tahunan (RUPS) Tahun Buku 2019	Evidence of Advertised Annual General Meeting of Shareholders (GMS) 2019
11	Laporan Tahunan Tahun Buku 2019	Annual Report 2019
12	Laporan Keuangan Triwulan I - 2020	First Quarter Financial Statements 2020
13	Pemanggilan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2019	Summon of Annual General Meeting of Shareholders 2019
14	Bukti Iklan Panggilan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2019	Evidence of Advertised Summon of Annual General Meeting of Shareholders 2019
15	Bukti Iklan Laporan Keuangan Semester I - 2020	Evidence of Advertised First Quarter Financial Statements 2020
16	Laporan Keuangan Semester I - 2020	Second Quarter Financial Statements 2020
17	Bukti Iklan Ringkasan Risalah Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2019	Evidence of Advertised Summary of Annual General Meeting of Shareholders 2019
18	Ringkasan Risalah Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2019	Summary of Resolutions of Annual General Meeting of Shareholders 2019
19	Perubahan Pengurus Perseroan	Changes in the Company's Management
20	Keterbukaan Informasi Jadwal Pembagian Dividen Tunai	Disclosure of Information regarding Cash Dividend Payout
21	Laporan Informasi atau Fakta Material Penerimaan Pinjaman Sindikasi dari 5 (lima) Perbankan	Report of Material Information or Facts concerning Syndicated Loan Proceeds from 5 (five) Banks
22	Laporan Informasi atau Fakta Material Dampak Pandemi COVID-19	Report of Material Information or Facts concerning Material Impact of COVID-19 Pandemic
23	Rencana Penyelenggaraan <i>Public Expose</i> Tahunan	Annual Public Expose Plan
24	Laporan Hasil <i>Public Expose</i> Tahunan	Report of Annual Public Expose Results
25	Penyampaian Materi <i>Public Expose</i> Tahunan	Submission of Report of Annual Public Expose Materials
26	Risalah RUPS Tahun Buku 2019	Summary of Resolutions of GMS 2019
27	Perubahan Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik	Changes in Nomination and Remuneration Committee of Public Company
28	Perubahan <i>Corporate Secretary</i>	Changes in Corporate Secretary
29	Laporan Keuangan Triwulan III - 2020	Third Quarter Financial Statements 2020
30	Penjelasan atas Volatilitas Transaksi	Explanation on Volatile Transactions
31	Perubahan Alamat/Nomor Telepon/Fax/ <i>E-mail/Website/NPWP/NPKP</i>	Changes in Address/Phone Number/Fax/ <i>E-mail/Website/NPWP/NPKP</i>
32	Laporan Penunjukan Kantor Akuntan Publik dan Akuntan Publik	Report of Appointment of Public Accounting Firm and Public Accountant



8. Siaran Pers

Sepanjang tahun 2020, Perseroan menerbitkan siaran pers sebanyak 59 naskah, yang diklasifikasikan ke dalam beberapa kategori informasi yakni:

No.	Kategori Informasi Category of Information	
1	Informasi mengenai kinerja produksi dan penjualan Perseroan	Information regarding the production and sales performance of the Company
2	Informasi mengenai Kegiatan CSR Perseroan	Information regarding the CSR Activities of the Company
3	Informasi mengenai berbagai peristiwa penting perusahaan seperti <i>Launching Core Value AKHLAK, Town Hall Meeting, Ulang Tahun Perseroan, Penandatanganan Kerjasama, Rapat Umum Pemegang Saham, Musyawarah Besar Serikat Karyawan, dan informasi penting lainnya</i>	Information regarding various important corporate events such as Launching of AKHLAK Core Value, Town Hall Meeting, Company Anniversary, Joint Cooperation Signing, General Meeting of Shareholders, Employee Union Conference, and other important information
4	Informasi mengenai Pencegahan dan Kepedulian pada masa Pandemi COVID-19	Information concerning Prevention and Care during the COVID-19 Pandemic
5	Informasi mengenai Kinerja Keuangan dan Informasi Keuangan lainnya	Information regarding Financial Performance and other Financial Information
6	Informasi Mengenai Prestasi dan Penghargaan yang diperoleh Perseroan	Information Regarding Achievements and Awards obtained by the Company
7	Informasi mengenai Progres Investasi (CAPEX) Perseroan	Information regarding the Investment Progress (CAPEX) of the Company

9. Buletin

Perseroan memiliki buletin internal yang menjadi jendela informasi Perseroan ke pihak eksternal yakni S-Magz atau Semen Baturaja Magazine. S-Magz juga menjadi wadah berekspresi dan berkreasi bagi karyawan Perseroan. S-Magz dapat diakses dan diunduh di intranet juga *website* Perseroan melalui menu MEDIA sub menu BULETIN. Sepanjang tahun 2020, Buletin S-Magz terbit 3 (tiga) kali, yaitu Edisi IV pada Februari 2020, Edisi V pada Juli 2020, dan Edisi VI pada Oktober 2020.

10. E-mail

Perseroan memiliki akses bagi Pemegang Saham, investor atau pun masyarakat pada umumnya untuk berkomunikasi melalui *e-mail* resmi Perseroan yakni corsec@semenbaturaja.co.id

11. Media Sosial Perseroan

Perseroan menyediakan berbagai informasi dan sarana komunikasi kepada pihak eksternal melalui media sosial Perseroan, antara lain:



[ptsb.tbk.official](https://www.facebook.com/ptsb.tbk.official)



[@pt.semenbaturaja](https://www.instagram.com/pt.semenbaturaja)

8. Press Release

Throughout 2020, the Company issued 59 press releases, which were classified into several categories of information as follows:

9. Bulletin

The Company maintains an internal bulletin which serves as a media for communicating the Company's information to external parties, namely S-Magz or Semen Baturaja Magazine. S-Magz also serves as a forum for expression and creation for the Company personnel. S-Magz can be accessed and downloaded on the intranet as well as the Company's website through MEDIA menu, under BULETIN sub menu. In 2020 the S-Magz Bulletin was published 3 (three) times, namely Edition IV in February 2020, Edition V in July 2020, and Edition VI in October 2020.

10. E-mail

The Company provides access for Shareholders, investors or the public in general to communicate via the Company's official e-mail address at corsec@semenbaturaja.co.id

11. Corporate Social Media

The Company provides various information and means of communication to external parties through the Company's social media, including:



[@ptsb_tbk](https://twitter.com/ptsb_tbk)



[SemenBaturajaTbk](https://www.youtube.com/SemenBaturajaTbk)



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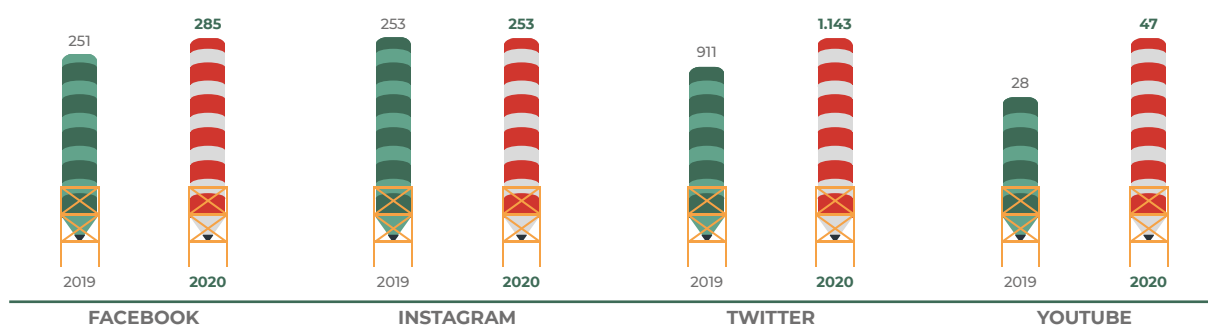
Adapun aktivitas, baik dari sisi jumlah postingan atau *followers* yang dilakukan media sosial Perseroan sepanjang tahun 2020 adalah sebagai berikut.

Social media's activities in 2020, both in terms of posts and followers, are as follows:

Media Sosial Social Media	Jumlah Konten Total Contents			Followers/Subscribers Followers/Subscribers		
	Desember 2019 December 2019	Desember 2020 December 2020	Perubahan (%) Changes (%)	Desember 2019 December 2019	Desember 2020 December 2020	Perubahan (%) Changes (%)
Facebook	251	285	14	15.314	15.301	0
Instagram	253	253	0	17.857	21.589	21
Twitter	911	1.143	25	1.974	2.118	7
Youtube	28	47	68	397	524	32

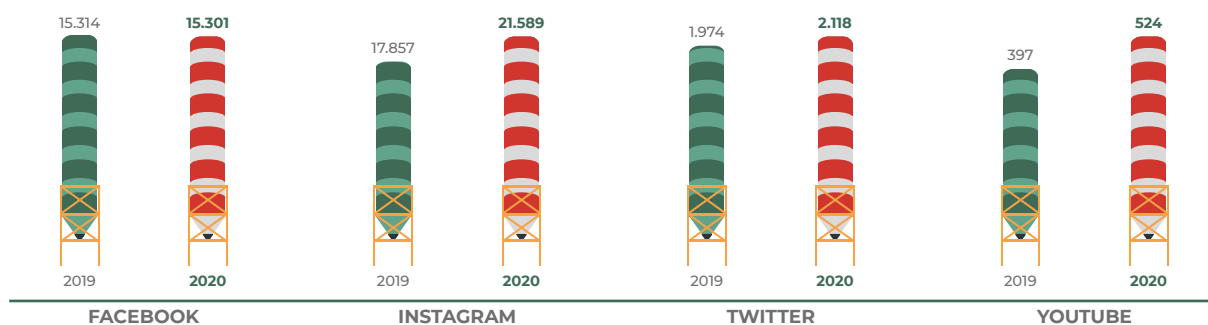
Jumlah Konten

Total Contents



Followers/Subscribers

Followers/Subscribers



SANKSI ADMINISTRASI ADMINISTRATIVE SANCTIONS

Selama tahun 2020 tidak ada sanksi administratif yang dikenakan kepada Perseroan dan Insan Semen Baturaja sehingga tidak ada informasi yang terkait yang disajikan pada laporan ini.

During 2020, no administrative sanctions were imposed on the Company and Semen Baturaja personnel resulting to no relevant information being presented in this report.



PERKARA PENTING SIGNIFICANT CASES

Sepanjang tahun buku 2020, Perseroan menghadapi 2 (dua) perkara penting yang diurai sebagai berikut.

During 2020 fiscal year, the Company was involved in 2 (two) significant cases as follows.

No.	Pokok Perkara/Gugatan Subject Matter/Legal Proceedings	Status Penyelesaian Perkara/Gugatan Settlement Status of Subject Matter/Legal Proceedings		Risiko yang Dihadapi Perusahaan dan Nilai Nominal Tuntutan/ Gugatan Company's Potential Risks and Nominal Values of Legal Proceedings
1	<p>Klaim Kerusakan Gear Box Pabrik Baturaja II Kepada Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI) Claims for Damages on Gear Box of Baturaja Factory II against Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI)</p>	<p>Hasil korespondensi pada tanggal 29 September 2020 menyatakan bahwa TCDRI bersedia membayar Rp12,1 miliar dari total klaim Perseroan sebesar €683.844,59 dan Rp14.896.542.766. Pada tanggal 5 Oktober 2020 Perseroan menyatakan bersedia menerima pembayaran sebesar Rp12,1 miliar namun akan tetap menagihkan sisa dari total klaim yang diajukan.</p>	<p>The correspondence on 29 September 2020 stated that TCDRI was willing to pay Rp12.1 billion of the total claim made by the Company amounting to €683,844.59 and Rp14,896,542,766. On 5 October 2020, the Company stated its willingness to accept a payment of Rp12.1 billion, but would still collect the remaining amount of total claims.</p>	<p>Nilai klaim Perseroan kepada TCDRI adalah sebesar €683.844,59 dan Rp14.896.542.766 Total claims of the Company against TCDRI are amounting to €683.844,59 and Rp14.896.542.766</p>
2	<p>Peninjauan Kembali (PK) Kasus Pajak Kurang Bayar oleh Direktorat Jenderal Pajak (DJP) terhadap Perseroan di Mahkamah Agung Review of Underpayment Tax by Direktorat Jenderal Pajak (DJP) regarding the Company at Supreme Court</p>	<p>Pada tanggal 20 November 2014, Direktorat Jenderal Pajak (DJP) memberikan Surat Ketetapan Pajak Kurang Bayar PPh Pasal 23 kepada Perseroan terkait adanya penghasilan atas Perjanjian Jasa Angkutan Batubara, Klinker, Terak dan Material Lainnya pada Tahun 2010-2012 antara Perseroan dengan PT KAI, untuk masa pajak Januari 2010-Desember 2012 (36 SKPKB).</p> <p>Menurut DJP, perjanjian tersebut merupakan Jasa Sewa dan Penghasilan Lain, dimana menurut Perseroan, perjanjian tersebut merupakan Jasa Angkutan.</p> <p>Terhadap SKPKB tersebut, Perseroan mengajukan keberatan kepada DJP. Terhadap surat keberatan Perseroan tersebut, DJP menolak keberatan tersebut dan tetap mempertahankan SKPKB kepada Perseroan.</p> <p>Atas penolakan DJP tersebut, Perseroan mengajukan banding ke Pengadilan Pajak pada 13 Maret 2017 dimana pada 13 Maret 2017 Pengadilan Pajak mengabulkan seluruh permohonan Banding Perseroan terhadap 36 surat keputusan dari DJP tersebut.</p> <p>Terhadap keputusan Pengadilan Pajak tersebut, DJP telah mengajukan Permohonan Peninjauan Kembali ke Mahkamah Agung atas kasus ini. Saat ini, Perseroan telah menerima 34 salinan Memori Peninjauan Kembali dan telah mengirimkan 34 Kontra Memori PK pada 2 November-4 November 2020.</p> <p>Sebanyak 2 Memori PK lainnya (masa pajak September 2012 dan November 2012) masih dalam tahap pemeriksaan oleh Pengadilan Pajak dan belum diterima Perseroan.</p>	<p>On 20 November 2014, the Directorate General of Taxes (DGT) issued a Letter of Tax Underpayment of Income Tax Article 23 to the Company regarding income from Coal, Clinker and Other Material Transportation Service Agreements in 2010-2012 between the Company and PT KAI, for the tax period January 2010-December 2012 (36 SKPKB).</p> <p>According to the DGT, the agreement represents Rental Service and Other Income, whereas according to the Company, the agreement constitutes Transportation Service.</p> <p>Regarding such Tax Underpayment Letter, the Company filed an objection to the DGT. Regarding the objection letter of the Company, DGT rejected such objection made by the Company and continued to enforce the SKPKB to the Company.</p> <p>Regarding the rejection of the DGT, the Company filed an appeal to the Tax Court on 13 March 2017, whereby on 13 March 2017 the Tax Court granted all appeal requests from the Company against 36 decision letters from the DGT.</p> <p>Regarding the decision of the Tax Court, DGT has submitted a Request for Reconsideration to the Supreme Court on such matter. At present, the Company has received 34 copies of Memorandum of Reconsideration and has sent 34 Counter Memories of PK on 2 November-4 November 2020.</p> <p>Two other PK Memories (tax period September 2012 and November 2012) are still being examined by the Tax Court and have not been received by the Company.</p>	<p>Nilai pada Surat Ketetapan Pajak Kurang Bayar PPh Pasal 23 kepada Perseroan sebesar Rp2.870.138.639,56 Tax Underpayment for Income Tax art.23 of the Company is amounting to Rp2.870.138.639,56</p>



PROGRAM PENINGKATAN PEMAHAMAN KODE ETIK, JENIS SANKSI KODE ETIK DAN JUMLAH LAPORAN PELANGGARAN KODE ETIK

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KODE ETIK PERSEROAN

Perseroan membuat Pedoman Perilaku (*Code of Conduct*) yang disusun berlandaskan nilai-nilai yang dianut oleh jajaran Perseroan dan dalam implementasinya dijabarkan ke dalam standar sikap dan perilaku, yang disahkan sesuai Surat Keputusan Direksi Nomor: PH 01.04/009/2019 tentang Pedoman Perilaku (*Code Of Conduct*) PT Semen Baturaja (Persero) Tbk.

Secara umum Pedoman Perilaku (*Code of Conduct*) Perseroan memuat beberapa ketentuan standar seperti benturan kepentingan, pemberian dan penerimaan hadiah, hiburan, pemberian donasi, perlindungan terhadap informasi dan harta Perseroan, kegiatan politik, etika yang terkait dengan *Stakeholder*, pelaporan atas pelanggaran serta sanksi atas pelanggaran.

Pedoman Perilaku (*Code of Conduct*) Perseroan ditinjau dan dimutakhirkan secara berkala sehingga Pedoman Perilaku tersebut dapat diimplementasikan dan sesuai dengan kebutuhan Perseroan.

Keberadaan Etika Bisnis dan Etika Kerja Perseroan

Guna mencapai tujuan Perseroan, seluruh kegiatan Perseroan dilandasi nilai-nilai etika yang tidak hanya bertumpu pada tujuan ekonomis semata. Kode etik dan budaya Perseroan atau Pedoman Perilaku (*Code of Conduct*) disusun berlandaskan nilai-nilai yang dianut oleh setiap pimpinan dan karyawan yang dalam implementasinya dijabarkan dalam sikap dan perilaku bagi setiap pengurus dan karyawan di luar dan di dalam Perseroan.

Kode Etik dan Pedoman Perilaku (*Code of Conduct*) berlaku bagi seluruh pengurus dan karyawan Perseroan. Pedoman ini merupakan landasan kegiatan usaha Perseroan yang menjadi acuan bagi pengurus dan karyawan dalam berinteraksi/berhubungan dengan seluruh *Stakeholders* serta dalam berinteraksi dengan sesama pengurus maupun karyawan. Perseroan meyakini bahwa kegiatan usaha yang bersinergi dengan pola etika dan budaya Perseroan mampu menuntun seluruh komponen Perseroan bersikap secara profesional dan menghasilkan keberhasilan usaha bagi Perseroan.

CODE OF CONDUCT

The Company prepared its Code of Conduct based on the values adopted by the Company's personnel and its implementation is translated into attitudes and behavioral standards, which are formalized in accordance with the Decree of the Board of Directors No.PH01.04/009/2019 of PT Semen Baturaja (Persero) Tbk concerning the Code of Conduct of PT Semen Baturaja (Persero) Tbk.

In general, the Company's Code of Conduct contains several standard provisions such as conflicts of interest, giving and receiving gifts, entertainment, giving donations, protection of Company information and assets, political activities, ethics related to Stakeholders, reporting of violations and sanctions for breaches.

The Company's Code of Conduct is reviewed and updated regularly so as to implement such Code of Conduct in accordance with the Company's needs.

Code of Ethics and Code of Conduct

In order to achieve the Company's goals, all of the Company's activities are made based on ethical values that not merely focus on economic goals. The Company's Code of Conduct is prepared based on the values adopted by every leader and employee, and its implementation is translated into attitudes and behavior for every manager and employee outside and inside the Company.

The Code of Conduct applies to all management and individuals in the Company. Such guideline serves as the basis for the Company's business activities which become a reference for management and employees in interacting/dealing with all Stakeholders as well as in interacting with fellow administrators and employees. The Company believes that business activities which are in synergy with the Company's ethical and cultural values would be able to guide all components within the Company to behave in a professional manner and result in business success for the Company.



Tujuan Pelaksanaan Kode Etik Perseroan

Pelaksanaan Kode Etik Perseroan, bertujuan:

1. Memberikan pedoman atau kepastian perilaku yang harus ditaati oleh pengurus dan karyawan pada saat berhadapan dengan situasi yang dilematis. Perilaku yang konsisten dan konsekuen akan menciptakan keteraturan dalam pengelolaan Perseroan.
2. Menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan internal Perseroan serta melindungi pengurus dan karyawan dari tekanan atau perilaku manipulatif yang mungkin terjadi di Perseroan.
3. Mengurangi risiko kerugian akibat tuntutan pihak ketiga akibat kelalaian yang dilakukan oleh pengurus dan karyawan.
4. Mendorong perbaikan mutu produk dan layanan Perseroan dan jika terus dikembangkan dan dikelola pada akhirnya akan menuju pada peningkatan reputasi/citra Perseroan.
5. Apabila dilaksanakan secara konsisten, maka secara internal, Pedoman Perilaku ini akan mencegah terjadinya benturan kepentingan, menciptakan integritas, kejujuran dan profesionalitas pengurus dan karyawan. Sedangkan secara eksternal, penerapan Pedoman Perilaku ini akan meningkatkan etos kerja bagi pengurus dan karyawan serta reputasi/citra perusahaan di mata pihak eksternal.

Isi dan Muatan Kode Etik

Pedoman Perilaku (*Code of Conduct*) yang diterapkan pada Perseroan bersifat mengikat dan mewajibkan seluruh jajaran Perseroan baik manajemen maupun karyawan untuk taat kepada peraturan yang berlaku tersebut.

A. Etika Usaha

Secara terperinci, etika usaha yang berlaku pada Perseroan mengatur perilaku Perseroan dengan:

1. Etika Perseroan kepada Karyawan

Perseroan melandasi hubungan dengan karyawan dengan keinginan untuk berbuat yang terbaik, dengan menjunjung tinggi sikap saling menghormati, bekerja sama serta menerapkan prinsip keterbukaan dan keadilan. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan karyawan, antara lain:

Purpose of Code of Conduct

The implementation of the Company's Code of Conduct is aimed to:

1. Provide guidelines or certainties regarding behavior that must be adhered to by management and employees when faced with a dilemma. Consistent behavior with its consequences will create an order for the management of the Company.
2. Create a healthy and comfortable work atmosphere in the Company's internal environment and protect the management and employees from pressure or manipulative behavior that may occur within the Company.
3. Reduce the risk of loss due to claims by third parties due to negligence by management and employees.
4. Encourage the improvement for the quality of the Company's products and services and if it continues to be developed and managed it will ultimately lead to an improvement in the Company's reputation/image
5. Prevent conflicts of interest, create integrity, honesty and professionalism of management and employees if implemented consistently and internally. While externally, the implementation of this Code of Conduct will improve the work ethic for management and employees as well as the Company's reputation/image in the eyes of external parties.

Contents of Code of Conduct

The Code of Conduct applies, binds, and requires all levels within the Company, both management and employees, to comply with the prevailing regulations.

A. Business Ethics

In details, the Code of Conduct applicable to the Company governs the Company's behavior by:

1. Ethics of Company to Employees

The Company establishes relationships with its employees with the expectation to perform at its best, by upholding mutual respect, working together and adopting the principles of openness and fairness. Some of the behaviors developed in interacting with employees include:



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Menghormati hak dan kewajiban karyawan seperti yang tertuang dalam aturan Perseroan yang berlaku, menjunjung tinggi kerja sama yang baik berdasarkan kepercayaan dan saling menghargai satu sama lain, mengembangkan kebijakan yang terkait dengan hak dan kewajiban karyawan, menciptakan lingkungan kerja yang aman dan kondusif yang memungkinkan karyawan dapat berkreasi dan berinovasi, mempekerjakan karyawan atas dasar kebutuhan Perseroan dengan memperhatikan kualifikasi dan spesifikasi jabatan, mendukung pengembangan karier karyawan di dalam Perseroan, adanya sistem *reward* dan *punishment*, adanya suasana kebersamaan dalam mencapai tujuan Perseroan, menjaga privasi karyawan dan membangun suasana komunikasi dan keterbukaan.

2. Etika Perseroan terkait Serikat Karyawan

Perseroan mengakui Serikat Karyawan sebagai organisasi yang sah untuk mewakili dan bertindak untuk dan atas nama anggota/karyawan yang mempunyai hubungan kerja dengan pihak Perseroan. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan Serikat Karyawan, antara lain:

Serikat Karyawan dijamin untuk dapat menyelesaikan keluhan-keluhan yang disampaikan secara langsung oleh anggota/karyawan tanpa mengatasnamakan serikat kepada Perseroan maupun melalui Serikat Karyawan, Serikat Karyawan tidak mencampuri Direksi dalam pengelolaan Perseroan, kecuali yang menyangkut ketenagakerjaan atau yang berdampak pada ketenagakerjaan.

3. Etika Perseroan kepada Pemegang Saham

Hubungan yang dibangun Perseroan dan Pemegang Saham dilandasi keinginan untuk berbuat yang terbaik dengan memperhatikan prinsip keterbukaan dan keadilan. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pemegang saham, antara lain:

Respect the rights and obligations of employees as stated in the applicable Company regulations, uphold good cooperation based on trust and mutual respect, develop policies related to employee rights and obligations, create a safe and conducive work environment that enables employees to create and innovate, recruit employees based on the Company's business needs by observing qualifications and job specifications, supporting employee career development within the Company, providing reward and punishment system, creating an atmosphere of togetherness in achieving the Company's goals, maintaining employee privacy and building an atmosphere of communication and openness.

2. Ethics of Company regarding Labor Union

The Company recognizes the Labor Union as a legitimate organization to represent and act for and on behalf of members/employees who have working relationship with the Company. Some of the behaviors developed in interacting with the Labor Union include:

The Labor Union is guaranteed to be able to resolve complaints submitted directly by members/employees without acting on behalf of the union towards the Company or through the Labor Union, the Labor Union does not interfere with the Board of Directors in managing the Company, except those related to employment or those that have an impact on employment.

3. Ethics of Company to Shareholders

The relationship that is built by the Company and the Shareholders is based on the expectation to perform at its best by observing the principles of openness and fairness. Some of the behaviors developed in interacting with shareholders include:



Menyelenggarakan komunikasi dengan Pemegang Saham sesuai dengan praktik bisnis yang lazim, menjaga dan memenuhi hak-hak Pemegang Saham dengan memperhatikan prinsip kesetaraan (*equal treatment*) sesuai dengan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, melaksanakan keputusan yang telah ditetapkan dalam RUPS dan menjaga reputasi Perseroan.

Communicating with Shareholders in accordance with customary business practices, maintaining and fulfilling the rights of Shareholders by observing the principle of equality (*equal treatment*) in accordance with the provisions of the Articles of Association of the Company and the prevailing laws and regulations, implementing GMS resolutions and maintaining the Company's reputation.

4. Etika Perseroan kepada Pelanggan

Hubungan Perseroan dengan pelanggan didasari keinginan untuk memberikan pelayanan yang terbaik, melalui penerapan sikap kejujuran dan saling menghormati, kerja sama dan keadilan serta melakukan pembinaan dan pemberian sanksi/penghargaan terhadap unjuk kerja pada distributor dan ekspediter. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pelanggan, antara lain:

Menghormati hak-hak pelanggan sesuai dengan peraturan yang berlaku, mengutamakan kualitas layanan Perseroan kepada Pelanggan, memerhatikan dan menanggapi masukan dan keluhan dari pelanggan, menjaga kerahasiaan informasi mengenai pelanggan dan melakukan promosi sesuai dengan etika dan Peraturan Perundang-Undangan yang berlaku serta menyediakan media komunikasi bagi pelanggan.

4. Ethics of Company to Customers

The Company's relationship with customers is based on the expectation to provide the best service, by adopting honesty and mutual respect, cooperation and fairness as well as providing guidance and imposing sanctions/giving rewards for the performance of distributors and forwarders. Some of the behaviors developed in interacting with customers include:

Respecting customer rights in accordance with applicable regulations, prioritizing the quality of the Company's services to customers, paying attention to and responding to input and complaints from customers, maintaining confidentiality of information related to customers and conducting promotions in accordance with ethics and prevailing laws and regulations and providing communication media for customer.

5. Etika Perseroan kepada Penyedia Barang dan Jasa

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan penyedia barang dan jasa, antara lain:

Memberikan informasi barang dan jasa yang dibutuhkan berikut tata cara dan prosedur pengadaannya secara transparan dan objektif sesuai dengan ketentuan yang berlaku, melaksanakan pengadaan barang dan jasa secara transparan dengan memilih rekanan yang memenuhi persyaratan sesuai dengan ketentuan yang berlaku, membuat kesepakatan kerja dengan rekanan yang dituangkan dalam suatu dokumen tertulis berdasarkan itikad baik dan saling menguntungkan, menjaga keamanan dan

5. Ethics of Company to Vendor of Goods and Services

Some of the behaviors developed in interacting with providers of goods and services include:

Providing required information on goods and services along with the process and procedures for such procurement in a transparent and objective manner in accordance with applicable regulations, performing the procurement of goods and services transparently by selecting partners who meet the requirements in accordance with applicable regulations, making work agreements with partners as outlined in a written document based on good faith and mutual benefit, maintaining security and confidentiality and restricting access



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kerahasiaan serta membatasi akses dari pihak-pihak yang tidak berhak atas data dan informasi rekanan yang bersifat rahasia.

6. Etika Perseroan kepada Pemerintah

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pemerintah sebagai regulator, antara lain:

Mematuhi peraturan perundang-undangan dan peraturan perusahaan di Indonesia yang terkait dengan bisnis Perseroan, mendukung program yang dicanangkan Pemerintah sesuai dengan kebijakan Perseroan, membangun kerja sama dengan pihak lain yang sejalan dengan ketentuan dan kepentingan negara.

7. Etika Perseroan kepada Masyarakat

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan masyarakat, antara lain:

Membangun dan membina hubungan yang harmonis dengan masyarakat sekitar, menjunjung tinggi dan menghormati nilai-nilai positif dan budaya yang dianut masyarakat sekitar, memelihara lingkungan hidup yang bersih sehat di sekitar Perseroan, mendukung aktivitas sosial masyarakat setempat yang mempunyai manfaat, baik secara langsung maupun tidak langsung bagi Perseroan, menjalankan program-program sosial yang melibatkan masyarakat sekitar dan menyediakan mekanisme dan media komunikasi dengan masyarakat.

8. Etika Perseroan kepada Pesaing

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pesaing, antara lain:

Tidak melakukan praktik-praktik bisnis yang melanggar undang-undang persaingan usaha, tidak melakukan kerja sama dengan pesaing yang dapat merugikan pelanggan, tidak mendiskreditkan pesaing dalam kegiatan pemasaran, promosi dan periklanan serta memperoleh informasi mengenai pesaing dengan tidak melanggar peraturan perundang-undangan yang berlaku.

9. Etika Perseroan kepada Asosiasi Semen Indonesia

Beberapa perilaku yang dikembangkan dalam

of parties who are not entitled to vendor's confidential data and information.

6. Ethics of Company to Government

Some of the behaviors developed in interacting with the government as a regulator include the following:

Complying with the laws and regulations of Indonesian companies related to the Company's business, supporting programs launched by the Government in accordance with Company policies, building cooperation with other parties that are in line with government regulations provisions and interests.

7. Ethics of Company to Public

Some of the behaviors developed in interacting with the community include:

Building and fostering harmonious relationships with the surrounding community, upholding and respecting the positive values and culture of the surrounding community, maintaining a clean and healthy living environment around the Company, supporting the social activities of the local community that have benefits, either directly or indirectly for the Company, operating social programs that involve the surrounding community and providing mechanism and media for communication with the community.

8. Ethics of Company to Competitor

Some of the behaviors developed in interacting with competitors include:

Not conducting business practices that violate competition laws, not cooperating with competitors that may harm the customers, not discrediting competitors in marketing, promotion and advertising activities and obtaining information concerning competitors without violating prevailing laws and regulations.

9. Ethics of Company to Indonesia Cement Association

Some of the behaviors developed in interacting



berinteraksi dengan Asosiasi Semen Indonesia, antara lain:

Mematuhi kode etik yang dikeluarkan asosiasi, menjalin kerja sama antar anggota asosiasi yang saling menguntungkan dengan tetap mengutamakan kepentingan pelanggan.

10. Etika Perseroan kepada Kreditur

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan kreditur, antara lain:

Menyediakan informasi yang aktual dan prospektif bagi calon kreditur, memilih kreditur yang memiliki kredibilitas dan bonafiditas yang dapat dipertanggungjawabkan serta bebas korupsi, kolusi dan nepotisme (KKN) dengan mengedepankan prinsip kehati-hatian, selektif, kompetitif dan adil, menerima pinjaman modal yang diikat melalui perjanjian yang sah, berimbang dan saling menguntungkan dan tetap mengutamakan prinsip kewajaran (*fairness*), memberikan informasi secara terbuka tentang penggunaan dana untuk meningkatkan kepercayaan kreditur, menajaki peluang usaha dengan kreditur untuk meningkatkan pertumbuhan Perseroan.

11. Etika Perseroan kepada Investor

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan investor, antara lain:

Menjalin hubungan dengan Investor yang didasarkan pada persamaan, kesetaraan dan saling percaya, menyediakan informasi yang aktual dan prospektif bagi calon Investor, mengusahakan jaminan keamanan investasi kepada investor, menciptakan suasana kondusif yang membuat investor memiliki kepercayaan tinggi terhadap Perseroan, mengupayakan pemenuhan tingkat pengembalian investasi secara optimal.

B. Etika Kerja

Etika kerja Perseroan mengatur etika, antara lain:

1. Perilaku Atasan

Seorang atasan adalah pimpinan dan/atau karyawan Perseroan yang diberi otoritas untuk memimpin karyawan lainnya dalam Perseroan.

with the Indonesian Cement Association include:

Complying with the Code of Conduct issued by the association, building mutually beneficial cooperation among association members while maintaining the interests of customers.

10. Ethics of Company to Creditor

Some of the behaviors developed in interacting with creditors include:

Providing actual and prospective information for prospective creditors, selecting credible and bonafide creditors which are accountable and free of corruption, collusion and nepotism (KKN) by prioritizing the prudent principles, being selective, competitive and fair, accepting capital loans under legally binding, balanced and mutually beneficial agreements yet still prioritizing the principle of fairness, providing information openly on the use of funds to increase creditor confidence, exploring business opportunities with creditors to increase the growth of the Company.

11. Ethics of Company to Investor

Some of the behaviors developed in interacting with investors include:

Establishing relationships with investors that are based on equality, fairness and mutual trust, providing actual and prospective information for potential investors, ensuring investment security to investors, creating a conducive atmosphere that makes investors have high confidence in the Company, striving to meet the optimal level of investment.

B. Work Ethics

The Company's work ethics governs among others the following ethics:

1. Superordinate Attitude

A superordinate is the leader and/or employee of the Company who is given the authority to lead other employees in the Company. In work



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Di dalam etika kerja terdapat perilaku atasan yang dilarang dan perilaku yang dibenarkan.

2. Perilaku Bawahan

Seorang bawahan adalah orang yang bekerja di bawah pengawasan orang lain dan bertanggung jawab untuk melaksanakan perintah atasan sesuai dengan tujuan Perseroan, di dalam etika kerja terdapat perilaku bawahan yang dilarang dan perilaku yang dibenarkan.

3. Perilaku Sesama Karyawan Perseroan

Setiap karyawan Perseroan merupakan individu yang saling berkaitan dengan kontribusi dalam usaha pencapaian tujuan Perseroan sesuai dengan peran dan tanggung jawab yang ditetapkan di dalam etika kerja, di dalam etika kerja terdapat perilaku sesama karyawan yang dilarang dan perilaku yang dibenarkan.

C. Etika terhadap hal-hal khusus

Selain itu, Etika perilaku dalam lingkungan Perseroan juga mengatur hal-hal khusus, meliputi: adanya benturan kepentingan, praktik korupsi, kolusi dan nepotisme (KKN), gratifikasi, jamuan bisnis, pencatatan, keterbukaan dan kerahasiaan informasi, aktivitas politik, minuman keras, narkotik, obat terlarang, perjudian, penggunaan aset Perseroan, perilaku rapat, serta tanggung jawab terhadap lingkungan.

Pernyataan Bahwa Kode Etik Berlaku bagi Anggota Direksi, Anggota Dewan Komisaris, dan Karyawan Perseroan

Seluruh pengurus dan karyawan Perseroan diwajibkan menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku guna memastikan semua organ Perseroan memiliki komitmen untuk membangun etika dan kultur bisnis yang sehat serta membangun pemahaman, kepedulian dan komitmen di semua jajaran Perseroan.

Penandatanganan Pernyataan Kepatuhan Pedoman Perilaku ini juga merupakan bentuk pernyataan bahwa kode etik Perseroan berlaku bagi Dewan Komisaris, Direksi dan karyawan. Pada tahun 2020, sebanyak 4 (empat) Dewan Komisaris, 5 (lima) Direksi dan sebanyak 921 karyawan dan mitra usaha telah menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku.

ethics, there are prohibited behaviors and justified behaviors from superordinate.

2. Subordinate Attitude

A subordinate is a person who works under the supervision of another person and is responsible for carrying out orders from a superior in accordance with the objectives of the Company. Work ethics govern prohibited and justified behavior of subordinates.

3. Fellow Employee Attitude

Each employee in the Company is an individual who is interrelated with the contributing efforts to achieve the Company's goals in accordance with the roles and responsibilities stipulated in the work ethics, in which there are prohibited behaviors and justified behaviors among fellow employees.

C. Ethics towards special matters

In addition, the ethical behavior within the Company also governs specific matters, including: conflicts of interest, corruption, collusion and nepotism (KKN), gratuities, business meals, record keeping, disclosure and confidentiality of information, political activities, liquor, narcotics, illegal drugs, gambling, use of Company assets, meeting behavior, and environmental responsibility.

Statement of Applicability of Code of Conduct for Board of Directors, Board of Commissioners and Employees

All management and employees of the Company are required to sign a statement of compliance with the Code of Conduct to ensure that all organs of the Company are committed to building healthy business ethics and culture as well as building understanding, concern and commitment at all levels.

The signing of the Code of Conduct Compliance Statement also represents that the Company's code of conduct applies to the Board of Commissioners, Directors and employees. In 2020, there were 4 (four) Board of Commissioners, 5 (five) Directors and 921 employees and business partners signed the statement of compliance with the Code of Conduct.



Upaya Penyebarluasan dan Penegakan Etika Bisnis dan Etika Kerja Perseroan

Sosialisasi Pedoman Etika Perusahaan

Pedoman Perilaku (*Code of Conduct*) akan disebarluaskan secara berkala kepada seluruh pemangku kepentingan di semua tingkatan agar dapat dipahami secara tepat, baik dan benar. Bentuk-bentuk penyebarluasan yang dilaksanakan Perseroan di tahun 2020 adalah mempublikasikan Pedoman Perilaku (*Code Of Conduct*) melalui media sosial, *website* Perseroan di www.semenbaturaja.co.id yang bisa di akses oleh pihak internal maupun eksternal dan portal internal Perseroan <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh karyawan dan karyawan Perseroan.

Penegakan Etika Bisnis dan Etika Kerja Perseroan

Penegakan terhadap pelanggaran kode etik dilakukan secara serius yang dapat mengakibatkan tindakan indisipliner sesuai dengan peraturan Perseroan. Pelaksanaan pengawasan terhadap jalannya kode etik ini menjadi tanggung jawab setiap atasan.

Sanksi Pelanggaran Pedoman Perilaku

Seluruh karyawan dan karyawan Perseroan yang terbukti melakukan pelanggaran akan menerima sanksi atau bentuk disiplin lainnya sesuai dengan peraturan yang telah ditetapkan dalam Perjanjian Kerja Bersama. Bentuk sanksi tersebut berupa:

1. Teguran Lisan
2. Surat Peringatan I
3. Surat Peringatan II
4. Surat Peringatan III
5. Pemutusan Hubungan Kerja (PHK)

Sedangkan penerapan sanksi terhadap anggota Direksi atau Dewan Komisaris yang melakukan pelanggaran terhadap Pedoman Perilaku menjadi kewenangan RUPS sesuai dengan peraturan yang berlaku. Adapun pelanggaran Pedoman Perilaku yang dilakukan oleh mitra kerja Perseroan sanksi diberikan sesuai dengan kontrak, peraturan perundang-undangan dan keputusan Perseroan.

Dissemination and Enforcement Efforts of Code of Ethics and Code of Conduct

Socialization of Code of Conduct

The Code of Conduct will be disseminated periodically to all stakeholders at all levels to enable them to understand the Code of Conduct correctly, properly and accurately. The dissemination activities carried out by the Company in 2020 are publishing the Code of Conduct through the Company's website at www.semenbaturaja.co.id which can be accessed by internal and external parties and the Company's internal portal at <http://10.10.2.105/intranetptsb/> which can be accessed by all employees.

Enforcement of Code of Ethics and Code of Conduct

Breach of Code of Conduct is taken seriously which may result in disciplinary action in accordance with Company regulations. The supervision of this code of conduct implementation is the responsibility of each superior.

Sanction on Breaches of Code of Conduct

All employees of the Company who have been proven to have committed violations will receive sanctions or other disciplinary actions in accordance with the regulations set out in the Collective Employment Agreement. The sanctions are in the form of:

1. Oral Warning
2. Warning Letter I
3. Warning Letter II
4. Warning Letter III
5. Termination of Employment (PHK)

Meanwhile, the imposition of sanctions on members of the Board of Directors or the Board of Commissioners who violate the Code of Conduct is the authority of the GMS in accordance with the applicable regulations. As for violations of the Code of Conduct committed by partners of the Company, sanctions are imposed in accordance with contracts, laws and regulations and Company decisions.



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Jumlah Laporan Pelanggaran Kode Etik

Perseroan menyediakan sarana untuk menyampaikan laporan pelanggaran Kode Etik yang melibatkan pengurus dan karyawan Perseroan sebagai berikut:

Website : www.semenbaturaja.co.id

E-mail : baturajabersih@semenbaturaja.co.id

Surat : PT Semen Baturaja (Persero) Tbk
Corporate Secretary
Up. Departemen Stakeholder & Risk Management
Jl. Abikusno Cokrosuyoso Kertapati
Palembang 30258

Total Breaches to Code of Conduct

The Company provides the following channels to submit reports of violations of the Code of Conduct involving the Company personnel:

Website : www.semenbaturaja.co.id

E-mail : baturajabersih@semenbaturaja.co.id

Letter : PT Semen Baturaja (Persero) Tbk
Corporate Secretary
Up. Departemen Stakeholder & Risk Management
Jl. Abikusno Cokrosuyoso Kertapati
Palembang 30258

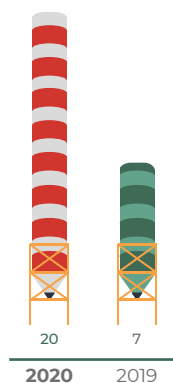
Penanganan atas pelanggaran kode etik di Perseroan dilakukan oleh *Division Human Resource & General Affair*. Selama tahun 2020, terdapat 20 pelanggaran kode etik yang terjadi di Perseroan yang rinciannya dijelaskan pada tabel di bawah ini:

The violations of the Code of Conduct are managed by the Human Resource & General Affairs Division. During 2020, there were 20 violations of the Code of Conduct noted in the Company, the details of which are described in the table below:

Jenis Sanksi Type of Sanction	Jumlah Total	Bentuk Pelanggaran Type of Breach	
Teguran Lisan I Oral Warning I	5	Pelanggaran etika kerja dan pelanggaran ketentuan keselamatan kerja	Violation of Code of Conduct and violation of work safety regulations
Teguran Lisan II Oral Warning II	3	Pelanggaran etika kerja dan pelanggaran ketentuan keselamatan kerja	Violation of Code of Conduct and violation of work safety regulations
Surat Peringatan I Warning Letter I	7	Pelanggaran etika kerja dan pelanggaran ketentuan keselamatan kerja	Violation of Code of Conduct and violation of work safety regulations
Surat Peringatan II Warning Letter II	2	Pelanggaran etika kerja dan pelanggaran ketentuan keselamatan kerja	Violation of Code of Conduct and violation of work safety regulations
Surat Peringatan III Warning Letter III	3	Pelanggaran etika kerja dan pelanggaran ketentuan keselamatan kerja	Violation of Code of Conduct and violation of work safety regulations
Jumlah Total	20		

Tren Pelanggaran

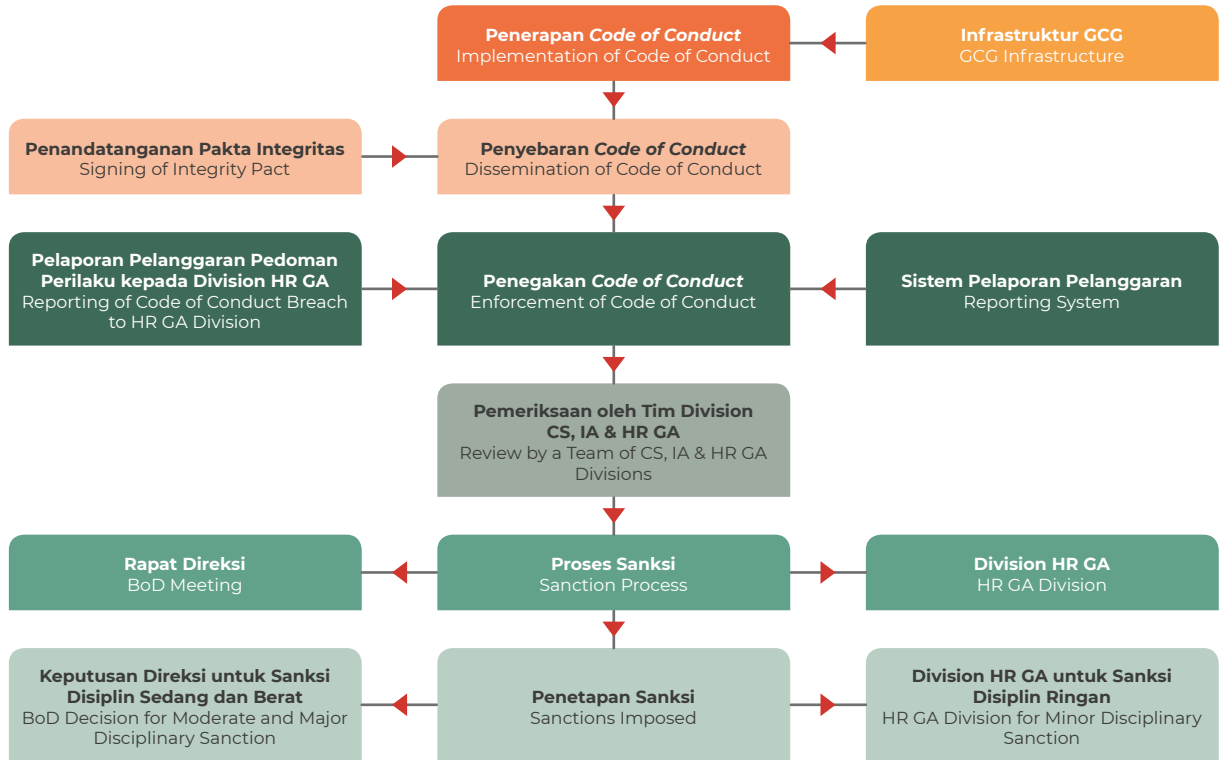
Trend of Breach





Bagan Penyebaran dan Penegakan Etika Perilaku Perusahaan

Scheme of Distribution and Enforcement of Code of Conduct





GRATIFIKASI GRATUITIES

Melalui penerapan prinsip-prinsip GCG, Perseroan berupaya menciptakan iklim usaha yang sehat, menghindari tindakan, perilaku ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN) serta selalu mengutamakan kepentingan Perseroan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Kebijakan anti korupsi Perseroan didasari penerapan beberapa peraturan di antaranya:

1. Undang-Undang Nomor 11 Tahun 1980 tentang Tindak Pidana Suap
2. Undang-Undang Nomor 28 Tahun 1999 tentang penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme
3. Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas UU Nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi
4. Peraturan Komisi Pemberantasan Korupsi Republik Indonesia Nomor 2 Tahun 2019 tentang Pelaporan Gratifikasi

Perseroan berkomitmen untuk tidak menerima dan meminta gratifikasi. Oleh karena itu, Perseroan telah menerbitkan Pedoman Pengendalian Gratifikasi yang telah disahkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.02/069/2018 tanggal 1 Oktober 2018 tentang Pedoman Pengendalian Gratifikasi yang telah dimutakhirkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/144/2020 tanggal 28 Desember 2020 sebagai komitmen dalam mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Di dalam Pedoman Pengendalian Gratifikasi tersebut menyatakan dengan jelas dan rinci dalam arahan yang jelas perihal klasifikasi gratifikasi, pemanfaatan dan pengelolaan gratifikasi, pelaporan dan sanksi.

PRINSIP DASAR PENGENDALIAN GRATIFIKASI

Dalam pengendalian gratifikasi, Perseroan berprinsip pada:

1. Semua pengurus dan karyawan Perseroan dan/atau keluarga dilarang menawarkan atau memberikan suap, gratifikasi dalam bentuk apapun.
2. Semua pengurus dan karyawan Perseroan dan/atau keluarga dilarang meminta atau menerima secara langsung ataupun tidak langsung gratifikasi dari *stakeholders*, mitra usaha dan/atau pihak ketiga karena jabatannya dan berlawanan dengan kewajiban atau tugasnya yang diterima

Through the adoption of GCG principles, the Company strives to create a healthy business climate, avoids actions, behaviors or actions that can lead to conflicts of interest, Corruption, Collusion and Nepotism (KKN) and always prioritizes the interests of the Company above personal, family, and group interests. The Company's anti-corruption policy is based on the implementation of several regulations including:

1. Law No.11/1980 regarding Bribery
2. Law No.28/1999 concerning state administration that is clean and free from corruption, collusion and nepotism
3. Law No.20/2001 concerning Amendments to Law No.31/1999 concerning Eradication of Corruption
4. Regulation of the Corruption Eradication Commission of the Republic of Indonesia No.2/2019 concerning Reporting of Gratuities

The Company is committed not to accept and demand for gratuities. Accordingly, the Company has issued Gratuity Control Guidelines which have been ratified through the Decree of the Directors of PT Semen Baturaja (Persero) Tbk No.PH.01.02/069/2018 dated 1 October 2018 concerning Gratuity Control Guidelines which have been updated through the Decree of the Directors of PT Semen Baturaja (Persero) Tbk No.PH.01.04/144/2020 dated 28 December 2020 as a commitment to support the implementation of Good Corporate Governance.

The Guidelines state clearly in details and in clear directions regarding the classification of gratuities, utilization and management of gratuities, reporting and sanctions.

BASIC PRINCIPLES OF GRATUITY MANAGEMENT

In controlling gratuities, the Company adheres to the principles:

1. All the Company personnel and/or families are prohibited from offering or giving bribes, gratuities of any kind.
2. All the Company personnel and/or families are prohibited from requesting or receiving direct or indirect gratuities from stakeholders, business partners and/or third parties due to their position as Semen Baturaja personnel which is contrary to their duties and responsibilities as Semen Baturaja



- di dalam negeri maupun luar negeri dan yang dilakukan dengan sarana elektronik atau tanpa sarana elektronik.
3. Semua pengurus dan karyawan Perseroan dan/atau keluarga bertanggung jawab mencegah dan mengupayakan sistem pencegahan korupsi di lingkungan instansi.
 4. Pengurus dan karyawan Perseroan dan/atau keluarga wajib melakukan penolakan secara sopan dan santun terhadap gratifikasi yang tidak sesuai dengan ketentuan yang diatur dalam pedoman ini, serta memberikan penjelasan terkait pedoman ini kepada pihak pemberi.
 5. Pengurus dan karyawan Perseroan dilarang untuk memberikan gratifikasi dengan tujuan suap/dianggap suap.
 6. Pengurus dan karyawan Perseroan harus melaporkan kepada Unit Pengendalian Gratifikasi (UPG) atas penerimaan, permintaan dan/atau penolakan gratifikasi yang telah dilakukan.
- Personnel whether received onshore or off shore and conducted by electronic means or without electronic means.
3. All the Company personnel and/or families are responsible for preventing and working on corruption prevention systems in the environment.
 4. The Company personnel and/or families are obliged to reject gratuities in a polite and respectful manner concerning those that are not in accordance with stipulated guidelines, and to provide explanations related to these guidelines to the giver.
 5. The Company people are prohibited from giving gratuities for the purpose of bribery/alleged bribes.
 6. The Company personnel must report to the Gratuity Control Unit (UPG) for any receipt, request and/or rejection of Gratuity that has been made.

KLASIFIKASI GRATIFIKASI

Dalam Pedoman Pengendalian Gratifikasi Perseroan, gratifikasi diartikan sebagai pemberian dalam arti luas yang meliputi antara lain pemberian uang, barang, rabat (diskon), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma dan fasilitas lainnya. Gratifikasi tersebut baik diterima di dalam negeri maupun di luar negeri yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik. Gratifikasi terbagi ke dalam tiga klasifikasi yang pada akhirnya akan menentukan penanganan/pengelolaan dari gratifikasi tersebut, yakni:

1. Gratifikasi yang Wajib Dilaporkan

Gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugasnya, serta merupakan penerimaan dalam bentuk apapun yang diperoleh pengurus dan karyawan Perseroan dari pihak-pihak yang diduga memiliki keterkaitan dengan jabatan penerima atau tidak sah secara hukum.

2. Gratifikasi yang Tidak Wajib Dilaporkan

Gratifikasi yang berlaku umum, tidak bertentangan dengan perundang-undangan yang berlaku, dipandang sebagai wujud ekspresi keramah tamahan atau penghormatan dalam hubungan sosial dalam batasan nilai yang wajar serta pemberian yang berada dalam ranah adat istiadat, kebiasaan dan norma yang ada dalam masyarakat dalam nilai batas yang wajar.

CLASSIFICATION OF GRATUITY

In the Company's Gratuity Management Guidelines, gratuity is defined as a gift in a broad sense that includes, among others, the provision of money, goods, rebates (discounts), commissions, interest-free loans, travel tickets, lodging facilities, tourist trips, free medical treatment and other facilities. The Gratuity is both received onshore and offshore by using electronic means or without electronic means. Gratuity divided into three categories that will ultimately determine the handling/management of such gratuity as described below:

1. Mandatorily Reported Gratuity

Gratuity which is related to the position and contrary to roles or duties, and represents an acceptance in any form obtained by the Company personnel from parties suspected of having association with the recipient's position or not considered legal.

2. Non-Mandatorily Reported Gratuity

Gratuity that is generally applicable, not contrary to prevailing regulations, perceived as hospitality or respect in social relations within the limits of fair values and gifts which are considered as local customs, habits and norms found in society within a reasonable limit of amount.



GRATIFIKASI GRATUITIES

3. Gratifikasi yang Terkait Kedinasan

Gratifikasi yang diterima oleh pengurus dan karyawan Perseroan dan ditujukan atau diperuntukkan kepada Perseroan, bukan kepada personal yang mewakili Perseroan.

PEMANFAATAN DAN PENGELOLAAN GRATIFIKASI

Terkait dengan gratifikasi yang diterima, Perseroan memiliki kebijakan mengenai pemanfaatan dan pengelolannya. Pertama, pemanfaatan penerimaan gratifikasi dilakukan dengan dua cara yakni digunakan oleh penerima untuk menunjang kinerja serta dimanfaatkan oleh Perseroan untuk kegiatan operasional dan sebagai barang *display* atau perpustakaan.

Sementara itu, pengelolaan Gratifikasi dilakukan oleh Unit Pengendalian Gratifikasi (UPG) yang dibentuk sejak tahun 2018. Dalam pelaksanaan tugas dan tanggung jawabnya, Unit Pengendalian Gratifikasi (UPG) dibantu oleh admin unit yang ditunjuk atau melekat sesuai *job desk* yang ditetapkan oleh Direksi Perseroan mengenai tugas dan wewenang Unit Pengendalian Gratifikasi (UPG).

STRUKTUR UNIT PENGENDALIAN GRATIFIKASI

Unit Pengendalian Gratifikasi di Perseroan diketuai oleh *Vice President Corporate Secretary* dengan Wakil Ketua *Senior Manager Stakeholder & Risk Management*. Adapun bertindak sebagai pengarah dan penanggung jawab adalah Direktur Utama. Struktur Unit Pengendalian Gratifikasi ini juga dilengkapi dengan sekretaris dan anggota. Berikut adalah bagan strukturnya.



3. Business-related Gratuity

Gratuity received by management and employees of the Company and addressed or intended to the Company, not to a person representing the Company.

UTILIZATION AND MANAGEMENT OF GRATUITY

Regarding the gratuities received, the Company maintains a policy regarding its utilization and management. First, the gratuity receipts are recorded in two methods, which include those kept by recipients to support performance and those utilized by the Company for operational activities and display items or libraries.

Meanwhile, gratuity management is performed by Gratuity Control Unit (UPG) which was established in 2018. In carrying out its roles and responsibilities, UPG is assisted by an admin unit appointed or inherent according to the job desk determined by the Board of Directors of the Company regarding the duties and powers of the Gratuity Control Unit (UPG).

GRATUITY MANAGEMENT CONTROL UNIT

The Company Gratuity Control Unit is led by Vice President Corporate Secretary with the Deputy of Senior Manager Stakeholder & Risk Management. The director and person in charge is the President Director. The structure of the Gratuity Control Unit is also equipped with a secretary and members. The following is the structure chart.



TUGAS DAN WEWENANG UNIT PENGENDALIAN GRATIFIKASI

Perseroan telah mengatur tugas dan wewenang dari Unit Pengendalian Gratifikasi sehingga pelaksanaan pengendalian gratifikasi dapat berjalan efektif, yang mencakup:

1. Melakukan sosialisasi/diseminasi/internalisasi atas ketentuan gratifikasi dan penerapan pengendalian gratifikasi.
2. Melakukan kampanye anti gratifikasi.
3. Menerima, menganalisis dan mengadministrasikan laporan penerimaan gratifikasi.
4. Menerima dan mengadministrasikan laporan penerimaan gratifikasi.
5. Memberikan rekomendasi penanganan laporan gratifikasi, rekomendasi penetapan kepemilikan objek gratifikasi dan rekomendasi pemanfaatan objek gratifikasi yang dilaporkan.
6. Melakukan koordinasi, konsultasi dan meneruskan laporan penerimaan gratifikasi dengan Komisi Pemberantasan Korupsi (KPK).
7. Melakukan *monitoring* dan evaluasi terhadap pelaksanaan pengendalian Gratifikasi di lingkungan Perseroan.
8. Melaporkan hasil pengendalian gratifikasi kepada Direksi.
9. Melakukan koordinasi dengan unit atau bagian terkait implementasi dan efektivitas pengendalian gratifikasi.
10. Mengusulkan kebijakan pengelolaan, pembentukan lingkungan anti gratifikasi dan pencegahannya.
11. Melakukan konfirmasi kepada penerima dan/atau pihak ketiga lainnya terkait laporan gratifikasi, jika diperlukan.
12. Merumuskan petunjuk lebih lanjut yang diperlukan untuk pelaksanaan pengendalian gratifikasi di Perseroan.
13. Mengadministrasikan laporan kegiatan Unit Pengendali Gratifikasi.
14. Menyimpan penerimaan gratifikasi dalam bentuk barang yang tidak mudah busuk/rusak/cepat kadaluarsa sebelum diputuskan penetapan status barang tersebut oleh Komisi Pemberantasan Korupsi (KPK).
15. Melaporkan rekapitulasi laporan penerimaan, penolakan gratifikasi kepada Direksi setiap semester paling lambat 10 (sepuluh) hari kerja setelah berakhirnya periode semester.
16. Melaporkan rekapitulasi laporan penerimaan dan penolakan gratifikasi secara periodik ke Komisi Pemberantasan Korupsi (KPK).

ROLES AND AUTHORITIES OF GRATUITY MANAGEMENT UNIT

The Company has governed the duties and authorities of the Gratuity Control Unit so as to enable effective implementation of gratuity control, which includes the following:

1. Conducting socialization/dissemination/internalization of gratuity provisions and implementation of gratuity control.
2. Conduct anti-gratuity campaign.
3. Receiving, analyzing and administering gratuity acceptance report.
4. Receiving and administering the gratuity receipt report.
5. Providing recommendations on the handling of gratuity report, making recommendations for determining ownership of the object of gratuity and recommendations for the use of the object of gratuity being reported.
6. Coordinating, consulting and forwarding reports of receiving gratuities with the Corruption Eradication Commission (KPK).
7. Monitoring and evaluating the implementation of gratuity control in the Company's environment.
8. Reporting the results of gratuity control to the Board of Directors.
9. Coordinating with units or departments related to the implementation and effectiveness of gratuity control.
10. Proposing management policies, the establishment of anti-gratuity environment and its prevention.
11. Confirming to the recipient and/or other third parties regarding the gratuity report, if needed.
12. Preparing further instructions required for the implementation of gratuity control in the Company.
13. Administering the Gratuity Control Unit activity reports.
14. Recording the receipt of gratuities for the goods that are not easily perishable/damaged/expired immediately before the Corruption Eradication Commission (KPK) decides the status of the goods.
15. Reporting the summary reports on acceptance, rejection of gratuities to the Board of Directors every semester no later than 10 (ten) working days after the end of the semester.
16. Reporting the summary reports of acceptance and rejection of gratuities periodically to the Corruption Eradication Commission (KPK).



GRATIFIKASI GRATUITIES

17. Melakukan pemantauan dan evaluasi dalam rangka pengendalian gratifikasi.

PELAPORAN DAN SANKSI

Pengurus dan karyawan Perseroan atau pihak-pihak lainnya (pelanggan, mitra kerja dan masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui adanya pelanggaran gratifikasi yang melibatkan pengurus dan karyawan Perseroan dan ingin melaporkan penerimaan gratifikasi dapat melaporkan melalui media pelaporan yang disediakan oleh Perseroan sebagai berikut:

Website : www.semenbaturaja.co.id
 E-mail : baturajabersih@semenbaturaja.co.id
 Surat : PT Semen Baturaja (Persero) Tbk
 Corporate Secretary
 Up. Departemen Stakeholder &
 Risk Management
 Jl. Abikusno Cokrosuyoso, Kertapati,
 Palembang 30258

Pelanggaran terhadap ketentuan dalam Pedoman Pengendalian Gratifikasi akan dikenakan sanksi sesuai dengan ketentuan dan peraturan yang berlaku di Perseroan.

PELATIHAN

Sebagai bentuk komitmen Perseroan terhadap anti korupsi, pada tahun 2020 Perseroan melaksanakan pelatihan khusus terkait sosialisasi anti korupsi di Perseroan. Ke depannya, Perseroan akan terus mengagendakan pelatihan terkait anti korupsi setiap tahun. Adapun pelatihan yang dilakukan oleh Perseroan pada tahun 2020 yaitu:

Waktu Time	Kegiatan Pelatihan Training Activities
April 2020 April 2020	<i>Inhouse Training Awareness</i> Pemahaman SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan dengan narasumber dari Badan Standardisasi Nasional. Inhouse Training Awareness: Understanding SNI ISO 37001: 2016 Anti-Bribery Management System with speakers the National Standardization Agency.
Oktober 2020 October 2020	Pelatihan Audit Internal SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan berbasis SNI ISO 19011:2018 (Pedoman Audit Sistem Manajemen) dengan narasumber Badan Standardisasi Nasional. SNI ISO 37001:2016 Internal Audit Training on Anti-Bribery Management System based on SNI ISO 19011: 2018 (Guidelines for Management System Audit) with speakers from National Standardization Agency.
November 2020 November 2020	ISO 37001:2016 <i>Anti Bribery Management System Requirement and Implementation Training Course</i> dengan narasumber PT BSI Group Indonesia. ISO 37001: 2016 Anti Bribery Management System Requirement and Implementation Training Course with speakers from PT BSI Group Indonesia.

SOSIALISASI GRATIFIKASI

Perseroan memiliki divisi khusus yang berfokus pada pengendalian gratifikasi di lingkungan Perseroan yakni Unit Pengendalian Gratifikasi yang disahkan melalui Surat Keputusan Direksi Nomor: PH.01.02/070/2018, di

17. Performing monitoring and evaluation process for the purpose of controlling gratuity.

REPORTING AND SANCTION

Management and employees of the Company or other parties (customers, business partners and the community) who have no direct involvement, but are aware of any gratuity violations involving management and employees of the Company and wish to report such receipt of gratuities could report through the following channels provided by the Company:

Website : www.semenbaturaja.co.id
 E-mail : baturajabersih@semenbaturaja.co.id
 Correspondence : PT Semen Baturaja (Persero) Tbk
 Corporate Secretary
 Up. Departemen Stakeholder &
 Risk Management
 Jl. Abikusno Cokrosuyoso, Kertapati,
 Palembang 30258

Violation of the provisions set forth in the Gratuity Control Guidelines will be subject to sanctions in accordance with the existing policies at the Company.

TRAINING

As part of the Company's commitment to anti-corruption, in 2020 the Company conducted special training related to anti-corruption socialization in the Company. Going forward, the Company will continue to schedule anti-corruption training on an annual basis. The training conducted by the Company in 2020 is as follows:

SOCIALIZATION OF GRATUITY

The Company maintains a special division that focuses on gratuity control within the Company, namely the Gratuity Control Unit which is legalized through the Decree of the Board of Directors No.PH.01.02/070/2018



bawah pengawasan Divisi *Corporate Secretary*, yang memiliki tugas pengelolaan, pemantauan, pelaporan gratifikasi dan menjalankan fungsi pengendalian gratifikasi di lingkungan Perseroan.

Selama tahun 2020, Unit Pengendalian Gratifikasi telah melaksanakan sosialisasi di antaranya:

1. Perseroan melaksanakan sosialisasi Pedoman Pengendalian Gratifikasi ke seluruh pengurus dan karyawan Perseroan serta Mitra Usaha melalui *e-mail*.
2. Mempublikasikan Pedoman Pengendalian Gratifikasi melalui media *website* Perseroan di www.semenbaturaja.co.id yang bisa diakses oleh pihak internal maupun eksternal dan media intranet Perseroan <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh karyawan dan karyawan Perseroan.
3. Pada tanggal 11 Mei 2020, Perseroan melaksanakan penerapan prinsip-prinsip GCG dengan penerbitan iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri yang dipublikasikan di 3 (tiga) media massa (Sumatera Ekspres, Lampung Post dan OKU Ekspres) serta intranet, media sosial Perseroan dan *website*.
4. Pada tanggal 24 Desember 2020, juga telah dilaksanakan penerapan prinsip-prinsip GCG dengan kembali menerbitkan larangan menerima atau meminta gratifikasi dalam rangka Hari Natal melalui intranet, *website* dan media sosial Perseroan.
5. Selain itu juga dalam mengimplementasikan pengendalian gratifikasi, Perseroan membuat alat peraga pengendalian gratifikasi berupa: *roll-up banner* gratifikasi, stiker anti penyuaipan yang ditempatkan di lingkungan Perseroan.

LAPORAN PENERIMAAN GRATIFIKASI DI TAHUN 2020

Sepanjang tahun 2020, Perseroan telah menerima adanya laporan gratifikasi sebanyak 11 (sebelas) laporan yang terdiri dari laporan penerimaan dan laporan penolakan. Terdapat peningkatan jumlah laporan gratifikasi dibandingkan dengan tahun 2019 yaitu sebanyak 5 (lima) laporan. Hal ini didukung oleh efektivitas sosialisasi pada tahun 2020, bukan hanya melalui portal internal, *website* dan *e-mail*, namun juga memanfaatkan majalah internal/buletin dan media sosial sebagai media sosialisai.

Semua laporan tersebut telah ditindaklanjuti oleh Unit Pengendalian Gratifikasi, dengan cara dikembalikan

under the supervision of *Corporate Secretary*, who is tasked with managing, monitoring, reporting gratuities and carrying out the gratuity control functions within the Company.

During 2020, the Gratuity Control Unit has conducted the following socialization:

1. The Company disseminated the Gratuity Control Guidelines to all management and employees of the Company and Business Partners via e-mail.
2. The Company published Gratuity Control Guidelines through the Company's website at www.semenbaturaja.co.id which can be accessed by internal and external parties and the Company's intranet media at <http://10.10.2.105/intranetptsb/> which can be accessed by all employees.
3. On 11 May 2020, the Company implemented GCG principles by publishing advertisements which prohibited the acceptance or request of gratuities related to Idul Fitri which were published in 3 (three) mass media (Sumatra Ekspres, Lampung Post and OKU Ekspres) and intranet, the Company's social media and website.
4. On 24 December 2020, GCG principles had also been implemented by re-issuing a prohibition on accepting or requesting gratuities related to Christmas Day through the Company's intranet, website and social media.
5. In addition, in implementing gratuity control, the Company created gratuity control properties in the form of roll-up banner related to gratuity and anti-bribery stickers placed in the Company's building.

REPORT OF GRATUITY RECEIVED IN 2020

Throughout 2020, the Company received 11 (eleven) gratuity reports consisting of acceptance reports and rejection reports. The Company noted an increase in the number of Gratuity reports compared to 2019, which is 5 (five) reports. This is supported by the effectiveness of socialization in 2020, not only through internal portals, websites and e-mail, but also utilization of internal magazines/bulletin and social media.

All reports have been followed up by the Gratuity Control Unit, by returning them to the Gratuity giver



GRATIFIKASI GRATUITIES

kepada pemberi gratifikasi dan disalurkan sebagai bentuk sumbangan kepada petugas *cleaning service* Perseroan sesuai dengan perlakuan yang ditetapkan di dalam Pedoman yang berlaku di Perseroan.

MEKANISME PELAPORAN PENERIMAAN GRATIFIKASI

Penerimaan, penolakan dan permintaan gratifikasi wajib dilaporkan oleh pengurus dan karyawan Perseroan kepada Unit Pengendalian Gratifikasi (UPG). Pelaporan dapat dilakukan dengan melaporkannya secara langsung ke Unit Pengendalian Gratifikasi (UPG), melalui *e-mail* (baturajabersih@semenaturaja.co.id), telepon, media lain atau aplikasi sesuai mekanisme yang berlaku.

Adapun tata cara pelaporannya sebagai berikut:

1. Pelapor mengisi Formulir Pelaporan Gratifikasi yang disediakan oleh UPG atau dapat mengunduh dari intranet pada menu GCG disertai dokumen pendukung yang berkaitan dengan gratifikasi paling lama 10 (sepuluh) hari kerja setelah tanggal penerimaan.
2. Dalam hal pelaporan penerimaan gratifikasi telah lewat dari 10 hari kerja maka UPG tidak dapat menerima laporan tersebut dan menyarankan kepada pelapor untuk melaporkan secara langsung kepada Komisi Pemberantasan Korupsi (KPK) baik tertulis maupun melalui aplikasi Gol-KPK paling lambat 30 hari kerja. UPG tetap melakukan rekapitulasi terhadap keterlambatan laporan penerimaan gratifikasi yang disampaikan. Dalam hal pelaporan penerimaan gratifikasi telah lewat 30 (tiga puluh) hari kerja sejak gratifikasi tersebut diterima maka laporan gratifikasi tersebut tidak dapat ditindaklanjuti oleh Komisi Pemberantasan Korupsi (KPK).
3. Penerimaan Gratifikasi dalam bentuk sebagai berikut:
 - a. Penerimaan dalam bentuk barang yang mudah busuk/rusak/cepat kadaluarsa dengan nilai lebih dari Rp200.000 (dua ratus ribu rupiah), dilaporkan paling lama 10 (sepuluh) hari kerja setelah tanggal penerimaan.
 - b. Penerimaan dalam bentuk barang yang tidak mudah busuk/rusak/cepat kadaluarsa dilaporkan paling lama 10 (sepuluh) hari kerja setelah tanggal penerimaan.

and distributing them as a donation to the Company's cleaning service officers in accordance with the Company's existing guidelines for treatments.

REPORTING MECHANISM OF GRATUITY RECEIVED

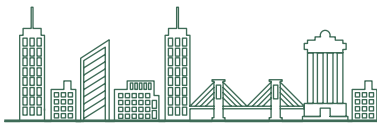
Acceptance, rejection and requests for gratuity must be reported by management and employees of the Company to the Gratuity Control Unit (UPG). Reporting can be made directly to the Gratuity Control Unit (UPG), via *e-mail* (baturajabersih@semenaturaja.co.id), telephone, other media or application based on the existing mechanism.

The reporting procedures are as follows:

1. Whistleblowers fill out the Gratuity Reporting Form provided by the UPG or can download such report from the intranet on the GCG menu accompanied by supporting documents relating to gratuities no later than 10 (ten) working days after the date of receipt.
2. In the event that the report on the receipt of gratuities has passed 10 working days, UPG cannot receive the report and recommends the Whistleblower to report directly to the Corruption Eradication Commission (KPK) either in writing or through the Gol-KPK application no later than 30 working days. UPG continues to recapitulate the delay in receiving reports of gratuities that have been submitted. In the event that the report on the receipt of gratuities has passed 30 (thirty) working days since the Gratuity was received, the Gratuity report cannot be followed up by the Corruption Eradication Commission (KPK).
3. Acceptance of Gratuities in the following forms:
 - a. Receipts in the form of immediately perishable/damaged/expired goods with a value of more than Rp200,000 (two hundred thousand rupiah) are reported no later than 10 (ten) working days after the date of receipt.
 - b. Receipts in the form of goods that are not immediately perishable/damaged/expired are reported no later than 10 (ten) working days after the date of receipt.



4. UPG wajib segera memberikan respons atas pelaporan penerimaan gratifikasi dari pelapor paling lambat dalam jangka waktu 7 (tujuh) hari kerja setelah laporan diterima.
 5. Penetapan status dan perlakuan berdasarkan jenis penerimaan gratifikasi yang diterima adalah sebagai berikut:
 - a. Barang yang mudah busuk/rusak/cepat kadaluarsa.
 - Terhadap barang yang mudah busuk/rusak/cepat kadaluarsa, setelah menerima laporan penerimaan gratifikasi oleh pelapor, maka Unit Pengendalian Gratifikasi (UPG) menetapkan keputusan penyaluran penerimaan gratifikasi kepada pihak-pihak sesuai ketentuan pada Pedoman Pengendalian Gratifikasi.
 - Pelapor wajib melaporkan penyaluran gratifikasi tersebut paling lambat 10 (sepuluh) hari kerja setelah tanggal penerimaan disertai Bukti Tanda Terima Penyaluran Gratifikasi.
 - b. Barang yang tidak mudah busuk/rusak/cepat kadaluarsa.
 - Terhadap barang yang tidak mudah busuk/rusak/cepat kadaluarsa tersebut, maka wajib disimpan oleh Unit Pengendalian Gratifikasi (UPG) sampai dengan ditetapkan status kepemilikan oleh Komisi Pemberantasan Korupsi (KPK).
 6. Unit Pengendalian Gratifikasi (UPG) melakukan verifikasi kelengkapan laporan sebelum melaporkan penerimaan gratifikasi yang wajib dilaporkan disertai dengan dokumen pendukung kepada Komisi Pemberantasan Korupsi (KPK) paling lama 10 (sepuluh) hari kerja sejak tanggal penerimaan laporan gratifikasi.
 7. Dalam hal laporan gratifikasi tidak lengkap, maka laporan gratifikasi disampaikan kembali kepada pelapor untuk dilengkapi. Apabila laporan gratifikasi sebagaimana dimaksud tidak dilengkapi paling lama 10 (sepuluh) hari kerja sejak tanggal penerimaan gratifikasi maka laporan gratifikasi tidak dapat ditindaklanjuti.
 8. KPK akan melakukan analisa, verifikasi dan klasifikasi serta memberikan penetapan status gratifikasi atas laporan gratifikasi yang disampaikan oleh Unit Pengendalian Gratifikasi (UPG) paling lama selama 30 (tiga puluh) hari kerja.
4. UPG is required to immediately respond to the report on the receipt of gratuities from the Whistleblower no later than 7 (seven) working days after the report is received.
 5. The status and treatment based on the type of receipt of gratuities received is determined as follows:
 - a. Items that are immediately perishable/damaged/expired.
 - For items that are immediately perishable/damaged/expired, after receiving the report on the receipt of gratuities by the Whistleblower, the Gratuity Control Unit (UPG) decides to distribute the receipt of gratuities to parties in accordance with the provisions in of the Guidelines on the Gratuity Controlling.
 - The Whistleblower is required to report the distribution of the gratuity no later than 10 (ten) working days after the date of receipt, accompanied by a Receipt of Gratuity Distribution.
 - b. Items that are not immediately perishable/damaged/expired.
 - Those items that are not immediately perishable/damaged/expired must be kept by the Gratuity Control Unit (UPG) until the ownership status is determined by the Corruption Eradication Commission (KPK).
 6. The Gratuity Control Unit (UPG) verifies the completeness of the report prior to reporting the receipt of gratuities which must be reported along with supporting documents to the Corruption Eradication Commission (KPK) no later than 10 (ten) working days since the date of receipt of the gratuity report.
 7. In the event that the Gratuity report is incomplete, the gratuity report is submitted back to the Whistleblower to be completed. If the gratuity report as referred to is not completed within 10 (ten) working days from the date of receipt of the gratuity, the Gratuity report cannot be followed up.
 8. KPK will analyze, verify and classify and determine the status of the gratuity report submitted by the Gratuity Control Unit (UPG) for a maximum of 30 (thirty) working days.

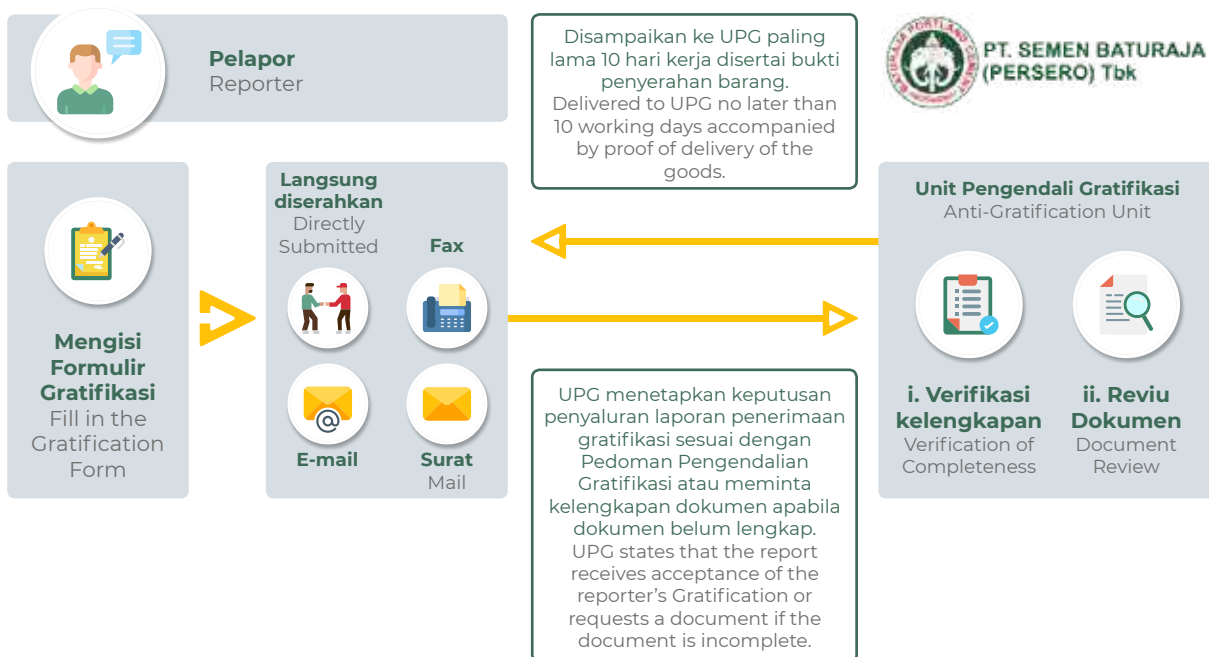


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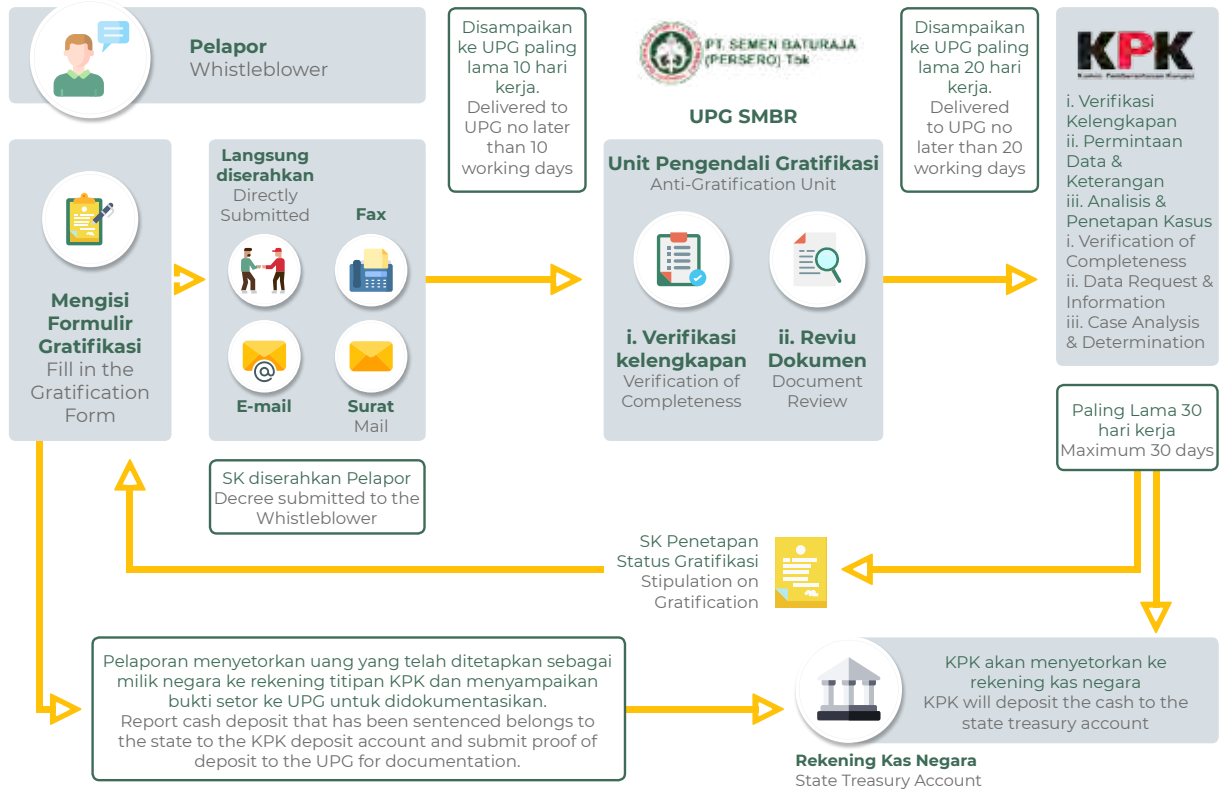
9. Apabila KPK menetapkan gratifikasi tersebut menjadi milik negara maka Unit Pengendalian Gratifikasi (UPG) menginformasikan kepada pelapor penerimaan gratifikasi perihal keputusan tersebut untuk kemudian Unit Pengendali Gratifikasi akan menyerahkan barang yang disimpan kepada negara melalui KPK.
 10. Unit Pengendalian Gratifikasi (UPG) membuat rekapitulasi laporan penerimaan dan penolakan gratifikasi serta melaporkannya kepada Direksi secara periodik setiap semester paling lambat 10 hari kerja setelah berakhirnya periode semester tersebut.
9. If the KPK determines that the gratuity belongs to the state, the Gratuity Control Unit (UPG) will inform the reporting party regarding the decision, then the Gratuity Control Unit will hand over the stored goods to the state through KPK.
 10. The Gratuity Control Unit (UPG) prepares a summary of reports of acceptance and rejection of gratuities and reports it to the Board of Directors periodically each semester no later than 10 working days after the end of the semester.

Alur Penerimaan Barang Cepat Rusak/Busuk/Kadaluarsa

Flow of Acceptance of Immediately Perishable/Damaged/Expired Goods



Alur Penerimaan Laporan Untuk Uang/Setara Uang
Flow of Acceptance of Reports for Money/Its Equivalents





KEBIJAKAN ANTI FRAUD

ANTI FRAUD POLICY

Perseroan bertekad untuk menyelenggarakan praktik-praktik bisnis terbaik (*best practice*) yang menjunjung tinggi nilai-nilai etika dan keluhuran akhlak serta memegang teguh amanah, sesuai dengan jabatan, fungsi dan peran dalam menjalankan bisnisnya. Pada tahun 2020, sebagai perwujudan kebulatan tekad dan bentuk peningkatan atas penerapan tata kelola, Perseroan menetapkan Kebijakan Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di Perseroan yang telah disosialisasikan kepada seluruh pengurus, karyawan dan *Stakeholder* Perseroan, dimana dalam kebijakan tersebut memuat mengenai komitmen untuk melaksanakan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan dengan berlandaskan prinsip 4 No's yaitu:

- No Bribery* (hindari/menolak segala bentuk suap menyuap dan pemerasan).
- No Kickback* (hindari/menolak meminta komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya).
- No Gift* (hindari/menolak penerimaan/pemberian hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku).
- No Luxurious Hospitality* (hindari/menolak penyambutan dan jamuan yang berlebihan).

IMPLEMENTASI DAN SERTIFIKASI SNI ISO 37001:2016 SISTEM MANAJEMEN ANTI PENYUAPAN

Pemerintah pada tahun 2016 menerbitkan Instruksi Presiden Nomor 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi yang memuat mengenai Strategi Pencegahan terkait Tata Kelola Badan Usaha Milik Negara dan Swasta dengan salah satu programnya adalah tersusunnya SNI ISO 37001:2016. Instruksi Presiden tersebut diperkuat dengan Peraturan Presiden Nomor 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi.

Dengan komitmen yang tinggi dalam menjunjung budaya anti korupsi di lingkungan Perseroan, serta komitmen untuk mencegah adanya potensi tindakan penyuapan dan didasari oleh kewajiban pelaksanaan Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan di BUMN, sesuai dengan Surat dari Kementerian BUMN Republik Indonesia melalui Surat Nomor S-17/S.MBU/02/2020, Perseroan menginisiasi implementasi Sistem Manajemen Anti Penyuapan dan mempersiapkan tahapan-tahapan proses sertifikasi.

The Company is determined to perform the best practices that uphold ethical values and moral dignity and uphold the mandate in accordance with the position, function and role in managing its business. In 2020, as an evidence of its determination and improvement in its governance implementation, the Company has established a policy for implementing Good Corporate Governance of the Company which has been socialized to management, employees and Stakeholders of the Company, in which the policy sets forth the commitment to implement SNI ISO 37001:2016 Anti-Bribery Management System based on the 4 No's principles as follows:

- No Bribery (avoid/refuse all forms of bribery and extortion).
- No Kickback (avoid/refuse to ask for commissions, a token of gratitude both in cash and in other forms)
- No Gift (avoid/refuse acceptance/gifts or gratuities that are against the prevailing rules and regulations).
- No Luxurious Hospitality (avoid/refuse excessive greetings and entertainment).

IMPLEMENTATION AND CERTIFICATION OF SNI ISO 37001:2016 OF ANTI BRIBERY MANAGEMENT SYSTEM

In 2016 the government issued Presidential Instruction No.10/2016 concerning Action to Prevent and Eradicate Corruption which contains Prevention Strategies related to Governance of State and Private Enterprises with one of its programs being the compilation of SNI ISO 37001: 2016. This Presidential Instruction was reinforced by Presidential Regulation No.54/2018 concerning the National Strategy for Prevention of Corruption.

With high commitment to upholding an anti-corruption culture within the Company, as well as a commitment to preventing potential bribery acts and based on the obligation to implement SNI ISO 37001:2016 Certification of Anti-Bribery Management System in BUMN, in accordance with the Letter from the Ministry of BUMN of the Republic of Indonesia No.S-17/S.MBU/02/2020, the Company initiated the implementation of Anti-Bribery Management System and prepared the stages of the certification process.



Setelah menjalankan proses persiapan, implementasi serta evaluasi, Perseroan memasuki tahap audit sertifikasi oleh Lembaga Sertifikasi PT BSI Group Indonesia. Pada tanggal 11 Desember 2020, Perseroan dinyatakan berhak mendapatkan Sertifikat SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan dengan ruang lingkup *"The manufacture of cement for the Division of Procurement and Corporate Secretary at Head Office"*. Sertifikat berlaku untuk 3 (tiga) tahun dan akan dilakukan *surveillance audit* setiap satu tahun sekali.

After the preparation, implementation and evaluation process, the Company entered the stage of certification audit by PT BSI Group Indonesia Certification Agency. On 11 December 2020, the Company was declared to have obtained SNI ISO 37001: 2016 Certificate of Anti-Bribery Management System with the scope of *"the manufacture of cement for the Division of Procurement and Corporate Secretary at Head Office"*. The certificate is valid for 3 (three) years and a surveillance audit will be conducted on an annual basis..



Sertifikat Registrasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan dari PT BSI Group Indonesia
Registration Certificate for SNI ISO 37001: 2016 Anti-Bribery Management System from PT BSI Group Indonesia



BENTURAN KEPENTINGAN CONFLICT OF INTEREST

Perseroan mengatur pelarangan tindakan yang berpotensi memiliki benturan kepentingan, memiliki kepentingan pribadi terhadap setiap penggunaan wewenang sehingga dapat mempengaruhi kualitas keputusan dan/atau tindakannya bagi seluruh pengurus dan karyawan Perseroan. Sebagai upaya meminimalisir terjadinya potensi benturan kepentingan di lingkungan Perseroan, Dewan Komisaris dan Direksi diwajibkan membuat daftar khusus yang memuat keterangan daftar kepemilikan saham Dewan Komisaris, Direksi beserta keluarganya pada Perseroan maupun perusahaan lainnya. Selain itu, Dewan Komisaris dan Direksi juga menandatangani pakta integritas yang di dalamnya juga memuat pernyataan tidak memiliki potensi benturan kepentingan. Pakta integritas dan daftar khusus tersebut diadministrasikan oleh Divisi *Corporate Secretary*.

Sikap yang tegas terhadap penanganan benturan kepentingan yang terjadi di Perseroan disadari merupakan hal yang penting oleh Perseroan sehingga mampu menciptakan pengelolaan Perseroan yang baik serta hubungan yang harmonis dengan seluruh pemangku kepentingan. Sebagai bentuk komitmen dalam penerapan tata kelola perusahaan yang baik (GCG) dan meningkatkan kesadaran pengurus dan karyawan Perseroan, maka Perseroan menerbitkan Pedoman Benturan Kepentingan yang disahkan dengan Surat Keputusan Direksi Nomor: PH.01.04/010/2019 sebagai panduan dalam penanganan situasi benturan kepentingan.

Pedoman tersebut telah disosialisasikan melalui portal internal Perseroan (intranet) dan situs Perseroan serta melalui *e-mail* kepada seluruh pengurus dan karyawan Perseroan. Sosialisasi ini bertujuan untuk meningkatkan pemahaman mengenai mekanisme sistem pelaporan pelanggaran yang ada di Perseroan serta sebagai langkah untuk mendukung penerapan tata kelola perusahaan yang baik (*good corporate governance*).

The Company prohibits the actions potentially giving rise to a conflict of interest, and also prohibits having personal interests in any use of authority so as to affect the quality of decisions and/or actions for management and employees of the Company. In order to minimize potential conflicts of interest within the Company, the Board of Commissioners and Directors are required to prepare a special list containing information on the share ownership of the Board of Commissioners, the Board of Directors and their families in the Company and other companies. In addition, the Board of Commissioners and the Board of Directors also signed an integrity pact which includes a statement regarding no potential conflict of interest. The integrity pact and special register are administered by the Corporate Secretary Division.

Firm attitude in handling conflicts of interest in the Company is recognized as an important matter for the Company so as to create good management and harmonious relationships with all stakeholders. As its commitment to implement Good Corporate Governance (GCG) and enhance awareness of management and employees of the Company, the Company issued Conflict of Interest Guidelines which were validated by the Decree of the Board of Directors No.PH.01.04/010/2019 as a guideline in managing conflict of interest.

The guidelines have been socialized through the Company's internal portal (intranet) and the Company's website as well as e-mail to all management and employees of the Company. Such socialization aims to improve the understanding of violation reporting system mechanism in the Company and serves as a step to support the implementation of good corporate governance.



WHISTLEBLOWING SYSTEM WHISTLEBLOWING SYSTEM

Whistleblowing System (WBS) adalah sistem yang mengatur tata cara pengaduan dan pengungkapan pelanggaran di Perseroan. Perseroan terus memperkuat implementasi GCG Perseroan dengan memiliki kebijakan tentang pelaporan atas dugaan pelanggaran (*whistleblowing system*). Sistem Pelaporan Pelanggaran di Perseroan telah diperbaharui, dengan Nomor A SOP 113000-02 Standar Operasional Prosedur Pelaporan Pelanggaran/*Whistleblowing System* PT Semen Baturaja (Persero) Tbk. Adapun tujuan *whistleblowing system* yaitu untuk mengatur tata cara pengelolaan *whistleblowing system* di lingkungan Perseroan, serta sebagai sarana dalam menerapkan prinsip-prinsip GCG di Perseroan.

Dalam mengimplementasikan sistem pelaporan pelanggaran/*whistleblowing system*, Perseroan mengacu pada:

1. Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, Pasal 2 ayat 2 yang mengatur bahwa dalam rangka penerapan GCG, Direksi menyusun mekanisme pelaporan atas dugaan penyimpangan pada Perseroan.
2. Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik, pada Parameter 13 yang mengatur bahwa Perusahaan harus memiliki kebijakan tentang sistem pelaporan atas dugaan penyimpangan pada Perseroan (*Whistleblowing System*).

CARA PENYAMPAIAN LAPORAN PELANGGARAN

Perseroan telah mengatur cara penyampaian laporan pelanggaran yang dapat dilakukan oleh seluruh pihak, tidak terbatas pada pihak internal saja akan tetapi juga pihak eksternal. Laporan dapat disampaikan ke alamat berikut:

Website : www.semenbaturaja.co.id
E-mail : baturajabersih@semenbaturaja.co.id
Surat : PT Semen Baturaja (Persero) Tbk
Corporate Secretary
Cq. Departemen Stakeholder &
Risk Management
Jl. Abikusno Cokrosuyoso Kertapati,
Palembang 30258

Whistleblowing System (WBS) is a system that governs the procedures for complaints and disclosure of violations at the Company. The Company continues to strengthen the implementation of the Company's GCG by having a policy on whistleblowing system. The Company's Whistleblowing System has been updated with Standard Operating Procedure for Whistleblowing System PT Semen Baturaja (Persero) Tbk. No. A SOP 113000-02. The purpose of the whistleblowing system is to govern the procedures for managing the whistleblowing system within the Company, as well as a means of implementing GCG principles in the Company.

In implementing the whistleblowing system, the Company refers to:

1. Regulation of the Ministry of BUMN No. PER-01/MBU/2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, Article 2 paragraph 2 which states that in the context of implementing GCG, the Board of Directors compiles the reporting mechanism for suspected irregularities in the Company.
2. Decree of the Secretary of the Ministry of BUMN No.SK-16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in Parameter 13 which stipulates that the Company must establish a policy regarding a reporting system for suspected irregularities in the Company (*Whistleblowing System*).

WHISTLEBLOWING REPORTING METHOD

The Company has governed the submission process for reports of violations that can be carried out by all parties, not limited to internal parties but also external parties. Reports can be submitted to the following address:

Website : www.semenbaturaja.co.id
E-mail : baturajabersih@semenbaturaja.co.id
Correspondence : PT Semen Baturaja (Persero) Tbk
Corporate Secretary
Cq. Department Stakeholder &
Risk Management
Jl. Abikusno Cokrosuyoso Kertapati,
Palembang 30258



WHISTLEBLOWING SYSTEM

WHISTLEBLOWING SYSTEM

MEKANISME PELAPORAN

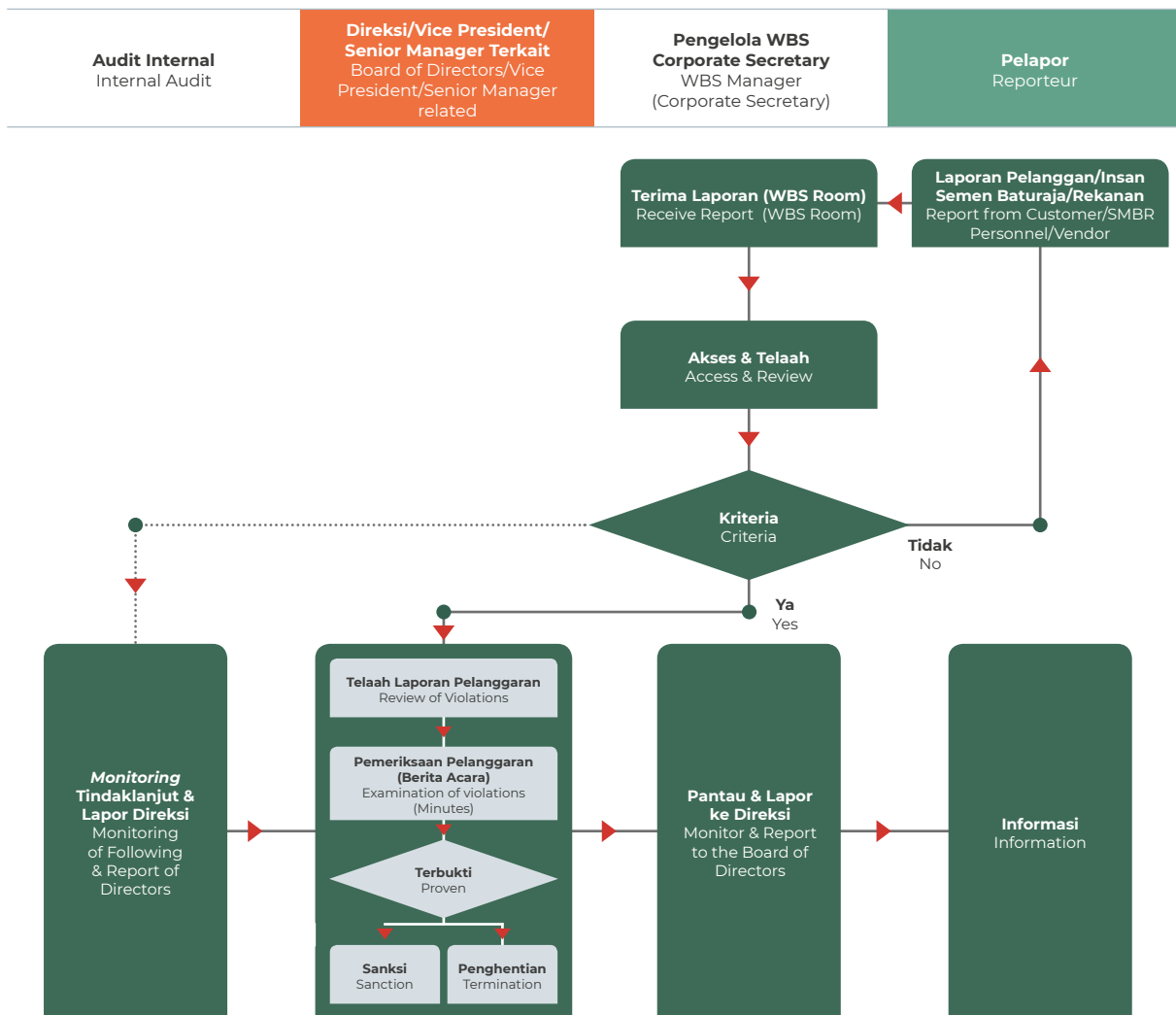
Perseroan telah menyusun mekanisme pelaporan WBS yang harus dipatuhi oleh seluruh pelapor sesuai dengan SOP Pelaporan Pelanggaran/*Whistleblowing System* Nomor A SOP 113000-02. Perseroan membagi pelaporan pelanggaran kepada dua kategori yakni Pelaporan Pelanggaran oleh Karyawan tetap, Karyawan Tidak Tetap, Rekanan, Distributor dan Mitra Kerja serta Pelaporan Pelanggaran oleh Dewan Komisaris/Organ Pendukung Dewan Komisaris/Direksi yang digambarkan dalam alur berikut ini.

REPORTING MECHANISM

The Company has developed its WBS reporting mechanism that must be followed by all whistleblowers in accordance with the Whistleblowing System SOP No.A SOP 113000-02. The Company categorizes the reporting of violations into two categories, namely Violation Reporting by permanent employees, non-permanent employees, partners, distributors and business partners and reporting of violations by the Board of Commissioners/Supporting Organs of the Board of Commissioners/Directors which is described in the chart below.

Pelaporan Pelanggaran/*Whistleblowing System* oleh Karyawan Tetap, Karyawan Tidak Tetap, Rekanan, Distributor dan Mitra Kerja

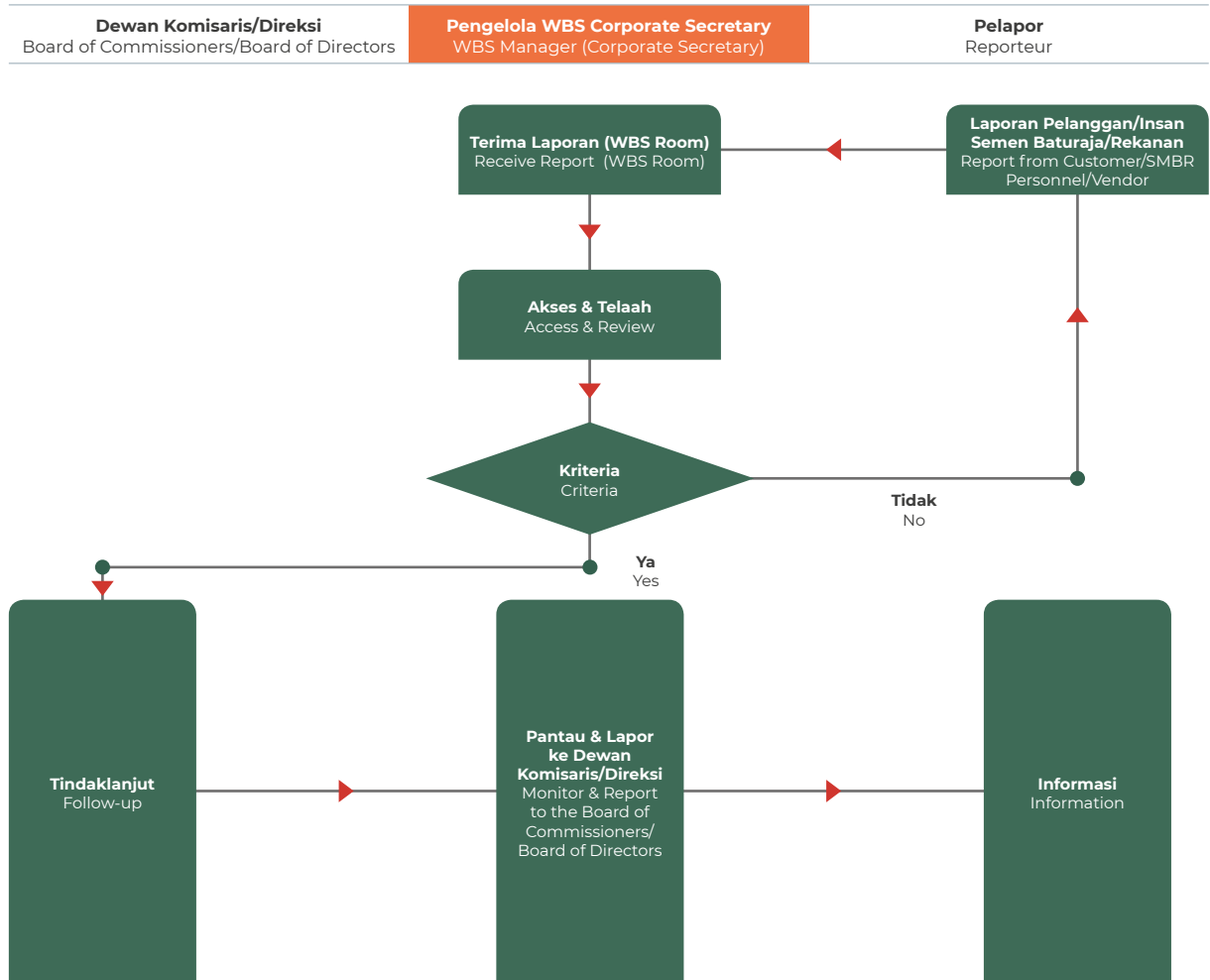
Whistleblowing System Reporting by Permanent Employees, Non-Permanent Employees, Partners, Distributors and Work Partners





Pelaporan Pelanggaran/Whistleblowing System oleh Dewan Komisaris/Organ Pendukung Dewan Komisaris/Direksi

Reporting of Violations/Whistleblowing System by the Board of Commissioners/Supporting Organs of the Board of Commissioners/Board of Directors



UNSUR-UNSUR PELAPORAN PELANGGARAN

Dalam melakukan pelaporan pelanggaran/*whistleblowing system*, pelapor diharuskan memenuhi beberapa kriteria agar pelaporan tersebut dapat dipertanggungjawabkan. Pelapor dapat memberikan identitas berupa nama diperbolehkan anonim serta nomor telepon/*e-mail* atau media sosial yang dipergunakan untuk berkomunikasi. Dalam laporan tersebut pelapor juga harus memberikan informasi berupa bukti pendukung baik berupa data, dokumen, rekaman maupun gambar yang memuat indikasi awal yang berpedoman pada 4W1H (*what, who, where, when, how*).

WHISTLEBLOWING REPORTING COMPONENTS

In whistleblowing reporting system, the whistleblower is required to meet several criteria so as to enable the accountability of such reporting. The whistleblower can provide his/her name or anonymous identity as well as phone number/*e-mail* or social media for communication purpose. In such report, the whistleblower must also provide information in the form of supporting evidence in the form of data, documents, recordings and pictures pertaining to early indications based on 4W1H (*what, who, where, when, how*).



WHISTLEBLOWING SYSTEM

WHISTLEBLOWING SYSTEM

JENIS-JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Permasalahan yang dapat ditindaklanjuti dalam mekanisme *whistleblowing system* (WBS) adalah sebagai berikut:

1. Korupsi
2. Suap
3. Gratifikasi
4. Konflik Kepentingan
5. Pencurian
6. Kecurangan

PERLINDUNGAN BAGI PELAPOR

Perseroan mengatur mengenai perlindungan terhadap pelapor dalam Standar Operasional Prosedur Pelaporan Pelanggaran/*Whistleblowing* sebagai berikut:

1. Perseroan menjamin kerahasiaan identitas pelapor.
2. Perseroan menjamin perlindungan terhadap pelapor dari segala bentuk ancaman, intimidasi, hukuman atau tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan kasus yang dilaporkan kepada pihak manapun.
3. Perlindungan ini juga berlaku bagi pekerja Perseroan yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait pengaduan.

Perseroan berkomitmen menindaklanjuti setiap laporan dugaan atas pelanggaran yang disampaikan baik oleh pihak internal maupun eksternal Perseroan.

PIHAK YANG MENGELOLA PENGADUAN

Direksi bertanggung jawab atas terlaksananya sistem pelaporan pelanggaran di Perseroan dan Dewan Komisaris bertanggung jawab dalam pengawasan terhadap pelaksanaan sistem tersebut. Direksi dan Dewan Komisaris bersama-sama membentuk organisasi pelaporan pelanggaran di Perseroan. Organisasi ini bersifat sentralistik mencakup pengelolaan pelaporan pelanggaran (*whistleblowing system*) di Perseroan. Organisasi penanganan pelaporan pelanggaran Perseroan terdiri dari:

1. Pengelola Pelaporan Pelanggaran (*Vice President Corporate Secretary* menunjuk *Department Stakeholder* dan *Risk Management*), bertugas untuk:

TYPES OF VIOLATIONS TO BE REPORTED

Issues that can be followed up in the whistleblowing system (WBS) mechanism are as follows:

1. Corruption
2. Bribery
3. Gratuities
4. Conflict of Interest
5. Theft
6. Fraud

WHISTLEBLOWER PROTECTION

The Company governs the protection of whistleblowers in its Standard Operating Procedure for Whistleblowing as follows:

1. The Company ensures the confidentiality of the whistleblower's identity.
2. The Company ensures the protection of the whistleblower from all forms of threats, intimidation, punishment or unpleasant actions from any party as long as the whistleblower maintains the confidentiality of the reported case to any party.
3. Such protection also applies to the Company's employees who perform investigations as well as parties who provide information related to such report.

The Company is committed to following up any reports of alleged violations submitted by both internal and external parties.

WHISTLEBLOWING REPORT PROCESSOR

The Board of Directors is responsible for the implementation of the whistleblowing reporting system in the Company and the Board of Commissioners is responsible for overseeing the implementation of such system. The Board of Directors and the Board of Commissioners together establish whistleblowing reporting organization in the Company. Such organization is centralized in its nature, including the management of whistleblowing systems in the Company. The organization for whistleblowing reporting system in the Company consists of:

1. Management of Whistleblowing Reporting (Department of Stakeholders and Risk Management appointed by Vice President Corporate Secretary) is assigned to:



- a. Menerima, mencatat (*register*) dan melakukan verifikasi terhadap kelengkapan laporan pelanggaran.
 - b. Melaksanakan program perlindungan pelapor sesuai dengan kebijakan yang telah ditetapkan, termasuk menjaga kerahasiaan pelapor dan terlapor (asas praduga tidak bersalah).
 - c. Melakukan pemantauan terhadap perkembangan proses tindak lanjut laporan pengaduan pelanggaran.
 - d. Menjaga komunikasi dengan pelapor.
 - e. Melakukan reviu dan evaluasi perbaikan sistem WBS.
2. Tim Investigasi, dilaksanakan oleh Tim Investigasi Internal (*Internal Audit*). Tugasnya secara keseluruhan adalah melakukan pemeriksaan lebih lanjut terhadap substansi pelanggaran yang dilaporkan dengan tujuan untuk mencari dan mengumpulkan bukti-bukti yang diperlukan guna memastikan kebenaran pelaporan dugaan pelanggaran serta melakukan *monitoring* tindak lanjut pelaporan.

PENANGANAN PENGADUAN

Perseroan telah mengatur penanganan pengaduan yakni sebagai berikut:

- Apabila yang dilaporkan melakukan dugaan pelanggaran adalah anggota Dewan Komisaris atau anggota dari organ pendukung Dewan Komisaris maka pengelola WBS menyerahkan laporan pelanggaran tersebut kepada Kementerian BUMN melalui media WBS Kementerian BUMN atas persetujuan Direksi untuk penanganan lebih lanjut.
- Apabila yang dilaporkan melakukan dugaan pelanggaran adalah anggota Direksi maka pengelola WBS menyerahkan laporan pelanggaran tersebut kepada Dewan Komisaris. Penanganan lebih lanjut dilakukan oleh Dewan Komisaris.
- Jika Laporan Pelanggaran terkait dengan *vice president* dan *senior manager* yang langsung di bawah Direksi maka akan didistribusikan kepada Direktur Utama dan Direktur yang bersangkutan untuk ditindaklanjuti.

- a. Receive, record (*register*) and verify the completeness of the whistleblowing report.
 - b. Implement the whistleblower protection program in accordance with established policies, including maintaining the confidentiality of the whistleblower and the personnel being reported (*presumption of innocence*).
 - c. Monitor the progress of the follow-up process for whistleblowing report.
 - d. Maintain communication with whistleblowers.
 - e. Review and evaluate improvements to the WBS system.
2. Investigation Team, carried out by the Internal Investigation Team (*Internal Audit*). Its overall task is to perform further examinations of the substance of the whistleblowing report with the aim of finding and gathering evidence required to ensure the accuracy of the reporting of alleged violations and to monitor follow-up reports.

WHISTLEBLOWING REPORT MANAGEMENT

The Company's whistleblowing report management is as follows:

- If a member of the Board of Commissioners or a member of the supporting organs of the Board of Commissioners is being reported to have committed the violation, then the WBS manager will submit the whistleblowing report to the Ministry of BUMN through the WBS media of the Ministry of BUMN with the approval of the Board of Directors for further process.
- If a member of the Board of Directors is being reported to have committed a violation, the WBS manager will submit the violation report to the Board of Commissioners. Further process is conducted by the Board of Commissioners.
- If the Whistleblowing Report is related to the vice president and senior manager who is directly under the Board of Directors, it will be distributed to the respective President Director and the relevant Director for follow-up.



WHISTLEBLOWING SYSTEM

WHISTLEBLOWING SYSTEM

- Jika laporan pelanggaran dilakukan oleh personel unit kerja di bawah divisi/departemen akan didistribusikan kepada *vice president/senior manager* yang bersangkutan, Direktur Utama dan Direktur yang bersangkutan untuk ditindaklanjuti.
- Laporan pelanggaran akan didistribusikan ke Divisi *Internal Audit* dan memantau proses tindak lanjut terhadap laporan pelanggaran tersebut.
- If the whistleblowing report is made by a business unit personnel under the division/department, it will be distributed to the relevant vice president/senior manager, the President Director and the relevant Director for follow up.
- Whistleblowing reports will be distributed to the Internal Audit Division and the follow-up process will be monitored for such reports.

JUMLAH PENGADUAN YANG MASUK DAN DIPROSES

Pada tahun 2020, Perseroan tidak menerima adanya pengaduan dugaan pelanggaran pada media pelaporan yang telah disediakan.

SANKSI BAGI TERLAPOR

Setiap terlapor yang dinyatakan terbukti melakukan pelanggaran akan diberikan sanksi sesuai dengan ketentuan yang berlaku di Perseroan.

SOSIALISASI WHISTLEBLOWING SYSTEM (WBS)

Dalam rangka mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan untuk meningkatkan pemahaman mengenai mekanisme sistem pelaporan pelanggaran yang ada di Perseroan serta meningkatkan efektivitas penerapan sistem pelaporan pelanggaran, Perseroan telah melaksanakan sosialisasi mengenai pelaporan pelanggaran/*whistleblowing system* kepada pihak internal dan eksternal Perseroan pada tahun 2020. Sosialisai WBS dilakukan melalui majalah internal, stiker, *e-mail*, portal internal, media sosial serta *website* Perseroan.

TOTAL REPORTS RECEIVED AND PROCESSED

In 2020, the Company received no reports of alleged violations in the reporting channel already provided.

SANCTION FOR VIOLATOR

Each reported personnel who has been proven to have committed a violation will receive sanction in accordance with the applicable policies in the Company.

SOCIALIZATION OF WHISTLE BLOWING SYSTEM

In order to support the implementation of Good Corporate Governance and to enhance understanding of the mechanism of the whistleblowing system in the Company and to increase the effectiveness of the implementation of the whistleblowing reporting system, the Company has carried out socialization regarding the whistleblowing system to internal and external parties in 2020. WBS socialization is conducted through internal magazines, stickers, e-mails, internal portals, social media and the Company's website.



PENCEGAHAN INSIDER TRADING PREVENTION OF INSIDER TRADING

Insider trading merupakan perdagangan saham Perseroan atau surat berharga lainnya (obligasi atau opsi saham) yang dilakukan oleh individu Perseroan yang memiliki akses informasi non publik Perseroan.

Dalam rangka menciptakan suatu keadaan pasar yang wajar dan efisien, dengan memperhatikan keadilan informasi terhadap seluruh pelaku pasar di pasar modal, orang dalam dilarang melakukan praktik *insider trading*. Praktik *insider trading* merupakan perbuatan ilegal yang dapat mengakibatkan menurunnya citra dan kepercayaan pasar terhadap Perseroan.

Perseroan memiliki kebijakan yang mengatur kegiatan *insider trading* yang tertuang dalam Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) yang disahkan dengan Surat Keputusan Direksi Perseroan Nomor : PH.01.04/114.A/2020.

Kebijakan tersebut mengatur bahwa orang dalam wajib untuk menjaga dan tidak menyebarkan informasi yang bersifat terbatas dan rahasia agar informasi tersebut tidak disalahgunakan oleh pihak tertentu untuk melakukan pembelian atau penjualan atas saham Perseroan.

Insider trading represents the trading of the Company's shares or other securities (bonds or stock options) carried out by individual companies who have access to the Company's non-public information.

In order to create a fair and efficient market condition, by taking into account the fairness of information for all market players in capital market, insiders are prohibited from engaging in insider trading. The practice of insider trading is an illegal act that can result in a decline in market image and trust in the Company.

The Company maintains a policy concerning insider trading activities stipulated in Good Corporate Governance Guidelines validated by the Decree of the Board of Directors of the Company No.PH.01.04/114.A/2020.

Such policy governs that insiders are obliged to protect and not to disseminate limited and confidential information so as to prevent the misuse of information by certain parties to purchase or sell the Company's shares.



KEPATUHAN TERKAIT KEGIATAN POLITIK COMPLIANCE WITH POLITICAL ACTIVITIES

KEBIJAKAN PERSEROAN, TERMASUK KEPADA PERUSAHAAN TERAFILIASI

Perseroan telah mengakomodir Surat Edaran Menteri BUMN No. SE-12/MBU/10/2020 tentang Larangan Keterlibatan Direksi, Dewan Komisaris/Dewan Pengawas dan Karyawan BUMN Group (BUMN, Anak Perusahaan BUMN, dan Perusahaan Afiliasi BUMN) dan Penggunaan Sumber Daya BUMN Group Dalam Kegiatan Politik Praktis Pemilihan Kepala Daerah (Pilkada) di dalam Pedoman Perilaku (*Code of Conduct*) yang mengatur etika terhadap hal-hal khusus seperti aktivitas politik.

SOSIALISASI KEBIJAKAN

Pedoman Perilaku (*Code of Conduct*) termasuk etika terhadap hal-hal khusus seperti aktivitas politik tersebut disosialisasikan secara berkala kepada seluruh pemangku kepentingan, di semua tingkatan agar dapat dipahami secara tepat, baik dan benar melalui *e-mail*, portal internal dan *website* Perseroan. Serta seluruh pengurus dan karyawan Perseroan telah melakukan penandatanganan Pernyataan Kepatuhan terhadap Pedoman Perilaku tersebut.

SANKSI

Bagi seluruh Karyawan/ti Perseroan yang terbukti melakukan pelanggaran akan menerima sanksi atau bentuk disiplin lainnya sesuai dengan peraturan yang telah ditetapkan dalam Perjanjian Kerja Bersama. Sedangkan penerapan sanksi terhadap pengurus Perseroan yaitu Anggota Direksi atau Anggota Dewan Komisaris yang melakukan pelanggaran menjadi kewenangan RUPS sesuai dengan peraturan yang berlaku. Serta apabila pelanggaran Pedoman Perilaku dilakukan oleh mitra kerja Perseroan maka dikenakan sanksi sesuai dengan kontrak, peraturan perundang-undangan dan keputusan Perseroan.

CORPORATE POLICY, INCLUDING AFFILIATED ENTITIES

The Company has accommodated the Circular Letter of the Ministry of BUMN No. SE-12/MBU/10/2020 concerning the Prohibition of Involvement of Directors, Board of Commissioners/Oversight Board and Employees of BUMN Group (BUMN, BUMN Subsidiary, and BUMN Affiliates) and Utilization of BUMN Group Resources in Practical Political Activities of Regional Head Elections (Pilkada) in the Code of Conduct which regulates ethics on specific matters such as political activities.

SOCIALIZATION OF POLICIES

The Code of Conduct is periodically socialized to all stakeholders at all levels so as to enable accurate, proper and correct understanding through e-mails, internal portals and the Company's website. All management and personnel of the Company have signed a Statement of Compliance with the Code of Conduct.

SANCTIONS

For all employees of the Company who are proven to have committed violations will receive sanctions or other forms of disciplinary actions in accordance with the provisions set out in the Collective Labor Agreement. Meanwhile, the imposition of sanctions on the management of the Company, namely members of the Board of Directors or members of the Board of Commissioners who commit violations, represents the authority of the GMS in accordance with the prevailing regulations. And if the violation of the Code of Conduct is committed by the Company's business partners, they will be subject to sanctions in accordance with the contract, laws and regulations and the decisions of the Company.



PENGADAAN BARANG DAN JASA PROCUREMENT OF GOODS AND SERVICES

KEBIJAKAN DAN PEDOMAN PENGADAAN BARANG DAN JASA

Dalam pemenuhan kebutuhan berkelanjutan, Perseroan tidak dapat memenuhi kebutuhannya sendiri. Maka dari itu, Perseroan memerlukan kerja sama dengan rekanan/pemasok melalui proses pengadaan barang dan jasa. Pengadaan barang dan jasa mengacu pada peraturan BUMN No. PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara. Perseroan semaksimal mungkin untuk memberdayakan rekanan/pemasok lokal. Dengan adanya pelibatan pemasok/rekanan lokal akan mempermudah dalam proses bisnis keuangan baik dalam jangka pendek maupun jangka panjang. Dalam proses pengadaan, perlu adanya rencana yang mumpuni agar seluruh proses pengadaan dapat berjalan dengan baik. Ada beberapa hal yang perlu diperhatikan dalam proses pengadaan, yakni:

1. Proses pengadaan barang dan jasa dilaksanakan dengan prinsip efisien, efektif, kompetitif, transparan, adil dan wajar, terbuka serta akuntabel untuk mendapatkan barang & jasa tepat sesuai spesifikasi, tepat jumlah, tepat waktu kedatangan dan harga yang wajar.
2. Meningkatkan kualitas perencanaan dan strategi pengadaan barang & jasa yang konsolidatif.
3. Menyelaraskan tujuan pengadaan dengan pencapaian tujuan Perseroan.
4. Memberi kesempatan pada pelaku usaha nasional dan usaha kecil.
5. Memberikan kesempatan kepada anak perusahaan dan/atau sinergi antar BUMN/ anak perusahaan/perusahaan terafiliasi BUMN sepanjang kualitas, jumlah, waktu, biaya, lokasi dan penyediannya dapat dipertanggungjawabkan.
6. Melaksanakan pengadaan yang strategis, modern dan inovatif.
7. Memperkuat pengukuran kinerja pengadaan barang dan jasa.

Hal-hal tersebut merujuk kepada Undang-Undang Republik Indonesia (UU RI) No. 1 tahun 1970 tentang Keselamatan Kerja, Peraturan Pemerintah Republik Indonesia (PP RI) No. 50 tahun 2012 tentang penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), dan memenuhi ketentuan peraturan K3 yang disyaratkan oleh Perseroan.

POLICY AND GUIDELINES FOR PROCUREMENT OF GOODS AND SERVICES

In terms of meeting its sustainable needs, the Company is unable to meet its own needs. Accordingly, the Company requires cooperation with partners/suppliers through the process of procuring goods and services. Procurement of goods and services adopts BUMN Regulation No. PER-08/MBU/12/2019 concerning General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises. The Company to the maximum extent possible shall empower local partners/suppliers. The involvement of local suppliers/partners will facilitate the financial business process, both in the short and long term. In the procurement process, it is necessary to establish a reliable plan so as to ensure well-managed procurement in its entire process. There are several matters that need to be considered during the procurement process as follows:

1. Conducting the process of goods and services procurement based on efficient, effective, competitive, transparent, fair and reasonable, open and accountable principles to obtain goods & services according to the right specifications, right quantity, timely arrival date and fair price.
2. Improving the quality of planning and strategy for the consolidated procurement of goods & services.
3. Aligning procurement objectives with the Company's objectives.
4. Creating opportunities for national business players and small businesses.
5. Providing opportunities for subsidiaries and/or synergies between BUMN/subsidiaries/BUMN affiliated companies as long as the quality, quantity, time, cost, location and provider can be justified.
6. Conducting strategic, modern and innovative procurement.
7. Strengthening the performance assessment of procurement of goods and services.

Such matters refer to the Law of the Republic of Indonesia (UU RI) No.1/1970 concerning Occupational Safety, Government Regulation of the Republic of Indonesia (PP RI) No. 50/2012 concerning the implementation of the Occupational Safety and Health Management System (SMK3), and compliance with K3 regulations required by the Company.



PENGADAAN BARANG DAN JASA PROCUREMENT OF GOODS AND SERVICES

PROSEDUR DAN TATA CARA PENGADAAN

Prosedur dan tata cara pengadaan barang dan jasa di Perseroan dimulai dari proses perencanaan, realisasi pengadaan, penerimaan, pemakaian/penggunaan, sampai dengan pengelolaan gudang yang diatur pada dokumen berikut, yang meliputi:

1. Peraturan Menteri BUMN No. PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara
2. SOP Pengadaan Barang dan Jasa PT Semen Baturaja (Persero) Tbk Revisi Kesembilan tanggal 10 Maret 2020

TARGET/RENCANA KEGIATAN DI 2020

Perseroan telah menetapkan target dan rencana kegiatan di bidang pengadaan barang dan jasa pada tahun 2020 yang mencakup:

1. Perencanaan pembelian barang & jasa
2. Pengelolaan supplier & kontrak
3. *Monitoring* seluruh proses perencanaan pengadaan barang & jasa
4. *Monitoring* seluruh proses tender pengadaan barang & jasa
5. *Monitoring* seluruh proses pengelolaan gudang barang untuk memastikan kelancaran
6. *Monitoring* seluruh proses penerimaan material
7. Pengadaan barang dan jasa yang bebas dari suap
8. Proses transaksi yang akuntabel dan transparan

PELAKSANAAN KEGIATAN DI TAHUN BUKU

Berikut adalah pelaksanaan kegiatan di bidang pengadaan barang dan jasa selama tahun buku.

1. Pengumuman lelang terkait pelaksanaan kegiatan pengadaan barang dan jasa disampaikan secara terbuka melalui *website* dan media massa.
2. Penggunaan sistem *e-procurement* dalam proses pengadaan.
3. Adanya evaluasi terhadap *vendor performance* yang dilakukan setiap triwulan.
4. Pelaksanaan proses pengadaan barang dan jasa sesuai dengan prosedur & tata cara yang berlaku.

PROCUREMENT PROCESS AND PROCEDURES

Procedures for the procurement of goods and services in the Company from the planning process, realization of procurement, acceptance, utilization/consumption, and warehouse management are regulated based on the following regulations, which include:

1. Ministry of BUMN Regulation No. PER-08/MBU/12/2019 concerning General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises
2. Ninth Revision for SOP of Goods and Services Procurement of PT Semen Baturaja (Persero) Tbk dated 10 March 2020

TARGET/PLAN OF ACTIVITIES IN 2020

The Company has established its targets and plans for goods and services procurement activities in 2020 which include:

1. Planning the purchase of goods & services
2. Performing supplier & contract management
3. Monitoring the entire process of planning the procurement of goods & services
4. Monitoring the entire procurement bidding process for goods & services
5. Monitoring the entire warehouse management process to ensure seamless operation
6. Monitoring the entire material receiving process
7. Conducting bribery-free procurements process of goods and services
8. Conducting accountable and transparent transaction processes

CONDUCT OF ACTIVITIES IN THE BOOK YEAR

The following is the implementation of activities in the procurement of goods and services during the financial year.

1. Announcement of bidding related to goods and services procurement activities is submitted in a transparent manner through the website and the mass media.
2. Adoption of *e-procurement* system in the procurement process.
3. Quarterly evaluation of vendor performance.
4. Implementation of the process of procuring goods and services in accordance with applicable process & procedures.



DAMPAK KUANTITATIF DARI PELAKSANAAN KEGIATAN

Adapun dampak kuantitatif dari pelaksanaan kegiatan di bidang pengadaan barang dan jasa sepanjang tahun buku adalah:

1. Pelaksanaan proses pengadaan barang dan jasa dapat dilakukan secara terbuka, adil, dan akuntabel tanpa adanya diskriminasi terhadap pihak tertentu sesuai dengan prosedur dan tata cara yang berlaku.
2. Proses pengadaan barang dan jasa menggunakan sistem *e-procurement* sehingga dapat terdokumentasi secara elektronik.
3. Pendaftaran rekanan dapat dilakukan secara terbuka di sistem *e-procurement*.

CAPAIAN

Realisasi proses pengadaan barang dan jasa dapat berjalan dengan lancar, diselesaikan sesuai dengan target yang telah ditetapkan dan sesuai dengan prosedur dan tata cara yang berlaku.

QUANTITATIVE IMPACT OF ACTIVITIES CONDUCTED

The quantitative impact of the implementation of procurement of goods and services throughout the financial year is as follows:

1. Goods and services procurement process can be conducted in an open, fair and accountable manner without discrimination against certain parties in accordance with applicable process and procedures.
2. Goods and services procurement process is conducted by using e-procurement system so as to enable electronic documentation process.
3. Vendor registration can be conducted in a transparent manner in the e-procurement system.

ACHIEVEMENTS

The procurement process can be seamlessly conducted, be completed in accordance with predetermined targets and in accordance with applicable process and procedures.



PENILAIAN PRAKTIK TATA KELOLA EMITEN TERCATAT

ASSESSMENT OF ISSUER'S CORPORATE GOVERNANCE PRACTICES

Perseroan melakukan penilaian terhadap Pelaksanaan Praktik Tata Kelola tercatat tahun 2020 berdasarkan kriteria ASEAN Corporate Governance Scorecard (ACGS) oleh OJK (Otoritas Jasa Keuangan) dengan menunjuk RSM Indonesia.

Penilaian atas pengungkapan praktik tata kelola emiten berdasarkan kriteria ACGS dilakukan dengan mereviu informasi yang tersedia di publik dan dapat diakses oleh masyarakat umum, serta mencakup informasi yang dibuat dalam laporan tahunan, *website*, pengumuman dan edaran yang dibuat oleh emiten. *Scorecard* memiliki 5 (lima) aspek yang dikelompokkan dalam bagian sebagai berikut:

1. *Right of Shareholders*
2. *Equitable Treatment of Shareholders*
3. *Role of Stakeholders*
4. *Disclosure and Transparency*
5. *Responsibility of the Board*

Berdasarkan penilaian pada tahun 2019, Perseroan memperoleh hasil penilaian Praktik Tata Kelola Perusahaan berdasarkan kriteria ASEAN Corporate Governance Scorecard (ACGS) dengan total skor 74,82.

Untuk hasil penilaian pada tahun 2020, hingga Laporan Tahunan ini diterbitkan skor hasil penilaian Praktik Tata Kelola Perusahaan berdasarkan kriteria ASEAN Corporate Governance Scorecard (ACGS) belum dirilis oleh tim penilai.

Maka dengan demikian informasi terkait tidak tersedia pada laporan tahunan ini.

The Company assessed the Implementation of Governance Practices in 2020 based on the criteria for the ASEAN Corporate Governance Scorecard (ACGS) by the OJK (Financial Services Authority) by appointing RSM Indonesia.

Assessment of disclosure of governance practices of issuers based on ACGS criteria is carried out by reviewing information that is publicly available and accessible to the general public, including information provided in annual reports, websites, announcements and circulars made by the issuer. The scorecard provides 5 (five) aspects which are grouped into the following sections:

1. Right of Shareholders
2. Equitable Treatment of Shareholders
3. Role of Stakeholders
4. Disclosure and Transparency
5. Responsibility of the Board

Based on the Company assessment in 2019, the total score of assessment of Corporate Governance Practices based on the ASEAN Corporate Governance Scorecard (ACGS) criteria was 74.82.

For assessment in 2020, until the publication of this Annual Report, the assessment team has not released the score of the assessment of Corporate Governance Practices based on the ASEAN Corporate Governance Scorecard (ACGS) criteria.

Therefore, the relevant information is not available in this annual report.



PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

IMPLEMENTATION OF LISTED COMPANY'S CORPORATE GOVERNANCE GUIDELINES

Perseroan menggunakan dasar Pedoman Tata Kelola Perusahaan seperti tertuang dalam Surat Edaran Otoritas Jasa Keuangan No.32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka sebagai standar penerapan GCG, yaitu meliputi 5 (lima) aspek yang diturunkan ke dalam 8 (delapan) prinsip dan 25 (dua puluh lima) rekomendasi.

The Company adopts basic Corporate Governance Guidelines as stated in OJK Circular Letter No.32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies as a standard for implementing GCG, which includes 5 (five) aspects that are derived into 8 (eight) principles and 25 (twenty five) recommendations.

Implementasi Pedoman Tata Kelola Perusahaan Terbuka

Implementation of Listed Company's Corporate Governance Guidelines

Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Rekomendasi Implementation of Recommendations		
Aspek 1 Aspect 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-hak Pemegang Saham. Issuer's Relationship with Shareholders in Meeting the Rights of Shareholders.				
Prinsip 1 Principle 1: Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). Adding the Values of General Meeting of Shareholders (GMS).	1.1 Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (<i>voting</i>) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham.	Terpenuhi Perseroan mempunyai prosedur pengambilan suara dalam pengambilan keputusan atas suatu mata acara yang terdapat dalam Tata Tertib RUPS, dimana sebelumnya Tata Tertib RUPS telah diberikan kepada Pemegang Saham yang hadir dan dijelaskan oleh Pimpinan RUPS saat pembukaan RUPS. Perseroan telah menunjuk pihak independen yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Fathiah Helmi, SH dalam melakukan proses penghitungan suara dan/atau melakukan validasi.	Compliant The Company adopts voting procedures in its resolutions regarding an agenda in GMS which is set forth in GMS Meeting Procedures, whereby such Procedures had been previously provided to Shareholders who attend and had been explained by the Chairman at the opening of the GMS. The Company has appointed independent parties, namely the Securities Administration Bureau PT Datindo Entrycom and Notary Fathiah Helmi, SH in carrying out the vote counting process and/or performing validation.	
	1.2 Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan.	Terpenuhi Perseroan telah menyampaikan pemberitahuan dan undangan kepada Direksi dan Dewan Komisaris untuk menghadiri Rapat Umum Pemegang Saham Tahun Buku 2019	Compliant The Company has submitted notifications and invitations to the Board of Directors and the Board of Commissioners to attend the General Meeting of Shareholders 2019	
	1.3 Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun.	Terpenuhi Dalam <i>website</i> Perseroan telah tercantum risalah RUPS mulai dari RUPS Tahunan Tahun Buku 2013 sampai dengan RUPS Tahunan Tahun Buku 2019.	Compliant The Company's website contains GMS minutes starting from the 2013 Annual GMS to the 2019 Annual GMS.	
Prinsip 2 Principle 2: Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. Improving the Quality of Public Company's Communication with Shareholders or Investors.	2.1 Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. 2.1 Public Company maintains a communication policy with shareholders or investors.	Terpenuhi Perseroan telah mempunyai kebijakan terkait komunikasi dengan Pemegang Saham atau investor. Adapun kebijakannya diatur dalam Pedoman Perilaku/ <i>Code of Conduct</i> Perseroan	Compliant The Company maintains policies related to communication with shareholders or investors. The policies are regulated in the Company's Code of Conduct (CoC)	



PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA IMPLEMENTATION OF LISTED COMPANY'S CORPORATE GOVERNANCE GUIDELINES

Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Rekomendasi Implementation of Recommendations	
	<p>2.2 Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web.</p> <p>2.2 The Public Company discloses its communication policy with shareholders or investors on its website</p>	<p>Terpenuhi Kebijakan terkait komunikasi dengan Pemegang Saham atau investor terdapat dalam <i>website</i> Perseroan pada menu Tata Kelola bagian Kebijakan Perseroan serta Pedoman Perilaku dan Materi presentasi Perseroan untuk Pemegang Saham atau Investor tersedia dalam situs <i>web</i> Perseroan untuk memberikan kesetaraan pada Pemegang Saham atau Investor atas pelaksanaan komunikasi.</p>	<p>Compliant Policies related to communication with Shareholders or investors are made available on the Company's website under Corporate Governance menu within Company Policies section, and the Code of Conduct and Company presentation materials for Shareholders or Investors are available on the Company's website to provide equality to Shareholders or Investors in such communications.</p>
Aspek 2 Aspect 2: Fungsi dan Peran Dewan Komisaris Roles and Functions of Board of Commissioners			
Prinsip 3 Principle 3: Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. Strengthening the Membership and Composition of Board of Commissioners	<p>3.1 Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka.</p> <p>3.1 The decision regarding the number of members of the Board of Commissioners takes into account the business conditions of the Public Company.</p>	<p>Terpenuhi Penentuan jumlah Dewan Komisaris telah mempertimbangkan kondisi Perseroan, yang ditetapkan pada RUPST tahun 2020 tanggal 5 Agustus 2020 berdasarkan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-502/MBU/07/2020, perihal Usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk. Jumlah Dewan Komisaris Perseroan per tanggal 31 Desember 2020 adalah 4 (empat) orang.</p>	<p>Compliant The decision of the number of the Board of Commissioners has taken into account the business condition of the Company, which was resolved at 2020 AGMS on 5 August 2020 based on a letter from the Ministry of BUMN No. SR-502/MBU/0/2020, regarding the Proposed Change of Management of PT Semen Baturaja (Persero) Tbk. The number of the Board of Commissioners of the Company as of 31 December 2020 is 4 (four) personnel.</p>
	<p>3.2 Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</p> <p>3.2 Decision regarding the composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge and experience required.</p>	<p>Terpenuhi Penentuan komposisi anggota Dewan Komisaris sesuai persyaratan pengangkatan tercantum di dalam Peraturan OJK Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten Atau Perusahaan Publik. Perseroan telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Keberagaman anggota Dewan Komisaris bisa dilihat pada buku laporan tahunan ini.</p>	<p>Compliant Decision of the composition of the members of the Board of Commissioners according to the requirements for appointment as stated in OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. The Company has taken into account the diversity of expertise, knowledge and experience required. The diversity of members of the Board of Commissioners is available in this annual report.</p>
Prinsip 4 Principle 4: Meningkatkan kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Improving the Quality of Roles and Responsibilities of Board of Commissioners.	<p>4.1 Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris.</p> <p>4.1 The Board of Commissioners maintains a self-assessment policy to assess the performance of the Board of Commissioners.</p>	<p>Terpenuhi Dewan Komisaris telah memiliki kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris yang tercantum dalam Pedoman GCG dan <i>Board Manual</i>.</p>	<p>Compliant The Board of Commissioners maintains a self-assessment policy to assess the performance of the Board of Commissioners as stated in GCG Guidelines and the Board Manual.</p>
	<p>4.2 Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka.</p> <p>4.2 The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company</p>	<p>Terpenuhi Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris telah diungkapkan melalui Laporan Tahunan Perseroan, bagian Tata Kelola Perusahaan, sub bagian Penilaian terhadap Dewan Komisaris dan Direksi.</p>	<p>Compliant The self-assessment policy to assess the performance of the Board of Commissioners has been disclosed in the Company's Annual Report, the Corporate Governance section, the Assessment section for the Board of Commissioners and the Board of Directors.</p>



Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Rekomendasi Implementation of Recommendations	
	<p>4.3 Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.</p> <p>4.3 The Board of Commissioners maintains a policy regarding the resignation of a member of the Board of Commissioners if involved in a financial crime.</p> <p>4.4 Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi</p> <p>4.4 The Board of Commissioners or Committees that carry out the Nomination and Remuneration functions establish succession policies in the Nomination process for members of the Board of Directors</p>	<p>Terpenuhi</p> <p>Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perseroan dan pernyataan komitmen yang tercantum dalam Pakta Integritas Dewan Komisaris.</p>	<p>Compliant</p> <p>The Board of Commissioners maintains a policy regarding the resignation of a member of the Board of Commissioners if involved in a financial crime as stated in the Articles of Association of the Company and a statement of commitment in the Integrity Pact of the Board of Commissioners.</p>
Aspek 3 Aspect 3: Fungsi dan Peran Direksi Roles and Functions of Board of Directors			
<p>Prinsip 5 Principle 5: Memperkuat Keanggotaan dan Komposisi Direksi. Strengthening the Membership and Composition of Board of Directors.</p>	<p>5.1 Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan.</p> <p>5.1 Decision regarding the number of members of the Board of Directors considers the business condition of the Public Company and its effectiveness in decision making</p> <p>5.2 Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</p> <p>5.2 Decision regarding the composition of the members of the Board of Directors takes into account the diversity of expertise, knowledge and experience required.</p> <p>5.3 Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.</p> <p>5.3 Members of the Board of Directors who are in charge of accounting or finance have expertise and/or knowledge in accounting.</p>	<p>Terpenuhi</p> <p>Penentuan jumlah Direksi telah mempertimbangkan kondisi Perseroan, yang ditetapkan pada RUPST tahun 2020 tanggal 5 Agustus 2020 berdasarkan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-502/MBU/07/2020, perihal Usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk. Jumlah Direksi Perseroan per tanggal 31 Desember 2020 adalah 5 (lima) orang</p>	<p>Compliant</p> <p>The decision of the number of Directors has taken into account the condition of the Company, which was resolved at 2020 AGMS on 5 August 2020 based on a letter from the Ministry of BUMN No. SR-502/MBU/07/2020, regarding the Proposed Change of Management of PT Semen Baturaja (Persero) Tbk. The number of Directors of the Company as of 31 December 2020 is 5 (five) personnel</p>
		<p>Terpenuhi</p> <p>Penentuan komposisi anggota Direksi sesuai persyaratan pengangkatan tercantum di dalam Peraturan OJK Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten Atau Perusahaan Publik. Perseroan telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Keberagaman anggota Direksi bisa dilihat pada buku laporan tahunan ini.</p>	<p>Compliant</p> <p>The decision of the composition of the members of the Board of Directors according to the requirements for appointment as stated in OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies has taken into account the diversity of expertise, knowledge and experience required. The diversity of members of the Board of Directors is available under this annual report.</p>
		<p>Terpenuhi</p> <p>Direktur Keuangan Perseroan adalah seorang ahli keuangan yang berpengalaman serta memiliki latar belakang pendidikan keuangan yaitu Lulusan dari Ekonomi Akuntansi Universitas Sriwijaya dan Magister Manajemen Universitas Sriwijaya.</p>	<p>Compliant</p> <p>The Company's Finance Director is an experienced financial expert with educational background in Finance, namely a Bachelor in Accounting from Sriwijaya University and Master of Management from Sriwijaya University.</p>



PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA IMPLEMENTATION OF LISTED COMPANY'S CORPORATE GOVERNANCE GUIDELINES

Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Rekomendasi Implementation of Recommendations	
Prinsip 6 Principle 6: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Improving the Quality of Roles and Responsibilities of Board of Directors.	6.1 Direksi mempunyai kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Direksi. 6.1 The Board of Directors maintains a self-assessment policy to assess the performance of the Board of Directors.	Terpenuhi Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Direksi telah diungkapkan melalui Laporan Tahunan Perseroan, bagian Tata Kelola Perusahaan, sub bagian penilaian terhadap Dewan Komisaris dan Direksi.	Compliant The self-assessment policy to assess the performance of the Board of Directors has been disclosed in the Company's Annual Report, the Corporate Governance section, the assessment section for the Board of Commissioners and the Board of Directors.
	6.2 Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. 6.2 The self-assessment policy to assess the performance of the Board of Directors is disclosed in the annual report of the Public Company.	Terpenuhi Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Direksi telah diungkapkan melalui Laporan Tahunan Perseroan bagian Tata Kelola Perusahaan sub bagian penilaian terhadap Dewan Komisaris dan Direksi.	Compliant The self-assessment policy to assess the performance of the Board of Directors has been disclosed in the Company's Annual Report in the Corporate Governance section, the sub-section of the assessment of the Board of Commissioners and the Board of Directors.
	6.3 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. 6.3 The Board of Directors maintains a policy regarding the resignation of a member of the Board of Directors if involved in a financial crime.	Terpenuhi Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perseroan dan pernyataan komitmen yang tercantum dalam Pakta Integritas Direksi.	Compliant The Board of Directors maintains a policy regarding the resignation of a member of the Board of Directors if involved in a financial crime as stated in the Articles of Association of the Company and a statement of commitment set forth in the Integrity Pact of the Board of Directors.
Aspek 4 Aspect 4: Partisipasi Pemangku Kepentingan Participation of Stakeholders			
Prinsip 7 Principle 7: Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Improving the Aspect of Corporate Governance through the Participation of Stakeholders.	7.1 Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> . 7.1 Public Company maintains a policy to prevent insider trading.	Terpenuhi Kebijakan mengenai aspek tata kelola perusahaan terkait partisipasi pemangku kepentingan <i>insider trading</i> pada prinsipnya telah diatur dalam Pedoman Perilaku/ <i>Code of Conduct</i> (CoC) terkait dengan etika usaha yang mengatur hubungan komitmen dan perilaku perusahaan terhadap <i>stakeholders</i> (karyawan, serikat karyawan, pemegang saham, pelanggan, rekanan, pemerintah, masyarakat, pesaing, Asosiasi Semen Indonesia, kreditur dan investor).	Compliant Policies regarding aspects of corporate governance related to stakeholder participation in insider trading are principally governed under the Code of Conduct (CoC) related to business ethics which regulates the relationship between corporate commitment and behavior towards stakeholders (employees, employee unions, shareholders, customers, partners, government, society, competitors, the Indonesian Cement Association, creditors and investors).
	7.2 Perusahaan Terbuka memiliki kebijakan anti korupsi dan <i>anti fraud</i> . 7.2 Public company maintains anti-corruption and anti-fraud policies.	Terpenuhi Kebijakan tersebut telah diatur di dalam Pedoman Pengendalian Gratifikasi dan Pedoman Perilaku/ <i>Code of Conduct</i> (CoC) Perseroan.	Compliant Such policy has been governed in the Company's Gratuity Control Guidelines and Code of Conduct (CoC).
	7.3 Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. 7.3 Public Company maintains a policy regarding the selection and capacity building of its suppliers or vendors.	Terpenuhi Proses seleksi pemasok tercantum di SOP Pengadaan Barang dan Jasa Perseroan.	Compliant The supplier selection process is disclosed in the SOP for the Procurement of Goods and Services at the Company.
	7.4 Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. 7.4 The Public Company maintains a policy regarding the fulfillment of creditors' rights.	Terpenuhi Perseroan mengatur kebijakan tentang pemenuhan hak-hak kreditur dalam Pedoman Perilaku/ <i>Code of Conduct</i> (CoC) Perseroan.	Compliant The Company governs policies regarding fulfillment of creditors' rights in its Company's Code of Conduct (CoC).



Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Rekomendasi Implementation of Recommendations	
	<p>7.5 Perusahaan Terbuka memiliki kebijakan sistem <i>whistleblowing</i>.</p> <p>7.5 Public Company maintains a whistleblowing system policy.</p>	<p>Terpenuhi Kebijakan sistem <i>whistleblowing</i> diatur di dalam SOP Pelaporan Pelanggaran/<i>Whistleblowing System</i> (WBS) dan Manual WBS.</p>	<p>Compliant The whistleblowing system policy is regulated in the Whistleblowing System (WBS) SOP and the WBS Manual.</p>
	<p>7.6 Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.</p> <p>7.6 Public Company maintains a policy of providing long-term incentives to Directors and employees.</p>	<p>Terpenuhi Kebijakan insentif jangka panjang kepada Direksi mengacu pada Surat Kementerian BUMN No.S-17/Wk.1.MBU.F/08/2020 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk. Sedangkan untuk karyawan, kebijakan tersebut terdapat dalam Perjanjian Kerja Bersama (PKB).</p>	<p>Compliant The long-term incentive policy for the Board of Directors refers to the Letter of the Ministry of BUMN No.S-17/Wk.1.MBU.F/08/2020 concerning Decision of Remuneration for the Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk. As for employees, the policy is set forth in the Collective Labor Agreement (PKB).</p>
Aspek 5 Aspect 5:			
Keterbukaan Informasi Disclosure of Information			
<p>Prinsip 8 Principle 8: Meningkatkan Pelaksanaan Keterbukaan Informasi Improving Disclosure of Information</p>	<p>8.1 Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs <i>Web</i> sebagai media keterbukaan informasi.</p> <p>8.1 Public Company makes better use of information technology in addition to its website as a tool for information disclosure.</p>	<p>Terpenuhi Selain <i>website</i>, Perseroan memanfaatkan teknologi informasi dan aplikasi media sosial lainnya seperti melalui portal internal, <i>e-mail</i>, Instagram, Twitter, Facebook, YouTube.</p>	<p>Compliant In addition to website, the Company utilizes information technology and other social media applications, such as internal portal, e-mail, Instagram, Twitter, Facebook, YouTube.</p>
	<p>8.2 Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali.</p> <p>8.2 The Annual Report of the Public Company discloses the ultimate beneficial owner in its share ownership at least 5% (five percent), in addition to the disclosure of the ultimate beneficial owner in the share ownership of the Public Company through major and controlling shareholders.</p>	<p>Terpenuhi Dalam Laporan Tahunan Tahun Buku 2020 telah mengungkapkan Struktur Pemegang Saham dengan Kepemilikan paling sedikit dan Kurang dari 5% per 31 Desember 2020.</p>	<p>Compliant Annual Report 2020 has disclosed the Shareholding Structure with Ownership Less than 5% as of 31 December 2020.</p>

LAPORAN TANGGUNG JAWAB SOSIAL DAN KEBERLANJUTAN PERUSAHAAN

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TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY



Perseroan berusaha secara maksimal untuk memberikan manfaat ekonomi, sosial dan lingkungan bagi seluruh pemangku kepentingan.

The Company is doing its best to provide economic, social and environmental benefits for all stakeholders.



KOMITMEN TANGGUNG JAWAB SOSIAL

Sebagai perusahaan yang mengelola sumber daya alam, PT Semen Baturaja (Persero) Tbk memastikan bahwa Perseroan berusaha secara maksimal untuk memberikan manfaat ekonomi, sosial dan lingkungan bagi seluruh pemangku kepentingan. Manfaat tersebut tidak terbatas kepada pemerintah daerah dan pusat, tetapi juga Lembaga Swadaya Masyarakat (LSM) serta masyarakat sekitar wilayah operasional.

Dalam strategi pelaksanaan tanggung jawab sosial yang relevan dengan bisnisnya, Perseroan mempunyai misi untuk meningkatkan kesejahteraan masyarakat dan kemandirian di wilayah operasional. Perseroan juga berkomitmen memberikan bantuan secara langsung maupun tidak langsung kepada pemangku kepentingan, serta menyiapkan kemandirian usaha kecil dan menengah, sehingga peningkatan ekonomi masyarakat dapat terus terwujud.

SOCIAL RESPONSIBILITY COMMITMENT

As a company that operates to manage natural resources, PT Semen Baturaja (Persero) Tbk ensures that the Company takes maximum effort to provide economic, social and environmental benefits to all stakeholders. Such benefits are not provided for just the central and regional governments, but also for Non-Governmental Organizations (LSM) as well as the society living in the surrounding neighborhood of its operational areas.

In the implementation strategy of its social responsibility relevant to the business of Semen Baturaja, the Company retains the mission to improve the welfare of the communities and its independency within the operational areas. The Company is also committed to providing assistance directly and indirectly to stakeholders, as well as preparing to assist the independency of the small and medium-scale enterprises so that improvement in the communities' economy may sustainably achieved.



Indeks Penggunaan Listrik
The Electricity Usage Index

83,68

kWh/ton semen | kWh/tonne of cement



TOTAL BIAYA CSR
TOTAL COSTS OF CSR

Rp3,91

MILIAR | BILLION

INFORMASI MENGENAI METODE DAN LINGKUP DUE DILIGENT TERHADAP DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN DARI AKTIVITAS PERUSAHAAN

Dalam rangka mendukung keberlanjutan bisnis yang berorientasi pada aspek ekonomi, sosial, dan lingkungan, Perseroan melaporkan empat aspek aktivitas Tanggung Jawab Sosial Perseroan sesuai dengan ketentuan Otoritas Jasa Keuangan (OJK) melalui Surat Edaran OJK No. 30/SEOJK.04/2016 tentang "Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik".

Perseroan juga telah melakukan "due diligent" untuk kegiatan tanggung jawab sosial perusahaan melalui berbagai pertemuan berkala, pertemuan yang dilakukan sesuai dengan kebutuhan, *multi-stakeholder forum*, *one-on-one meeting*, seminar, pameran, survei kepuasan, ataupun *focus group discussion* (FGD). Kegiatan ini bertujuan untuk memetakan subjek maupun isu penting yang memengaruhi Perseroan dan keberlangsungannya. Subjek maupun isu prioritas dirumuskan untuk kemudian dirancang sebagai program yang dapat memastikan keberlanjutan bagi para pemangku kepentingan.

INFORMATION ON METHODS AND SCOPE OF DUE DILIGENCE ON SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACT OF THE COMPANY'S ACTIVITIES

In the context of supporting sustainable business with the orientation on economic, social and environmental aspects, the Company hereby reports four aspects of activities of the Corporate Social Responsibility in accordance with the Financial Services Authority (OJK) Circular Letter No. 30/SEOJK.04/2016 on "Format and Content of the Annual Report of Issuers or Public Companies".

The Company has also conducted a due diligence on the corporate social responsibility activities through several periodic meetings, ad-hoc meetings when required, multi-stakeholder forums, one-on-one meetings, seminars, exhibitions, satisfaction surveys and focus group discussions. This was intended to assist in the mapping of important subjects and issues that influence the Company and its sustainability. Prioritized subjects and issues are formulated for further design into programs that can ensure the sustainability of the stakeholders.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

INFORMASI TENTANG STAKEHOLDER PENTING YANG TERDAMPAK ATAU BERPENGARUH PADA DAMPAK DARI KEGIATAN PERUSAHAAN

Perseroan menyadari pentingnya melibatkan pemangku kepentingan dalam pencapaian kinerja berkelanjutan. Pelibatan pemangku kepentingan secara langsung oleh masing-masing divisi/unit bisnis yang terkait dilaksanakan secara rutin, terbuka, dan jujur. Hal tersebut membantu Perseroan untuk mengidentifikasi dan memahami isu yang paling penting bagi pemangku kepentingan dan operasional Perseroan.

Dalam melakukan identifikasi dan interaksi dengan para pemangku kepentingan di seluruh area operasional, Perseroan mengacu pada data primer penelitian lapangan yang dilakukan sesuai dengan metodologi identifikasi pemangku kepentingan. Hasil proses identifikasi tersebut menjadi dasar dalam melakukan pelibatan pemangku kepentingan (*stakeholder engagement*), pengelolaan isu, dan merumuskan program pengembangan masyarakat yang sesuai dengan konteks dan kebutuhan masing-masing masyarakat setempat.

Perseroan menggunakan berbagai metode dalam pelibatan pemangku kepentingan. Keragaman metode ini dilakukan demi memastikan aspirasi dan masukan dari pemangku kepentingan Perseroan yang tersebar dapat ditangkap dengan efektif dan efisien sehingga Perseroan dapat bertindak dan mengambil langkah aksi yang terbaik bagi semua pihak.

Perseroan senantiasa memastikan di setiap pelibatan, khususnya yang melibatkan banyak pemangku kepentingan (*multi-stakeholder*), wakil dari setiap kelompok pemangku kepentingan hadir dan terwakili dengan baik, termasuk pemerintah daerah, perwakilan masyarakat, anggota legislatif, perwakilan LSM, tenaga ahli, akademisi, penerima manfaat program, dan unsur pemangku kepentingan lainnya.

Suara pemangku kepentingan tersebut menjadi salah satu masukan penting bagi Perseroan dalam pengambilan keputusan maupun dalam menyelaraskan arah strategi perusahaan, baik pada saat ini maupun di masa yang akan datang. Masing-masing divisi dan unit kerja menyusun program kerja, target, dan rencana aksi berdasarkan pelibatan pemangku kepentingan, arah prospek bisnis, dan target-target operasional Perseroan.

INFORMATION ON IMPORTANT STAKEHOLDERS IMPACTED BY OR THAT INFLUENCE THE IMPACT OF THE COMPANY'S ACTIVITIES

The Company realizes the importance of involving the stakeholders in achieving sustainable performance. The direct involvement of the stakeholders by each related division/business unit is carried out regularly, transparently and sincerely. This helps the Company to identify and understand the most important issues for stakeholders and the Company's operations.

In identifying and interacting with the stakeholders throughout the operational areas, the Company refers to the primary data of the field research conducted in accordance with the stakeholders identification methodology. Results from such identification process becomes the basis for stakeholder engagement, issue management, and formulating the community development programs that are in line with the context and the needs of each local community.

The Company uses various methods in stakeholder engagement. The diversified methods are conducted to ensure the aspirations and feedback from the Company's scattered stakeholders are captured effectively and efficiently so that the Company can act and take the best steps for all parties.

The Company always ensure that in every engagement, specifically involving multi-stakeholders, representatives of each stakeholder group are present and represented properly, including local governments, NGO representatives, members of legislation, experts, academics, program beneficiaries, and other stakeholders.

The voice of stakeholders is one of the important feedback for the Company's decision making as well as in synchronizing the direction of the Company's strategies, present and in the future. Each division and work unit prepares their work programs, targets and action plans based on stakeholder engagement, the direction of business prospects and the Company's operational targets.



Oleh karena itu, Perseroan mengidentifikasi berbagai pemangku kepentingan yang ikut terdampak dan mengelompokkannya ke dalam kelompok pemangku kepentingan, yakni:

1. Pemegang Saham
2. Kreditur
3. Pemerintah, baik pusat maupun daerah, termasuk instansi yang ada di dalamnya
4. Karyawan
5. Pelanggan
6. Pesaing
7. Mitra usaha/pemasok/supplier/distributor
8. Anggota Legislatif
9. Komunitas masyarakat dan lembaganya
10. Media Massa

VISI DAN MISI CSR

Visi:

Menjadi unit kerja pengelola kegiatan *Corporate Social Responsibility* (CSR) dan Tanggung Jawab Sosial Lingkungan (TJSL) perusahaan yang fleksibel sehingga mampu menjaga hubungan baik dengan *Stakeholder* dan masyarakat serta menjadi perusahaan yang berwawasan lingkungan dengan pemberdayaan masyarakat (*empowerment*) secara berkelanjutan.

For this reason, the Company identifies the various stakeholders who are also impacted and are categorized into the following groups of stakeholders:

1. Shareholders
2. Creditors
3. Government, central and regional, including their institutions
4. Employees
5. Customers
6. Competitors
7. Business partners/suppliers/distributors
8. Members of Legislation
9. Society and its institutions
10. Mass Media

CSR VISION AND MISSION

Vision:

To become a work unit that manages, with flexibility, the Company's *Corporate Social Responsibility* (CSR) and *Environmental Social Responsibility* (TJSL) activities so that the Company is able to maintain good relations with *Stakeholders* and the communities, and to become an environmentally-friendly company through sustainable community empowerment.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Misi:

Menjalankan berbagai program kegiatan yang mampu meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri serta memberdayakan kondisi sosial masyarakat melalui pemanfaatan sebagian dana Perseroan.

ISU-ISU PENTING SOSIAL EKONOMI DAN LINGKUNGAN TERKAIT DAMPAK KEGIATAN PERUSAHAAN

Dalam menentukan isu sosial, ekonomi dan lingkungan terkait dampak dari kegiatan usaha, Perseroan melakukan uji tuntas/*due dilligent*. Data dari uji tuntas tersebut menjadi dasar bagi manajemen untuk menyusun prioritas penanggulangannya dengan melakukan berbagai pendekatan. Pemetaan risiko dan pengelolaan dampak yang ditimbulkan dari kegiatan usaha Perseroan terhadap aspek ekonomi, lingkungan dan sosial adalah sebagai berikut:

Aspek Ekonomi

Terkait aspek ekonomi, isu pentingnya adalah Perseroan diharapkan dapat meningkatkan pencapaian kinerjanya sehingga berpengaruh pada alokasi dana CSR. Masyarakat berharap adanya peningkatan alokasi dana CSR agar program yang diberikan semakin berkualitas dan menyentuh lebih banyak masyarakat di area terdekat Perseroan.

Atas isu tersebut, Perseroan menanggapi bahwa dan CSR beserta realisasinya telah disampaikan dalam laporan PKBL dan dapat diakses oleh publik. Lebih jauh lagi, Perseroan juga menyatakan bahwa program CSR telah dirancang untuk memberdayakan dan membangun kemandirian masyarakat

Aspek Sosial

Terkait aspek sosial, isu pentingnya adalah Perseroan perlu meningkatkan penyerapan tenaga kerja lokal dan memberikan kesempatan bagi masyarakat menjadi pemasok lokal. Kegiatan pemberian pelatihan dan keterampilan yang telah dilakukan saat ini sudah optimal.

Program pelatihan yang dimaksud, di antaranya berupa kegiatan peningkatan keterampilan berwirausaha di tengah pandemi COVID-19 yang dilaksanakan oleh Rumah BUMN Baturaja secara *online*, antara lain Strategi Bisnis Menolak Kalah dengan Corona, pelatihan *online* "Tutorial Pembuatan Face Shield APD Sederhana", *online classes* "Langkah

Mission:

To perform various activity programs that can increase the capabilities of small-scale business in order for them to become resilient and independent as well as to empower the community's social condition through partial utilization of the Company's funds.

SOCIAL, ECONOMIC AND ENVIRONMENTAL KEY ISSUES RELATED TO THE IMPACT OF THE COMPANY'S ACTIVITIES

In determining social, economic and environmental issues related to the impact of business activities, the Company performs due diligence. Data obtained from the due diligence becomes the basis for the management to establish the countermeasure priorities through various approaches. Mapping of the risks and handling of the impact that emerge from the Company's business activities on the economic, environmental and social aspects are described as follows:

Economic Aspect

Related to the economic aspect, the important issue is that the Company expects to increase performance achievements that it influences the CSR allocated budget. The community is hopeful that the increase in the CSR allocated budget generates more quality programs and reaching more subjects of the society in the areas nearest to the Company.

The Company has disclosed information on the CSR program realization in the PKBL report that may be accessed publicly. Furthermore, the Company also disclosed that the CSR programs were designed for the empowerment and development of the community's independency.

Social Aspect

Related to the social aspect, the important issue is that the Company needs to increase the absorption of local manpower and provide the opportunities for the community to become local suppliers. Providing trainings and skills have been optimal.

The above training programs, among others, include activities to improve skills in entrepreneurship in the midst of the COVID-19 pandemic, conducted virtually at "Rumah (House) BUMN Baturaja", among others covering such themes as "The Business Strategy to Refuse to Lose to Corona", online training on "Tutorial to Making Simple PPE Face Shields", online classes



Branding saat Pandemi” bersama Kang Anan, berbagai *daring class* antara lain pembuatan masker 2 ply serta bekerja sama dengan OKU GO Indonesia untuk memudahkan pemasaran di kala pandemi serta banyak lagi kegiatan lainnya. Masyarakat berharap, penerima manfaat yang telah menyelesaikan rangkaian program pelatihan mendapat prioritas penyerapan tenaga kerja oleh Perseroan maupun kontraktor, selain diarahkan untuk berwirausaha.

Atas isu tersebut, Perseroan menanggapi bahwa dalam penerimaan/rekrutmen tenaga kerja memang diutamakan berasal dari masyarakat sekitar, sejauh semua persyaratan kemampuan, keterampilan dan kebutuhan terpenuhi. Namun memang selama tahun 2020, Perseroan dalam proses optimalisasi efisiensi dan efektivitas sumber daya manusia dan pemasok lokal yang sudah ada.

Aspek Lingkungan

Terkait aspek lingkungan, isu pentingnya adalah Perseroan perlu meningkatkan perhatian terhadap penghijauan untuk pelestarian lingkungan di sekitar area pabrik. Masyarakat berharap Perseroan lebih meningkatkan kegiatan penghijauan baik di internal maupun eksternal (di pemukiman masyarakat sekitar) agar lebih banyak menyerap debu yang dihasilkan oleh kegiatan operasional pabrik.

Atas isu tersebut, Perseroan menanggapi dengan melakukan berbagai program penghijauan secara rutin, di antaranya melalui program pembibitan mandiri, dan berbagai inovasi untuk mendukung pelestarian lingkungan baik dari segi emisi, efisiensi energi, air, limbah B3, restorasi lahan pasca tambang, dan program-program lainnya yang dianggap penting.

Lingkup Tanggung Jawab Sosial Perusahaan Baik yang Merupakan Kewajiban maupun yang Melebihi Kewajiban

Berdasarkan jenis kegiatan/program, lingkup tanggung jawab sosial perusahaan dapat dibagi sebagai berikut:

1. Tanggung Jawab Sosial terhadap Lingkungan;
2. Tanggung Jawab Sosial terhadap Ketenagakerjaan, Keselamatan dan Kesehatan Kerja;
3. Tanggung Jawab Sosial terhadap Pengembangan Masyarakat, dan
4. Tanggung Jawab Sosial terhadap Konsumen.

with Kang Anan on “Steps to Branding During the Pandemic”, and other online classes such as on making 2-ply masks and collaboration with “OKU GO Indonesia” on easy marketing during the pandemic and many other activities. The public hopes, that recipients of the benefits who have completed a series of training programs can be the priority in manpower absorption by the Company as well as contractors, aside from being directed to become entrepreneurs.

On this issue, the Company responded that manpower recruitment is mainly focused on those from surrounding communities, as long as all requirements are met. Nevertheless, during the year 2020, the Company was in the process of optimizing efficiency and effectiveness of the human resources and existing local suppliers.

Environmental Aspect

Related to the environmental aspect, the important issue is that the Company needs to increase its attention on greening activities for the preservation of the environment in areas around the factories. The community hopes that the Company takes more efforts to increase greening activities both internally and externally (in surrounding residential areas) to absorb more dusts resulted by the factory operations.

On this issue, the Company responded by conducting various greening programs on regular basis, among others, the seeding program and various innovation to support conservation of the environment in such aspects as in emission, energy saving, water, B3 waste, post-mining land restoration, and other important programs.

Corporate Social Responsibility as Obligations and as Exceeding Obligations

Based on the types of activity/program, the scope of corporate social responsibility can be categorized as follows:

1. Social Responsibility to the Environment;
2. Social Responsibility to Employment, Occupational Health and Safety;
3. Social Responsibility to Community Development; and
4. Social Responsibility to Consumers



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Dasar regulasi:

- UU Nomor 40 tahun 2007 tentang Perseroan Terbatas
- UU Nomor 13 tahun 2003 tentang Ketenagakerjaan
- UU Nomor 8 Tahun 1999 tentang Perlindungan Konsumen
- UU Nomor 2 Tahun 2004 tentang Penyelesaian Perselisihan Hubungan Industrial
- UU Nomor 01 tahun 1970 tentang Keselamatan Kerja
- PP Nomor 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja
- PP Nomor 47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan
- Peraturan Menteri Negara BUMN No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara
- Peraturan Menteri Negara BUMN No. PER-03/MBU/12/2016 tanggal 16 Desember 2016 tentang Perubahan Atas Peraturan Menteri badan Usaha milik Negara No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara
- Peraturan Menteri Negara BUMN No. PER-02/MBU/07/2017 tanggal 3 Juli 2017 tentang Perubahan Kedua Atas Peraturan Menteri badan Usaha milik Negara No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara
- Peraturan Menteri Negara BUMN No. PER-02/MBU/04/2020 tanggal 2 April 2020 tentang Perubahan Ketiga Atas Peraturan Menteri badan Usaha milik Negara No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara

Strategi dan Program Kerja Perusahaan dalam Menangani Isu-Isu Sosial, Ekonomi dan Lingkungan dalam Upaya *Stakeholders Engagement* dan Meningkatkan *Value* untuk *Stakeholder* dan *Shareholder*

Sebagai salah satu BUMN, Perseroan memiliki tanggung jawab besar dalam melaksanakan tanggung jawab sosial dan lingkungan. Strategi dan program kerja dalam melaksanakan tanggung jawab sosial dan lingkungan ini juga disesuaikan dengan keadaan tiap wilayah "Ring 1" serta dikoordinasikan dengan pihak-pihak terkait, terutama pemerintah setempat, serta para pihak yang terlibat langsung.

Legal basis:

- Law No. 40 of 2007 on Limited Liability Companies
- Law No. 13 of 2002 on Employment
- Law No. 8 of 1999 on Protection of Consumers
- Law No. 2 of 2004 on Resolving Industrial Relation Disputes
- Law No. 01 of 1970 on Occupational Safety
- Company Regulation No. 50 of 2012 on the Implementation of Occupational Health and Safety Management System
- Company Regulation No. 47 of 2012 on Social and Environmental Responsibility
- Minister of State-Owned Enterprises (BUMN) Regulation No. PER-09/MBU/07/2015 dated 3 July 2015 on the Partnership Program and BUMN Community Development Program
- Minister of BUMN Regulation No. PER-03/MBU/12/2016 dated 16 December 2016 on the Amendment to the Minister of BUMN Regulation No. PER-09/MBU/07/2015 on Partnership Program and BUMN Community Development Program
- Minister of BUMN Regulation No. No. PER-02/MBU/07/2017 dated 3 July 2017 on the Second Amendment to the Minister of BUMN Regulation No. PER-09/MBU/07/2015 on Partnership Program and BUMN Community Development Program
- Minister of BUMN Regulation No. No. PER-02/MBU/04/2020 dated 2 April of 2020 on the Third Amendment to the Minister of BUMN Regulation No. PER-09/MBU/07/2015 on Partnership Program and BUMN Community Development Program

The Company's Strategies and Work Plans in Handling Social, Economic, and Environmental Issues in the Context of *Stakeholders Engagement* and Increasing *Value* for *Stakeholders* and *Shareholders*

As one of BUMN, the Company has great responsibility in performing its social and environmental responsibility. The strategies and work programs under such responsibility are also adjusted to the condition of each area in "Ring 1" as well as coordinated with related parties, especially the local government and parties that are directly involved.



Strategi yang dipilih dalam menentukan sasaran yaitu dengan melakukan *social mapping* atau pemetaan sosial di wilayah “Ring 1”. Pemetaan tersebut merupakan kegiatan yang dilakukan dalam rangka menghasilkan suatu gambaran kondisi sosial masyarakat di wilayah “Ring 1”. Dengan demikian, Perseroan dapat memahami kondisi sosial dan ekonomi masyarakat, mulai dari kebiasaan, adat istiadat, nilai nilai, norma dan lain sebagainya dalam masyarakat yang dapat digunakan sebagai dasar penentuan program sehingga dapat tepat sasaran sesuai dengan kebutuhan masyarakat di wilayah “Ring 1”.

Secara keseluruhan, kegiatan tanggung jawab sosial dan lingkungan yang dilaksanakan sepanjang tahun 2020 mencakup program tanggap bencana alam, program pendidikan dan latihan, program di bidang kesehatan, ibadah dan sarana prasarana umum, dan program pelestarian lingkungan. Program kemitraan juga dilaksanakan sebagai bentuk tanggung jawab sosial perusahaan.

Program tersebut merupakan bentuk dukungan kepada UMKM terutama di wilayah “Ring 1” agar dapat tumbuh dan berkembang menjadi UMKM yang mandiri. Program kemitraan selama ini disalurkan dalam bentuk bantuan dana untuk mitra binaan dan program pengembangan UMKM biasanya berupa keikutsertaan dalam pameran dan berbagai pelatihan agar menjadi UMKM naik kelas.

Program yang Melebihi Tanggung Jawab Minimal Perusahaan yang Relevan dengan Bisnis yang Dijalankan

Program-program tanggung jawab sosial dan lingkungan di Perseroan selama ini telah dilaksanakan mengacu pada perundang-undangan yang berlaku dan sesuai dengan arahan Kementerian BUMN dengan menyesuaikan dengan anggaran yang tersedia setiap tahunnya.

Pembiayaan dan Anggaran Tanggung Jawab Sosial Perusahaan

Pada tahun 2020, realisasi pembiayaan tanggung jawab sosial perusahaan di Perseroan ialah sebesar Rp3,9 miliar, turun 68,50% dari realisasi tahun 2019 yang sebesar Rp12,4 miliar. Adapun rinciannya adalah sebagai berikut:

The selected strategy to determine the targets is by conducting social mapping in the “Ring 1” area. This mapping is carried out with the purpose to give a picture of the social condition of the “ring 1” communities. Thus, the Company can have an understanding on the social and economic conditions, from the habits, traditions, values, norms and others existing in the community's life that can be used as basis of consideration so that the established programs are accurately on target as per the needs of the community in “Ring 1” area.

In general, the environmental and social responsibility activities carried out throughout the year 2020 covered the natural disaster response programs, education and training programs, health program, religious and public facilities, and environmental conservation programs. The partnership program was also conducted as a form of the corporate social responsibility.

This program is a form of support to UMKM especially in the “Ring 1” area so that they can grow and develop into independent UMKM. The partnership program has thus far been carried out in the form of financial assistance for foster partners and UMKM development program which is usually in the form of participation in exhibitions and various training programs for UMKM to be upgraded class.

Various Programs that Exceed the Company's Minimal Responsibility Relevant to the Business

The social and environmental responsibility programs in the Company which have been carried out thus far refer to the prevailing laws and regulations in accordance with the directives of the Ministry of BUMN based on available budget allocated every year.

The Corporate Social Responsibility Financing and Budget

In the year 2020, realization of the financing of the Company's corporate social responsibility program was Rp3.9 billion, a decrease by 68.50% from the realized Rp12.4 billion in 2019. Details of this realization are as follows:



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

(Rp Ribu)

(Rp Thousand)

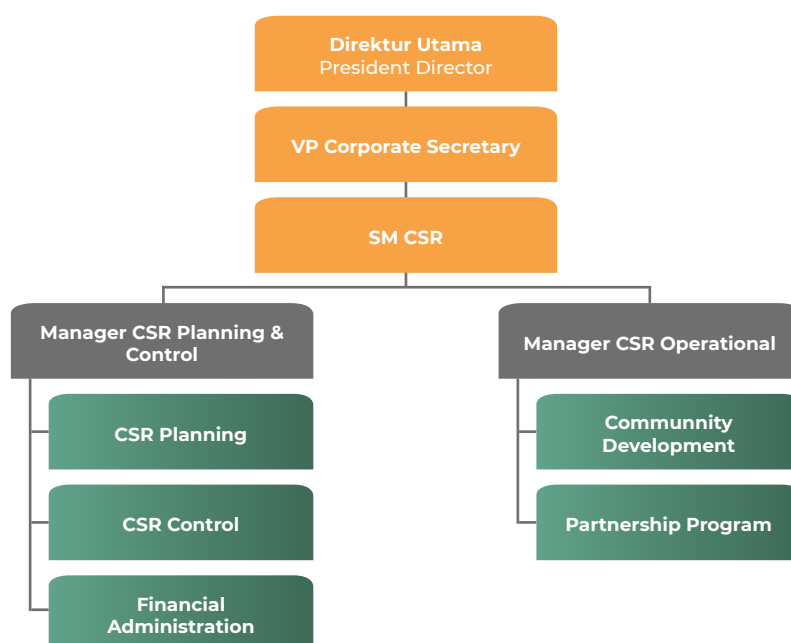
Kegiatan	Realisasi Anggaran Budget Realization	Activities
Bencana Alam	26.850	Natural Disaster
Pendidikan dan Latihan	272.502	Education and Training
Peningkatan Kesehatan	178.230	Health Development
Sarana dan Prasarana	1.468.858	Facilities and Infrastructure
Sarana Ibadah	1.473.719	Place of Worship (Facilities)
Pelestarian Alam	489.083	Nature Conservation
Total	3.909.242	Total

Struktur Pengelola CSR

Pengelola kegiatan tanggung jawab sosial perusahaan (*Corporate Social Responsibility*) di Perseroan berada dibawah kendali Divisi *Corporate Secretary*, tepatnya pada Departemen CSR yang dipimpin oleh Senior Manager CSR. Adapun susunan struktur pengelola CSR di Perseroan dapat dilihat pada bagan dibawah ini.

CSR Management Structure

The management of the Company's corporate social responsibility activities is under the Corporate Secretary Division, or CSR Department to be precise, which is led by the CSR Senior Manager. The structure of the CSR management structure in the Company can be seen in the chart below.





TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP PEMENUHAN HAK ASASI MANUSIA

CORPORATE SOCIAL RESPONSIBILITY ON HUMAN RIGHTS

KOMITMEN DAN KEBIJAKAN

Dalam menjalankan tanggung jawab sosial Perusahaan terkait Hak Asasi Manusia (HAM), Perseroan mengacu kepada:

- Undang-Undang No. 13 tahun 2013 tentang Ketenagakerjaan
- Undang-Undang No. 2 tahun 2004 tentang Penyelesaian Perselisihan Hubungan Industrial

RUMUSAN TANGGUNG JAWAB DI BIDANG HAM

Sebagai entitas yang berstatus BUMN, Perseroan berkomitmen untuk mematuhi semua ketentuan-ketentuan hukum dan prinsip-prinsip HAM. HAM adalah seperangkat hak yang melekat pada hakikat dan keberadaan manusia sebagai makhluk Tuhan Yang Maha Esa dan merupakan anugerah-Nya yang wajib dihormati, dijunjung tinggi dan dilindungi oleh negara, hukum dan pemerintah, dan setiap orang demi kehormatan serta perlindungan harkat dan martabat manusia.

Penghormatan dan perlindungan terhadap HAM menjadi bagian yang tidak terpisahkan dari operasional Perseroan dalam saling berinteraksi antar karyawan Perseroan, *stakeholder* maupun dengan para pemangku kepentingan lainnya. Secara teknis

COMMITMENT AND POLICY

In carrying out its corporate social responsibility related to human rights, the Company refers to the following:

- Law No. 13 of 2013 on Employment
- Law No. 2 of 2004 on Resolving Industrial Relation Disputes

FORMULATION OF RESPONSIBILITY RELATED TO HUMAN RIGHTS

As a BUMN entity, the Company is committed to comply with all legal provisions and principles of human rights. Human rights is a set of rights attached to the essence and existence of humans as God Almighty-created beings and as His saving grace that must be respected, upheld and protected by the country, the law and government, and every individual person for the sake of the honor and protection of the dignity and worthiness of mankind.

Respect and protection of human rights become a part inseparable from the Company's operations where interactions occur among the personnel of the Company, the shareholders and other stakeholders. Technically, implementation of corporate social



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

penerapan tanggung jawab sosial perusahaan pada bidang HAM sangat terkait dengan hal-hal yang berhubungan dengan karyawan, seperti manajemen sumber daya manusia, kesehatan, dan keselamatan kerja. Hal ini tertuang dalam Perjanjian Kerja Bersama (PKB) antara Perseroan dengan karyawannya.

PEMANGKU KEPENTINGAN DAN LINGKUP DAMPAK TANGGUNG JAWAB SOSIAL HAK ASASI MANUSIA

Hak Asasi Manusia adalah seperangkat hak yang melekat pada hakikat dan keberadaan manusia sebagai makhluk Tuhan Yang Maha Esa dan merupakan anugerah-Nya yang wajib dihormati, dijunjung tinggi dan dilindungi oleh negara, hukum dan Pemerintah, dan setiap orang demi kehormatan serta perlindungan harkat dan martabat manusia. HAM merupakan hak yang mendasar bagi setiap individu.

Dengan demikian, secara spesifik Perseroan menekankan pada karyawan, pemasok, distributor, konsumen dan pengguna akhir, serta masyarakat di sekitar lokasi usaha sebagai pemangku kepentingan yang memiliki dampak langsung terkait pemenuhan HAM dari kegiatan operasi dan bisnis yang dilakukan Perseroan.

TARGET DAN RENCANA KEGIATAN

Perseroan menargetkan untuk dapat menerapkan prinsip-prinsip HAM yang tertuang dalam PKB yang akan berdampak pada tercapainya lingkungan kerja nyaman dan kondusif serta mampu menumbuhkan keberlanjutan Perseroan.

Dalam penerapan prinsip-prinsip HAM, Perseroan berkomitmen memperlakukan seluruh karyawan secara setara (non-diskriminasi), tanpa membedakan jenis kelamin, suku, agama, ras dan pandangan politik mulai dari proses rekrutmen dan penempatan karyawan, pengembangan dan peningkatan kompetensi, pengembangan karier atau promosi jabatan, penilaian kinerja hingga pemutusan hubungan kerja.

PELAKSANAAN KEGIATAN

Kegiatan tanggung jawab sosial perusahaan lingkup pemenuhan HAM dapat dijelaskan sebagai berikut:

1. Penerapan Kebijakan Non Diskriminasi

Perseroan tidak melakukan diskriminasi gender dalam hal manajemen SDM. Hal ini berlaku dari proses rekrutmen dan pengembangan hingga

responsibility related to human rights is highly related to matters concerning the employees, such as the human resource management, occupational health and safety. This is contained in the Collective Labor Agreement (PKB) between the Company and its employees.

STAKEHOLDERS AND SCOPE OF IMPACT OF SOCIAL RESPONSIBILITY ON HUMAN RIGHTS

Human Rights is a set of rights attached to the essence and existence of humans as God Almighty-created beings and as His saving grace that must be respected, upheld and protected by the country, the law and the Government, and every individual person for the sake of the honor and protection of the dignity and worthiness of mankind. Human rights are rights fundamental to every individual.

Thus, the Company specifically affirms to employees, suppliers, distributors, consumers and end-users, as well as the communities surrounding the business location as stakeholders retaining the direct impact related to human rights fulfillment from the operations and business conducted by the Company.

TARGETS AND ACTIVITY PLAN

The Company targets to implement human rights principles as contained in PKB that will impact the achievement of a convenient and conducive working environment as well as the opportunity to nurture the Company's sustainability.

In the implementation of human rights principles, the Company is committed to treat all employees with fairness (non-discriminative), regardless of gender, ethnicity, religion, race and political views, from the start in recruitment process and employee appointment, competency development and upgrade, career development or job promotion, performance assessment to work termination.

ACTIVITY IMPLEMENTATION

Corporate social responsibility within the scope of human rights fulfillment is explained below:

1. Implementation of Non-Discrimination Policy

The Company does not practice discrimination of gender in its human resource management. This applies from the recruitment and development



berakhirnya masa jabatan seseorang. Pada tahun 2020, jumlah karyawan di Perseroan memang masih didominasi oleh laki-laki sebanyak 763 orang atau 83% dan perempuan sebanyak 158 orang atau 17%. Jumlah karyawan laki-laki yang jauh lebih besar dibandingkan dengan karyawan perempuan ini didorong oleh karakteristik dari sifat kegiatan Perseroan yang sebagian besar memang lebih diminati dan membutuhkan tenaga kerja laki-laki dibandingkan perempuan.

Perseroan juga memberikan kesempatan yang sama bagi penyandang disabilitas untuk menjadi tenaga kerja. Sejak tahun 2019, Perseroan telah mengakomodir tenaga kerja penyandang disabilitas sebanyak 2 orang melalui program Perekrutan Bersama BUMN (PPB) bekerja sama dengan *Forum Human Capital Indonesia* (FHCI) BUMN.

2. Kebebasan Berserikat dan Berkumpul

Perseroan memberikan hak kepada pekerjanya untuk berserikat, berkumpul dan menyampaikan pendapat. Perseroan sangat mendukung adanya Serikat Pekerja di lingkungan Perseroan yang diharapkan dapat menciptakan hubungan baik antara karyawan dan manajemen. Serikat Pekerja dapat memfasilitasi karyawan dalam mengemukakan usulan kepada manajemen dan manajemen Perseroan dapat memberikan umpan balik yang tepat kepada karyawan.

Dengan terciptanya hubungan baik antara karyawan dan manajemen diharapkan masing-masing pihak dapat memberikan kontribusi terbaik untuk kepentingan bersama Perseroan. Pengakuan ini diwujudkan melalui keberadaan Perjanjian Kerja Bersama (PKB) yang memuat hak dan kewajiban karyawan maupun Perseroan secara timbal-balik yang diperbaharui secara periodik.

Perseroan telah memiliki Serikat Pekerja yang dibentuk sebagai wadah komunikasi yang efektif antara manajemen Perseroan dengan seluruh karyawan yaitu Serikat Karyawan Semen Baturaja (SKSB) yang dibentuk berdasarkan Keputusan Menteri Tenaga kerja Republik Indonesia Nomor: Kep.202/M/BW/2000, tanggal 3 Mei 2000 dan telah didaftarkan kembali di Dinas Tenaga Kerja Pemerintah Kota Palembang Nomor: 265/DISNAKER/2014 tanggal 29 Oktober 2014.

process to the completion phase of one's term of employment. In the year 2020, the total human resource in the Company is still dominated by the 763 male employees or 83% over the 158 female employees or 17%. The outnumbering male employees over the female employees is supported by the characteristics of the Company's business nature which is mostly more demanded by the male workers compared to the female.

The Company also provides equal opportunity to individuals with disabilities to become employees. Since the year 2019, the Company has accommodated 2 (two) employees with disabilities through the BUMN Joint Recruitment (PPB) program in collaboration with the Indonesian Human Capital Forum (FHCI) of BUMN.

2. Freedom of Association and Assembly

The Company provides its workforce the rights to associate, assemble and express their opinion. The Company strongly support the presence of the Labor Union within the Company's environment which hopefully can generate good relations among the employees and with the management. The Labor Union may facilitate the employees in conveying their suggestions to the management and the Company's management may extend accurate feedback to the employees.

With establishing good relations between the employees and the management, it is hopeful that each party can contribute their best for the mutual interests of the Company. This acknowledgement is manifested through the presence of the Collective Labor Agreement (PKB) which contains reciprocal rights and obligations of employees as well as the Company and is updated periodically.

The Company retains the Labor Union formed as an effective communication hub between the Company's management and all of the employees, namely the Serikat Karyawan (Employee Union) of Semen Baturaja (SKSB) established based on the Minister of Manpower of the Republic of Indonesia Decision No. Kep.202/M/BW/2000, dated 3 May 2000 and relisted at the Labor Office of Palembang City Government No. 265/DISNAKER/2014 dated 29 October 2014.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

3. Pekerja di Bawah Umur

Perseroan memastikan bahwa tidak terdapat pekerja di bawah umur yang bekerja di Perseroan. Hal ini dituangkan dalam Perjanjian Kerja Bersama (PKB) Perseroan dengan Serikat Karyawan Semen Baturaja sebagai persyaratan penerimaan karyawan yang mensyaratkan calon karyawan minimal harus berusia 18 (delapan belas) tahun. Karyawan Perseroan saat ini didominasi oleh karyawan usia produktif antara usia 21-40 tahun dengan komposisi mencapai 88,49% dari total jumlah karyawan. Komposisi sebaran usia karyawan dapat dilihat pada tabel berikut:

Jumlah Karyawan Berdasarkan Usia

Total Employees Based on Age

Usia Age	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
>54 tahun >54 years	1	0,11	4	0,45	8	1,05
51-54 tahun 51-54 years	4	0,43	4	0,45	17	2,23
41-50 tahun 41-50 years	101	10,97	97	10,85	90	11,83
31-40 tahun 31-40 years	269	29,21	221	24,72	170	22,34
21-30 tahun 21-30 years	546	59,28	568	63,53	476	62,55
Total	921	100,00	894	100,00	761	100,00

3. Child Labor

The Company ensures that there are no underage workers employed in the Company. This is stated in the Collective Labor Agreement (PKB) of the Company with Semen Baturaja Labor Union as a requirement in employee recruitment that prospective employees shall be at the minimum age of 18 (eighteen) years. Company employees are currently dominated by those at productive age between the age of 21-40 years with a composition of 88.49% of the total employees. The employees' age distribution in this composition is shown in the table as follows:

4. Kerja Paksa

Waktu kerja yang berlaku di Perseroan adalah sesuai dengan pasal 77 Undang-Undang Nomor 13 tahun 2003 tentang Ketenagakerjaan, yaitu 40 jam dalam 1 minggu. Perseroan membagi waktu kerjanya menjadi dua kelompok yakni karyawan non *shift* dan karyawan *shift* yang diurai sebagai berikut:

Karyawan Non Shift

Employees Non Shift

Hari Days	Masuk In	Istirahat In	Pulang In
Senin - Kamis Monday - Thursday	08.00 WIB	12.00-13.00 WIB	17.00 WIB
Jumat Friday	08.00 WIB	11.30-13.30 WIB	17.00 WIB

4. Forced Labor

Effective work hours at the Company is stipulated in accordance with article 77 of Law No. 13 of 2003 concerning Manpower, which is 40 hours a week. The Company divides the work hours into two groups, namely the non-shift employees and the shift employees as explained below:

Karyawan Shift

Employees Shift

Uraian Description	Waktu Kerja Work Time
Shift I	08.00-16.00 WIB
Shift II	16.00-00.00 WIB
Shift III	00.00-08.00 WIB



- Hari kerja, jam kerja dan jam istirahat bagi unit kerja yang memerlukan kerja bergilir (*shift*), ditetapkan oleh kepala unit kerja tertinggi.
- Hari libur bagi karyawan yang bekerja *shift* adalah hari libur yang telah ditetapkan dalam jadwal *shift* dan hari-hari libur resmi yang ditetapkan oleh Pemerintah.
- Karyawan *shift* yang bekerja bertepatan dengan hari libur *shift* dan hari-hari libur resmi yang ditetapkan oleh Pemerintah dan atau Perseroan diperhitungkan sebagai kerja lembur.
- Karyawan yang bekerja *shift* mendapatkan tunjangan berupa tunjangan *shift* yang besarnya diatur dalam Surat Keputusan Direksi.

5. Hak Cuti

Selain mengatur jam kerja, Perseroan juga memberikan hak cuti sebagai wujud tidak adanya kerja paksa di lingkungan Perseroan. Berikut adalah hak cuti yang telah ditetapkan oleh Perseroan.

- Cuti Tahunan: 12 hari kerja per tahun
- Cuti Besar: 1,5 bulan kalender per 3 tahun
- Cuti Bersalin, Melahirkan dan Gugur Kandungan: Sebanyak 3 (tiga) bulan yaitu 45 (empat puluh lima) hari kalender menjelang waktu melahirkan sesuai dengan perhitungan dokter dan 45 (empat puluh lima) hari kalender sesudah melahirkan. Sementara bagi karyawan yang mengalami gugur kandungan berdasarkan surat keterangan dokter yang merawat berhak atas istirahat yang lamanya 45 (empat puluh lima) hari atau ditentukan berdasarkan surat keterangan dokter yang merawatnya.
- Cuti Haid: Karyawan yang sedang haid diberikan cuti pada hari pertama dan kedua waktu haid.

Berdasarkan data di atas, Perseroan memastikan tidak terdapat praktik kerja paksa yang terjadi Perseroan karena karyawan/ti memiliki waktu istirahat yang cukup dan hingga saat ini tidak terdapat laporan kasus kerja paksa di lingkungan Perseroan.

6. Kegiatan Ibadah Keagamaan

Perseroan memberikan kesempatan serta keleluasan kepada karyawan untuk menjalankan kegiatan ibadah wajib, sesuai dengan agama yang dianutnya. Selain itu, Perseroan juga menyediakan

- Working days, working hours and rest hours for work units that require shift work, are determined by the head of each work unit.
- Holidays for work-shift employees are holidays as determined in the work-shift schedule and official holidays set by the Government.
- Shift employees working on work-shift days-off and on official Government-set holidays and/or the Company regards them as overtime work days.
- Work-shift employees receive benefits, referred to as shift benefit/allowance, at the amount stipulated in the Decree of the Board of Directors.

5. Leave Rights

Aside from regulating the work hours, the Company also provides leave rights which indicates there is no forced labor within the Company environment. Following are details of leave rights set forth by the Company.

- Annual Leave: 12 working days per year
- Grand Leave: 1.5 calendar months per 3 years
- Maternity, Childbirth and Pregnancy Loss Leave: 3 (three) months period, or 45 (forty-five) calendar days prior to delivery according to doctor's calculation and 45 (forty-five) calendar days following birth. While female employees who experienced pregnancy loss based on the attending doctor's statement letter have the rights to rest for 45 (forty-five) days or as determined based on the attending doctor's confirmation letter.
- Menstrual Leave: Female employees have the rights to rest on the first and second days of menstruation.

Based on above data, the Company ensures there is no forced labor practices in the Company as employees retain sufficient time to rest, and to the present day there is no report of forced labor cases occurring within the Company's environment.

6. Religious Worship Activities

The Company provides the opportunity and freedom for employees to carry out their religion's worship activities. Moreover, for this purpose, the Company also accommodate employees



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

tempat dan sarana ibadah, untuk dipergunakan sebagai tempat peribadatan yang bersifat wajib seperti mushola.

7. Pemenuhan HAM untuk Pihak Luar Perseroan

Perseroan menggunakan jasa pihak ketiga untuk penyediaan satuan pengamanan (Satpam). Syarat yang ditetapkan Perseroan terhadap perusahaan penyedia Satpam antara lain pemahaman dan penghormatan terhadap HAM dengan menandatangani surat pernyataan dan jaminan bahwa perusahaan tersebut telah memenuhi syarat dan ketentuan yang berlaku mengenai penerapan nilai-nilai universal terkait HAM. Hal tersebut di atas berlaku bagi seluruh mitra usaha Perseroan.

8. Perlindungan HAM Masyarakat Sekitar Tambang

Perseroan selalu berupaya untuk menghindari pelanggaran HAM bagi masyarakat dan lingkungan yang berkaitan dengan kegiatan operasional. Upaya mitigasi tersebut, antara lain dilakukan melalui interaksi, komunikasi, dan pelibatan masyarakat di sekitar wilayah operasi misalnya berkaitan dengan hak kepemilikan lahan dan hak masyarakat untuk mendapatkan kompensasi atas akibat dari proses produksi, dan sebagainya.

DAMPAK PENERAPAN TANGGUNG JAWAB SOSIAL TERHADAP HAM

Dengan adanya komitmen Perseroan untuk menghormati HAM dalam proses, fungsi, dan kebijakan internal untuk menerapkan prinsip-prinsip HAM, maka secara otomatis diharapkan mampu mencegah dan mengurangi aksi unjuk rasa maupun mogok kerja dari pihak internal.

PROSEDUR DAN MEKANISME PENGADUAN PELANGGARAN HAM

Perseroan tidak memiliki prosedur dan mekanisme khusus mengenai pengaduan pelanggaran HAM. Seluruh pengaduan terkait dengan Perseroan disampaikan melalui *whistleblowing system* dan sarana komunikasi Perseroan seperti *e-mail*, *website* dan media sosial Perseroan.

PENGHARGAAN CSR BIDANG HAK ASASI MANUSIA

Pada tahun 2020, Perseroan tidak mendapatkan penghargaan CSR di bidang HAM.

with mandatory appropriate facilities as place of worship, such as the mushola (praying room).

7. Fulfillment of Human Rights for Company's External Party

The Company uses third-party services to provide its Security Units (Security). Requirements set by the Company for the security-service provider, among others include the understanding and respect for human rights, by signing a statement letter and guarantee that the provider company has complied with applicable terms and conditions regarding the implementation of the universal values related to human rights. This applies to all business partners of the Company.

8. Protection of Human Rights of Communities Around Mining Sites

The Company unceasingly strive to avoid violations of the human rights on the community and environment related to the Company's operational activities. Such mitigation efforts, among others are carried out through interaction, communication, and involvement of the surrounding community around operational areas, such as concerning the rights to land ownership and the right of the people to receive compensation upon results of production process and so forth.

IMPACT OF THE IMPLEMENTATION OF SOCIAL RESPONSIBILITY ON HUMAN RIGHTS

With the Company's commitment to respect human rights in the processes, functions and internal policies to implement human rights principles, thus it is automatically hoped that this will prevent and reduce acts of demonstration and strike from internal parties.

PROCEDURES AND MECHANISM OF REPORTING VIOLATIONS OF HUMAN RIGHTS

The Company does not have specific procedures and mechanism on reporting violations of human rights. All complaints related to the Company are processed through the *whistleblowing system* and the Company's communication facilities such as the official e-mail, website and social media.

CSR AWARDS ON HUMAN RIGHTS

In the year 2020, the Company did not receive any CSR Award in the field of human rights.



TANGGUNG JAWAB SOSIAL PERUSAHAAN UNTUK OPERASI YANG ADIL CORPORATE SOCIAL RESPONSIBILITY RELATED TO FAIR OPERATIONS

KOMITMEN DAN KEBIJAKAN

Perseroan berkomitmen untuk senantiasa mengedepankan prinsip operasi yang adil baik dalam kegiatan operasional, berinteraksi dengan mitra kerja maupun dengan pemangku kepentingan eksternal lain. Penerapan operasi yang adil ini tak lepas dari pengelolaan Perseroan yang dilandasi oleh prinsip-prinsip dasar tata kelola perusahaan yang baik (*Good Corporate Governance*), yang meliputi transparansi, akuntabilitas, responsibilitas, independensi, serta kewajaran dan kesetaraan untuk mewujudkan praktik bisnis yang bersih dan bebas dari segala bentuk kecurangan.

Dalam upaya menerapkan prinsip operasi yang adil, Perseroan telah memiliki kebijakan-kebijakan yang dituangkan dalam Standar Etika Perusahaan (*Code Of Conduct*), Pedoman *Good Corporate Governance*, Pedoman Benturan Kepentingan dan kebijakan anti korupsi yang meliputi kebijakan mengenai pengendalian terhadap gratifikasi, anti suap dan *whistleblowing system*. Secara berkala, Perseroan juga melakukan sosialisasi kebijakan dan pedoman untuk meningkatkan pemahaman dan kepedulian para pemangku kepentingan serta mendorong semua insan di Perseroan untuk melaporkan segala bentuk kecurangan melalui media yang disiapkan guna peningkatan kualitas penerapan GCG secara berkelanjutan.

RUMUSAN DAN LINGKUP TANGGUNG JAWAB SOSIAL BIDANG OPERASI YANG ADIL

Pendekatan Perseroan dalam praktik operasional yang jujur dan adil meliputi:

1. Dukungan dan tindakan pencegahan korupsi (*anti-corruption*),
2. Penghindaran terhadap perilaku pelanggaran hukum, terutama penggunaan pengaruh politik (*Responsible political involvement*),
3. Berkompetisi dengan pesaing secara jujur dan adil (*fair competition*),
4. Mempromosikan program tanggung jawab sosial di wilayah-wilayah yang terkena dampak aktivitas operasi Perseroan (*promoting social responsibility in the sphere of influence*),
5. Menghormati hak-hak kekayaan seperti hak paten, hak cipta dan lain sebagainya (*respect for property rights*).

COMMITMENT AND POLICY

The Company is committed to always put forward the operational principle of fairness in its operational activities, interactions with working partners as well as with other external stakeholders. The implementation of such fair operations is inseparable from the Company's management based on the fundamental principles of Good Corporate Governance, of which covers transparency, accountability, responsibility, independency as well as fairness and equality in order to manifest clean business practices and free from any form of fraud.

In the context of implementing fair operational principle, the Company has policies set under the Code of Conduct, the Good Corporate Governance Guidelines, the Guidelines on Conflict of Interest and the policy on anti-corruption which covers the policy on control of gratification, anti-bribery and whistleblowing system. Periodically, the Company performs socialization of policies and guidelines in order to enhance the awareness and comprehension of stakeholders as well as to encourage all Company personnel to report all forms of violations or deviations of behaviors through available media as part of the means to sustainably improve the quality of GCG implementation.

FORMULATION AND SCOPE OF SOCIAL RESPONSIBILITY ON FAIR OPERATIONS

The Company's approach to honest and fair operational practices covers the following:

1. Support and prevention of corruption,
2. Prevention of violation of the law, especially the use of political influence,
3. Honest and fair competition against competitors,
4. Promote social responsibility programs in the sphere of influence of the Company's operational activities,
5. Respect property rights such as patent rights, copyrights and others.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

TARGET DAN RENCANA

Target serta rencana penerapan tanggung jawab perusahaan atas pelaksanaan prinsip-prinsip operasi yang adil adalah memastikan seluruh aktivitas operasional Perseroan sesuai dengan kerangka hukum yang relevan, patuh pada seluruh aturan yang dibuatnya sendiri secara adil dan imparial, dan mengetahui perubahan-perubahan dalam regulasi. Praktik operasional yang jujur dan adil bukan saja untuk kepentingan keberlanjutan usaha, tapi juga memberikan kesempatan pada semua pemangku kepentingan dan lingkungan terpengaruh ikut berkembang secara berkelanjutan.

PELAKSANAAN INISIATIF

Tanggung jawab Perseroan terkait subjek operasi yang adil diimplementasikan melalui:

1. Pernyataan kepatuhan terhadap Pedoman Perilaku (*Code of Conduct*) wajib ditandatangani oleh seluruh pengurus Perseroan dan karyawan, yang diperbarui setiap tahunnya.
2. Anggota Dewan Komisaris, Direksi serta karyawan Perseroan dilarang melakukan tindakan yang berpotensi mempunyai benturan kepentingan (*Conflict of Interest*) dan mengambil keuntungan pribadi dari pengambilan keputusan dan/atau tindakan yang dapat mempengaruhi kualitas keputusan. Apabila telah berada pada situasi yang berpotensi adanya benturan kepentingan maka dilarang meneruskan kegiatan tersebut dan dapat mengundurkan diri dari tugas yang berpotensi atau tidak terlibat dalam proses pengambilan keputusan.
3. Perseroan turut aktif melakukan pencegahan gratifikasi dan pemberantasan korupsi dengan diterbitkannya Pedoman Pengendalian Gratifikasi beserta pembentukan Unit Pengendalian Gratifikasi (UPG) serta menerbitkan iklan larangan penerimaan dan permintaan gratifikasi yang berlaku bagi anggota Dewan Komisaris, Direksi serta karyawan Perseroan. Iklan larangan tersebut dipublikasikan melalui portal internal, *website* serta media massa. Pada tahun 2020, terdapat 11 (sebelas) pelaporan terkait gratifikasi yang telah ditindaklanjuti.
4. Dalam praktik *Good Corporate Governance* (GCG), Perseroan juga menerbitkan Kebijakan Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Kebijakan tersebut mewajibkan para pejabat di Perseroan

TARGETS AND PLANS

The targets and plans on the implementation of the company's responsibility in fair operational principles are to ensure that all of the Company's operational activities are in accordance with the relevant legal framework, comply in fairness and impartial with all self-established regulations, and aware of the changes in the regulations. Fair and honest practices in operations are not only for the interest of business sustainability, but also to provide opportunities to all stakeholders and sphere of influence to develop sustainably.

IMPLEMENTATION OF INITIATIVES

The fair implementation of the Company's responsibility related to operational subjects is carried out through the following measures:

1. Statement of compliance with the Code of Conduct required to be signed by all Company management and employees, and is updated annually.
2. Members of the Board of Commissioners, the Board of Directors as well as employees are prohibited to take actions with potential conflict of interest and take personal advantage from decision-making and/or actions that can influence the quality of the decisions. If one is in a situation with potential conflict of interest, it is prohibited to continue the activity and may resign from such task with potential conflict or not get involved in the decision-making process.
3. The Company takes active part in the prevention of gratification and eradication of corruption with the issuance of the Guidelines to Gratification Control together with formation of the Gratification Control Unit (UPG) as well as the advertisement on the prohibition of receiving and requesting gratification valid for members of the Board of Commissioners, the Board of Directors and employees. The prohibition campaign is published through internal portal, website and the mass media. In the year 2020, there were 11 (eleven) reports related to gratification which have been followed-up.
4. In Good Corporate Governance (GCG) practices, the Company also issued the Report of State Administrators' Assets (LHKPN). This policy requires all officials of the Company to submit LHKPN report periodically, namely the Board of



untuk menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) secara berkala, yaitu Dewan Komisaris, Direksi, serta Karyawan/ti Perseroan hingga 2 (dua) tingkat di bawah Direksi. Pada tahun 2020, tingkat kepatuhan pelaporan LHKPN Perseroan tercatat 100%.

5. Penerapan kebijakan anti korupsi yang meliputi kebijakan mengenai pengendalian terhadap gratifikasi, kebijakan anti suap di Perseroan serta saluran pelaporan atas dugaan pelanggaran/*whistleblowing system* yang dapat dilakukan melalui surat, *e-mail* maupun *website*. Perseroan juga memiliki kebijakan anti penyuapan yang disosialisasikan melalui berbagai media komunikasi perusahaan, seperti *website*, portal internal, sosialisasi melalui *e-mail*, *poster/flyer* kepada karyawan/ti Perseroan serta dalam program pengenalan Perseroan kepada Dewan Komisaris dan Direksi yang baru menjabat. Selain itu, terdapat Pedoman Pelaporan Pelanggaran atau *whistleblowing system* (WBS) yang merupakan bentuk komitmen Perseroan dalam melakukan pengendalian internal melalui pelaporan indikasi tindakan pelanggaran yang dilakukan atas nama atau oleh karyawan Perseroan. Pada tahun 2020, Perseroan tidak menerima adanya pengaduan dugaan pelanggaran pada media pelaporan pelanggaran yang telah disediakan.
6. Perseroan juga berkomitmen untuk senantiasa melaksanakan proses pengadaan barang dan jasa secara adil dan transparan melalui penggunaan *e-procurement* dalam proses tender. Proses ini dilaksanakan sesuai *standard operating procedure* yang berlaku. Selain itu, Perseroan juga memiliki kebijakan terkait seleksi vendor dan peningkatan kemampuan vendor.
7. Perseroan juga berkomitmen menerapkan proses rekrutmen melalui sistem *e-recruitment* yang terbuka dan bekerja sama dengan lembaga perekrutan tenaga kerja yang independen, tentunya dengan tetap menjunjung tinggi prinsip transparansi, kejujuran, keadilan, tanpa membedakan suku, agama, dan ras.

CAPAIAN DAN PENGHARGAAN CSR DI BIDANG OPERASI YANG ADIL

Pada tahun 2020, Perseroan tidak mendapatkan tuntutan dan sanksi hukum terkait tindakan korupsi, perilaku melanggar hukum terutama penggunaan pengaruh politik, kompetisi dengan pesaing secara jujur dan adil, tanggung jawab sosial di wilayah yang terkena dampak aktivitas operasi, maupun terkait

Commissioners, the Board of Directors as well as employees up to 2 (two) levels below the Board of Directors. In the year 2020, the level of compliance of the Company's LHKPN reporting was at 100%.

5. Implementation of the anti-corruption policy which covers the policy on gratification control, anti-fraud policy as well as reporting channel for alleged violation/*whistleblowing system* that may be carried out through letter, e-mail and website. The Company also has the policy on anti-bribery which has been socialized through the Company's various communication media, such as the website, internal portal, socialization by e-mail, poster/flyer to the Company's employees as well as to new members of the Board of Commissioners and the Board of Directors in the Company's induction program. In addition, the Guidelines for the Whistleblowing System is also a form of the Company's commitment to execute internal control through the reporting of indications of violation conducted on behalf of or by employees of the Company. During the year 2020, the Company did not receive any report on alleged violation in the available media of violation reporting.
6. The Company is also committed to always carry out the process of goods and services in fairness and transparency through the use of e-procurement in its tender processing. This process is conducted in accordance with the prevailing standard operating procedures. In addition, the Company also has the policy related to selecting vendors and the improvement of vendors' capabilities.
7. The Company is also committed to implement recruitment process through the open e-recruitment system and works together with an independent recruitment institution, surely with still upholding the principles of transparency, honesty, fairness, regardless of ethnicity, religion and race.

CSR ACHIEVEMENTS AND AWARDS IN FAIR OPERATIONS

In the year 2020, the Company did not receive any law suits nor sanctions related to acts of corruption, on legal violation especially on the use of political influence, honest and fair competition with competitors, social responsibility in areas impacted by operational activities, as well as those related to



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

hak-hak kekayaan seperti hak paten, hak cipta dan lain sebagainya. Dengan kondisi tersebut, maka dapat dikatakan bahwa Perseroan telah memenuhi tanggung jawab sosial dalam subjek operasi yang adil.

property rights such as patent rights, copyrights and others. With such conditions, thus it is said that the Company has fulfilled its social responsibility in the subject of fair operations.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP LINGKUNGAN HIDUP CORPORATE SOCIAL RESPONSIBILITY ON THE ENVIRONMENT

KOMITMEN DAN KEBIJAKAN

Pengelolaan lingkungan hidup saat ini bukan hanya sekadar menjadi kewajiban semata, namun sudah merupakan sistem yang berakar dan kesadaran dari industri semen untuk senantiasa berkomitmen meningkatkan pengelolaan lingkungan hidup setiap tahunnya. Perseroan berkeinginan untuk terus maju dan berkontribusi lebih, bukan hanya bagi lingkungan namun mencapai pembangunan yang berkelanjutan.

Perseroan meyakini, pengelolaan dan perbaikan kualitas lingkungan merupakan bagian tak terpisahkan dari program pengembangan usaha yang dilakukan dengan mengedepankan keseimbangan kinerja di bidang ekonomi, sosial maupun lingkungan. Bagi Perseroan, keberhasilan pengelolaan lingkungan hidup, yang ditunjukkan di antaranya melalui terpeliharanya kualitas lingkungan, merupakan salah satu pilar untuk menjamin pertumbuhan berkelanjutan, kesejahteraan, dan mutu hidup generasi masa kini dan generasi masa depan.

Perseroan yang bergerak dalam industri semen menyadari adanya risiko yang timbul dari kegiatan operasinya terhadap pekerja dan lingkungan. Perseroan secara konsisten bertekad untuk senantiasa melindungi pekerja, aset perusahaan, lingkungan serta masyarakat sekitarnya dari potensi bahaya serta mengelola dan meningkatkan kualitas lingkungan hidup untuk mewujudkan perbaikan berkelanjutan dan prinsip tujuan pembangunan berkelanjutan (SDGs) yang berwawasan lingkungan melalui 5 (lima) konsep ilmu lingkungan yaitu interaksi, interpedensi (ketergantungan), harmoni (keselarasan), *diversity* (keanekaragaman) dan *sustainability* (berkelanjutan).

Perseroan memahami bahwa kegiatan operasional berdampak terhadap lingkungan, baik dari penggunaan energi sebagai faktor utama produksi maupun eksternalitas pabrikasi berupa emisi (gas rumah kaca/GRK, pencemar udara, dan emisi debu), serta limbah (padat dan cair). Kebijakan Perseroan

COMMITMENT AND POLICY

Environmental management now is not merely an obligation, but has become a rooted system and a conscience of cement industry to unceasingly committed to improving its environmental management by the year. The Company wants to continue advancing and contributing more, not only for the environment but also to reaching sustainable development.

The Company believes the management and improvement of the quality of the environment are inseparable parts from the business development program conducted by putting forward performance balance in the economy, social as well as environmental aspects. For the Company, the success in environmental management as shown, among others, in the maintained quality of the environment, as one of the pillars to ensure sustainable growth, welfare, and quality of life for the current and future generations.

Operating in the cement industry, the Company realizes the rising risks coming from its operations towards the employees and the environment. The Company is consistently determined to always protect its employees, assets, environment and the surrounding communities from potential dangers/hazards and manage and improve the quality of the environment in order to attain sustainable improvements and the principle of its sustainable development goals (SDGs) that are environment-oriented through the 5 (five) concepts of environmental science, namely interaction, interdependency, harmony, diversity and sustainability.

The Company understands that operational activities have impact on the environment, both from the use of energy as a main production factor as well as from manufacturing externality in the form of emission (greenhouse gas, air pollution and dust emission), as well as waste (solid and liquid). The Company's



menekankan pentingnya pengelolaan lingkungan untuk mencapai efisiensi energi, pengendalian emisi, serta pengurangan dan pemanfaatan limbah B3 dan/atau non B3.

Sebagai wujud dan komitmen Perseroan dalam mewujudkan pengelolaan lingkungan yang berkelanjutan, Perseroan juga melakukan berbagai upaya mulai dari penetapan kebijakan dan peraturan hingga pemantauan dan pengelolaan kegiatan operasional pabrik yang berdampak pada lingkungan baik di dalam pabrik maupun di sekitar pabrik.

ACUAN KEBIJAKAN

Pelaksanaan tanggung jawab sosial di bidang lingkungan hidup Perseroan berlandaskan pada:

- Peraturan Pemerintah Nomor 41 tahun 1999 tentang Pencemaran Udara
- Peraturan Pemerintah Nomor 27 tahun 2012 tentang Izin Lingkungan
- Peraturan Pemerintah Nomor 101 tahun 2014 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 38 tahun 2019 tentang Jenis Rencana Usaha dan/atau Kegiatan Yang Wajib Memiliki AMDAL
- Peraturan Menteri Lingkungan Hidup Nomor 03 tahun 2013 tentang Audit Lingkungan Hidup
- Peraturan Menteri Lingkungan Hidup Nomor 14 tahun 2013 tentang Simbol & Label Limbah Bahan Berbahaya & Beracun
- Peraturan Menteri Lingkungan Hidup Nomor 3 tahun 2014 tentang Program Penilaian Peringkat Kinerja Perusahaan (PROPER) dalam Pengelolaan Lingkungan Hidup
- Peraturan Menteri Lingkungan Hidup Nomor 68 tahun 2016 tentang Baku Mutu Air Limbah Domestik
- Peraturan Menteri Lingkungan Hidup Nomor 19 tahun 2017 tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 12 tahun 2020 tentang Penyimpanan Limbah Bahan Berbahaya dan Beracun

Selain itu, Perseroan juga telah memiliki kebijakan perusahaan yang ditandatangani oleh *top management* pada tanggal 1 Juli 2019. Adapun isi kebijakan yang terkait dengan tanggung jawab terhadap lingkungan hidup adalah sebagai berikut:

policy stresses on the importance of environmental management to achieve energy efficiency, emission control, as well as reduction and use of B3 and/or non-B3 waste.

As the Company's manifestation and commitment in generating sustainable environmental management, the Company also performs various efforts starting from establishing the policies and procedures to monitoring and managing factory operational activities that impact the environment both within and around the plants.

POLICY REFERENCE

Implementation of the Company's social responsibility on the environment is based on the following:

- Government Regulation No. 41 of 1999 on Air Pollution
- Government Regulation No. 27 of 2012 on Environmental Permits
- Government Regulation No. 101 of 2014 on Management of Hazardous and Toxic Waste
- Minister of Environment and Forestry Regulation No. 38 of 2019 on the Types of Business Plan and/or Activities Mandatory to Retain AMDAL
- Minister of Environment and Forestry Regulation No. 03 of 2013 on Environmental Audit
- Minister of Environment and Forestry Regulation No. 14 of 2013 on Symbol & Label of Hazardous & Toxic Material Waste
- Minister of Environment and Forestry Regulation No. 3 of 2014 on the Company's Performance Rating Program (PROPER) in Environmental Management
- Minister of Environment and Forestry Regulation No. 68 of 2016 on Domestic Waste Quality Standards
- Minister of Environment and Forestry Regulation No. 19 of 2017 on Emission Quality Standards for the Business and/or Activities of the Cement Industry
- Minister of Environment and Forestry Regulation No. 12 of 2020 on Storage of Hazardous and Toxic Matrial Waste

Moreover, the Company has company policy signed by the top management on 1 July 2019. The content of the policy related to environmental responsibility is as follows:



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

1. Mengutamakan mutu serta pelayanan prima dalam memenuhi harapan, kebutuhan dan kepuasan pelanggan secara berkesinambungan.
 2. Menjalankan bisnis dengan penerapan GCG dan Manajemen Risiko.
 3. Meningkatkan Sistem Manajemen Semen Baturaja secara berkelanjutan.
 4. Mengembangkan Sistem Manajemen Semen Baturaja secara berkelanjutan.
 5. Mematuhi semua peraturan perundangan dan persyaratan lain yang berlaku termasuk persyaratan *Stakeholder* yang relevan.
 6. Memenuhi semua peraturan keselamatan kerja sesuai dengan perundang-undangan yang berlaku, menciptakan tempat kerja yang aman, nyaman dan efisien serta senantiasa meningkatkan kualitas pengelolaan keselamatan kerja dengan menerapkan sistem Manajemen Keselamatan dan Kesehatan Kerja dan melakukan pencegahan terhadap kecelakaan kerja, kebakaran, kejadian berbahaya, MIRAS, NARKOBA, HIV/AIDS dan penyakit akibat kerja.
 7. Melakukan pencegahan pencemaran lingkungan, pengolahan limbah B3 (Bahan Berbahaya dan Beracun) dan non B3 serta berpartisipasi terhadap pengurangan penyebab perubahan iklim, turut melakukan upaya mitigasi terhadap kerusakan lingkungan (air, udara dan tanah) dan terjadinya degradasi nilai Indeks Keanekaragaman Hayati (IKH), serta berpartisipasi mengurangi dampak emisi udara dan gas rumah kaca (GRK), mengurangi, memanfaatkan dan melakukan 4R (*Reuse, Recycle, Reduce, Recovery*) limbah B3 dan limbah padat non B3.
 8. Melakukan efisiensi energi dan mengoptimalkan penggunaan sumber energi alternatif atau terbarukan serta konservasi sumber daya alam.
 9. Mengembangkan saluran distribusi yang efektif dan efisien.
 10. Melakukan inovasi berkesinambungan dalam bentuk diversifikasi produk yaitu produk turunan berbasis semen yang berkualitas dan ramah lingkungan.
 11. Mengembangkan kompetensi *human capital* secara berkelanjutan untuk mendukung pengelolaan perusahaan.
 12. Memberdayakan masyarakat dan lingkungan sekitar Perseroan melalui penerapan CSR (*Corporate Social Responsibility*).
1. Prioritize on quality and excellent service in meeting the expectations, needs and customer satisfaction on continual basis.
 2. Conduct business with implementation of GCG (Good Corporate Governance) and Risk Management implementation.
 3. Improve the Management System for Semen Baturaja on continual basis.
 4. Develop Management System for Semen Baturaja on continual basis.
 5. Comply with all applicable laws and other requirements including relevant stakeholder requirements.
 6. Fulfill all work safety regulations in accordance with prevailing laws, create a safe, comfortable and efficient workplace and continually improve the quality of occupational safety management by implementing an Occupational Health and Safety Management System and carry out efforts on preventing work accidents, fires, dangerous events, ALCOHOL, DRUGS, HIV/AIDS and illness caused by work.
 7. Prevent environmental pollution, managing B3 Waste (Hazardous and Toxic Material) and non-B3 waste and participate in efforts to reduce the causes of climate change, taking steps to mitigate environmental damage (water, air and soil) and degradation of Biodiversity Index Value (IKH), and participate in efforts to reduce the impact of air and greenhouse gas (GHG) emissions, reducing, utilizing and conducting 4R (Reuse, Recycle, Reduce, Recovery) of B3 Waste and Non B3 Solid Waste.
 8. Perform energy efficiency and optimize the use of alternative or renewable energy sources and conservation of natural resources.
 9. Develop effective and efficient distribution channels.
 10. Conduct continuous innovation in the form of product diversification, namely cement-based derivative products that are quality and environmentally friendly.
 11. Develop Human Capital competencies in a sustainable manner to support company management.
 12. Empower the community and the environment around the Company through the implementation of CSR (Corporate Social Responsibility).



Perseroan bertekad untuk meningkatkan kualitas lingkungan hidup secara konsisten. Upaya tersebut dilakukan melalui 5 (lima) konsep ilmu lingkungan: interaksi, interpedensi (ketergantungan), harmoni (keselarasan), *diversity* (keanekaragaman) dan *sustainability* (berkelanjutan) dalam menggunakan sumber daya alam berupa bahan baku, energi, air dan bahan pendukungnya secara bijaksana dan tidak berlebihan. Perseroan melaksanakan komitmen ini dalam rangka mewujudkan perbaikan berkelanjutan dan prinsip tujuan pembangunan berkelanjutan (SDGs) yang berwawasan lingkungan.

Dalam rangka menjadi *green cement based building material company* terdepan di Indonesia, Perseroan berkomitmen untuk melakukan efisiensi energi dan mengoptimalkan penggunaan sumber energi alternatif atau terbarukan serta konservasi sumber daya alam. Selain itu, mutu, kepuasan pelanggan, sistem manajemen, saluran distribusi, inovasi produk serta implementasi GCG adalah aspek-aspek yang sangat diperhatikan Perseroan dalam menjalankan bisnis.

Manajemen Risiko yang dirumuskan dengan seksama serta komitmen Perseroan dideskripsikan dengan baik dalam kebijakan yang ada serta dikomunikasikan dan ditetapkan kepada seluruh insan Perseroan. Upaya ini diharapkan dapat mendukung tercapainya tujuan luhur dari setiap aktivitas yang dijalankan.

KEPATUHAN TERHADAP KETENTUAN PERUNDANG-UNDANGAN BIDANG LINGKUNGAN

Perseroan menjalankan amanah peraturan sebagaimana disebutkan dalam Undang-Undang No. 32 tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup serta peraturan perundangan dan kewajiban lingkungan lain yang terkait. Oleh karena itu setiap langkah operasional di lapangan senantiasa dilaksanakan dengan memperhatikan butir-butir sebagai mana tercantum dalam dokumen AMDAL, RKL, RPL, UKL dan UPL yang merupakan prasyarat sekaligus parameter yang disepakati bersama oleh semua *Stakeholder* sebelum adanya kegiatan operasional.

Dalam melaksanakan aktivitas yang berkaitan dengan lingkungan hidup, Perseroan juga bersandar kepada peraturan perundang-undangan yang berlaku di antaranya:

1. Peraturan Pemerintah Nomor 41 tahun 1999 tentang Pencemaran udara

The Company is determined to consistently improve the quality of the environment. Such effort is performed through the 5 (five) concepts of environmental science: interactions, interdependency, harmony, diversity and sustainability in utilizing the natural resources in the forms of raw materials, energy, water and supporting materials wisely and not excessively. The Company performs its commitment in the context of manifesting sustainable improvements and the principle of the environment-oriented sustainable development goals (SDGs).

In the effort to become a leading green cement-based building material company in Indonesia, the Company is committed to implement energy efficiency and optimize the use of alternative or renewable energy as well as natural resource conservation. Moreover, aspects that must be greatly attended by the Company in conducting business include quality, customer satisfaction, management system, distribution channel, product innovation and GCG implementation.

Thoroughly formulated Risk Management as well as the Company's commitment are well described in existing policies of which are communicated and enacted to all Company personnel. This effort can hopefully encourage the achievement of the fundamental objectives of each performed activity.

COMPLIANCE WITH ENVIRONMENTAL REGULATIONS

The Company implements the regulations' mandate as stated in Law No. 32 of 2009 on Environmental Protection and Management as well as other related laws and regulations and environmental obligations. For this reason, every operational step in the field is always carried out by taking into account the items listed in the AMDAL, RKL, RPL UKL and UPL documents which are prerequisites as well as parameters agreed upon by all stakeholders prior to the start of operational activities.

In implementing environment-related activities, the Company also relies on prevailing laws and regulations including the following:

1. Government Regulation No. 41 of 1999 on Air Pollution



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2. Peraturan Pemerintah Nomor 27 tahun 2012 tentang Izin Lingkungan
 3. Peraturan Pemerintah Nomor 101 tahun 2014 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun
 4. Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 38 tahun 2019 tentang Jenis Rencana Usaha dan/atau Kegiatan yang Wajib Memiliki AMDAL
 5. Peraturan Menteri Lingkungan Hidup Nomor 03 tahun 2013 tentang Audit Lingkungan Hidup
 6. Peraturan Menteri Lingkungan Hidup Nomor 14 tahun 2013 tentang Simbol & Label Limbah Bahan Berbahaya & Beracun
 7. Peraturan Menteri Lingkungan Hidup Nomor 3 tahun 2014 tentang Program Penilaian Peringkat Kinerja Perusahaan (PROPER) dalam Pengelolaan Lingkungan Hidup
 8. Peraturan Menteri Lingkungan Hidup Nomor 68 tahun 2016 tentang Baku Mutu Air Limbah Domestik
 9. Peraturan Menteri Lingkungan Hidup Nomor 19 tahun 2017 tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen
 10. Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 12 tahun 2020 tentang Penyimpanan Limbah Bahan Berbahaya dan Beracun
2. Government Regulation No. 27 of 2012 on Environmental Permits
 3. Government Regulation No. 101 of 2014 on Management of Hazardous and Toxic Waste
 4. Minister of Environment and Forestry Regulation No. 38 of 2019 on Types of Businesses Required to Retain AMDAL
 5. Minister of the Environment and Forestry Regulation No. 03 of 2013 on Environmental Audit
 6. Minister of Environment and Forestry Regulation No. 14 of 2013 on Symbols & Labels of Hazardous & Toxic Material Waste
 7. Minister of Environment and Forestry Regulation No. 3 of 2014 on Company Performance Rating Program (PROPER) in Environmental Management
 8. Minister of Environment and Forestry No. 68 of 2016 on Domestic Waste Quality Standards
 9. Minister of Environment and Forestry Regulation No. 19 of 2017 on Quality Standards of the Cement Industry
 10. Minister of Environment and Forestry Regulation No. 12 of 2020 on Storage of Hazardous and Toxic Waste

RISIKO DAN DAMPAK LINGKUNGAN DARI KEGIATAN USAHA PERUSAHAAN

Kegiatan usaha Perseroan, baik secara langsung ataupun tidak langsung akan mempengaruhi kualitas lingkungan di sekitar kegiatan usaha. Hal itu, disebabkan oleh:

- 1. Emisi udara dan peningkatan gas rumah kaca (GRK)**
Proses produksi semen yang dilakukan di dalam pabrik dapat berpotensi menimbulkan beberapa dampak negatif pada kondisi udara, di antaranya adalah peningkatan emisi gas rumah kaca dan paparan debu pada beberapa wilayah. Dampak negatif yang berpotensi muncul pada kondisi udara selalu dipantau oleh Perseroan. Apabila aktivitas pabrik menunjukkan tingkat pencemaran udara yang cukup tinggi, maka Perseroan akan melakukan evaluasi dan perbaikan pada beberapa alat.
- 2. Pencemaran Limbah B3**
Aktivitas pabrik semen juga dapat menimbulkan potensi dampak pada pencemaran limbah B3.

ENVIRONMENTAL RISK AND IMPACT OF COMPANY'S BUSINESS ACTIVITIES

The Company's business activities, both directly and indirectly, will affect the quality of the environment in surrounding areas of the business activities. This is caused by the following:

- 1. Air emission and increase in greenhouse gas**
Cement production process conducted in the factories can potentially generate negative impact in air quality, among others, in increasing emission, greenhouse gas and dust concentration in several areas. The potential negative impact in air quality is always monitored by the Company. Should factory activities show sufficiently high air pollution, then the Company will assess and attend to fix a number of equipment.
- 2. B3 Waste Pollution**
Activities in cement plants can also generate potential impact on B3 waste pollution. Several



Beberapa limbah B3 yang dapat timbul karena aktivitas pabrik adalah ceceran pelumas bekas, limbah laboratorium, lampu TL dan majun terkontaminasi. Limbah tersebut telah dikelola dengan baik oleh Perseroan sehingga tidak menimbulkan pencemaran dan dampak buruk pada lingkungan.

3. Pencemaran Air

Air merupakan salah satu aspek penting dalam aktivitas Perseroan sehingga kondisi air harus selalu dijaga dan dipantau. Beberapa potensi pencemaran yang mungkin muncul karena aktivitas pabrik semen di antaranya adalah pencemaran karena limbah cair yang mengalir. Perseroan telah melakukan upaya pengelolaan dan pemantauan secara rutin kualitas air yang ada di dalam pabrik dan pemukiman sekitar pabrik.

TARGET/RENCANA KEGIATAN TAHUN 2020

Perseroan telah menetapkan target dan tujuan penerapan kebijakan pengelolaan lingkungan yang mencakup beberapa hal, yakni:

- Mematuhi seluruh peraturan perundang-undangan, persyaratan, standar dan perangkat hukum
- Mengelola lingkungan kerja dan kesehatan pekerja secara baik guna mencapai derajat kesehatan yang tinggi
- Menggunakan sumber daya alam berupa bahan baku, energi, air dan bahan pendukung secara bijaksana dan tidak berlebihan
- Menyelaraskan seluruh program aspek lingkungan dan tanggung jawab sosial perusahaan (*corporate social responsibility/CSR*) dengan tujuan pembangunan berkelanjutan (SDGs)
- Melaksanakan kerja sama dengan para *Stakeholder* (pihak yang berkepentingan) yaitu instansi pemerintah, akademisi, organisasi masyarakat, lembaga atau kelompok masyarakat untuk turut berkontribusi secara aktif dalam program pengelolaan lingkungan hidup dan CSR yang berbasis pemberdayaan masyarakat (*empowerment*) pada skala lokal, nasional maupun internasional
- Meminimalisir dampak negatif dan meningkatkan dampak positif terhadap penduduk sekitar lokasi kegiatan selama kegiatan operasional maupun penambangan berlangsung dan pasca penambangan.

B3 waste that may emerge due to plant activities include used lubricants, laboratory waste, TL lamps and contaminated rags. Such waste is well managed by the Company that it does not produce pollution nor negative impact on the environment.

3. Water Pollution

Water is one of the important aspect in cement company activities that water condition must always be maintained and monitored. A number of potential pollution may arise due to cement plant activities, including pollution caused by flowing liquid waste. The Company has carry out efforts to routinely manage and monitor the water quality existing in the factory and in surrounding housing areas.

TARGETS/PLANS OF ACTIVITIES IN THE YEAR 2020

The Company established the targets and objectives of implementing the environmental management policy which include the following:

- Comply with all laws and regulations, requirements, standards and legal instruments,
- Manage properly of work environment and health of workers to achieve high degrees of health condition
- Use wisely and not excessively of the natural resources in the form of raw materials, energy, water and supporting materials,
- Align all environmental aspects and corporate social responsibility (CSR) programs with the sustainable development goals (SDGs)
- Conduct collaboration with stakeholders (interested parties), namely government agencies, academics, community organizations, institutions or community groups to contribute actively in environmental management and CSR programs based on community empowerment on local, national and international scale,
- Minimize negative impact and increasing positive impact on the population around the location of activities during or post the mining operational and mining activities.



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MEKANISME PENGADUAN MASALAH LINGKUNGAN

Secara umum mekanisme pengaduan masalah lingkungan sebagai berikut:

1. Penerimaan Laporan dari Masyarakat

Setiap laporan dari masyarakat terkait dampak lingkungan karena aktivitas tambang maupun pabrik Perseroan akan diproses menggunakan Formulir Kendali Laporan Masyarakat. Setelahnya, Departemen Secretarial & External Relation akan mengagendakan laporan tersebut untuk selanjutnya diarahkan kepada unit kerja terkait dan atau Direksi untuk ditindaklanjuti. Laporan ini dapat berasal dari berbagai sumber seperti, surat tertulis, surat elektronik (*e-mail*) dan SMBR *call centre*.

2. Koordinasi Internal Perseroan

Koordinasi ini dilakukan untuk mengidentifikasi dan menelaah laporan dari masyarakat atas aktivitas tambang dan pabrik yang berimplikasi terhadap lingkungan. Koordinasi ini dapat melibatkan beberapa pihak seperti, Direksi, Divisi SSHE, Divisi Production, Divisi Mining, Dept. CSR dan unit kerja terkait lainnya.

Media koordinasi ini pun dapat dilakukan dengan beberapa cara antara lain, rapat internal antar unit kerja dan pembuatan nota dinas antar unit kerja.

3. Tindak Lanjut

Tindak lanjut merupakan langkah yang dilakukan sesuai dengan arahan dari Direksi yang berkoordinasi dengan unit kerja terkait. Upaya tindak lanjut ini dapat dilakukan dengan beberapa pilihan:

- **Pertemuan Langsung**
Pertemuan kepada pihak yang memberikan laporan ini dapat diakomodir oleh Departemen Secretarial & External Relations yang juga bertindak sebagai juru bicara dengan melibatkan Direksi dan unit kerja terkait tergantung urgensi dan tingkat kebutuhannya. Adapun jika pertemuan ini dilaksanakan, maka akan didokumentasikan dengan beberapa media seperti, perekam suara/*recorder*, daftar hadir, *minutes of meeting* dan foto/video. Apabila solusi yang ditawarkan terkait dengan kemitraan, bina lingkungan dan tanggung

MECHANISM OF COMPLAINTS OF ENVIRONMENTAL ISSUES

In general, the mechanism of reporting or submitting complaints concerning environmental matters is as follows:

1. Receipt of Report from the Community

Every report received from the community related to environmental impact due to mining activities and the Company's factories will be processed by use of the Public Report Control Form. Next, the Secretarial & External Relations Department will schedule the report to the related work unit and/or the Board of Directors for further direction or follow-up. This report may originate from various sources such as written letter, electronic mail (*e-mail*) and SMBR call centre.

2. Company Internal Coordination

This coordination is conducted to identify and analyze the report received from the community of mining and plant activities which implicate the environment. Such coordination may involve several related parties such as the Board of Directors, SSHE Division, Production Division, Mining Division, CSR Department and other related work units.

This coordinating media may be conducted in several ways, among others, through inter-work unit internal meetings and through inter-work unit official memo.

3. Follow-Up

Follow-up action is the step taken upon directives received from the Board of Directors in coordination with related work unit. Efforts in following-up may be performed in several ways:

- **Direct Meeting**
Meeting with the reporting party may be accommodated by the Secretarial & External Relations Department also acting as representative by involving the Board of Directors and related work unit depending on the urgency and level of requirement. Should the meeting is held, then it shall be documented through several means such as voice recorder, attendants list, minutes of meeting and photo/video. If an offered solution is related with partnerships, community development and environmental social responsibility, the the CSR work unit should



jawab sosial lingkungan, maka unit kerja CSR yang akan mendampingi kegiatan tersebut.

- Pemberian Surat Balasan dengan Melampirkan Dokumen/Bukti Pendukung Surat balasan dapat diberikan untuk memberikan informasi terkait laporan dari masyarakat mengenai dampak lingkungan dari aktivitas pabrik maupun tambang Perseroan. Surat ini akan diterbitkan oleh Departemen Secretarial & External Relation yang ditandatangani oleh Direksi atau VP Corporate Secretary (a.n Direksi).

4. Pengkoordinasian Kembali dari Dept. Secretarial & External Relation kepada Internal Perseroan

Setelah dilakukan pertemuan langsung maupun pemberian surat balasan kepada masyarakat yang melapor, maka Departemen Secretarial & External Relation akan memberikan informasi terbaru atas perkembangan hal tersebut kepada internal Perseroan seperti Direksi maupun unit kerja terkait lainnya.

5. Penutupan Laporan

Laporan masyarakat yang dianggap sudah selesai dengan penyelesaian melalui surat balasan maupun pertemuan dengan mencapai kesepakatan tertentu maka setiap dokumen terkait hal ini akan disimpan dengan baik oleh Departemen Secretarial & External Relations.

Proses pemberian informasi baik dari Perseroan maupun pihak eksternal selengkapya didokumentasikan di SOP Komunikasi dan Rapat Tinjauan Manajemen (RTM). Untuk proses yang dilakukan Unit Kerja CSR didokumentasikan di SOP Kemitraan, Bina Lingkungan dan Tanggung Jawab Sosial Lingkungan.

SERTIFIKASI PENGELOLAAN LINGKUNGAN HIDUP

Perseroan memastikan kegiatan operasional telah sesuai dengan standar internasional melalui penerapan Sistem Manajemen Lingkungan berdasarkan ISO 14001:2015 - Sistem Manajemen Lingkungan, ISO/IEC 17025:2008 - Sistem Manajemen Laboratorium dan SNI 19 - 14001:2005, sehingga terciptanya peningkatan efektivitas kegiatan pengelolaan lingkungan yang mencakup sistem manajemen lingkungan, audit lingkungan dan evaluasi kinerja lingkungan.

be the one to accompany the activity.

- Providing Reply Letter with Attachment of Supporting Documents/Proofs
A reply letter may be sent to provide information related to the report received from the community regarding an environmental impact caused by the Company's factory or mining activities. Such letter is to be issued by the Secretarial & External Relations Department signed by the Board of Directors or VP Corporate Secretary (on behalf of the Board of Directors).

4. Internal Re-Coordination of the Secretarial & External Relations Department

Following a direct meeting or a sent reply letter to the reporting party, the Secretarial & External Relations Department will provide the latest information internally, such as to the Board of Directors and other related work units, on the development of the concerned matter.

5. Closing of Report

Reports received from external party on environmental issues which are regarded as resolved, either through responding letter or a meeting which reached a certain agreement, then each related document on the matter is to be properly filed by the Secretarial & External Relations Department.

The process of providing information from both the Company as well as the external party is completely documented in the SOP of Communication and Meeting of Management Review (RTM). Processing under the CSR Work Unit is documented under SOP of Partnership, Comunity Development and Social Responsibility on the Environment.

ENVIRONMENTAL MANAGEMENT CERTIFICATION

The Company ensures operational activities are in accordance with international standards by means of implementing the Environmental Management System based on ISO 14001:2015 - Environmental Management System, ISO/IEC 17025:2008 - Laboratory Management System and SNI 19 - 14001: 2005, in order to improve the effectiveness of environmental management which covers environmental management system, environmental audit and assessment of environmental performance.



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Untuk itu, dalam melakukan kegiatan operasional, Perseroan senantiasa menyinergikan dengan program peningkatan kualitas lingkungan melalui beberapa hal, antara lain:

- Dalam semua kegiatan Perseroan selalu mengutamakan prinsip *Reuse, Reduce, Recycle* (3R).
- Sistem *continual improvement* dengan memilih teknologi proses yang ramah lingkungan & hemat energi, serta dilengkapi dengan peralatan pengendali limbah (*bulit in*).
- Meningkatkan efektivitas kegiatan pengelolaan lingkungan yang mencakup sistem manajemen lingkungan, audit lingkungan dan evaluasi kinerja lingkungan.
- Mengikuti program PROPER sebagai sarana evaluasi terhadap pencapaian kinerja lingkungan perusahaan.

Pada tahun 2020, Perseroan meraih 3 (tiga) peringkat biru dari penilaian PROPER untuk 3 (tiga) pabrik yang dimiliki yaitu Baturaja, Palembang dan Lampung. Pencapaian kinerja lingkungan yang baik ini adalah hasil dari kerja keras, dedikasi dan konsistensi seluruh Insan Perseroan dalam implementasi standar-standar manajemen lingkungan dan regulasi peraturan pemerintah. Perseroan akan selalu berupaya untuk konsisten dalam penerapan teknologi yang ramah lingkungan pada setiap proses produksinya sesuai dengan visi perusahaan untuk menjadi *green cement based building material company* terdepan di Indonesia.

PELAKSANAAN KEGIATAN TAHUN 2020

Berikut adalah pelaksanaan kegiatan tanggung jawab sosial perusahaan di bidang lingkungan hidup yang dilakukan oleh Perseroan.

1. Upaya efisiensi energi dan upaya penggunaan energi terbarukan dengan menerapkan program *cement making center*, instalasi VSD (*variabel speed drive*) pada beberapa peralatan, *sky light* pada rumah pompa, pemasangan lampu hemat energi (LED) dan pemasangan inverter.
2. Upaya konservasi air dengan memaksimalkan penggunaan bak tadah hujan dan lubang biopori dan pemasangan keran autostop.
3. Menerapkan sistem 3R (*Reuse, Reduse, Recycle*), yaitu menurunkan rasio penggunaan bahan baku utama (terak), penggunaan kantong semen yang ramah lingkungan (1 ply) serta memanfaatkan semen beku sebagai bahan ketiga dalam proses penggilingan semen.

For this purpose, the Company carries out its operational activities by continuously synergizing with environmental quality improvement program through several means including the following:

- Continuously prioritizing the principles of Reuse, Reduce, Recycle (3R) in all Company's activities.
- Continual improvement system by choosing environmentally friendly & energy-efficient process technology, and equipped with built-in waste control equipment.
- Increase the effectiveness of environmental management activities that include environmental management system, environmental audit and assessment of environmental performance.
- Follow the PROPER program as a means of assessing the achievement of the Company's Environmental performance.

In the year 2020, the Company received 3 (three) blue ranks from PROPER assessment for its 3 (three) plants, namely Baturaja, Palembang and Lampung. This good environmental performance was an achievement which resulted from hard work, dedication and consistency of all the Company's personnel in implementing environmental management standards and government regulations. The Company will continue to strive to consistently apply environmentally-friendly technology in each production process in line with the Company's vision to becoming a leading green cement-based building material company in Indonesia.

IMPLEMENTATION OF ACTIVITIES IN 2020

Following are activities of the Company social responsibility on the environment conducted by the Company.

1. Efforts in energy efficiency and use of renewable energy by implementing the cement making center program, installation of variable speed drive (VSD) on several equipment, sky light in the pump housing, installing low energy lamps (LEDs) and inverters.
2. Efforts to conserve water by maximizing the use of rainfed tubs and Biopore Water Saving, installation of autostop taps.
3. Implement a 3R system (Reuse, Reduce, Recycle), which reduces the ratio of the use of main raw materials (clinker), the use of environmentally friendly cement bags (1 ply) and utilizes frozen cement as the third ingredient in the cement grinding process.



4. Penanganan debu dilakukan untuk mengurangi paparan debu di udara dengan cara penyiraman jalan-jalan, daerah operasi galian dan penyiraman di depan *crusher* batu kapur. Pemantauan lingkungan rutin dilakukan baik dengan pengukuran pH air dan pengukuran getaran kebisingan peledakan masih dalam nilai ambang batas yang diperkenankan sesuai dengan peraturan.
5. Pengelolaan limbah B3 yang ada di Perseroan yang dihasilkan *workshop* Perseroan dan kontraktor dikumpulkan di TPS yang telah memiliki izin dari Bupati Ogan Komering Ulu. Realisasi limbah yang dihasilkan dan penyerahan kepada pihak rekanan yang menangani pengolahan limbah yang telah memiliki izin Kementerian Lingkungan Hidup dan Kehutanan. Di sisi lain, limbah juga dapat didayagunakan menjadi bahan baku alternatif dan bahan bakar alternatif.
6. Pemantauan *house keeping* dilakukan di area *workshop* dan area kantor. Untuk melihat kepedulian karyawan terhadap lingkungan kerja sehingga kondisi *workshop* dan kantor benar-benar bersih, indah, nyaman, serta aman untuk bekerja.
7. Pemantauan pertumbuhan dan kesuburan tanaman dilakukan pemupukan serta perawatan pada daerah yang telah direvegetasi. Kegiatan ini bertujuan untuk mengetahui tingkat pertumbuhan dan kesuburan tanaman. Setiap harinya petugas penghijauan melakukan penyiraman dan perawatan pembersihan dari gulma/semak belukar yang mengganggu pertumbuhan tanaman.

Sepanjang tahun 2020, Perseroan menerapkan Sistem Manajemen Lingkungan (SML), efisiensi energi, penurunan emisi dan gas rumah kaca, konservasi air, penurunan dan pemanfaatan limbah B3, program 3R, perlindungan keanekaragaman hayati dan *community development* untuk meningkatkan kinerja PROPER yang diraih pada tahun sebelumnya.

Kegiatan Perseroan dapat menimbulkan potensi dampak negatif terhadap aspek lingkungan lainnya antara lain: perubahan kualitas udara terutama yang disebabkan oleh naiknya konsentrasi debu & peningkatan kebisingan serta persepsi masyarakat. Dampak negatif yang ditimbulkan oleh kegiatan ini harus diminimalkan melalui penggunaan teknologi tepat guna yang mampu mengeliminasi efek tersebut.

4. Handling of dust is carried out to reduce exposure to dust in the air by watering the roads, excavating operation areas and watering in front of the crusher. Routine environmental monitoring is carried out both by measuring water pH and measuring blasting noise vibrations within the allowed threshold value in accordance with regulations.
5. Existing B3 waste treatment in the Company which was produced by the workshop of the Company and the Contractor was collected at the TPS which already has a permit from the Regent of Ogan Komering Ulu. Realization of waste generated and handover to the counterparty who handles waste treatment that has been licensed by the Ministry of Environment and Forestry. On the other hand, waste can also be utilized as alternative raw materials and alternative fuels.
6. Monitoring of house keeping is carried out in the workshop area and office area. To see employees' concerns for the work environment so that the workshop and office conditions are really clean, beautiful, comfortable, and safe for work.
7. Monitoring of plant growth and fertility is carried out by fertilizing and caring for areas that have been revegetated. This activity aims to determine the level of plant growth and fertility. Every day the greening staffs water the plants and clean treatments of weeds/shrubs that interfere with plant growth.

Throughout the year 2020, the Company implemented the Environmental Management System (SMI), energy efficiency, emission and greenhouse gas reduction, water conservation, B3 waste reduction and use, 3R program, protection of biodiversity and community development for the improvement of PROPER performance received in the previous year.

The Company's activities may use potential negative impact on other environmental aspects, such as among others: change in the air quality especially caused by the increased dust concentration, increase in noise pollution as well as the public's perception. The negative impact resulted by such activities must be minimized through the use of appropriate technology capable of eliminating such effects.



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Sedangkan dampak positif yang ditimbulkan harus dimaksimalkan melalui pengelolaan lingkungan yang berkesinambungan, sehingga dapat dicapai pembangunan yang berwawasan lingkungan. Pemantauan lingkungan dilaksanakan dan ditujukan terhadap jenis dampak penting yang harus mendapatkan perhatian khusus, yaitu dalam jangka pendek ataupun jangka panjang perubahannya dapat langsung dirasakan/berpengaruh terhadap lingkungan.

Industri semen dikenal sebagai salah satu bidang usaha yang berpartisipasi terhadap perubahan kualitas udara. Industri yang bersifat tak terbarukan ini pada waktu tertentu akan berakhir masa produksinya. Namun demikian, selain memiliki potensi risiko lingkungan, industri semen juga membawa manfaat bagi kelangsungan hidup manusia jika dikelola dengan baik.

Hal tersebut mendasari Perseroan dalam menempatkan pertimbangan utama pengelolaan lingkungan di dalam beraktivitas sebagai aspek paling penting. Perseroan memiliki tanggung jawab penuh terhadap kondisi alam dan lingkungan di sekitar area operasional. Perseroan pun berusaha mengelola dampak lingkungan sesuai dengan standar dan peraturan yang berlaku bahkan turut aktif dalam upaya global untuk memerangi perubahan iklim.

Aktivitas internal dan eksternal Perseroan dioperasikan secara bersamaan dan terintegrasi sehingga penerapan strategi tanggung jawab sosial Perseroan berjalan sesuai dengan peraturan yang ada. Analisis Rencana Kerja Anggaran Perseroan & Rencana Jangka Panjang Perseroan dapat dilihat melalui pembahasan komprehensif mengenai performa tanggung jawab sosial Perseroan. Tahun 2020, Perseroan meneruskan kolaborasi antara aspek lingkungan dengan aspek masyarakat (CSR) dalam mendukung program penanaman dan pemeliharaan tanaman, sampai pemanfaatan sampah domestik sehingga dapat lebih ramah lingkungan.

Berbagai kegiatan terarah diaktualisasikan demi menjaga keseimbangan lingkungan hidup. Salah satunya adalah penerapan praktik *paperless system* atau reduksi penggunaan kertas dengan utilisasi sarana komunikasi internal digital, seperti internet sebagai wadah informasi seputar Perseroan, *Corporate*

While the emerged positive impact must be maximized through continuous environmental management so that environment-oriented development can be achieved. Monitoring of the environment is conducted and intended for the types of impact that require special attention, namely which in the short or long-term the changes can be directly visible or felt on the environment.

The cement industry is known to be one of the business lines that takes part in the change in air quality. Such a non-renewable industry as this at a certain point in time will have its production period comes to an end. Nevertheless, aside from having potential environmental risks, the cement industry also brings forward benefits for the continuity of human lives if managed properly.

This becomes the basis for the Company in placing environmental management as the main consideration in carrying out its activities as the most important aspect. The Company takes full responsibility over the natural and environmental conditions around its operational areas. The Company also strive to manage environmental impact in accordance with the prevailing standards and regulations and even remains active in the global effort to face climate change.

The company's internal and external activities are simultaneously and integratedly conducted that implementation of the Company's social responsibility strategy are ongoing in accordance with present regulations. Analysis on the Company's Work & Budget Plan and Long-Term Plans can be seen from comprehensive discussions on the Company's social responsibility performance. In the year 2020, the Company continued with the collaboration between the environmental aspect and the community aspect (CSR) in support of the planting and maintenance of plants, up to taking benefits of domestic waste so that the Company can become more environmentally friendly.

Various targeted activities are actualized in order to maintain environmental balance. One of them is the application of paperless system practices or the reduction of the use of paper with the utilization of digital internal communication facilities, such as the internet as the place for information about the



Information System (CIS) yang menyediakan informasi kegiatan perusahaan secara *real time & online*, *Voice Over Internet Protocol (VOIP) & video conference* sebagai media komunikasi antarsitus sebagai sarana eksternal. Selain itu, Perseroan menyediakan *website, e-mail, e-Procurement* sebagai media pelengkap yang membantu proses transaksi yang *paperless* hingga pertukaran berita terkini.

Sebagai manifestasi dari kepedulian terhadap lingkungan, Perseroan menerapkan kebijakan yang dilakukan melalui berbagai macam kegiatan internal yang terintegrasi dengan bisnis dan kegiatan eksternal yang bersinergi dengan para pemangku kepentingan. Beragam isu ditangani Perseroan yang berjalan secara paralel dengan Kebijakan Lingkungan Perseroan mencakup energi, air, limbah, keanekaragaman hayati dan berbagai aspek lainnya. Selain diimplementasikan dari aspek internal, Perseroan juga berupaya untuk mengembangkan produk yang termasuk dalam kategori ramah lingkungan. Aktivitas internal dan eksternal Perseroan dioperasikan secara bersamaan dan terintegrasi sehingga penerapan strategi tanggung jawab sosial Perseroan berjalan sesuai dengan peraturan yang ada.

Sebagai bentuk kerja sama serta penerapan *social contract*, Perseroan berupaya memenuhi amanat Presiden RI untuk melakukan degradasi nilai emisi. Hal tersebut sebagai komitmen untuk mendukung program pemerintah menurunkan emisi gas rumah kaca yang telah memberikan dampak negatif terhadap kesehatan iklim. Melalui efisiensi dan rekayasa *engineering* terhadap sumber-sumber emisi dari operasi Perseroan di antaranya penurunan faktor terak, Perseroan mampu mengurangi emisi di setiap kegiatan operasional.

PEMANTAUAN LINGKUNGAN

Dalam bidang pemantauan, Perseroan telah menetapkan aktivitas pemantauan lingkungan secara rutin. Pemantauan rutin ini meliputi:

1. Pemantauan emisi udara cerobong,
2. Pemantauan kualitas udara ambien
3. Pemantauan kebisingan lingkungan
4. Pemantauan getaran peledakan
5. Pemantauan kualitas air limbah domestik.
6. Pemantauan kualitas air hasil tambang

Company, the Corporate Information System (CIS) that provides information on company activities in real time & online, Voice Over Internet Protocol (VOIP) & video conferencing as a medium of inter-site communication as an external means. In addition, the Company provides a website, e-mail, and e-Procurement as a complementary media that helps process paperless transactions to the latest news exchange.

As a manifestation of concern to the environment, the Company implements policies carried out through a variety of internal activities that are integrated with business and external activities that synergize with stakeholders. Various issues are handled by the Company which runs in parallel with the Company's Environmental Policy covering energy, water, waste, biodiversity and various other aspects. Aside from being implemented internally, the Company also strives to develop products that are included in the environmentally friendly category. The Company's internal and external activities are operated simultaneously and integratedly so that the implementation of the Company's social responsibility strategy is in accordance with existing regulations.

As a form of cooperation and implementation of social contract, the Company strives to fulfill the mandate of the President of the Republic of Indonesia to degrade the emission value. This is regarded as a commitment to support the government's program to reduce greenhouse gas emission which has caused negative impact on the climate health. By means of efficiency and engineering manipulation on emission sources from the Company's operations which include the reduction of clinker factor, the Company managed to reduce emission in each of its operational activity.

MONITORING OF THE ENVIRONMENT

In monitoring, the Company has determined routine environmental monitoring activities which contain the following:

1. Monitoring chimney air emission;
2. Monitoring ambient air quality;
3. Monitoring environmental noise;
4. Monitoring blasting vibration;
5. Monitoring the quality of domestic wastewater;
6. Monitoring the quality of mining-produced water



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A. Pemantauan Emisi Udara Cerobong

Baku Mutu dan Pemantauan Emisi Udara Cerobong Palembang Plant

Perseroan di Palembang Plant memiliki 11 Cerobong dan semua cerobong dilakukan pemantauan partikulat setiap 6 (enam) bulan sekali dalam 1 (satu) tahun. Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan partikulat yang dikeluarkan di bawah baku mutu sesuai dengan Peraturan Gubernur Sumatera Selatan Nomor 06 Tahun 2012 tentang Baku Mutu Emisi Sumber Tidak Bergerak dan Ambang Batas Emisi Gas Buang Kendaraan Bermotor.

Baku Mutu dan Pemantauan Emisi Udara Cerobong Panjang Plant

Perseroan di Panjang Plant memiliki 15 Cerobong dan semua cerobong dilakukan pemantauan Partikulat setiap 6 (enam) bulan sekali dalam 1 (satu) tahun. Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan partikulat yang dikeluarkan di bawah baku mutu.

Baku Mutu dan Pemantauan Emisi Udara Cerobong Baturaja Plant

Perseroan di Baturaja Plant memiliki 30 Cerobong dan semua cerobong dilakukan pemantauan partikulat setiap 6 (enam) bulan sekali dalam 1 (satu) tahun. Pada tahun 2020, Perseroan berhasil memastikan hasil pantauan partikulat yang dikeluarkan di bawah baku mutu.

B. Pemantauan Udara Ambient

Baku Mutu dan Pemantauan Udara Ambient Palembang Plant

Perseroan di Palembang Plant memiliki 6 (enam) titik penataan udara ambient dan semua titik dilakukan pemantauan partikulat setiap 6 (enam) bulan sekali dalam 1 (satu) tahun. Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan udara ambient di bawah baku mutu baik yang berada di dalam area Pabrik maupun di area permukiman warga sesuai dengan Peraturan Gubernur Sumatera Selatan Nomor 17 Tahun 2005 tentang Baku Mutu Udara Ambien dan Baku Tingkat Kebisingan.

A. Monitoring of Chimney Air Emission

Quality Standards and Monitoring of Palembang Plant Chimney Air Emission

The Company in Palembang Plant has 11 Chimneys and particulate monitoring of all chimneys are conducted once every 6 months in 1 year. In the year 2020, the Company succeeded in ensuring the results of particulate monitoring issued under quality standards in accordance with the South Sumatera Governor Regulation No. 06 of 2012 on Quality Standards for Emissions from Immovable Sources and Thresholds for Motor Vehicle Exhaust Emissions.

Quality Standards and Monitoring of Panjang Plant Chimney Air Emission

The Company in Panjang Plant has 15 Chimneys and particulate monitoring of all chimneys are conducted once every 6 months in 1 year. In the year 2020, the Company succeeded in ensuring the results of particulate monitoring issued under quality standards.

Quality Standards and Monitoring of Baturaja Plant Chimney Air Emission

The Company in Panjang Plant has 30 Chimneys and particulate monitoring of all chimneys are conducted once every 6 months in 1 year. In the year 2020, the Company succeeded in ensuring the results of particulate monitoring issued under quality standards.

B. Monitoring of Ambient Air

Quality Standards and Monitoring of Palembang Plant Ambient Air

The Company in Palembang Plant has 6 (six) points of ambient air setting and particulate monitoring on all points once every 6 (six) months in 1 (one) year. In the year 2020, the Company succeeded in ensuring the results of ambient air monitoring under the quality standards, both present inside the plant and in the residential area, in accordance with the South Sumatera Governor Regulation No. 17 of 2005 on Quality Standards of Ambient Air and Noise Level Standards.



Baku Mutu dan Pemantauan Udara Ambient Panjang Plant

Perseroan di Panjang Plant memiliki 6 (enam) titik penataan udara ambient dan semua titik dilakukan pemantauan partikulat setiap 6 (enam) bulan sekali dalam 1 (satu) tahun. Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan udara ambient di bawah baku mutu baik yang berada di dalam area pabrik maupun di area permukiman warga.

Baku Mutu dan Pemantauan Udara Ambient Baturaja Plant

Perseroan di Baturaja Plant memiliki 17 titik penataan udara ambient dan semua titik dilakukan pemantauan partikulat setiap 3 (tiga) bulan sekali dalam 1 (satu) tahun. Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan udara ambient di bawah baku mutu baik yang berada di dalam area pabrik maupun di area permukiman warga.

C. Pemantauan Kebisingan Lingkungan

Program konservasi pendengaran di area operasi Perseroan meliputi pengukuran tingkat kebisingan dengan *sound level meter*, baik secara internal yang dilakukan setiap bulan maupun oleh pihak eksternal yang berkompeten, yaitu UPTD Balai Hiperkes Dinas Tenaga Kerja Provinsi Sumatera Selatan untuk pabrik Palembang & Baturaja. Sedangkan Pabrik Panjang dilaksanakan oleh UPTD Balai Hiperkes Dinas Tenaga Kerja Provinsi Bandar Lampung dengan periode 2 (dua) kali dalam 1 (satu) tahun.

Kebisingan Palembang Plant

Perseroan di Palembang Plant memiliki 6 (enam) titik penataan dengan 4 (empat) titik yang berada di dalam area pabrik dan 2 (dua) titik berada di sekitar permukiman warga. Pemantauan kebisingan tersebut diukur setiap 6 bulan sekali oleh laboratorium lingkungan eksternal yang telah tersertifikasi.

Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan kebisingan tidak melampaui baku mutu yang telah ditetapkan oleh pemerintah.

Kebisingan Panjang Plant

Perseroan di Panjang Plant memiliki 6 (enam) titik penataan dengan 4 (empat) titik yang berada di

Quality Standards and Monitoring of Panjang Plant Ambient Air

The Company in Palembang Plant has 6 (six) points of ambient air setting and particulate monitoring on all points once every 6 (six) months in 1 (one) year. In the year 2020, the Company succeeded in ensuring the results of ambient air monitoring under the quality standards, both present inside the plant and in the residential area.

Quality Standards and Monitoring of Baturaja Plant Ambient Air

The Company in Palembang Plant has 17 (seventeen) points of ambient air setting and particulate monitoring on all points once every 3 (three) months in 1 (one) year. In the year 2020, the Company succeeded in ensuring the results of ambient air monitoring under the quality standards, both present inside the plant and in the residential area.

C. Monitoring of Environmental Noise

The noise conservation program in the Company's operational areas include the measuring of noise level using the sound level meter, both internally which is conducted every month by a competent external party, namely UPTD Hiperkes Service of Manpower Office of South Sumatera Province for the Palembang & Baturaja plants. While the Panjang Plant is conducted by UPTD Hiperkes Service of Manpower Office of Bandar Lampung Province with time period of 2 (two) times in 1 (one) year.

Noise at Palembang Plant

The Company in Palembang Plant has 6 (six) set-up points with 4 (four) points inside the plant and 2 (two) points in the residential area. Monitoring of noise is measured once every 6 months by a certified external environmental laboratory.

In the year 2020, the Company succeeded in ensuring that results of the noise monitoring did not exceed the quality standard stipulated by the government.

Noise at Panjang Plant

The Company in Panjang Plant has 6 (six) set-up points with 4 (four) points located in the plants



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dalam area pabrik dan 2 (dua) titik berada di sekitar permukiman warga. Pemantauan kebisingan tersebut diukur setiap 6 (enam) bulan sekali oleh laboratorium lingkungan eksternal yang telah tersertifikasi.

Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan kebisingan tidak melampaui baku mutu yang telah ditetapkan oleh pemerintah.

Kebisingan Baturaja Plant

Perseroan di Baturaja Plant memiliki 17 titik. Pemantauan kebisingan tersebut diukur setiap 3 (tiga) bulan sekali oleh laboratorium lingkungan eksternal yang telah tersertifikasi.

Pada tahun 2020 Perseroan berhasil memastikan hasil pantauan kebisingan tidak melampaui baku mutu yang telah ditetapkan oleh pemerintah.

D. Pemantauan Getaran Peledakan

Pemantauan kualitas atau tingkat getaran dilakukan karena adanya kegiatan peledakan pada penambangan batu kapur untuk mengetahui sejauh mana tingkat getaran yang terjadi dan hal ini mengacu pada Keputusan Menteri Lingkungan Hidup No.49/MENLH/11/1996 tentang Baku Tingkat Getaran dan SNI 7571:2010 serta 7570:2010.

area and 2 (two) points located around the residential area. Noise monitoring is measured once every 6 (six) months by an external certified environmental laboratory.

In the year 2020, the Company succeeded in ensuring that results of the noise monitoring did not exceed the quality standard stipulated by the government.

Noise at Baturaja Plant

The Company in Baturaja Plant has 17 (seventeen) set-up points. Noise monitoring is measured once every 3 (six) months by an external certified environmental laboratory.

In the year 2020, the Company succeeded in ensuring that results of the noise monitoring did not exceed the quality standard stipulated by the government.

D. Monitoring of Blasting Vibration

Monitoring of the quality or level of vibration is conducted to observe how blasting activities at limestone mining cause vibration level and this refers to the Minister of Environment and Forestry Decision No. 49/MENLH/11/1996 on Quality Standards of Vibration and SNI 7571:2010 as well as 7570:2010.

Kelas Class	Jenis Bangunan Type of Building	Peak Vector Sum (mm/detik) Peak Vector Sum (mm/second)
1	Bangunan kuno yang dilindungi undang-undang benda cagar budaya (Undang-Undang No. 6 tahun 1992) Ancient buildings protected by laws on cultural heritage (Law No. 6 of 1992)	2
2	Bangunan dengan fondasi, pasangan bata dan adukan semen saja, termasuk bangunan dengan fondasi dari kayu dan lantainya diberi adukan semen Buildings with groundwork/foundation of only masonry and mortar, including buildings with wooden foundation and the mortar floor	3
3	Bangunan dengan fondasi, pasangan bata dan adukan semen diikat dengan slope beton Buildings with foundation, masonry and Mortar, bound with concrete slope	5
4	Bangunan dengan fondasi, pasangan bata dan adukan semen slope beton, kolom dan rangka diikat dengan ring balk Buildings with foundations, masonry and mortar, concrete slopes, columns and frames, fastened to the ring	7-20
5	Bangunan dengan fondasi, pasangan bata dan adukan semen, slope beton, kolom dan rangka diikat dengan rangka baja Building with foundation, masonry and mortar, concrete slope, column and fastened with steel frame	12-40



Pengukuran Getaran Dampak Peledakan

Measurement of Internal Blasting Vibration

Bulan Month	Rata-rata Getaran (mm/s) Average Vibration
Januari January	1,25
Februari February	0,97
Maret March	1,09
April April	0,95
Mei May	0,97
Juni June	0,54
Juli July	0,94
Agustus August	0,88
September September	0,89
Oktober October	0,70
November November	0,99
Desember December	0,69

Hasil dari pemantauan tersebut menunjukkan bahwa getaran dari peledakan batu kapur masih pada angka kriteria yang aman/tidak menimbulkan kerusakan untuk seluruh kelas bangunan.

Results from the above monitoring show that vibration from the blasting at limestone remain within safe criteria level/do not cause destruction to the entire building class.

E. Pemantauan Limbah Cair Domestik

Baku Mutu dan Pemantauan Limbah Cair Domestik

Perseroan di Palembang Plant & Baturaja Plant memiliki 2 (dua) titik penataan limbah cair domestik. Sedangkan Panjang Plant hanya memiliki 1 (satu) titik penataan. Semua titik dilakukan pemantauan setiap 1 (satu) bulan sekali oleh laboratorium eksternal dan setiap hari melakukan pemantauan debit & pH pada titik output. Pada tahun 2020, Perseroan berhasil memastikan hasil pantuan limbah cair domestik di bawah baku mutu sesuai dengan Peraturan Menteri Lingkungan Hidup Nomor 68 Tahun 2016 tentang Baku Mutu Limbah Cair Domestik,

E. Monitoring of Domestic Liquid Waste

Quality Standards and Monitoring of Domestic Liquid Waste

The Company in Palembang Plant, Baturaja Plant has 2 (two) set-up points of domestic liquid waste. While Panjang Plant has 1 (one) set-up point. Monitoring is conducted in all points once every 1 (one) month by an external laboratory and daily monitoring of debit & pH at output point. In the year 2020, the Company succeeded in ensuring that results of monitoring of domestic liquid waste is below the quality standard in accordance with the Minister of Environment and forestry Regulation No. 68 of 2016 on Quality Standards of Domestic Liquid Waste.

F. Pemantauan Kualitas Air Hasil Tambang

Meskipun kegiatan pengelolaan hasil tambang Perseroan tidak menggunakan air, akan tetapi untuk kegiatan penambangan batu kapur dan kegiatan penunjang (*supporting*) seperti kebutuhan air minum dan untuk kebersihan masih tetap membuang sisa penggunaan air. Sehingga, kualitas air pembuangan tersebut perlu dilakukan pemantauan/pengujian.

F. Monitoring of Water Quality of Mining Products

Although activities of mining products management of the Company do not use water, however, for mining of limestone and supporting activities such as the needs of drinking water and for cleanliness, they still dispose remaining water used. The quality of waste water needs to be monitored/tested.



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Sepanjang tahun 2020, berdasarkan hasil pemantauan lingkungan bahwa kualitas dari semua titik pemantauan rata-rata sesuai/tidak melampaui baku mutu dan tolok ukur mengacu sesuai dengan aturan. Perseroan berhasil memastikan pencapaian yang positif terhadap parameter kualitas lingkungan berada di bawah nilai baku mutu lingkungan.

Throughout the year 2020, based on results of the environmental monitoring which show that the quality of all points of monitoring are on average/ not exceed the quality standards and benchmark in accordance with regulations. The Company succeeded in ensuring that positive achievement on the environmental quality parameter is below the environment quality standard value.

SISTEM PENGOLAHAN LIMBAH EMITEN ATAU PERUSAHAAN PUBLIK

Pengelolaan Limbah Bahan Berbahaya & Beracun

Pengelolaan limbah penting dalam Perseroan karena limbah yang tidak diolah dengan baik akan berdampak negatif pada lingkungan. Di sisi lain, limbah juga dapat didayagunakan menjadi bahan baku alternatif dan bahan bakar alternatif. Keterlibatan Perseroan terhadap pengelolaan limbah juga dilakukan dengan menyediakan tempat penyimpanan sementara (TPS) limbah B3 berizin, dan instalasi pengolahan limbah cair.

Perseroan melakukan pengelolaan limbah dengan mengacu pada Peraturan Pemerintah (PP) Republik Indonesia Nomor 101 Tahun 2014, ISO 14001:2015. Adapun Perseroan memiliki izin Tempat Penyimpanan Sementara dan Pemanfaatan Limbah Bahan Berbahaya & Beracun (LB3) dengan nomor sebagai berikut:

WASTE MANAGEMENT SYSTEM OF ISSUERS OR PUBLIC COMPANIES

Hazardous and Toxic Waste Management

Waste management is important for a Company because waste that is not process properly will cause negative impact on the environment. On the other hand, waste can also be utilized as alternative raw material and fuel. The Company's involvement in waste management is also carried out through providing temporary storage of permitted B3 waste, and installation of processed liquid waste.

The Company performs waste management by referring to Government of the Republic of Indonesia Regulation No. 101 of 2014, ISO 14001:2015. The Company retains the permit for Storage of Hazardous and Toxic Waste Matrials (LB3) as listed below:

Pabrik Plant	Jenis Izin yang Dimiliki Type of Permit Retained by Company	
	TPS TPS	Pemanfaatan Use
Baturaja	Nomor Number : 503/004/KTPS/XXXIII/2019	Nomor Number : SK.183/Menlhk/Setjen/PLB.3/4/2017 Nomor Number : SK.17/Menlhk/Setjen/PLB.3/1/2018 (Adendum)
Palembang	Nomor Number : 421/KTPS/DLHK/2017	Nomor Number : S.423/Menlhk/Setjen/PLB.3/7/2019
Panjang	Nomor Number : 660.1/270/TLPLH/III.10/2020	Nomor Number : S.687/Menlhk/Setjen/PLB.3/12/2017

Berdasarkan Surat Keputusan tentang Pemberian Izin Penyimpanan Sementara (TPS) Limbah Bahan Bahaya dan Beracun Kepada Perseroan. Perseroan telah diberikan izin untuk melakukan penyimpanan sementara Limbah B3 yang dihasilkan, yaitu oli bekas, kemasan bekas B3, kain majun terkontaminasi B3, limbah elektronik, bahan kimia kadaluarsa, pelarut kimia bekas, filter bekas pengendali debu dan kemasan bekas tinta.

Based on Decision Letter on the Provision of Permit for Temporary Storage (TPS) of Hazardous and Toxic Material Waste to the Company. The Company has been given the permit to conduct temporary storage of produced B3 Waste, namely used lubricants, B3-used packaging, B3 contaminated rags, electronic waste, expired chemical materials, used chemical solvents, used dust-control filters and used ink.



Perseroan mengelola limbah B3 dengan mengumpulkan dan mendata setiap limbah B3 secara berkala, kemudian melakukan penyimpanan sementara di TPS limbah B3. Setiap periode, seluruh material tersebut diserahkan kepada pihak ketiga.

Selain itu, Perseroan juga telah memiliki izin pemanfaatan limbah di setiap pabrik yaitu Palembang, Panjang dan Baturaja. Pabrik Palembang dan Panjang melakukan upaya pemanfaatan limbah hasil pembakaran batubara dari industri pembangkit listrik, yaitu *fly ash* dengan cara dijadikan bahan ketiga dalam proses penggilingan semen di *Cement Mill*. Pabrik Baturaja melakukan upaya pemanfaatan limbah antara lain *fly ash*, *bottom ash* dan *spent bleaching earth* dijadikan bahan ketiga dan menjadikan alternatif *fuel* untuk jenis limbah, antara lain oli bekas dan majun bekas.

The Company manages B3 waste by collecting and take data of B3 waste on period basis, then temporarily store in B3 waste TPS. At each period, all materials are then delivered to a third party.

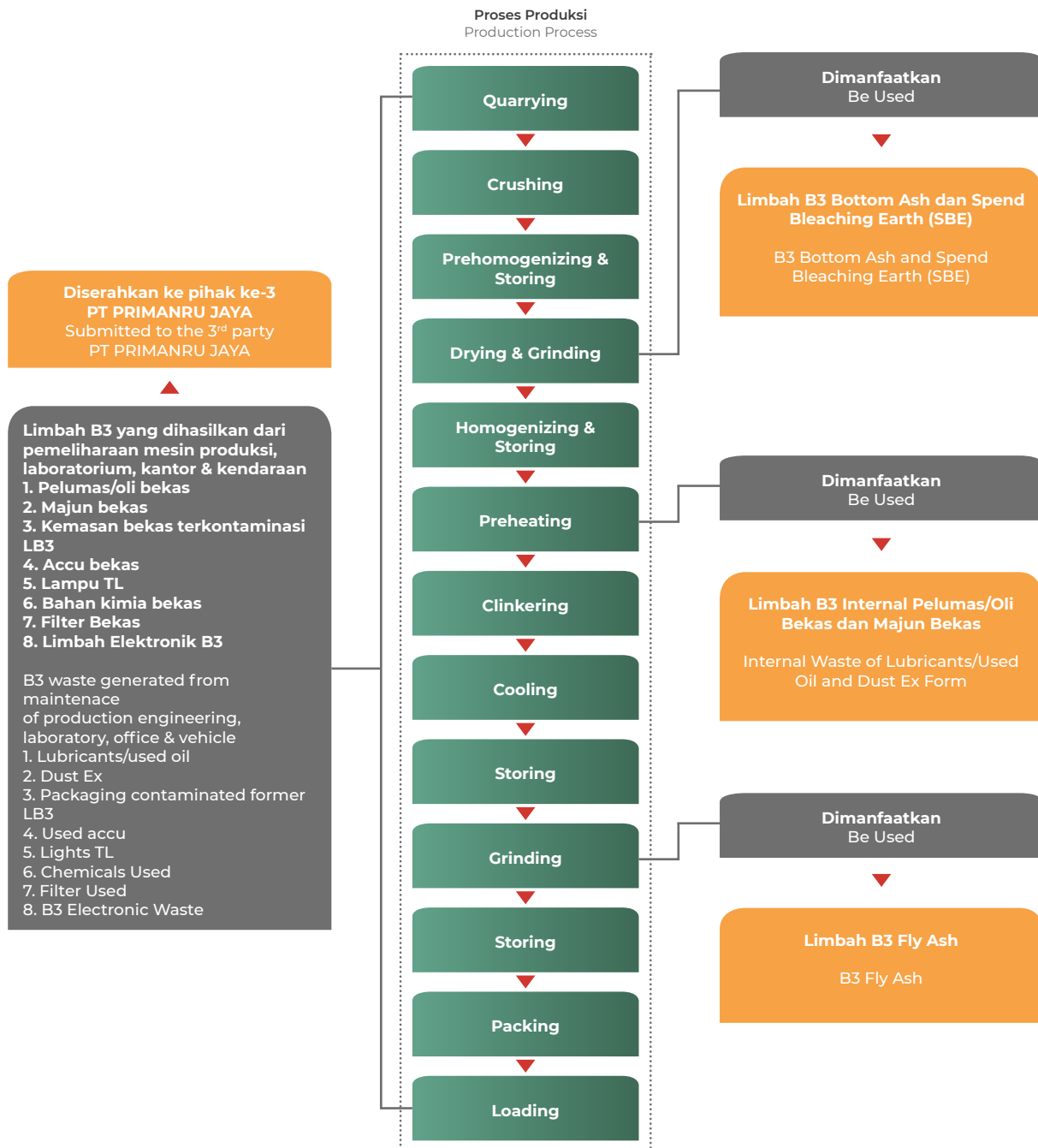
Moreover, the Company also retain the permit to utilize waste at each plant, namely Palembang, Panjang and Baturaja. The Palembang and Panjang Plants take the effort to utilize waste produced in coal burning from electricity power plant, referred to as fly ash by turning it into third-material in cement crushing process at the Cement Mill. Baturaja Plant takes efforts to utilize waste, including fly ash, bottom ash and spent bleaching earth to be turned into third materials and as alternative fuel for certain types of waste such as used lubricants and rags.



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Uraian Proses Pengelolaan Limbah B3

Description of B3 Waste Management Process



Perseroan melakukan pengelolaan limbah bahan berbahaya & beracun (B3) bekerja sama dengan pihak ketiga yang memiliki izin sesuai dengan aturan yang ada. Di sisi lain, limbah juga dapat didayagunakan menjadi bahan baku alternatif dan bahan bakar alternatif. Keterlibatan Perseroan pada Tahun 2020

The Company carries out hazardous & toxic waste management in cooperation with a third-party that retains the permit in accordance with prevailing regulations. On the other hand, waste can also be utilized as alternative raw materials and fuel. The Company's involvement in the year 2020 on managing



terhadap pengelolaan limbah yaitu melakukan kerja sama dengan 14 perusahaan penghasil limbah yang menghasilkan 3 (tiga) jenis limbah yaitu *Fly Ash* (B409), *Bottom Ash* (B410) dan *Spent Bleaching Earth* (B413). Keterlibatan Perseroan terhadap pengelolaan limbah eksternal dapat memberikan dampak positif terhadap lingkungan maupun pendapatan Perseroan.

Untuk mencapai hasil tersebut, Perseroan berkomitmen untuk melaksanakan serta senantiasa meningkatkan intensitas limbah B3 yang dimanfaatkan dan pengurangan limbah B3 yang dihasilkan dengan melakukan optimalisasi berbagai program dan membuat beberapa inovasi yaitu:

1. Sistem Lubrikasi Pada Sirkulasi Fan

Modifikasi yang dilakukan perseoan kali ini merubah sub-sistem yaitu re-desain *cooler oil* sehingga mempercepat kinerja mesin dan menghemat penggunaan oli. Sistem Lubrikasi Pada Sirkulasi Fan: Sistem Lubrikasi pada Sirkulasi Fan yaitu dari keseluruhan program yang dibuat diketahui bahwa Limbah B3 yang paling banyak ditimbulkan adalah limbah Oli Bekas, hal ini berdampak pada penurunan jumlah Oli Bekas yang dihasilkan.

2. Retrofit Gear Box dan Hydraulic Cylinder

Inovasi 3R limbah B3 yang dilaksanakan Program *Retrofit Gear Box* dan *Hydraulic Cylinder* sehingga melalui kegiatan tersebut dapat menurunkan jumlah oli bekas sejumlah 0,371 ton. Adanya kegiatan *Retrofit Gear Box* dan *Hydraulic Cylinder* merupakan bagian dari aspek inovasi pada penambahan komponen.

Sistem pengelolaan limbah Perseroan berdasarkan SOP Pengendalian Operasional Health & Environment tahun 2020:

1. Manajemen kelola Limbah B3 Padat

Unit kerja penghasil limbah B3 berkewajiban terhadap akumulasi limbah B3 padat (kemasan padat terkontaminasi B3, lampu TL bekas, bahan kimia bekas/kadaluarsa, majun terkontaminasi B3, Filter bekas, limbah elektronik) untuk diserahkan ke unit kerja *Health & Enviroment*. Selanjutnya diletakkan di TPS limbah B3 setelah berkoordinasi dengan Unit Kerja *Warehouse*.

waste, noted in cooperation with 14 companies that produced 3 (three) types of waste: Fly Ash (B409), Bottom Ash (B410) and Spent Bleaching Earth (413). The Company's involvement in external waste management can generate positive impact on the environment as well as the Company's earnings.

To achieve such results, the Company is committed to conduct and continually improving the intensity of utilized B3 waste and reduce produced B3 waste by optimizing various programs and generate such innovations as follows:

1. Lubrication System in Fan Circulation

The modification conducted by the Company this time was to change the sub-system, namely re-design the cooler oil so as to speed up engine performance and save oil usage. Lubrication System in Fan Circulation: Lubrication System in Fan Circulation is from the entire program made known that the B3 waste that is most caused is used oil waste, and this impact on the decrease in the amount of Used Oil produced.

2. Retrofit Gear Box and Hydraulic Cylinder

The 3R innovation of B3 waste performed through the Retrofit Gear Box and Hydraulic Cylinder can reduce the amount of used oil as much as 0.371 ton. The Retrofit Gear Box and Hydraulic Cylinder activity is part of the innovation aspect on additional components.

The Company's Waste Treatment System based on Health & Environmental Operations Control SOP in 2020:

1. Management of solid B3 Waste Treatment

Work units that produce B3 waste are obligated to accumulate solid B3 waste (B3 contaminated solid packaging, used TL lamps, used/expired chemicals, B3 contaminated waste, used filters, electronic waste) to be submitted to the Health & Environment work unit then placed in the B3 waste TPS following coordination with the Warehouse Work Unit.



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Unit kerja SSHE menerima limbah B3 dan dicatat pada lembar kegiatan pemanfaatan Limbah Berbahaya dan Beracun. Ka. Unit kerja *Health & Environment* dan Ka. Unit kerja *Warehouse* merekap laporan pengelolaan limbah B3 padat setiap bulannya secara periodik setiap 3 (tiga) bulan sekali yang disepakati *Manager Mechanical & Electrical Maintenance* dan diketahui sebagai bahan laporan pengelolaan Limbah B3 ke Badan Lingkungan Hidup Kota, Provinsi dan Kementerian Lingkungan Hidup dan Kehutanan serta PPE Sumatera.

2. Pengelolaan Limbah B3 Cair

Unit kerja penghasil limbah B3 memiliki tanggung jawab dalam pengumpulan limbah B3 cair (oli bekas, bahan kimia bekas/kadaluarsa *Grease* (Gemuk Bekas)) untuk diserahkan ke Unit Kerja *Health & Environment*. Selanjutnya, diletakan di TPS Limbah B3 setelah berkoordinasi dengan unit kerja *Warehouse*. Unit kerja *Health & Environment* setiap limbah B3 Cair disimpan di TPS limbah B3 dan dicatat pada lembar kegiatan pemanfaatan limbah berbahaya dan beracun.

Setiap 3 (tiga) bulan sekali, Unit Kerja *Health & Environment* dan kepala Unit Kerja *Warehouse* merekap laporan pengelolaan limbah B3 cair yang disetujui oleh *Senior Manager Maintenance* dan diketahui oleh *Vice President Production* sebagai bahan laporan pengelolaan limbah B3 ke Badan Lingkungan Hidup Kota, Provinsi dan Kementerian Lingkungan Hidup dan Kehutanan serta PPE Sumatera.

3. Pengelolaan Fly Ash, Bottom Ash & Spent Bleaching Earth

Tanggung jawab Kepala Unit Kerja *Warehouse* adalah menerima penyimpanan *fly ash*, *bottom ash* dan *spent bleaching earth* yang diangkut oleh mobil khusus dan tertutup. Selanjutnya, diletakan di TPS *fly ash*, *bottom ash* dan *spent bleaching earth* sebelum dimanfaatkan. Kepala Unit Kerja *Warehouse* setiap bulan melaporkan penerimaan dan stok *Fly Ash*, *bottom ash* dan *spent bleaching earth* ke Unit Kerja *Health & Environment* sebagai Laporan Pengelolaan Limbah B3 ke KLH dan Instansi terkait.

Untuk dokumen manifest, Perseroan bekerja sama dengan pihak penghasil dan pengangkut. Untuk alurnya, manifest diinput di situs web

The SSHE work unit receives B3 waste and is recorded on the activity sheet for the utilization of Hazardous and Toxic Wastes. Head of the Health & Environment Work Unit summarized the report on the solid B3 waste treatment periodically once every 3 (three) months as agreed by the Mechanical & Electrical Maintenance Manager and acknowledged by the Plant Senior Manager as report material of B3 Waste Treatment to the City and Provincial Environmental Agency, and Ministry of the Environment and Forestry as well as Sumatera PPE.

2. Management of Liquid B3 Waste

The work unit that produce B3 waste is responsible for collecting liquid B3 waste (used oil, used chemicals/expired Grease) to be submitted to the Health & Environment Work Unit. The collected materials are then placed in the B3 Waste TPS after coordinating with the Warehouse work unit. The Health & Environment Unit of each B3 liquid waste is stored in the B3 waste TPS and recorded on the hazardous and toxic waste utilization activity sheet.

Every 3 (three) months, the Health & Environmental Work Unit and the head of the Warehouse Work Unit recap the B3 liquid waste management report approved by the Senior Manager of Maintenance and acknowledged by the Vice President Production as material for the B3 waste management report to the City, Provincial and Municipal Environment Agency and Ministry of Environment and Forestry and PPE Sumatera.

3. Management of Fly Ash, Bottom Ash & Spent Bleaching Earth

The responsibility of the Head of the Warehouse Work Unit is to accept the storage of Fly Ash, bottom ash and spent bleaching earth. Fly Ash, bottom ash and spent bleaching earth. is transported using a special and closed vehicle. The materials are then placed at Fly Ash, bottom ash and spent bleaching earth. TPS before use. Head of the Warehouse Work Unit reports monthly upon receipt and storing of Fly Ash, bottom ash and spent bleaching earth. stock to the Health & Environment Work Unit as a B3 Waste Treatment Report to Ministry of Environment and Forestry and related agencies.

For the manifest document, the Company works together with the producers and transporters. For the process flow, the manifest is inputted



<http://festronik.menlhk.go.id/> oleh pengangkut mengenai jenis, jumlah dan asal limbah yang akan diangkut setelah itu pengirim limbah akan menyiapkan limbah yang akan diangkut sesuai rencana pengangkutan limbah yang sudah diinput di situs *web* Festronik. Setelah itu, limbah diangkut ke penerima, dalam hal ini adalah PT Semen Baturaja (Persero) Tbk.

Pada saat limbah sampai, limbah akan ditimbang dan dicek secara kualitas oleh tim laboratorium apakah sesuai dengan spesifikasi yang telah disepakati antara Perseroan dan pihak penghasil limbah. Apabila limbah tidak sesuai limbah akan dikembalikan ke pihak penghasil, namun bila kualitas limbah sesuai dengan yang disepakati maka limbah akan disimpan dan data di Festronik yang telah diinput akan di *approve*, sehingga manifest limbah yang dikirim langsung dilaporkan ke KLHK.

Tanggap Darurat LB3

Perseroan juga memiliki Standar Operasional Prosedur Pengendalian Keadaan Darurat yang mengatur Keadaan Darurat seperti penanggulangan Minyak Pelumas/Oli Bekas, Cairan sisa analisa Laboratorium, *Fly ash & steel Slage*, Kerusakan/*Emergency* Instalasi Pengeolahan Air Limbah domestik.

1. Minyak Pelumas/Oli Bekas

- Bila terjadi tumpahan oli bekas/minyak pelumas bekas di TPS yang terkumpul di bak penampung dikembalikan ke drum penampungan.
- Bila terjadi tumpahan oli bekas/minyak pelumas bekas ditempat pekerjaan perbengkelan peralatan atau ceceran diserap dengan/dilap dengan majun
- Di TPS minyak pelumas bekas selalu tersedia alat pemadam api ringan (tabung APAR) pada kondisi siap pakai untuk mengantisipasi timbulnya kebakaran.

2. Cairan Sisa Analisa Laboratorium

Bila terjadi tumpahan cairan sisa analisa laboratorium yang ada di bak penampung ke lantai, maka di bersihkan dengan majun.

3. Fly Ash, Bottom Ash dan Spent Bleaching Earth

- Apabila terjadi tumpahan *fly ash, bottom ash dan spent bleaching earth* di sekitar bangunan, segera di kembalikan ke sistem melalui alat transport yang tersedia sesegera

on the website <http://festronik.menlhk.go.id/> by the transporter regarding the type, amount and origin of the waste to be transported afterwards. The Sender of the waste prepares the waste to be transported as planned for the threat of waste which has been inputted on the Festronik website. Next, the waste is transported to the recipient, in this case is PT Semen Baturaja (Persero) Tbk.

Upon arrival of the waste, it is weighed and checked for its quality by the laboratory team whether it meets the specifications agreed between the Company and the waste producer. If the waste does not match the quality, it will be returned to the producer, but if the quality of the waste is in accordance with what has been agreed, the waste will be stored and the data at the Festronik that has been inputted will be approved, so that the manifest of the waste sent is immediately reported to the Ministry of Environment and Forestry.

B3 Waste Emergency Response

The Company also has the Standard Operating Procedures for Emergency Control that governs such Emergencies as the managing Lubricating Oil/Used Oil, Laboratory residual analysis fluid, Fly Ash & Steel Slage, Damage/*Emergency* Installation of Domestic Waste Water Treatment.

1. Used Lubricating Oil/Oil

- In the event of used oil/used lubricating oil spill at the polling station collected in the container is returned to the storage drum.
- In the event of used oil/lubricating oil spill in the equipment workshop or if the spills are absorbed if wiped with cotton waste
- In the TPS for used lubricating oil, a light fire extinguisher (APAR tube) is always available and in ready-to-use condition to anticipate when fire incident occurs.

2. Remaining Liquid of Laboratory Analysis

Should remaining liquid from the laboratory analysis contained in the reservoir spilled to the floor, then it may be cleaned rag material.

3. Fly Ash, Bottom Ash and Spent Bleaching Earth

- In the event fly ash, bottom ash and spent bleaching earth spills around the building, it must be immediately returned to the system through the available transport equipment at



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• mungkin untuk menghindari penumpukan material.

- Apabila debu *fly ash* terkena mata segera bilas dengan air yang mengalir selama 15 menit.
- Sekitar tempat penyimpanan terdapat alat pemadam api ringan (tabung APAR)

4. Keadaan Darurat Kerusakan/Emergency Instansi Pengelolaan Air Limbah Domestik.

Tindakan tanggap darurat wajib dilakukan untuk keadaan instansi pengelolaan air limbah (IPAL) jika tidak dapat dioperasikan karena rusak atau *emergency*. Berikut adalah tindakan yang dilakukan saat keadaan darurat terjadi:

- Menghentikan aliran air buangan domestik ke IPAL agar tidak melebur ke lingkungan dengan cara menutup *valve outlet* bak saringan IPAL.
- Menampung sebagian air buangan *domestic* pada bak kontrol.
- Department/Section Utility Perseroan segera melaporkan adanya kerusakan atau *emergency* kepada *Manager Environment* untuk melakukan penyedotan air buangan domestik yang telah tertampung di bak kontrol dan bak saringan secara berkala menggunakan *vacum truck* hingga perbaikan IPAL selesai dilakukan.
- *Manager Environment* melapor kepada senior *Manager Health & Environment* bahwa IPAL tidak dapat dioperasikan karena rusak atau *emergency*.
- Tidak melakukan *bypass* atau membuat air limbah domestik langsung ke lingkungan (badan air penerima) saat keadaan rusak atau *emergency*.
- Apabila terjadi kebocoran/keretakan bak atau kolam IPAL akibat (bencana alam, dll) maka proses IPAL dihentikan sementara. Selanjutnya dilakukan pemeriksaan dan perbaikan setelah kondisi dinilai aman dan kondusif.

the soonest possible in order to avoid material buildup.

- If the fly ash dust is exposed to the eyes, rinse immediately with running water for 15 minutes.
- A light fire extinguisher (APAR tube) is placed around the storage area.

4. Damage Emergency in Domestic Wastewater Management Agency.

It is mandatory for emergency response actions to be taken in the condition where the wastewater management agency (IPAL) cannot be operated due to damage or emergency. The following are actions to be taken upon emergency situation:

- Stop the flow of domestic waste water into the IPAL so it does not fuse into the environment by closing the valve outlet like a IPAL filter.
- Hold portions of the domestic waste water in the control tub.
- The Utility Department/Section of the Company immediately reports any damage or emergency to the Environment manager to periodically pump out domestic waste water contained in the control box and filter tank using vacuum trucks until the IPAL are completely repaired.
- The environment manager reports to the H&E senior manager that the IPAL cannot be operated due to damaged or in emergency situation.
- Do not bypass or cause domestic wastewater to directly flow into the environment (receiving water bodies) when damaged or in emergency situation.
- If the tub or IPAL tank leaks/cracks or due to (natural disasters, etc.), then IPAL process should be temporarily stopped. And further checks and repairs must be done when condition is considered safe and conducive.

DAMPAK KUANTITATIF DAN CAPAIAN

A. Pengurangan Indeks Energi Thermal

Perseroan berhasil mengurangi konsumsi energi *thermal* sepanjang tahun 2020 yang ditunjukkan dengan Indeks *Thermal* tercatat sebesar 756,05 kCal/ton clinker. Capaian tersebut turun 64,64 kCal/ton clinker atau sebesar 7,88% dari posisi tahun 2019 yang sebesar 820,71 kCal/ton clinker.

QUANTITATIVE IMPACT AND ACHIEVEMENT

A. Reduction of Thermal Energy Index

The Company managed to reduce thermal energy consumption during the year 2020, as shown by the Thermal Index noted at 756.05 kCal/clinker ton. Such achievement was a decrease of 64.64 kCal/clinker ton or 7.88% from the 820.71 kCal/clinker ton in 2019.

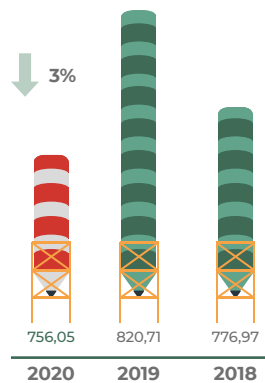


Uraian	2020	2019	2018	Description
Konsumsi Energi Thermal (kCal)	987.315.575,95	1.201.967.116,33	1.467.190.118,12	Thermal Energy Consumption (kCal)
Produksi Clinker (ton)	1.305.880,94	1.464.552,87	1.888.346,05	Clinker Production (ton)
Indeks Thermal (kCal/ton clinker)	756,05	820,71	776,97	Thermal Index (kCal/clinker ton clinker)

Spesifik konsumsi energi thermal yang ditunjukkan dengan indeks thermal tahun 2020 turun 3% dibandingkan tahun 2018.

Specifically on thermal energy consumption in the year 2020, a decrease was noted at 3% if compared to the year 2018.

Indeks Thermal (kCal/ton clinker)
Thermal Index (kCal/ton clinker)



B. Pengurangan Energi Listrik

Pada tahun 2020, Perseroan berhasil mengurangi konsumsi energi listrik yang ditunjukkan dengan penurunan Indeks Listrik sebesar 11,82 kWh/ton semen atau 12,38% dari realisasi tahun 2019 sebesar 95,50 kWh/ton semen menjadi 83,68 kWh/ton semen.

B. Reduction of Electrical Energy

In the year 2020, the Company succeeded in reducing electrical energy consumption as indicated by the Electrical Index of 11.82 kWh/cement ton or 12.38% of the realized 95.50 kWh/cement ton of the previous year to 83.68 kWh/cement ton in 2020.

Uraian	2020	2019	2018	Description
Konsumsi Energi Listrik (kWh)	160.319.363,57	203.160.125,99	268.044.798,79	Electrical Energy Consumption (kWh)
Produksi Semen (ton)	1.915.848,69	2.127.306,91	2.254.751,00	Cement Production (ton)
Indeks Listrik (3 site PLN) (kWh/ton semen)	83,68	95,50	118,88	Electrical Index (3 PLN sites) (kWh/cement ton)

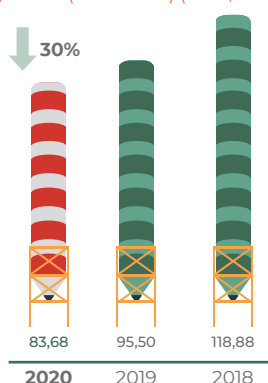
Spesifik Konsumsi Energi Listrik yang ditunjukkan dengan indeks listrik di tahun 2020 turun 30% dibandingkan dengan tahun 2018.

Specifically on Electrical Energy Consumption in the year 2020, a decline of 30% was noted compared to the year 2018.



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Indeks Listrik (3 Site PLN) (kWh/ton semen)
Electricity Index (3 PLN Site) (kWh/ton cement)



C. Pengurangan Emisi GRK

Perseroan berhasil mengurangi emisi GRK pada tahun 2020 yang sebesar 5 kg CO₂/t cmentitious produced atau 0,8% menjadi 625 kg CO₂/t cmentitious produced dari realisasi tahun 2019 yang sebesar 630 kg CO₂/t cmentitious produced.

Uraian	2020	2019	2018	Description
Specific net CO ₂ (kg CO ₂ /t cmentitious produced)	625	630	674	Specific net CO ₂ (kg CO ₂ /t cmentitious produced)

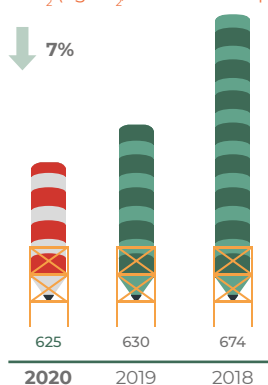
Spesifik net CO₂ di tahun 2020 turun 7% dibandingkan dengan tahun 2018.

C. Reduction of Greenhouse Gas Emission

The Company managed to reduce greenhouse gas emission in the year 2020 by 5 kg CO₂/t produced cementitious or 0.8% to 625 kg CO₂/t produced cementitious compared to actualized 630 kg CO₂/t produced cementitious in 2019.

Specifically on net CO₂ in the year 2020, a decrease of 7% was noted compared to the year 2019.

Specific net CO₂ (kgCO₂/t cmentitious produced)
Specific net CO₂ (kgCO₂/t cmentitious produced)



D. Pemanfaatan Limbah B3

Perseroan berhasil meningkatkan pemanfaatan limbah B3 sepanjang tahun 2020 yang ditunjukkan dengan Indeks Pemanfaatan Limbah Eksternal (3 site) tercatat sebesar 0,123 ton/ton semen. Capaian tersebut meningkat 0,055 ton/ton semen atau sebesar 80,88% dari posisi tahun 2019 yang sebesar 0,068 ton/ton semen.

D. Utilization of B3 Waste

The Company managed to increase the utilization of B3 waste throughout the year 2020 as indicated by the External Waste Utilization (3 sites) Index which was recorded at 0.123 ton/cement ton. Such achievement was an increase of 0.055 ton/cement ton or 80.88% from 0.068 ton/cement ton in 2019.

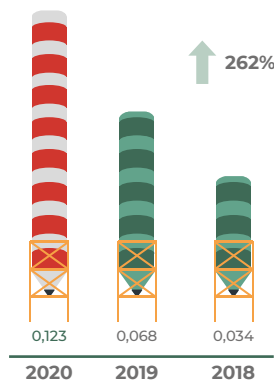


Uraian	2020	2019	2018	Description
Fly Ash (ton)	144.086,00	100.007,00	50.129,00	Fly Ash (ton)
Bottom Ash (ton)	79.058,00	38.548,00	23.035,00	Bottom Ash (ton)
SBE (ton)	12.107,00	7.109,00	4.120,00	SBE (ton)
Total	235.251,00	145.664,00	77.284,00	Total
Produksi Semen (ton)	1.915.848,69	2.127.306,91	2.254.751,00	Cement Production (ton)
Indeks Pemanfaatan Limbah Eksternal (3 site) (ton/ton semen)	0,123	0,068	0,034	Utilization of External Waste Index (3 sites) (ton/cement ton)

Indeks Pemanfaatan Limbah Eksternal di tahun 2020 naik 262% dibandingkan dengan tahun 2018.

Utilization of External Waste Index in the year 2020 increased by 262% compared to the year 2018.

Indeks Pemanfaatan Limbah Eksternal (3 Site) (ton/ton semen)
Utilization of External Waste Index (3 Site) (ton/ton cement)



TANGGUNG JAWAB SOSIAL PERUSAHAAN DI BIDANG KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYMENT PRACTICES: OCCUPATIONAL HEALTH AND SAFETY

A. BIDANG KETENAGAKERJAAN

Kebijakan dan Komitmen

Perseroan berupaya untuk dapat memenuhi hak-hak para karyawan sebagaimana yang telah diatur dalam Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan. Undang-Undang tersebut menjadi dasar bagi Perseroan dalam menjalankan hubungan industrial dengan tenaga kerja. Perseroan berupaya untuk menjadi perusahaan yang taat asas dan taat aturan termasuk di bidang ketenagakerjaan. Perseroan juga mengusahakan untuk senantiasa mematuhi semua peraturan perundang-undangan yang berlaku.

Perseroan memberikan perhatian dan komitmen yang tinggi dalam hal kesetaraan gender dan kesempatan kerja, pelatihan kerja untuk meningkatkan profesionalisme karyawan dan sistem imbal jasa yang

A. EMPLOYMENT

Policy and Commitment

The Company strives to be able to fulfill the rights of employees as regulated in Law No. 13 of 2003 on Manpower. The Law becomes the basis for the Company in carrying out its industrial relations with the workforce. The Company continuously in the effort to become a company that complies with the principles and regulations, including on employment. The Company always strive to comply with all prevailing regulations.

The Company puts high attention and commitment on equality of gender and work opportunity, work training to improve employees' professionalism and commensurate fee system to all employees. Thus,



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sepadan bagi seluruh karyawan. Dengan demikian, hubungan antara karyawan dengan manajemen Perseroan terbina dengan baik. Hal tersebut terlihat dari dibentuknya Serikat Karyawan Semen Baturaja merupakan organisasi yang berhak mewakili karyawan dalam berhubungan dengan manajemen.

Selain itu, Perseroan juga memiliki Perjanjian Kerja Bersama (PKB) yang menjadi rujukan dalam melaksanakan hubungan industrial. Dalam PKB diatur mengenai pengakuan hak-hak dan kewajiban, penerimaan, pengangkatan, kedudukan, hak dan kewajiban karyawan, jabatan dan kepangkatan, pembinaan dan pengembangan karyawan, perjalanan dinas dan mutasi, waktu kerja dan waktu istirahat, kerja lembur, izin meninggalkan pekerjaan, sistem pengajian karyawan, kesejahteraan karyawan, keselamatan dan kesehatan kerja dan pemberhentian dan pensiun karyawan.

Adapun komitmen Perseroan mengenai hak-hak pekerja perempuan juga diatur di dalam PKB, termasuk hak cuti bersalin, melahirkan dan gugur kandungan; hak cuti haid dan penyediaan fasilitas laktasi.

Rumusan dan Lingkup Tanggung Jawab Sosial Bidang Ketenagakerjaan

Perseroan telah memberikan kesempatan yang sama dalam hal pengembangan karier dan pengelolaan SDM yang tertuang dalam Surat Keputusan Direksi dan SOP dengan fokus administrasi & pengelolaan SDM, pembinaan dan pengembangan SDM, administrasi & pengelolaan hak manfaat pensiun, pengelolaan hubungan industrial, penyediaan dan pengendalian perangkat ICT, administrasi & pengelolaan AOM, pengelolaan & kesejahteraan SDM, tingkat gaji & tunjangan karyawan serta perjalanan dinas, detasir, tugas belajar, & pindah bagi karyawan.

Pemangku Kepentingan dan Lingkup Dampak Ketenagakerjaan

Pemangku kepentingan yang memiliki dampak atas tanggung jawab pada aspek ketenagakerjaan adalah karyawan Perseroan. Lingkup dampak meliputi kesejahteraan, pemenuhan hak-hak serta pengelolaan kompetensi pribadi karyawan.

Target dan Rencana Kegiatan Tanggung Jawab Sosial di Bidang Ketenagakerjaan

Perseroan telah menetapkan beberapa rencana dan target pencapaian, antara lain:

relations between the Company's employees and management are well maintained. This is visible from the formation of the Semen Baturaja Employees Union which is the organization entitled to represent the employees in their relation with the management.

Moreover, the Company also retains the Collective Labor Agreement (PKB) which serves as reference for the implementation of industrial relations. The PKB regulates the acknowledgement of rights and obligations, acceptance, recruitment, status, employees' rights and obligations, position and rank, employee coaching and development, business trips, job transfer, work and recess hours, overtime hours, permission to leave work, employee remuneration system, employee welfare, occupational health and safety, and employee termination and pension.

The Company's commitment on the rights of female employees is also stipulated in the PKB, including right to maternity leave, birth and pregnancy loss; menstrual leave and the provision of lactation facilities.

Formulation and Scope of Social Responsibility on Employment

The Company has provided equal opportunity in terms of career development and human resource (HR) management as contained in the Decree of the Board of Directors and SOP with the focus on HR administration & management, HR training and development, administration & management of the rights to pension benefits, industrial relations management, supply and control of ICT facilities, AOM administration and management, HR management and welfare, employee salary and allowance level as well as business trip, detachment, study assignment, and employee transfer.

Stakeholders and Scope of Impact on Employment

Stakeholders with impact of the responsibility on employment aspect is the Company's employees. The scope of the impact includes welfare, fulfillment of the rights and employee personal competency management.

Targets and Plans on Social Responsibility Activities on Employment

The Company established several plans and target to achieve, among others are as follows:



1. Terjaminnya kesejahteraan karyawan sesuai dengan peraturan yang berlaku dan yang tertuang dalam PKB;
2. Terjaminnya kesetaraan gender dalam kesempatan kerja, maupun kesempatan dalam hal pengembangan karier dan kompetensi bagi seluruh karyawan.

Kebijakan Kesejahteraan Karyawan, Kesetaraan, Kesempatan yang Sama, serta Kenyamanan Kerja Karyawan di Semen Baturaja

Program Ketenagakerjaan

Berikut adalah program jawab sosial di bidang ketenagakerjaan yang disusun oleh Perseroan untuk tahun 2020:

1. Kesejahteraan Karyawan

Kesejahteraan karyawan merupakan salah satu hak yang wajib dipenuhi oleh Perseroan, yang salah satunya dapat dipenuhi lewat remunerasi atau kompensasi yang memadai. Pada prinsipnya, remunerasi yang sepadan selain meningkatkan keterikatan karyawan akan Perseroan, juga mendukung laju perkembangan Perseroan karena setiap karyawan akan bekerja secara maksimal dalam memuluskan rencana kerja Perseroan.

Program kesejahteraan karyawan yang diterapkan oleh Perseroan disusun berdasarkan peraturan perundang-undangan yang berlaku dengan memperhatikan kesetaraan gender, kelayakan dan keadilan kesempatan kerja.

Komitmen Perseroan dalam memenuhi kesejahteraan karyawan tertuang dalam PKB, yang memuat pemenuhan kesejahteraan yang meliputi:

1. Pakaian Seragam Kerja
2. Jaminan Kesehatan Bagi Karyawan dan Keluarga
3. Tunjangan Hari Raya Keagamaan
4. Tunjangan Kinerja
5. Bonus
6. Perumahan dan Kendaraan Dinas
7. Pembinaan Kerohanian, Olahraga dan Kesenian
8. Family Gathering
9. Tanda Jasa dan Penghargaan
10. Pernikahan Karyawan Pria dengan Karyawan Wanita dan Hadiah Pernikahan untuk Karyawan

1. The assurance of employees' welfare in accordance with prevailing regulations and contained in the PKB;
2. The assurance of gender equality in work opportunity, as well as the opportunity in career and competency development for all employees.

The Policies on Employee Welfare, Equality, Equal Opportunity, and Work Convenience for Employees of Semen Baturaja

Employment Program

Following is the social responsibility program related to manpower/employment established by the Company for the year 2020:

1. Employee Welfare

Employee welfare is one of the rights that must be fulfilled by the Company, one of which can be fulfilled through adequate remuneration or compensation. In principle, appropriate remuneration does not only increase dependency of the employees onto the Company, but also to support the pace of the Company's development as each employee will work optimally in carrying out the Company's work plan.

The employee welfare program implementd by the Company is established based on prevailing laws and regulation by taking into account gender equality, appropriateness and fairness in work opportunity.

The Company's commitment to fulfilling employee welfare is stated in the PKB which contains welfare fulfillment consisting of the following:

1. Work Uniform
2. Health Assurance for Employees and Families
3. Allowance on Religious Holidays
4. Performance Allowance
5. Bonus
6. Company Housing and Vehicle
7. Spiritual Development, Sports and Arts
8. Family Gathering
9. Service Merit and Award
10. Marriage of Male Employee with Female Employee, and Wedding Gift for Employees



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11. Jaminan Sosial Tenaga Kerja/Badan Penyelenggara Jaminan Sosial Ketenagakerjaan
12. Uang Duka
13. Tunjangan Penghargaan (Masa Persiapan Pensiun)
14. Koperasi Karyawan

Kesejahteraan karyawan dapat dipenuhi, antara lain melalui remunerasi yang memadai. Pemberian remunerasi yang sepadan dapat meningkatkan keterikatan karyawan dengan Perseroan, sehingga dapat meningkatkan produktivitas agar bekerja secara maksimal dalam memuluskan rencana kerja perusahaan.

Perseroan melaporkan secara berkala mengenai tenaga kerja yang ada di perusahaan kepada instansi pemerintah, dalam hal ini Dinas Tenaga Kerja (Disnaker) di tingkat kota dan Provinsi. Selain itu, Perseroan juga melakukan *sharing* dengan Disnaker dan gabungan serikat pekerja dalam hal penentuan standar upah pekerja. Perseroan berkomitmen untuk melaksanakan kebijakan remunerasi secara adil dan setara baik bagi karyawan laki-laki dan perempuan di seluruh level jabatan.

Adapun rincian remunerasi (biaya gaji dan tunjangan) karyawan Perseroan di tahun 2020 disajikan pada tabel berikut:

Remunerasi Karyawan Tahun 2020

Employee Remuneration in the Year 2020

Biaya Gaji dan Tunjangan Karyawan ¹⁾	Nilai (Rp) Value (Rp)	Employee Salary Costs and and Benefits*
Biaya Gaji dan Tunjangan Karyawan:		Costs in Employee Salary and Benefits:
Gaji Karyawan	12.425.304.583	Employee Salary
Tunjangan Penyesuaian	62.489.858.447	Adjustment Allowance
Tunjangan Pengabdian	1.495.950.353	Service Allowance
Tunjangan Jabatan	12.309.146.975	Positional Allowance
Tunjangan Sewa Rumah	1.676.181.584	Housing Rent Allowance
Tunjangan Hari Raya Keagamaan (Karyawan)	11.137.248.143	Religious Holiday Allowance (Employee)
Tunjangan Kinerja	-	Performance Allowance
Bonus yang Dibayar Tahun 2020 (Karyawan)	10.202.908.607	Bonus Paid in 2020 (Employee)
Tunjangan Lembur Karyawan	1.604.544.022	Employee Overtime Allowance
Tunjangan Efisiensi	21.107.492.487	Efficiency Allowance
Tunjangan <i>Shift</i> Karyawan	1.306.306.162	Employee Shift Allowance
Tunjangan <i>Call Out</i> Karyawan	525.987.224	Employee Call Out Allowance
Tunjangan MPP Karyawan	92.104.000	Employee Retirement Preparation Period (MPP) Benefits

11. Social Security of Employees/BPJS
12. Mourning Fund
13. Recognition Allowance (Pre-Pension Preparation)
14. Employee Cooperatives

Employee welfare may be accomplished, among others through adequate remuneration. Providing appropriate remuneration can increase employee relations with the Company, thus increase productivity where employee would work optimally to support the Company work plans.

The Company periodically reports on existing workforce to government agency, namely the Labor Office (Disnaker) at the City as well as Provincial levels. Moreover, the Company has shared with Disnaker and joint labor union in determining the standard labor wage. The Company is committed to carry out a fair and equal remuneration policy both for the male and female employees at all levels of position.

Details of the remuneration (salaries and allowances) of Company employees for the year 2020 are presented in the table below:



Biaya Gaji dan Tunjangan Karyawan ^{*)}	Nilai (Rp) Value (Rp)	Employee Salary Costs and and Benefits*
Tunjangan PPh Pasal 21 Karyawan	11.708.250.877	Article 21 Employee Income Tax
Sub Total	148.081.283.464	Sub Total
Biaya Upah dan Honor:		
Honor	5.270.685.873	Honorarium
Calon Karyawan	487.585.500	Prospective Employees
Bonus Dibayar Tahun 2020 (Kontrak dan Calon Karyawan)	547.604.030	Bonus Paid in 2020 (Contract and Prospective Employees)
THR Tahun 2020 (Kontrak dan Calon Karyawan)	399.937.825	THR 2020 (Contract and Prospective Employees)
Tunjangan PPh Pasal 21 Non Karyawan	401.917.711	Article 21 Non-Employee Income Tax
Jasa <i>Outsourcing</i>	47.835.883.884	Outsourcing Services
Sub Total	54.943.614.823	Sub Total

*) Disesuaikan dengan komponen yang ada di Perseroan

*) Adjusted with the components available in the Company

Perseroan memahami bahwa kompensasi dan benefit yang diberikan Perseroan berimbang pada perputaran dari karyawan. Oleh karena itu, Perseroan memberikan kompensasi bulanan pekerjaan yang sesuai dan mengupayakan imbal jasa terbaik melebihi ketentuan perundang-undangan atau UMR serta sesuai kemampuan Perseroan dan tanpa memberatkan jam kerja karyawan. Nilai persentase imbal jasa terendah yang dikeluarkan oleh Perseroan dibandingkan UMR pada daerah bersangkutan sebagai berikut:

The Company understands that compensation and benefits provided by the Company impact employee turnovers. For this reason, the Company extends appropriate monthly work compensation and strive to provide fees at the standard higher than the regulated minimum wage (UMR) as well as in line with the Company's capability and without burdening employees' working hour. The percentage value of lowest service fee given by the Company, compared to UMR, in concerned areas is as follows:

(Rp)				(Rp)
Lokasi	Upah Minimum Regional (UMR) Minimum Wage Standard	Imbal Jasa di Perseroan Service Fee in the Company	Persentase Percentage	Location
Site Palembang	3.175.000	6.403.500	202%	Palembang Site
Site Baturaja	3.175.000	6.403.500	202%	Baturaja Site
Site Panjang	3.175.000	6.403.500	202%	Panjang Site
Kantor Perwakilan Jakarta	4.276.350	9.884.100	231%	Jakarta Representative Office

2. Pembinaan dan Pengembangan Karyawan

Perseroan secara berkesinambungan melakukan pembinaan dan pengembangan karyawan untuk memenuhi kompetensi dan keahlian yang dibutuhkan dengan metode pendidikan, pelatihan, penugasan khusus, maupun program mutasi dan promosi. Pembinaan dan pengembangan tersebut didasarkan pada kompetensi dasar dan kompetensi teknis. Untuk itu, Perseroan memiliki Departemen HR *Strategy & Development* untuk mengelola seluruh program pelatihan, pengembangan, dan pendidikan karyawan.

Program pelatihan dilaksanakan sesuai dengan Rencana Pelatihan tahunan yang disusun

3. Employee Training and Development

The Company has sustainably carry out training and development of employees to meet the required competencies and skills by method of education, training, special assignments, as well as alteration and promotion programs. Such improvement and development efforts are based on basic competency and technical competency. For this, the Company retains the HR Strategy & Development Department to manage all employee training, development and education programs

Traning programs are conducted in accordance with the annual Training Plans established based



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berdasarkan *Training Need Analysis* (TNA) untuk memenuhi kebutuhan dan tuntutan profesi/sertifikasi. Perseroan memandang pengembangan kompetensi SDM sebagai investasi jangka panjang yang memberikan dampak nyata bagi peningkatan kinerja Perseroan di masa mendatang.

Pada tahun 2020, Perseroan telah melaksanakan berbagai program pelatihan dan pengembangan karyawan dengan total biaya sebesar Rp1.716.259.339 yang diikuti oleh 1.788 orang peserta. Penjelasan lengkap tentang pembinaan dan pengembangan kualitas serta kompetensi karyawan di sajikan pada bab "Profil Perusahaan" yang terdapat dalam Laporan Tahunan ini.

4. Kebebasan Berserikat

Perseroan juga memberikan kebebasan bagi karyawan untuk berserikat, berkumpul dan menyampaikan pendapat. Perseroan sangat mendukung adanya serikat pekerja di lingkungan Perseroan yang diharapkan dapat menciptakan hubungan baik antara karyawan dan manajemen. Serikat pekerja dapat memfasilitasi karyawan dalam mengemukakan usulan kepada manajemen dan manajemen Perseroan dapat memberikan umpan balik yang tepat kepada karyawan.

Dengan terciptanya hubungan baik antara karyawan dan manajemen diharapkan masing-masing pihak dapat memberikan kontribusi terbaik untuk kepentingan bersama Perseroan. Pengakuan ini diwujudkan melalui keberadaan Perjanjian Kerja Bersama (PKB) yang memuat hak dan kewajiban karyawan maupun Perseroan secara timbal-balik yang diperbaharui secara periodik.

Perseroan telah memiliki Serikat Pekerja yang dibentuk sebagai wadah komunikasi yang efektif antara manajemen Perseroan dengan seluruh karyawan yaitu Serikat Karyawan Semen Baturaja (SKSB) yang dibentuk berdasarkan Keputusan Menteri Tenaga kerja Republik Indonesia Nomor: Kep.202/M/BW/2000, tanggal 3 Mei 2000 dan telah didaftarkan kembali di Dinas Tenaga Kerja Pemerintah Kota Palembang Nomor: 265/DISNAKER/2014 tanggal 29 Oktober 2014.

on Training Need Analysis (NA) to meet the needs and objectives of the profession/certification. The Company views HR competency development as long-term investment that provide real impact on the improvement of the Company's future performance.

In the year 2020, the Company has carried out various employee training and development programs for a total cost of Rp1,716,259,339 joined by some 1,788 participants. Detailed explanation on the training and development of the quality as well as competency of employees is presented in the "Company Profile" chapter contained in this Annual Report.

4. Freedom of Association

The Company also provides employees with the freedom to associate themselves, to assemble and express their opinion/views. The Company greatly support the presence of employee union within the Company premises which can hopefully generate good relations between the employees and the management. The employee union can facilitate employees in disclosing their recommendations to the management and the management can reciprocally provide appropriate feedbacks to the employees.

With emerging good relations between the employees and the management, it is hoped that each party can best contribute to the mutual interests with the Company. This acknowledgement is manifested through the Collective Labor Agreement (PKB) that contains all the reciprocal rights and obligations of both the employees and the Company which update periodically.

The Company has retained the Employee Union established as an effective communication hub between the Company's management and all employees, namely the Semen Baturaja Employee Union (SKSB) established based on the Minister of Manpower Decree No. Kep.202/M/BW/2000, dated 3 May 2000 and has re-listed in the Manpower Office of the Government of Palembang No. 265/DISNAKER/2014 dated 29 October 2014.



Seluruh karyawan Perseroan baik yang menjadi anggota serikat pekerja maupun non-serikat terlindungi kepentingannya dalam Perjanjian Kerja Bersama yang terakhir diperbaharui pada 28 September 2020 dan telah terdaftar pada Kementerian Ketenagakerjaan RI c.q. Direktorat Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja berdasarkan SK Nomor 224/PHIJSK-PK/PKB/XII/2020 tanggal 8 Desember 2020.

5. Kesetaraan Gender dan Kesempatan Kerja

Perseroan tidak melakukan diskriminasi gender dalam hal manajemen SDM. Hal ini berlaku dari proses rekrutmen dan pengembangan hingga berakhirnya masa jabatan seseorang. Seluruh peraturan yang berlaku diterapkan secara konsisten dan setara kepada seluruh karyawan tanpa membedakan gender. Demikian pula dengan kesempatan kerja yang ditawarkan berlaku bagi seluruh karyawan. Untuk menjaga independensi, pelaksanaan rekrutmen karyawan baru di Perseroan pun melibatkan pihak ketiga, antara lain lembaga *assessment* dan rumah sakit.

Perseroan juga memberikan kesempatan yang sama bagi penyandang disabilitas dan masyarakat lokal untuk menjadi tenaga kerja. Sejak tahun 2019, Perseroan telah mengakomodir tenaga kerja penyandang disabilitas sebanyak 2 orang melalui program Perekrutan Bersama BUMN (PPB) bekerja sama dengan *Forum Human Capital Indonesia* (FHCI) BUMN.

Pada tahun 2020, komposisi karyawan di Perseroan masih didominasi oleh laki-laki sebanyak 763 orang atau 83% dan perempuan sebanyak 158 orang atau 17%. Jumlah karyawan laki-laki yang jauh lebih besar dibandingkan dengan karyawan perempuan ini didorong oleh karakteristik dari kegiatan usaha Perseroan yang sebagian besar memang lebih diminati dan membutuhkan tenaga kerja laki-laki dibandingkan perempuan.

Tingkat Turnover Karyawan

Sebagai upaya menjaga tingkat *turnover* karyawan, Perseroan memberikan kesempatan yang sama kepada seluruh karyawan dalam mengembangkan karier serta paket remunerasi yang kompetitif dalam bentuk manfaat dan fasilitas yang diterima oleh karyawan. Pemberian imbal jasa maupun promosi karyawan yang berkompeten tanpa membedakan

The interests of all Company employees, member or non-member of the union, are protected under the Collective Labor Agreement (PKB) which was last updated on 28 September 2020 and is registered in the Ministry of Manpower of the Republic of Indonesia c.q. the Directorate General of Industrial Relations Development and Social Security of Workforce based on Decree No. 224/PHIJSK-PK/PKB/XII/2020 dated 8 December 2020.

5. Gender Equality and Work Opportunity

The Company does not gender-discriminate in terms of HR management. This applies from the recruitment and development process to the end of one's term of office. All prevailing regulations are applied consistently and equally to all employees regardless of the gender. Thus as well with work opportunity is equally offered to all employees. To maintain independency, the Company's recruitment of new employees also engages a third party, including an assessment institution and a hospital.

The Company also provides equal opportunity for the disabled and members of the local community to become employees. Since the year 2019, the Company has accommodated 2 employees with disabilities through the BUMN Joint Recruitment (PPB) program in collaboration with BUMN's Indonesian Human Capital Forum (FHCI).

In the year 2020, the Company's employee composition was dominated by a total of 763 male employees or 83% and 158 female employees made up 17% of total employees. The number of male employees in the Company is far greater than the number of female employees due to the characteristics of the business activities which mostly attract more of the male employees' interests and which requires more male workers than female.

Employee Turnover Level

To maintain employee turnover, the Company provides equal opportunity to all employees in their career development and competitive remuneration packages in the form of benefits and facilities received by employees. Providing compensation and prooting competent employees regardless of their gender or SARA. The Company continuously strives to create



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gender maupun SARA. Perseroan selalu berupaya menciptakan lingkungan kerja yang profesional, nyaman dan bersifat kekeluargaan agar dapat menjadi tempat kerja idaman bagi karyawan dan calon karyawan.

Pada tahun 2020, jumlah karyawan yang masuk sebanyak 36 orang dan jumlah karyawan yang keluar dari Perseroan sebanyak 9 orang dengan tingkat *turnover* karyawan sebesar 0,99%. Jumlah karyawan yang masuk di 2020 merupakan calon karyawan dari program vokasi tahun 2018 yang telah diangkat menjadi karyawan tetap. Jumlah karyawan yang keluar di 2020 terdiri dari 4 orang karyawan pensiun, 3 orang karyawan mengundurkan diri dan 2 orang karyawan meninggal dunia.

professional, convenient and family-oriented working environment, the ideal working space for employees and prospective employees.

In the year 2020, the number of employees recruited totaled 36 and the number employees who left the Company totaled 9, with an employee turnover rate at 0.99%. The number of employees recruited in 2020 was prospectives from the vocation program of 2018 and have been officially appointed as permanent employees. The number of employees who left the company in 2020 consisted of 4 who retired, 3 resigned and 2 employees died.

Tahun Year	Jumlah Karyawan Awal Tahun Total Employees at Beginning of Year	Jumlah Turnover Total Turnover		Jumlah Karyawan Akhir Tahun Total Employees by end of Year	Rasio Turnover Karyawan (%) Employee Turnover Ratio (%)
		Penambahan Additional	Pengurangan Reduction		
2020	894	36	9	921	0,98

Uraian	2020	2019	2018	Description
Jumlah Karyawan/ti Awal Tahun	894	761	775	Total Employees at Beginning of Year
Penambahan Jumlah Karyawan/ti	36	156	4	Additional Number of Employees
Pengurangan Jumlah Karyawan/ti				Reduction in Number of Employees
· Mengundurkan diri	3	2	1	· Resignation
· Pensiun	4	9	11	· Retirement
· Meninggal dunia	2	-	3	· Death
· Sakit	-	1	-	· Sickness
· Diberhentikan	-	11	3	· Dismissed
· Lain-lain	-	-	-	· Others
Total Pengurangan	9	23	18	Total Reduction of Number of Employees
Jumlah Karyawan/ti Akhir Tahun	921	894	761	Total Number of Employees at End of Year
Tingkat Turnover Karyawan (%)	0,99	2,77	2,34	Employee Turnover Ratio (%)

Mekanisme Pengaduan Masalah Ketenagakerjaan

Pengaduan atau penyampaian masalah atau keluhan dan penyelesaian perselisihan internal Perseroan diatur di dalam Perjanjian Kerja Bersama Perseroan dengan Serikat Karyawan Semen Baturaja (SKSB) dengan mekanisme penyampaian keluhan dan penyelesaian perselisihan yaitu melalui:

1. Karyawan dapat mengajukan keluhan tentang kondisi dan lingkungan kerja kepada atasan langsung.

Complaints Mechanism on Environmental Issues

Complaints or submission of issues or complaints and resolving of the Company's internal disputes are stipulated in the Collective Labor Agreement of the Company with Semen Baturaja Employees Union (SKSB) with the mechanism of submission of complaints and of resolving disputes through the following means:

1. Employees may submit their complaints on conditions and work environment to their direct supervisors.



2. Penyampaian keluhan kesah dapat disampaikan secara tertulis atau lisan kepada atasan langsung, yang tembusannya disampaikan kepada Ketua SKSB di masing-masing *site*.

Adapun mekanisme penyelesaian perselisihan hubungan industrial yakni sebagai berikut:

1. Apabila upaya dalam waktu 7 (tujuh) hari belum mencapai penyelesaian, maka karyawan yang bersangkutan dapat meneruskan keluhannya secara tertulis kepada pejabat setingkat lebih tinggi dari atasan langsung.
2. Apabila upaya dalam waktu 14 (empat belas) hari belum mencapai penyelesaian, maka masalah tersebut dapat diteruskan kepada lembaga kerja sama BIPARTIT.
3. Apabila penyelesaian benar-benar tidak dapat diselesaikan secara internal, maka dimintakan bantuan kepada lembaga kerja sama TRIPARTIT atau mekanisme sesuai dengan ketentuan perundang-undangan yang berlaku untuk mendapatkan penyelesaian lebih lanjut.
4. Selama dalam proses penyelesaian, kedua belah pihak wajib menjaga supaya kegiatan kerja tetap berlangsung dengan lancar dan aman.

Sertifikasi dan Penghargaan

Pada tahun 2020, Perseroan tidak memiliki sertifikasi dan penghargaan terkait tanggung jawab sosial di bidang ketenagakerjaan.

Biaya

Pada tahun 2020, Perseroan merealisasikan sebesar Rp1.716.259.339 untuk tanggung jawab sosial perusahaan di bidang ketenagakerjaan yang digunakan untuk pengembangan kompetensi karyawan.

B. BIDANG KESEHATAN DAN KESELAMATAN KERJA

Komitmen dan Kebijakan

Komitmen dan kebijakan Perseroan dalam implementasi kesehatan dan keselamatan kerja dan lingkungan hidup (K3LH) di lingkungan Perseroan merupakan pelaksanaan budaya kesehatan dan keselamatan kerja (K3) dalam menunjang keberlanjutan usaha Perseroan serta meningkatkan nilai bagi para pemangku kepentingan.

2. Submission of complaints may be presented in writing or verbally to the direct supervisors, with copies to the Head of SKSB at each individual site.

The mechanism of resolving disputes in industrial relations is as follows:

1. Should efforts within 7 (seven) days have not reached a solution, then the concerned employee may forward his/her complaints in writing to the officer in one level higher position than his/her supervisor.
2. Should efforts within 14 (fourteen) days have not reached a solution, then the concerned issue may be forwarded to the BIPARTITE cooperating board.
3. Should a settlement cannot be reached internally, then assistance must be requested to a TRIPARTITE cooperation institution or a mechanism in accordance with prevailing laws and regulations to attain further means of resolving the case.
4. During such settlement process, both parties are obligated to refrain so that work activities may continue freely and safely.

Certification and Awards

In the year 2020, the Company did not receive certification nor awards related to the social responsibility concerning manpower.

Costs

In the year 2020, the Company realized some Rp1,716,259,339 for its corporate social responsibility activities in the field of manpower utilized for employee competency development.

B. OCCUPATIONAL HEALTH AND SAFETY

Commitment and Policy

The commitment and policy of the Company in the implementation of occupational health and safety and the environment (K3LH) in the Company's environment is the implementation of occupational health and safety (K3) culture in supporting the business sustainability of the Company as well as in increasing value for stakeholders.



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Pengelolaan aspek K3 di Perseroan mengacu pada peraturan perundang-undangan yang berlaku, yaitu Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan, Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja dan Peraturan Pemerintah No. 50 tahun 2012.

Dalam perencanaan kegiatan K3, Perseroan wajib untuk melaksanakan syarat-syarat keselamatan dan kesehatan kerja untuk kepentingan Perseroan maupun kepentingan karyawan sesuai dengan peraturan perundang-perundangan yang berlaku, yang mencakup:

1. Perseroan menyelenggarakan pembinaan karyawan untuk keselamatan dan kesehatan kerja serta membentuk panitia pembina keselamatan dan kesehatan kerja (P2K3).
2. Karyawan wajib mengikuti, mentaati segala bentuk peraturan, ketentuan dan prosedur seperti tanda/rambu atau tulisan yang berkaitan dengan norma keselamatan dan kesehatan kerja.
3. Karyawan wajib memakai dan memelihara alat-alat/perlengkapan keselamatan kerja dengan baik dan teliti serta memelihara lingkungan kerja yang aman.
4. Karyawan wajib segera melaporkan kepada atasan atau petugas lainnya, bila terdapat sumber bahaya atau kejadian kecelakaan.
5. Karyawan wajib melaksanakan program keselamatan kerja dengan penuh rasa tanggung jawab.

The management of the K3 aspect in the Company refers to the prevailing regulations, namely Law No. 13 of 2003 on Manpower, Law No. 1 of 1970 on Occupational Safety and Government Regulation No. 50 of 2012.

In planning K3 activities, the Company is required to implement the requirements for occupational health and safety for the interests of the Company and the employees in accordance with prevailing laws and regulations, which include the following:

1. The Company organizes coaching for employees on occupational health and safety as well as forms a coaching committee on occupational health safety (P2K3).
2. Employees are required to follow, obey all forms of rules, regulations and procedures such as signs or writing related occupational health and safety norms.
3. Employees are required to wear and maintain the tools/equipment of occupational safety in proper and thoroughly manner as well as maintain a safe working environment.
4. Employees are required to immediately report to the supervisor or other officers, if there's indication of a source of danger or accident.
5. Employees are required to implement occupational safety program with full sense of responsibility.



6. Pemberian alat-alat keselamatan kerja diatur dalam peraturan pelaksanaan dengan keputusan Direksi.

Rumusan dan Lingkup Tanggung Jawab Sosial Bidang Kesehatan dan Keselamatan Kerja

Perseroan menempatkan K3 sebagai prioritas utama di dalam bekerja dan beraktivitas. Pencapaian semua target usaha Perseroan tidak sempurna jika aspek keselamatan dan kesehatan kerja tidak diperhatikan. Untuk itulah, Perseroan berkomitmen mendukung dan melaksanakan aspek keselamatan dan kesehatan kerja dalam semua kegiatan.

Direktur Utama dan Direksi lainnya secara bergantian melakukan *safety management walkthrough* di pabrik Baturaja dan Panjang dengan melibatkan pimpinan di masing-masing unit kerja. Direktur Utama dan Direktur Produksi & Pengembangan melakukan *safety meeting* dengan Unit Kerja Produksi. Hal ini dilakukan untuk menunjukkan komitmen manajemen puncak terhadap keselamatan kerja pekerja.

Setiap kontraktor diwajibkan memenuhi syarat yang tertera dalam Surat Izin Kerja Aman (SIKA). Dengan pelaksanaan komitmen K3 yang tinggi, Perseroan di pabrik Palembang dan pabrik Panjang berhasil mendapatkan penghargaan *zero accident*. Hal ini bisa tercapai karena adanya kerja sama dan dukungan dari seluruh elemen yaitu manajemen puncak, karyawan dan kontraktor.

Pemangku Kepentingan dan Lingkup Dampak Kesehatan dan Keselamatan Kerja

Pemangku kepentingan dan aset sangat penting dalam kemajuan Perseroan yang memiliki dampak atas tanggung jawab pada aspek K3 adalah karyawan perusahaan/sumber daya manusia (SDM). Untuk itu Perseroan berusaha untuk taat pada semua aturan dan perundangan yang berlaku. Lingkup dampak meliputi kesejahteraan, kesetaraan kesempatan dan kenyamanan kerja, pemantauan aspek K3 dalam kegiatan operasional, serta pendidikan pengembangan kompetensi karyawan.

6. Provision of occupational safety equipment is regulated in the implementation regulations with the Board of Directors' decision.

Formulation and Scope of Social Responsibility on Occupational Health and Safety

The Company places K3 as main priority in conducting work and other activities. Achievement of all of the Company's business targets would be imperfect if safety and health aspects are not attended to. For this purpose, the Company is committed to encourage and implement the occupational health and safety aspects in all activities.

The President Director and other members of the Board of Directors take turns to implement the safety management walkthrough on site at Baturaja and Panjang by engaging all heads of work units. The President Director and Director of Production and Development hold safety meetings with Production Work Unit. This is carried out to demonstrate the top management's commitment to work safety of employees.

Every contractor is required to fulfill all requirements stated in the Safe Work Permit (SIKA). With implementation of high commitment on K3, the Company at Palembang and Panjang plants have managed to receive zero accident recognition. This was achievable due to the presence of cooperation and support from all elements, namely the top management, employees and contractors.

Stakeholders and Scope of Impact of Occupational Health and Safety

Stakeholders and assets are highly important in a Company's progress that has impact on the responsibility of the K3 aspects, namely the Company's employee/human resources (HR). For this purpose, the Company strive to obey all prevailing regulations and laws. The scope of the impact covers such aspects as welfare, equal opportunity and work comfort, monitoring of K3 aspects in operational activities, as well as employee competency development education.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Target dan Rencana Kegiatan Tanggung Jawab Sosial di Bidang Kesehatan dan Keselamatan Kerja

Perseroan telah memiliki komitmen terhadap keselamatan kerja sehingga target dan rencana yang ditetapkan adalah jam kerja nihil kecelakaan kerja/*zero accident*.

Program Pencegahan Kecelakaan

Dalam komitmennya untuk meminimalkan potensi terjadinya kecelakaan kerja, Perseroan telah melakukan beberapa program dalam upaya meningkatkan K3 dalam perusahaan yaitu:

1. Melengkapi seluruh site di area perkantoran dan pabrik dengan berbagai sarana keselamatan kerja standar seperti: Alat pemadam kebakaran, *fire alarm system*, *fire hydrant*, alat pemadam api ringan (APAR), jalur evakuasi dan rambu evakuasi, yang secara berkala dilakukan pemeriksaan terhadap seluruh fasilitas tersebut untuk memastikan fungsi maksimal fasilitas pada saat dibutuhkan.
2. Tidak hanya kelengkapan fasilitas saja tetapi Perseroan juga memberikan pelatihan dalam penggunaan alat/fasilitas keselamatan kerja.
3. Melakukan inspeksi berkala, kegiatan *monitoring* implementasi K3 di area kerja telah disusun dalam bentuk program inspeksi terencana dan terjadwal oleh personel yang memiliki kompetensi relevan di bidang K3L. Pelaporan hasil inspeksi akan disampaikan ke departemen terkait untuk kemudian secara bersama-sama disusun upaya tindakan perbaikan dan pencegahan yang relevan.
4. Sebagai upaya pencegahan & pengendalian risiko yang ada di area kerja serta meningkatkan kesadaran mengenai K3 dalam menumbuhkan budaya K3 (*safety culture*), terdapat program SOS SMBR yaitu observasi dan *Baturaja Risk Containment* (BRC) yang merupakan kegiatan mengenali, mengumpulkan/mengelompokkan serta memperbaiki/menghilangkan *unsafe action & unsafe condition* (potensi bahaya) untuk mencegah kecelakaan. Kegiatan observasi melibatkan seluruh *vice president* hingga *manager* dan kegiatan BRC dilakukan oleh seluruh *junior manager* hingga *specialist* di seluruh pabrik.

Pelaksanaan Kegiatan

Perseroan telah melaksanakan kegiatan tanggung jawab sosial di bidang K3 dengan dampak kuantitatif yaitu Perseroan berhasil mendapatkan penghargaan

Targets and Plans of Social Responsibility on Occupational Health and Safety

The Company has the commitment to occupational safety so that target and plan are set for zero accident working hours.

Accident Prevention Program

In the commitment to minimize the potential of occurring work accidents, the Company implements several programs in the effort to heighten occupational health and safety (K3) in the Company as follows:

1. Complete all sites in office and factory areas with various standard occupational safety facilities such as: fire extinguishers, fire alarm system, fire hydrants, light fire extinguishers (APAR), evacuation routes and signs, which are periodically inspected for all facilities to ensure maximum function of facilities when required.
2. Not only that facilities must be complete, but the Company must also provide training in the use of such occupational safety equipment/facilities.
3. Performing periodic inspections, monitoring on K3 implementation in work areas are set in the form of planned and scheduled inspection program by personnel with relevant competency in the field of K3L. Reporting on the inspection results is submitted to related departments for further joint-preparation on relevant follow-up improvement and prevention actions.
4. As a preventive and risk-controlling measures in work areas as well as to raise awareness on K3 in fostering safety culture, there is SOS SMBR program which is observation, and Baturaja Risk Containment (BRC) which is an activity to identify, collect/classify and improve/remove unsafe conditions (potential hazards) to prevent accidents. Observation activities involve all vice presidents to managers and BRC activities are carried out by all junior managers to specialists throughout the site.

Activity Implementation

The Company has performed the social responsibility on K3 aspect with quantitative impact, namely the Company managed to obtain zero accident



zero accident di pabrik Palembang dan pabrik Panjang. Hal tersebut bisa tercapai karena adanya kerja sama dan dukungan dari seluruh elemen yaitu manajemen, karyawan dan kontraktor. Rincian kegiatan serta dampak atau pencapaian dari program K3 adalah sebagai berikut:

a. Panitia Pembina Keselamatan Dan Kesehatan Kerja (P2K3)

Perseroan telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai wadah partisipasi karyawan dalam penerapan K3 di tempat kerja. Tugas pokok P2K3 sebagai suatu badan pembantu di tempat kerja ialah memberikan saran-saran dan pertimbangan, baik diminta maupun tidak, kepada pengusaha/pengurus tempat kerja yang bersangkutan mengenai masalah-masalah keselamatan dan kesehatan kerja. Pada penerapannya, anggota P2K3 mewakili seluruh pegawai tetap dalam menyampaikan usulan, masukan, maupun kritik terkait pelaksanaan K3. P2K3 telah dibentuk di 3 (tiga) *site* yang terdiri dari ketua, wakil ketua, sekretaris, bidang keselamatan kerja, bidang kesehatan kerja dan bidang lingkungan kerja. P2K3 juga melakukan *monitoring* dan evaluasi terhadap pelaksanaan *safety talk/toolbox meeting* harian di tiap unit kerja dalam upaya pencegahan kecelakaan.

b. Sarana Keselamatan

Perseroan memastikan seluruh unit operasi memiliki sarana dan prasarana terkait aspek K3LH untuk meminimalisir risiko dan mencegah terjadinya insiden akibat kegagalan operasi Perseroan sesuai standar industri dan peraturan yang berlaku. Terkait keselamatan personel, Perseroan memastikan setiap pekerja memiliki dan menggunakan alat pelindung diri (APD) yang sesuai dengan jenis pekerjaan yang dilakukan, antara lain: helm keselamatan, kacamata, sarung tangan, sepatu, *body harness*, dan APD lain untuk pekerjaan khusus.

Berikut ini sarana keselamatan yang digunakan sebagai berikut:

1. Proteksi Kebakaran
 - APAR
 - *Hydrant*
 - *Fire alarm system*
 - Mobil pemadam kebakaran

recognition for the Palembang and Panjang plants. This achievement was possible because of the cooperation and support of all elements, namely the management, employees and contractors. Details of the activities and impact or achievement of the K3 program are as follows:

a. Occupational Health and Safety Advisory Committee (P2K3)

The Company has formed the Occupational Health and Safety Advisory Committee (P2K3) as the forum for employee participation in the implementation of K3 at the workplace. The main task of P2K3 as the assisting body at the workplace is to provide suggestions and considerations, requested or not, to employers/administrators of the concerned workplace on issues or problems in occupational health and safety. In practice, members of P2K3 represent the entire (100%) permanent workers in delivering their suggestions, feedback, and critics related to K3. The formed P2K3 at 3 (three) sites consists of Chairperson, Deputy Chairperson, Secretary, Occupational Safety, Occupational Health and Work Environment. P2K3 also conduct monitoring and assessment on the implementation of daily safety talk/toolbox meeting at each work unit as an effort to prevent accidents.

b. Safety Facilities

The Company ensures that all operational units have the facilities and infrastructure related to K3LH aspect in order to minimize the risks and prevent the occurrence of incidents due to the Company's operational failures in accordance with the industry standards and prevailing regulations. Regarding the safety of personnel, the Company ensures that each worker has and uses the Personal Protective Equipment (PPE) in accordance with the type of work performed, including: safety helmets, goggles, gloves, shoes, body harness, and other PPE for specific work.

Following is list of safety equipment used:

1. Fire Protection
 - Light Fire Extinguisher
 - Hydrant
 - Fire alarm system
 - Fire trucks



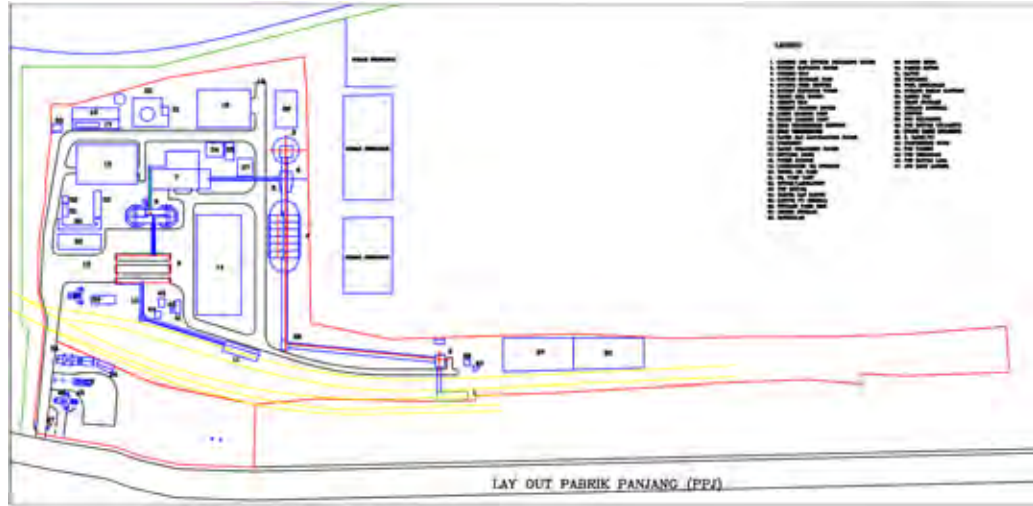
TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY



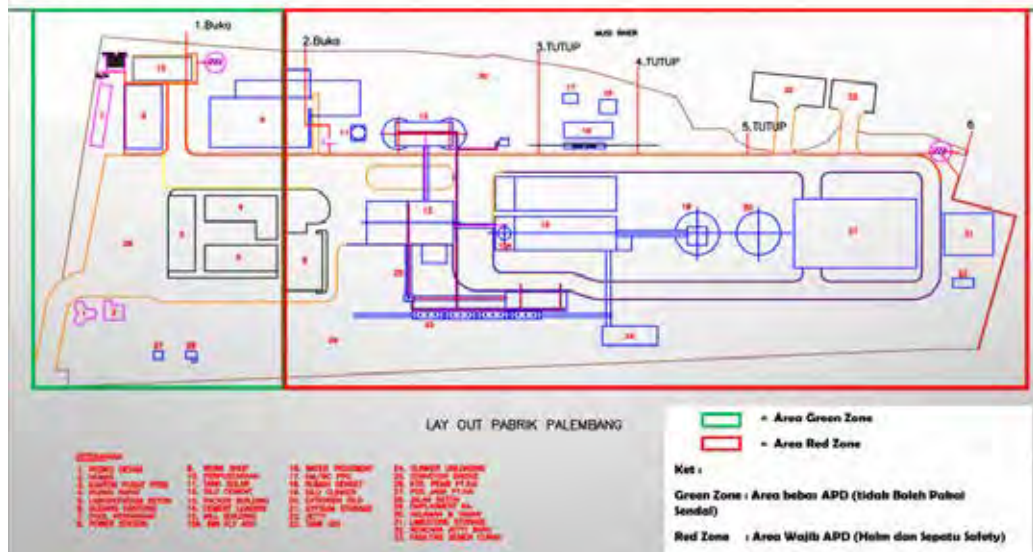
2. Sarana P3K
 - Ruang P3K
 - Mobil *ambulance*
 3. Sarana Komunikasi
 - *Handy talky* (HT)
 - Telepon *extension*
 4. Sarana Keadaan Darurat Limbah B3
 - *Eye wash standing*
 5. APD telah diberikan sesuai dengan kebutuhan dan dipantau pada area wajib APD
 6. Terdapat area *green zone* dan *red zone* sebagai penanda area wajib APD *Mandatory* (Sepatu & *Helm Safety*)
2. First aid facilities
 - First Aid Room
 - Ambulance
 3. Means of Communication
 - Handy talky (HT)
 - Telephone extension
 4. Emergency Facilities for Hazardous Waste
 - Eye wash standing
 5. PPE is provided as required and monitored in areas where PPE is mandatory
 6. There are areas of green zone and red zone as markers for areas with mandatory use of PPE (safety shoes and safety helmets)



PT SEMEN BATURAJA (PERSERO) Tbk Site Panjang



PT SEMEN BATURAJA (PERSERO) Tbk Site Palembang





TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

7. Seluruh pekerja diberikan APD sesuai dengan risiko di tempat kerja dan risiko pekerjaan.

7. All workers are provided with PPE according to the risks in the workplace and the risks at work.

Data Kumulatif Pengambilan APD Tahun 2020

Cummulative Data on PPE Retrieval of PPE in 2020

No.	APD	Bulan Month												
		JAN	FEB	MAR	APR	MEI	JUN	JUL	AGT	SEP	OKT	NOV	DES	TOTAL
1	SEPATU PENGAMAN SAFETY SHOES													
	Tinggi Tall	8	0	0	0	4	0	0	0	0	0	0	1	13
	Setengah Half	5	0	0	0	1	1	0	1	1	1	4	0	14
	Boots	0	0	0	0	0	0	0	1	1	0	0	0	2
2	HELM PENGAMAN SAFETY HELM													
	Putih White	2	0	0	0	0	0	0	0	0	0	2	2	6
	Kuning Yellow	7	1	0	0	0	0	0	0	0	0	0	0	8
	Biru Blue	0	0	0	0	0	0	0	0	0	0	0	0	0
	Merah Red	0	0	0	0	4	0	0	0	0	0	0	0	4
	Tali Daggu Chin Strap	0	0	0	0	0	0	0	0	0	0	1	0	1
	Suspensi Suspension	0	1	0	1	1	0	0	0	0	0	1	0	4
3	PELINDUNG PERNAFASAN RESPIRATORY PROTECTOR													
	Kertas Paper	0	0	0	0	0	0	0	0	0	0	0	0	0
	Acc	94	7	24	0	4	0	0	0	0	0	1	0	130
	Catridge	5	0	0	0	0	5	0	0	0	3	0	0	13
	Elemen Filter Filter Element	0	4	0	0	0	6	0	0	0	0	0	0	10
4	PELINDUNG TELINGA EAR PROTECTOR													
	Ear Plug	27	7	0	0	0	0	0	5	5	44	44	44	176
	Ear Muff	0	0	0	0	0	0	0	0	0	0	0	0	0
5	PELINDUNG CAHAYA LAS LAS LIGHT PROTECTOR													
	Welding Helmet	4	0	0	0	0	0	0	0	0	0	1	0	5
	Leather Apron	0	0	0	0	0	0	0	0	0	0	0	0	0
6	PELINDUNG MUKA MASK													
	Cap Las Stamp Las	0	0	0	0	0	0	0	0	0	0	0	0	0
	Face Shield	3	0	0	1	1	0	0	0	0	0	0	0	5
7	PELINDUNG MATA EYE PROTECTION													
	Kings	0	0	0	0	0	3	0	0	0	0	0	0	3
	Kacamata Weelding Welding goggles	1	0	0	0	0	0	0	0	0	0	0	0	1
	V30N	6	0	0	0	0	0	0	0	0	0	0	0	6
	VIS Google	0	0	0	0	0	0	0	0	0	0	1	0	1
8	SABUK PENGAMAN SEATBELT													
	Safety Harness	0	0	0	0	0	0	0	0	0	0	0	0	0
	Safety Belt	0	0	0	0	0	0	0	0	0	0	0	0	0
9	SARUNG TANGAN GLOVES													
	½ Kulit ½ Leather	46	6	0	0	0	0	4	0	0	0	0	0	56
	Las Las	35	3	0	0	0	0	0	0	2	0	0	0	40
	Asbes Asbestos	0	0	0	0	0	0	0	0	0	0	0	0	0
	Katun Catoon	347	197	51	0	0	0	0	3	12	0	1	0	611
	Breaking	35	12	0	0	0	6	0	0	0	0	25	0	78
	Karet PVC PVC Rubber	11	3	0	0	0	0	0	0	0	0	0	0	14
10	KACA LAS LAS GLASS													
	Hitam Black	38	10	0	0	0	0	0	0	0	0	0	0	48
	Putih White	28	0	0	0	0	0	0	0	0	0	0	0	28



c. Prosedur Tanggap Darurat

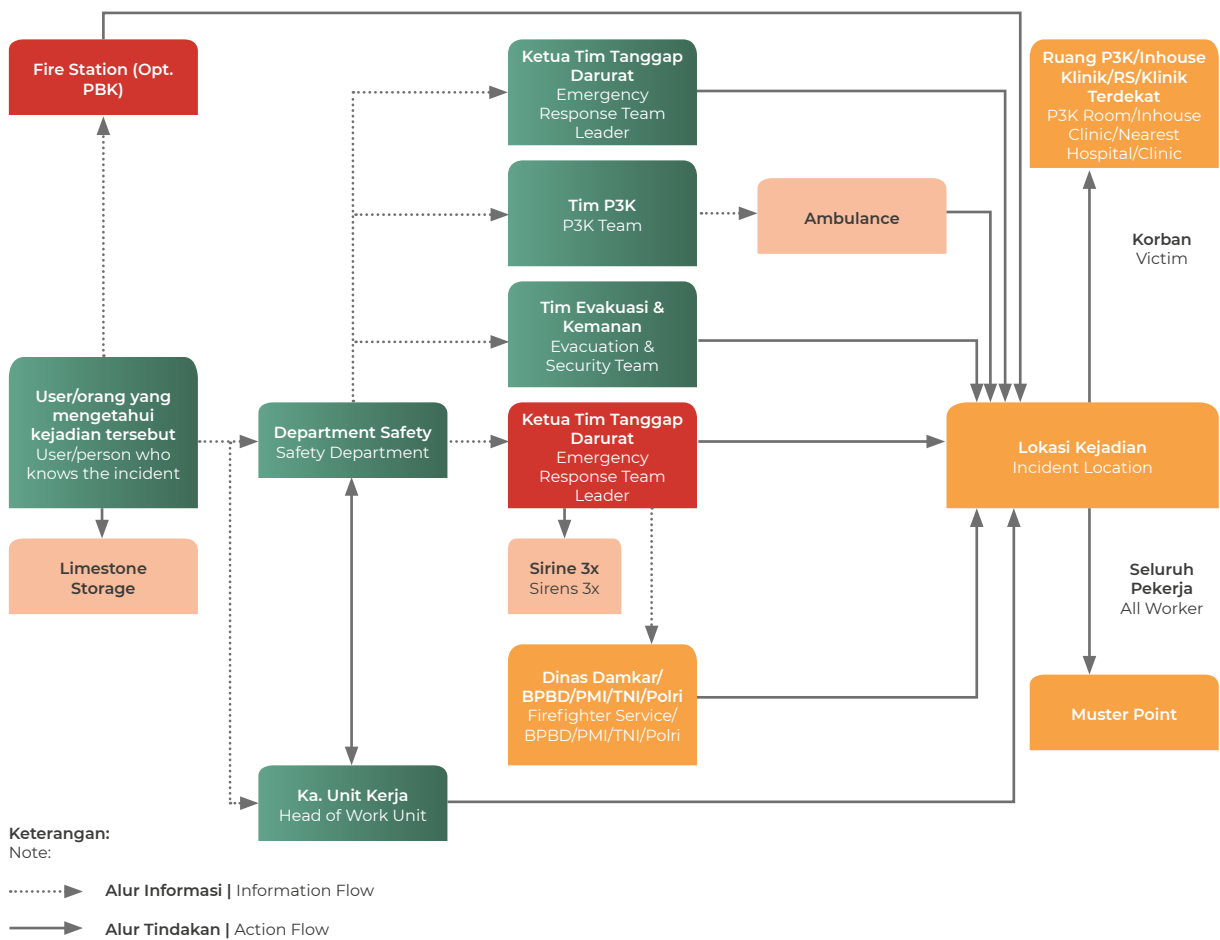
Perseroan memiliki prosedur tanggap darurat, jalur evakuasi, rambu-rambu dan tempat evakuasi. Simulasi tanggap darurat mengenai penanggulangan kebakaran, gempa bumi, tsunami, banjir dan angin topan telah diterapkan setiap tahun di 3 site secara bergantian.

c. Emergency Response Procedures

The Company retains the procedures on emergency response, evacuation route, signs and place of evacuation. Emergency response simulation on the handling of fire, earthquake, tsunami, flood and hurricane is conducted yearly and alternately at the 3 sites.

Flowchart Keadaan Darurat Kebakaran

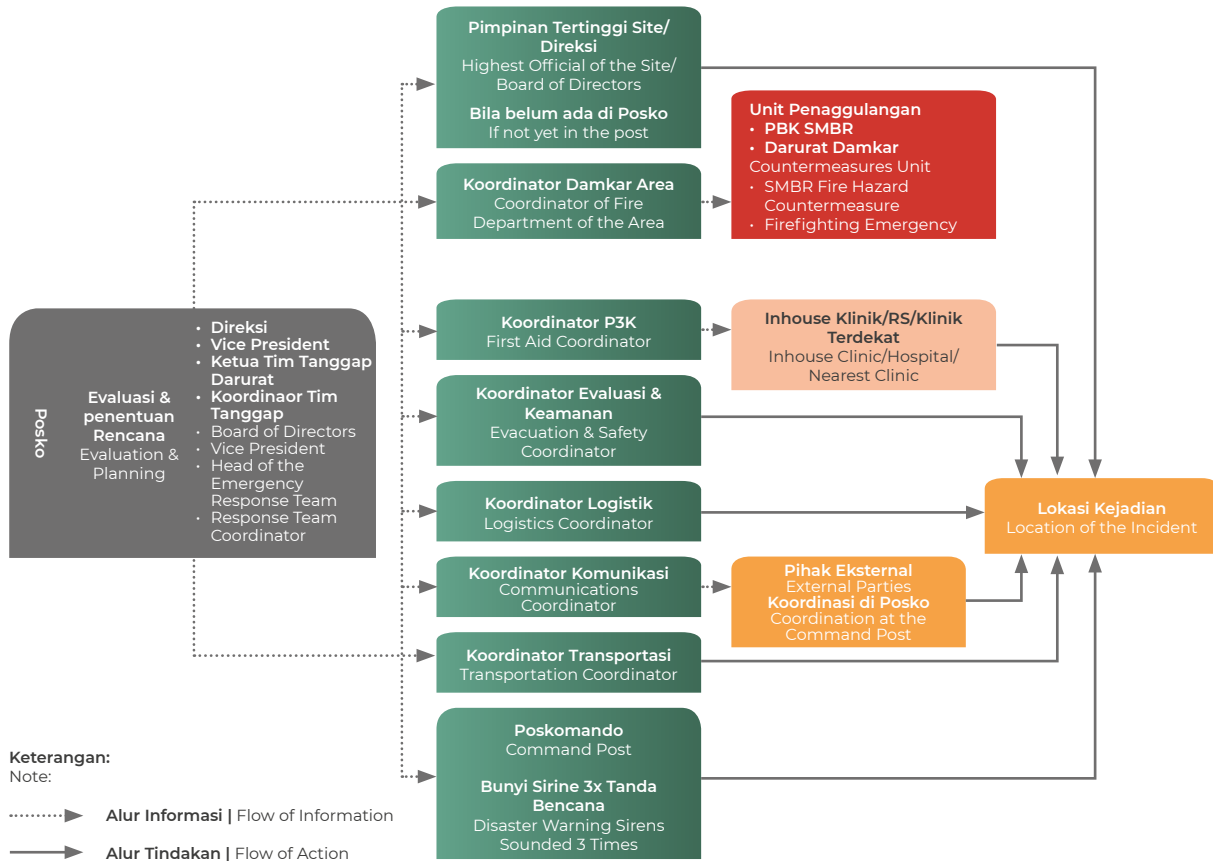
Flowchart On Fire Emergency Response





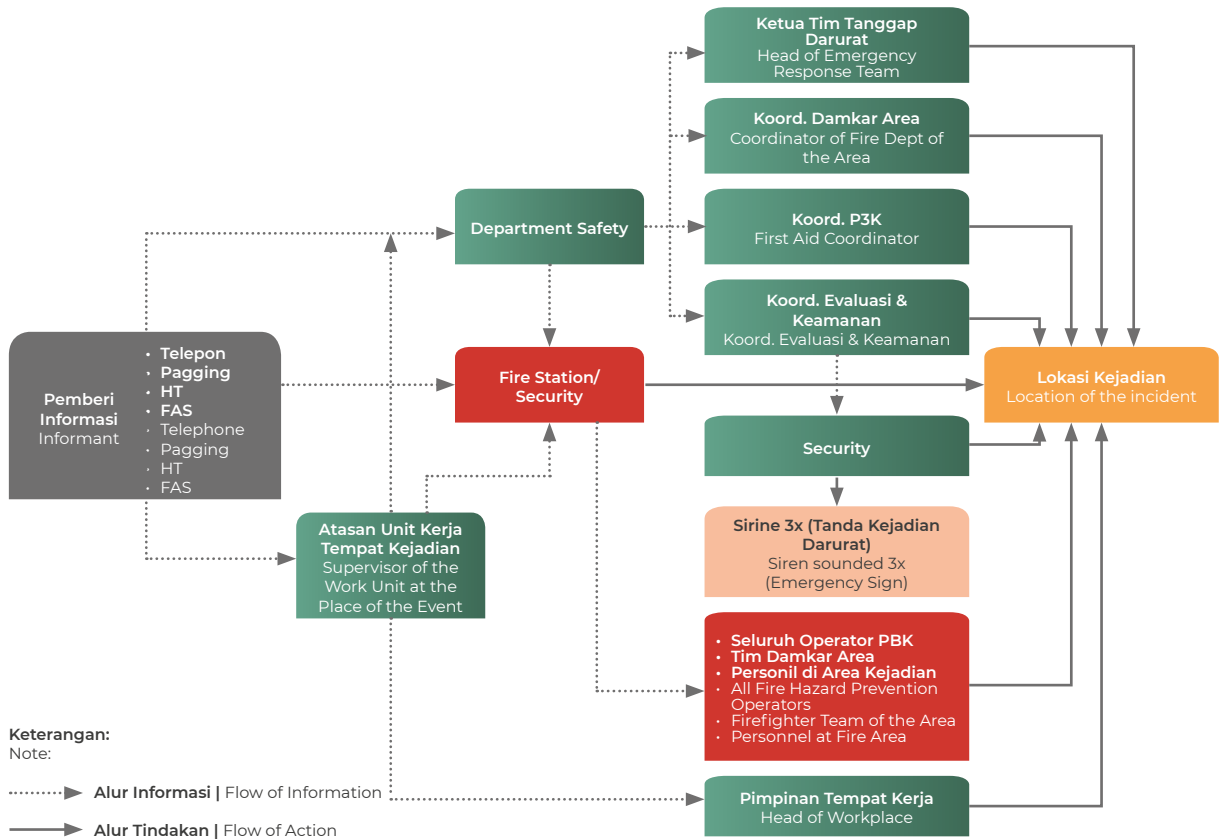
TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Flowchart Keadaan Darurat Besar Flowchart On Big Emergency





Flowchart Keadaan Darurat Kecil
Flowchart On Small Emergency



d. K3 Kontraktor

Perseroan juga terus memelihara pemahaman yang baik mengenai standar kesehatan dan keselamatan kerja melalui berbagai keterlibatan di tingkat manajemen puncak, kontraktor dan mitra bisnis dengan tujuan untuk mendapatkan komitmen, meningkatkan kesadaran dan diskusi terbuka untuk peningkatan keselamatan berkelanjutan. Perseroan menyampaikan kepada pihak ketiga bahwa manfaat dari kepatuhan dengan standar dan persyaratan yang diberikan, akan memberikan manfaat bagi kelangsungan bisnis semua pihak.

Meskipun demikian, Perseroan menyadari bahwa masih dibutuhkan peningkatan keselamatan pada pihak ketiga serta mitra bisnis. Pada tahun 2020, Perseroan menerima laporan dari pihak ketiga dan mitra bisnis, bahwa tidak ada kecelakaan kecelakaan kerja mitra bisnis selama bekerja sama dengan Perseroan. Perseroan juga telah memenuhi isi UU No. 13 tentang Ketenagakerjaan termasuk aturan untuk kontraktor.

d. K3 Contractor

The Company is also continuously maintaining good understanding of occupational health and safety standards through various involvement at the top management levels, the contractors and business partners with the objectives to attain commitment, increase awareness and open discussion to improve sustainable safety. The Company conveys to a third party that the advantage of compliance with the standards and requirements provided will bring about benefits for business continuity of all parties.

Nevertheless, the Company realizes that increased safety for third parties and business partners is still needed. In the year 2020, the Company received reports from third parties and business partners, that there were no accidents involving business partners during cooperation with the Company. the Company has also complied with Law No. 13 on Manpower including for contractors.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Syarat Penetapan K3 dan Dasar Hukumnya Requirements for K3 Contractor and the Legal Basis

No.	Syarat K3 Ditetapkan	Dasar Hukum Legal Basis	K3 Requirements for Contractors
1	Surat Permohonan izin kerja ke <i>Departement Safety</i>	SOP Pengendalian Operasional K3 & LH, No. A SOP 2325-01	Work Permit application letter to Safety Department
2	Copy wajib lapor ketenagakerjaan dari dinas tenaga kerja Kabupaten OKU	UU No. 7 tahun 1981, Permenakertrans RI No. 19 tahun 2012	Coopy of mandatory employment report to the OKU Regency Manpower Office
3	Copy sertifikat bukti kepesertaan Jamsostek/BPJS Ketenagakerjaan	UU No. 24 tahun 2011	Copy of certificate of membership in the Social Security/BPJS Employment
4	Copy kartu Jamsostek/BPJS Ketenagakerjaan dan atau bukti pembayaran	UU No. 24 tahun 2011	Copy of Social Security/BPJS Employment card and/or proof of payment
5	Data tenaga kerja (nama, alamat dan no. HP)	SOP Pengendalian Operasional K3 & LH, No. A SOP 2325-01	Labor data (name, address and mobile number)
6	Copy KTP tenaga kerja kontraktor	SOP Pengendalian Operasional K3 & LH, No. A SOP 2325-01	Copy contractor employee ID card
7	Daftar peralatan yang dibawa	SOP Pengendalian Operasional K3 & LH, No. A SOP 2325-01	List of equipment brought on site
8	SIO/Surat Izin Operator (khusus operator pesawat angkat angkut), sertifikasi dan atau lisensi K3 teknisi <i>lift</i> & eskalator (khusus teknisi <i>lift</i>)	UU No. 1 tahun 1970, Permenakertrans RI No. Per 09/Men/VII/2020 (SIO), Kep. Dirjen Pembinaan Hubungan Industrial dan Pengawasan Ketenagakerjaan No. Kep-407/BW/1999 (Teknisi Lift), PP RI No. 50 tahun 2012	SIO/Operator License (specifically for elevator operators), OHS elevator & escalator certificate and/or license (special for elevator technician)
9	SILU/Surat Izin Layak Operasi (khusus pesawat angkat angkut)	UU No. 1 tahun 1970, Permenaker RI No. Per-05/Men/1985, PP RI No. 50 tahun 2012	SILU/Operation Permit (specifically for lift vehicles)
10	Id Card	SOP Pengendalian Operasional K3 & LH, No. A SOP 2325-01	ID Card
11	Seragam dan atau rompi <i>safety</i> yang terdapat identitas perusahaan kontraktor	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	Uniforms and/or safety vests with identity of contracting company
12	APD helm <i>safety</i> warna hijau (standar Ansi, SNI atau lainnya), helm warna merah khusus <i>security</i> dan PBK lengkap dengan <i>chin strip</i> /tali dagu	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012, SK Direksi PT SB	PPE green color safety helmet (ANSI, SNI or other standards), red color helmet specifically for security and PBK, complete with chin strap
13	APD sepatu <i>safety</i>	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	PPE safety shoes
14	APD masker	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	PPE masks
15	APD <i>safety harness</i>	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	PPE safety harness (safety belt is no longer recommended for use)
16	APD <i>ear plug</i> atau <i>ear muff</i>	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	PPE ear plug or ear muff
17	APD sarung tangan	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	PPE gloves
18	APD kaca mata	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	PPE glasses
19	APD pelindung muka (<i>welding helmet</i> dan atau <i>face shield</i>)	UU No. 1 tahun 1970, Permenaker RI No. Per-08/Men/VII/2010, PP RI No. 50 tahun 2012	PPE face protection (<i>welding helmet</i> and/or <i>face shield</i>)
20	Induksi keselamatan (dilaksanakan sebelum pekerjaan dimulai oleh <i>Departement Safety</i>)	UU No. 1 tahun 1970, SOP Pengendalian Operasional K3 & LH, No. A SOP 2325-01, PP RI No. 50 tahun 2012	Safety induction (carried out before work starts by Safety Department)



Form Sura Izin Kerja Aman (SIKA)

PT. SEMEN BATURAJA (PERSERO) Tbk BAGIAN K3 & LH	SURAT IZIN KERJA AMAN (SIKA) A RD 2325-24	No. Dokumen : AKD 223000-11 Revisi : 0 Tanggal Terbit : 03 Januari 2019 Halaman : 1 dari 1
Nama Perusahaan :	Jenis Pekerjaan :	Unit Kerja :
Waktu :	Diizinkan bekerja oleh Ka, K3 & LH setelah memenuhi Syarat-Syarat K3 Kontraktor sebagai berikut:	
	Ada	Tidak Ada
1. Surat permohonan izin kerja		
2. Copy wajib lapor ketenagakerjaan		
3. Copy Sertifikat Jamsostek/ BPJS Ketenagakerjaan		
4. Copy kespesertan Jamsostek/ BPJS Ketenagakerjaan Pekerja		
5. Data tenaga kerja (Nama, alamat, No. Hp)		
6. Copy KTP		
7. Daftar peralatan yang dibawa		
8. Id Card		
9. SIO/Surat Izin Operator (Khusus operator PAA)		
10. SILO/Surat Izin Layak Operasi (Khusus PAA)		
11. Seragam/Rompi Safety		
12. Induksi Keselamatan		
13. APD/Alat Pelindung Diri		
a. Helm Safety warna Hijau (Warna merah khusus Security dan PBK)		
b. Sepatu		
c. Masker		
d. Safety harness		
e. Ear Plug/Ear Muff		
f. Sarung Tangan		
g. Kacamata		
h. Pelindung Muka (Welding Helmet dan atau Face Shield)		
i. APD Lainnya (sebutkan):		
"Utamakan Keselamatan dan Kesehatan Kerja"		
"Selamat bekerja, bekerja dengan penuh semangat untuk masa depan yang lebih baik"		
Diizinkan oleh :	Tanggal :	Direview oleh :

Safety Permit Form

PT. SEMEN BATURAJA (PERSERO) Tbk BAGIAN K3 & LH	SURAT IZIN KERJA AMAN (SIKA) A RD 2325-24	No. Dokumen : AKD 223000-11 Revisi : 0 Tanggal Terbit : 03 Januari 2019 Halaman : 1 dari 1
Nama Perusahaan :	Jenis Pekerjaan :	Unit Kerja :
Waktu :	Diizinkan bekerja oleh Ka, K3 & LH setelah memenuhi Syarat-Syarat K3 Kontraktor sebagai berikut:	
	Ada	Tidak Ada
1. Surat permohonan izin kerja		
2. Copy wajib lapor ketenagakerjaan		
3. Copy Sertifikat Jamsostek/ BPJS Ketenagakerjaan		
4. Copy kespesertan Jamsostek/ BPJS Ketenagakerjaan Pekerja		
5. Data tenaga kerja (Nama, alamat, No. Hp)		
6. Copy KTP		
7. Daftar peralatan yang dibawa		
8. Id Card		
9. SIO/Surat Izin Operator (Khusus operator PAA)		
10. SILO/Surat Izin Layak Operasi (Khusus PAA)		
11. Seragam/Rompi Safety		
12. Induksi Keselamatan		
13. APD/Alat Pelindung Diri		
a. Helm Safety warna Hijau (Warna merah khusus Security dan PBK)		
b. Sepatu		
c. Masker		
d. Safety harness		
e. Ear Plug/Ear Muff		
f. Sarung Tangan		
g. Kacamata		
h. Pelindung Muka (Welding Helmet dan atau Face Shield)		
i. APD Lainnya (sebutkan):		
"Utamakan Keselamatan dan Kesehatan Kerja"		
"Selamat bekerja, bekerja dengan penuh semangat untuk masa depan yang lebih baik"		
Diizinkan oleh :	Tanggal :	Direview oleh :

Selain itu, juga terdapat *safety permit* (izin keselamatan) untuk pekerjaan-pekerjaan dengan kategori tertentu dan *tagging system* menggunakan *safety tag*.

Adapun jenis pekerjaan yang membutuhkan *safety permit* yaitu:

1. Pekerjaan memasuki mesin produksi (*Confined Space*)
2. Pekerjaan perbaikan Pita Transport (*Transport Material*)
3. Pekerjaan dengan menggunakan nyala api.
4. Bekerja pada ketinggian
5. Pekerjaan penggalian
6. Pekerjaan perbaikan listrik tegangan tinggi
7. Pekerjaan pengangkatan dengan menggunakan *Crane/sejenisnya*.

In addition, *safety permit* and *tagging system* using *safety tag* are also applicable for works under particular categories.

The types of work that require a *safety permit*, namely:

1. Work entered the production machine (*Confined Space*)
2. Repair work for Transport Ribbons (*Transport Material*)
3. Work using flames.
4. Work at a height
5. Excavation work
6. High voltage electrical repair work
7. Lifting work using a crane/the like.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Form Safety Permit & Safety Tag

Safety Permit Form & Safety Tag

PT. SEMEN BATURAJA (PERSERO) Tbk DEPARTMENT SAFETY		IZIN KESELAMATAN/ SAFETY PERMIT A RD 141000-04		No. Dokumen : A RD 141000-04 Revisi : 0 Tanggal Terbit : 02 Desember 2019 Halaman : 1 dari 2
1. PENGURUS TEMPAT KERJA (PEMILIK AREA) 1.1. NAMA / NIK : _____ 1.2. UNIT KERJA : _____ 1.3. EQUIPMENT : _____		2. SUPERVISI YANG AKAN BEKERJA 2.1. NAMA / NIK : _____ 2.2. ANGGOTA : _____ 2.3. AKTIFITAS : _____ Diletakkan pada Safety Tag		
Ditentukan oleh pengawas tempat kerja (Senior Manager, Manager, Junior Manager) setelah syarat-syarat Keselamatan / tindakan pengamanan dibawah ini sudah dilaksanakan sebagaimana mestinya.				
SYARAT-SYARAT KESELAMATAN		KONTROL	KETERANGAN	
1. MASUK KE CONFINED SPACE / MESIN PRODUKSI 1.1. Sumber tenaga / sumber listrik sudah diputuskan 1.2. Tombol Pengendali / Panel Control dikunci 1.3. Udara panas dibersihkan / Fan Blower dihidupkan 1.4. Bahan mudah menyala sudah dibersihkan 1.5. Saluran bahan mudah menyala dibuang 1.6. Minimal 2 orang (1 orang di dalam, 1 orang di luar) 1.7. Lampu penerangan disiapkan 1.8. Alat komunikasi (HT) disiapkan		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak		
2. PERBAIKAN JITA TRANSPORT MATERIAL 2.1. Sumber tenaga / sumber listrik sudah diputuskan 2.2. Tombol Pengendali / Panel Control dikunci 2.3. Roper Switch dapat dilepaskan pada kondisi darurat 2.4. Lampu penerangan disiapkan 2.5. Alat komunikasi (HT) disiapkan		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak	Ditujukan sebagai perbaikan	
3. BEKERJA DENGAN MENGGUNAKAN NYALA API 3.1. Saluran bahan bakar sudah ditutup / di-binafl flame 3.2. Sisa-sisa bahan bakar / minyak sudah dibersihkan 3.3. Area kerja dibersihkan dari material mudah menyala 3.4. Sisa-sisa gas hydro carbon di sudut mati dibersihkan 3.5. Traffic line, safety LPO dan Obstacle diabaikan pada posisi yang aman, melindungi diri di atas 3.6. Disiapkan Alat Pemadam Api Ringan (APAR) / media pemadam lainnya (pasir / debu) 3.7. Dilarang merokok di area kerja yang menggunakan nyala api		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak	Seluruh Pekerjaan yang menggunakan nyala api	
4. BEKERJA PADA KETINGGIAN 4.1. Wajib menggunakan safety harness / body harness 4.2. Dipasang ramba tanda peringatan 4.3. Dipasang safety line Barikade 4.4. Disiapkan sarana kerja / perancah, limit kerja, HT		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak		
5. PEKERJAAN PENGGALIAN 5.1. Pastikan area pengisian tidak terdapat jalur pipa dan kabel 5.2. Pastikan Sarana pasarnya dalam kondisi baik 5.3. Dipasang safety line Barikade 5.4. Dipasang ramba tanda peringatan 5.5. Alat komunikasi (HT) disiapkan 5.6. Wajib menyiapkan APD Body Harness jika berada di bawah 1,5 m 5.7. Dipasang Shoreing pada sisi galian 5.8. Pasokkan kadar oksigen 5.9. Lampu Penerangan		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak		
6. PEKERJAAN PERBAIKAN LISTRIK TEGANGAN TINGGI 6.1. Sumber tenaga / sumber listrik sudah diputuskan 6.2. Tombol Pengendali / Panel Control dikunci 6.3. Dipasang ramba tanda peringatan 6.4. Lampu penerangan disiapkan jika pekerjaan hingga malam hari		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak		

6.5. Alat komunikasi (HT) disiapkan 6.6. Disiapkan APD berupa sarung tangan tegangan tinggi 6.7. Wajib disiapkan APD berupa Safety Harness jika bekerja di ketinggian 6.8. Lampu penerangan disiapkan		Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak	
7. PEKERJAAN PENGANGKATAN DENGAN MENGGUNAKAN CRANE/ SELEMENYA 7.1. Cincin keamanan dalam kondisi baik dan siap pakai 7.2. Sarana pengaman dan keselamatan dalam kondisi baik (Alarm, Stopper, Karet Stopper, Limit Switch, Emergency Stop, Pengunci kunci) 7.3. Operator harus crane agar ada rigger 7.4. Alat komunikasi (HT) disiapkan 7.5. Dipasang safety line Barikade 7.6. Dipasang ramba tanda peringatan 7.7. Lampu penerangan disiapkan jika pekerjaan hingga malam hari 7.8. Pasokkan Struktur Tampak Kerja		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak Ya / Tidak	
8. PEMASANGAN TANDA PERINGATAN 8.1. Safety Tag sudah dicantumkan petugas yang bekerja 8.2. Sudah digantung pada tombol kendali/ panel control		YA / TIDAK Ya / Tidak Ya / Tidak	Safety tag digantung pada tombol lokal (Panel) dan cet (Merah), setelah selesai safety tag dikembalikan ke Departemen Safety
9. PERILAKUAN KHUSUS 9.1. Dilakukan pengukuran Oxygen Deficiency 9.2. Dilakukan pengukuran suhu kerja 9.3. Pengukuran sisa-sisa gas / hydro carbon di sudut mati		YA / TIDAK Ya / Tidak Ya / Tidak Ya / Tidak	Jika perangnya kurang dari 24 jam
10. SYARAT K3 KONTRAKTOR Jika pekerjaan dilakukan oleh pihak ketiga/ kontraktor, wajib melengkapi syarat K3 kontraktor sebelum masuk ke area kerja			Sudah / Belum
ALAT PELINDUNG DIRI YANG DIPAKAI : <input type="checkbox"/> Helm, <input type="checkbox"/> Sepatu, <input type="checkbox"/> Masker, <input type="checkbox"/> Body Harness/ Safety Belt <input type="checkbox"/> Sarung Tangan <input type="checkbox"/> Ear plug/ Ear Muff <input type="checkbox"/> Kacamata, <input type="checkbox"/> (APD lain sebutkan): _____			
Tanggal & Jam dimulai pekerjaan : _____ Lama Pekerjaan : _____ hari Tanggal & Jam selesai pekerjaan : _____			
Direvisi oleh : Mgr/ JM Safety		Diizinkan oleh : SM/ Mgr/ JM Tempet Kerja	Tanggung : Supervisi Pelaksanaan Kerja

DAFTAR PEKERJA		KONDISI KESEHATAN (Sakit/ Pusing/Mengonsumsi Obat Medis/Luka/Cedera)		TTD
No	NAMA			

A RD 141000-04
SAFETY TAG

DIIZINKAN BEKERJA.

AKTIVITAS :

Nama Ketua Tim : _____
Nama Supervisor : _____
Nama Anggota : _____

Tanggal Start : _____ / Pulok
Tanggal Stop : _____ / Pulok

PPG, PIR, PPI
Tanggung

Pesanggung Jawab Unit Kerja

A RD 141000-04
SAFETY TAG

DILARANG START !

ADA PERBAIKAN / PEKERJAAN

EQUIPMENT :

TELAH DILAKUKAN PENGAMANAN

1. Sumber tenaga / sumber listrik sudah diputuskan.
2. Panel listrik dikunci/ telah dipasang padlock
3. Bahan mudah menyala telah dibersihkan.
4. Material bergantungan telah dibersihkan.
5. Saluran pemanas/airan telah diblind flange
6. Saluran bahan bakar/minyak diblind flange
7. Ventilasi/sirkulasi udara telah dilakukan.
8. Suhu kerja sesuai NAB 21°C - 32°C ISBB.
9. Alat Pelindung Diri (APD) telah dipakai.
10. Petugas telah dikonsertasikan BPJS Ketrugakerjaan.

SELAMAT BEKERJA



e. Sertifikasi Personil

Secara berkesinambungan, Perseroan melakukan pembinaan dan pengembangan karyawan untuk memenuhi kompetensi dasar dan kompetensi teknis keahlian yang dibutuhkan untuk menghasilkan SDM yang berkompeten dan profesional di bidang K3. Pendidikan dan pengembangan karyawan dilakukan melalui metode pembelajaran yang meliputi *on the job training*, penyertaan dalam seminar, pelatihan dan program sertifikasi.

Daftar sertifikasi karyawan di bidang K3 sebagai berikut:

e. Personnel Certification

On continuous basis, the Company conducts coaching and development of employees to meet the basic competencies and technical expertise competencies needed to produce competent and professional HR in the field of K3. Employee education and development is carried out through the learning methods which include on the job training, participation in seminars, training and certification programs.

List of employee certifications is as follows:

No.	Nama Name	Jenis Sertifikasi Type of Certification	Tanggal Masa Berlaku Valid Date
1	M.A Fatahillah Saban	Pengawasan Norma K3 (AK3 Umum) K3/OHS Norms Supervision (General AK3)	05 Maret 2021 05 March 2021
2	Muri Tajam	Pengawasan Norma K3 (AK3 Umum) K3/OHS Norms Supervision (General AK3)	15 Agustus 2021 15 August 2021
3	Agussatria Wardana	Pengawasan Norma K3 (AK3 Umum) K3/OHS Norms Supervision (General AK3)	31 Desember 2021 31 December 2021
4	Rosmini	Pembinaan Pengawasan Norma K3 (AK3 Umum) Guidance on the Supervision of K3/OHS (General AK3)	31 Desember 2021 31 December 2021
5	Novian Hadi KH	Pembinaan Pengawasan Norma K3 (AK3 Umum) Guidance on the Supervision of K3/OHS (General AK3)	31 Desember 2021 31 December 2021
6	Ari Bagito	Pembinaan Pengawasan Norma K3 (AK3 Umum) Guidance on the Supervision of K3/OHS (General AK3)	28 Februari 2023 28 February 2023
7	Ocvein Tryo Naldo	Pembinaan Pengawasan Norma K3 (AK3 Umum) Guidance on the Supervision of K3/OHS (General AK3)	28 Februari 2023 28 February 2023
8	Rio Julianto	Pembinaan Pengawasan Norma K3 (AK3 Umum) Guidance on the Supervision of K3/OHS (General AK3)	28 Februari 2023 28 February 2023
9	Randy Prayuda	Pembinaan Pengawasan Norma K3 (AK3 Umum) Guidance on the Supervision of K3/OHS (General AK3)	28 Februari 2023 28 February 2023
10	Meriadi	Pembinaan Pengawasan Norma K3 (AK3 Umum) Guidance on the Supervision of K3/OHS (General AK3)	28 Februari 2023 28 February 2023
11	Muhammad Adri	Pembinaan Teknik K3 Bidang Listrik K3 Technical Coaching on Electricity	18 Mei 2021 18 May 2021
12	Anton Tirta Wijaya	Pembinaan Teknik K3 Bidang Listrik K3 Technical Coaching on Electricity	18 Mei 2021 18 May 2021
13	M. Balya Eryad	Operator K3 Kran Mobile Kelas: II (DUA) K3 Mobile Faucet Operator Class: II (TWO)	2 April 2021 2 April 2021
14	Imam Wahid Saputra	Surat Izin Operator (SIO) Alat Berat Heavy Equipment Operator License (SIO)	2 April 2021 2 April 2021
15	Sapta Sumaryono	Surat Izin Operator (SIO) Alat Berat Heavy Equipment Operator License (SIO)	2 April 2021 2 April 2021
16	Albert N	Surat Izin Operator (SIO) Alat Berat Heavy Equipment Operator License (SIO)	2 April 2021 2 April 2021
17	M. Erwinsyah Putra	Pembinaan Teknik K3 Bidang Pesawat Angkat dan Angkut K3 Technical Guidance in the Field of Transport Aircraft	5 November 2021 5 November 2021
18	M. Ferdiansyah	Pembinaan Teknik K3 Bidang Pesawat Angkat dan Angkut K3 Technical Guidance in the Field of Transport Aircraft	5 November 2021 5 November 2021
19	Syahrhan Aziman	Pembinaan Teknik K3 Bidang Pesawat Angkat dan Angkut K3 Technical Guidance in the Field of Transport Aircraft	5 November 2021 5 November 2021
20	Arief Ariyansyah	Operator K3 Forklift Kelas II K3 Forklift Operator Class II	13 Februari 2020 13 February 2020
21	Rinaldi	Operator K3 Crane Overhead Kelas II K3 Overhead Crane Operator Class II	14 Desember 2020 14 December 2020



TANGGUNG JAWAB SOSIAL PERUSAHAAN

CORPORATE SOCIAL RESPONSIBILITY

No.	Nama Name	Jenis Sertifikasi Type of Certification	Tanggal Masa Berlaku Valid Date
22	Teddy Refi Andika	Operator K3 Crane Overhead Kelas II K3 Overhead Crane Operator Class II	14 Desember 2020 14 December 2020
23	Debi Fitriansyah, A.Md	Operator K3 Crane Overhead Kelas II K3 Overhead Crane Operator Class II	14 Desember 2020 14 December 2020
24	Herwin Saputra	Operator K3 Crane Overhead Kelas II K3 Overhead Crane Operator Class II	14 Desember 2020 14 December 2020
25	Aryo Wahyudi	Pembinaan Teknik K3 Bidang Kimia K3 Engineering Development in the Field of Chemistry	20 Agustus 2021 20 August 2021
26	Hasnil Rizki Eldhawan	Pembinaan Teknik K3 Bidang Kimia K3 Engineering Development in the Field of Chemistry	20 Agustus 2021 20 August 2021
27	Muhamad Kardono	Pembinaan Teknik K3 Bidang Kimia K3 Engineering Development in the Field of Chemistry	20 Agustus 2021 20 August 2021
28	Febri Alatas Simanjuntak	Pembinaan Teknik K3 Bidang Kimia K3 Engineering Development in the Field of Chemistry	20 Agustus 2021 20 August 2021
29	Irsan Yasdianto	Ahli K3 Bidang Penanggulangan Kebakaran K3 Expert in Fire Management	28 Juni 2022 28 June 2022
30	Rosiana TM	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	20 April 2021 20 April 2021
31	Imam Sudita	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	20 April 2021 20 April 2021
32	Yanuar Fantoni	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	20 April 2021 20 April 2021
33	Kheusveny Harnum	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	19 Maret 2023 19 March 2023
34	Agussatria Wardana	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	19 Maret 2023 19 March 2023
35	Muhamad Herdy Ariansyah	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	19 Maret 2023 19 March 2023
36	Maulana Furqon	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	19 Maret 2023 19 March 2023
37	Nurdias Ramadhani	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	19 Maret 2023 19 March 2023
38	Muhammad Akbar	Pembinaan K3 Bidang P3K di Tempat Kerja K3 First Aid Development in the Workplace	19 Maret 2023 19 March 2023
39	Charles Ariansyah	Pembinaan Teknik K3 Bidang Perancah Technical Guidance for K3 Scaffolding	16 Juli 2021 16 July 2021
40	Ari Yudha Saputra	Pembinaan Teknik K3 Bidang Perancah Technical Guidance for K3 Scaffolding	16 Juli 2021 16 July 2021
41	Herri Susanto	Juru Ledak Kelas II Explosives Class II	3 Oktober 2021 3 October 2021
42	Zerry Subekti	Manager Pengendalian Pencemaran Air Water Pollution Control Manager	29 Oktober 2021 29 October 2021
43	Sherly Rati Utami	Manager Pengelolaan Limbah Bahan Berbahaya dan Beracun Manager of Hazardous and Toxic Waste Management	5 September 2021 5 September 2021
44	Febri Indah N.	Manager Pengelolaan Limbah Bahan Berbahaya dan Beracun Manager of Hazardous and Toxic Waste Management	5 September 2021 5 September 2021
45	Darwin	Manager Pengelolaan Limbah Bahan Berbahaya dan Beracun Manager of Hazardous and Toxic Waste Management	5 September 2021 5 September 2021
46	Dani Sulaiman	Manager Pengendalian Pencemaran Udara Manager of Air Pollution Control	29 Oktober 2021 29 October 2021
47	Dani Sulaiman	Manager Energi Manager of Energy	20 Oktober 2023 20 October 2023
48	Ade Dwi Wijayanto	Manager Energi Manager of Energy	16 Desember 2023 16 December 2023
49	Ongki Purwanta	Manager Energi Manager of Energy	16 Desember 2023 16 December 2023
50	Davi Pratama Nuarry	Auditor Energi Energy Auditor	20 Oktober 2023 20 October 2023
51	Marta Syahbana	Manager Pengendalian Pencemaran Udara Manager of Air Pollution Control	22 November 2023 22 November 2023



No.	Nama Name	Jenis Sertifikasi Type of Certification	Tanggal Masa Berlaku Valid Date
52	Rendotian Anugrah	Manager Pengendalian Pencemaran Udara Manager of Air Pollution Control	22 November 2023 22 November 2023
53	Muhammad Ardiansyah	Manager Pengendalian Pencemaran Air Manager of Water Pollution Control	22 November 2023 22 November 2023

f. Pendidikan dan Pelatihan

Pelatihan terkait K3LH di Perseroan terbagi atas *mandatory program* (wajib) dan *recommended industrial program* (tidak wajib, tetapi direkomendasikan). Perseroan melakukan pelatihan dan pengembangan karyawan yang dilakukan secara berjenjang sejak masa *on the job training* (OJT), level operator, level supervisor, level senior supervisor/*analyst* dan level managerial.

Dalam rangka memberikan pengetahuan dan pelatihan tanggap terhadap bahaya kebakaran baik di area pabrik, perkantoran maupun dalam rumah tangga, Departemen Safety melaksanakan pelatihan penggunaan APAR dan tanggap darurat jika terjadi kebakaran di rumah kepada karyawan/ti di tiap *site*.

Berikut kegiatan *inhouse training* terkait K3 selama tahun 2020:

No.	Jenis Pelatihan Type of Training	Tanggal Date	Penyelenggara Organizer	Peserta Participants	Jumlah Total
1	Penanganan Bisa Ular Treating Snake Poison	13 Januari 2020 13 January 2020	Bpk. Nursidin & Dr. Putut	Personel Divisi Mining dan Warga Rumdis SMBR Site Baturaja, kegiatan dihadiri Bupati OKU Personnel Division of Mining, Residents of Rumdis, SMBR Sites of Baturaja, attended by the Regent of OKU	±150 Orang ±150 Persons
2	Training HIRADC Inhouse Training "HIRADC"	08 Januari 2020 8 January 2020	TUV Nord	Perwakilan dari tiap Unit Kerja Representatives of each Work Unit	35 Orang 35 Persons
3	Pelatihan Fire Hydrant Site Palembang Training on Fire Hydrants at Palembang Site	29-30 Juni 2020 29-30 June 2020	Dept. Safety Safety Dept.	Seluruh Karyawan SMBR Site Palembang All Employees of SMBR Palembang Site	30 Orang 30 Persons
4	Pelatihan Fire Hydrant Site Panjang Training on Fire Hydrants at Panjang Site	29-30 Juni 2020 29-30 June 2020	Dept. Safety Safety Dept.	Seluruh Karyawan SMBR Site Panjang All Employees of SMBR Panjang Site	15 Orang 15 Persons
5	Pelatihan Fire Hydrant Site Baturaja Training on Fire Hydrants at Baturaja Site	24-30 Juli 2020 24-30 July 2020	Dept. Safety Safety Dept.	Seluruh Karyawan SMBR Site Baturaja All Employees of SMBR Baturaja Site	261 Orang 261 Persons
6	Pelatihan Memadamkan Api Peralatan Rumah Tangga Training on Fighting Fire of Household Equipment	9, 16, 23 Oktober 2020 09, 16, 23 October 2020	Dept. Safety Safety Dept.	Karyawati Site Baturaja Female Employees of Baturaja Site	49 Orang 49 Persons
7	Pelatihan Resusitasi Paruh Jantung (RPJ) Training on Cardiac Resuscitation (RPJ)	7-8 Januari 2020 7-8 January 2020	Dept. Health & Environment HE Dept	Karyawan/ti site Baturaja Employees of Baturaja Site	20 Orang 20 Persons

f. Education and Training

Training related to Occupational Health and Safety and the Environment (K3LH) in the Company is divided into mandatory program (mandatory) and recommended industrial program (not mandatory, but recommended). The Company conducts employee training and development carried out in stages from the time of On the Job Training (OJT), operator level, supervisor level, senior Supervisor/*analyst* level and managerial level.

In the context of providing the knowledge and training to employees at each site on emergency response in fire hazards in factory, office as well as at home, the Safety Department conducts training on the use of APAR and emergency response in the event of fire at home.

Following is list of inhouse training related to K3 during the year 2020:



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

No.	Jenis Pelatihan Type of Training	Tanggal Date	Penyelenggara Organizer	Peserta Participants	Jumlah Total
8	Pelatihan Covid Ranger Covid Ranger Training	9 Juli 2020 9 July 2020	Dept. Health & Environment HE Dept	Perwakilan dari tiap Unit Kerja Representatives of each Work Unit	51 Orang 51 Persons
9	Pelatihan Sistem Management Lingkungan (SML) Training on Environmental Management System (SML)	13-14 Oktober 2020 13-14 October 2020	Dept. Health & Environment HE Dept	Perwakilan dari tiap Unit Kerja Representatives of each Work Unit	36 Orang 36 Persons

Tingkat kecelakaan kerja

Berbagai upaya peningkatan kinerja aspek K3LH terus dilakukan selama tahun 2020. Untuk kecelakaan kerja di pabrik Palembang dan Panjang tidak terjadi kasus yang mengakibatkan kematian, kehilangan waktu kerja (*lost time injury*), pembatasan kerja dan kasus yang memerlukan penanganan medis dan kasus yang menyebabkan kehilangan waktu kerja. Namun terdapat kecelakaan kerja di pabrik Baturaja yakni 1 (satu) kecelakaan kerja kategori cedera berat.

Penghargaan *Zero accident* sebagai bentuk pencapaian yang didapat oleh Perseroan yang telah berhasil mencegah terjadinya kecelakaan kerja di tempat kerja tanpa menghilangkan waktu kerja. Kinerja aspek K3 diukur melalui pencapaian parameter kekerapan kecelakaan kerja dan indeks keparahan, serta jumlah hilangnya jam/hari kerja akibat insiden kecelakaan kerja.

Berikut ini statistik kecelakaan kerja selama 3 (tiga) tahun terakhir, yang dapat dilihat pada tabel berikut:

Statistik Kecelakaan Kerja Pabrik Palembang

Statistics of Work Accidents at Palembang Plant

No.	Uraian Description	Tahun Year			Keterangan Notes
		2020	2019	2018	
A	Jumlah Tenaga Kerja Total Manpower	540	574	520	Rata-rata Σ Karyawan SMBR dan non organic Average Employee Σ Employees of SMBR and non organic Standard max 0,2 Standard max of 0.2
B	Jumlah Tenaga Kerja (40 x 50 x A) Total Worker(40 x 50 x A)	1.026.515	1.148.000	1.040.000	
C	Jumlah Kecelakaan Kerja Total Work Accidents	0	0	0	
	· Cidera Ringan Minor Injury	0	0	0	
	· Cidera Berat Severe Injury	0	0	0	
	· Meninggal Dunia Passed Away	0	0	0	
D	Jumlah Hari Kerja Hilang Total Work Days Lost	0	0	0	
E	Angka Kecelakaan (C x 106); B Accident Number(C x 106); B	0	0	0	
F	Angka Kekerapan (D x 106); B Ability Rate(D x 106); B	0	0	0	
G	Safety Score $\sqrt{(E \times F): 1000}$ Safety Score $\sqrt{(E \times F): 1000}$	0	0	0	
H	Biaya Kecelakaan Rp000 Costs of Accident Rp000	0	0	0	

Rate of Work Accident

Various efforts to improve the performance of K3LH aspects are continuously carried out during the year 2020. There was no work accident recorded at Palembang and Panjang Plants that results in death, lost in work time, work restrictions nor cases that require medical treatment or cause loss of work time (*lost time incident*). However, there was 1 (one) work accident that occurred at Baturaja Plant with category of severe injury.

Zero Accident award is a form of achievement acknowledgement received by the Company that has succeeded in preventing work accidents at work without eliminating work time. Performance of K3 aspect is measured through the achievement in such parameters as the frequency of work accidents and severity index, as well as the number of lost hours/working days due to work accident incidents.

Following is the statistics on work accidents for 3 (three) years period:



Statistik Kecelakaan Kerja Pabrik Panjang
Statistics of Work Accidents at Panjang Plant

No.	Uraian Uraian	Tahun Year			Keterangan Description
		2020	2019	2018	
A	Jumlah Tenaga Kerja Total Manpower	177	239	282	Rata-rata Karyawan Σ Karyawan SMBR dan non organic Average Employee Σ Employees of SMBR and non organic
B	Jumlah Tenaga Kerja (40 x 50 x A) Total Worker(40 x 50 x A)	354.000	478.000	564.000	
C	Jumlah Kecelakaan Kerja Total Work Accidents	0	0	0	
	· Cidera Ringan Minor Injury	0	0	0	
	· Cidera Berat Severe Injury	0	0	0	
	· Meninggal Dunia Passed Away	0	0	0	
D	Jumlah Hari Kerja Hilang Total Work Days Lost	0	0	0	
E	Angka Kecelakaan (C x 106): B Accident Number(C x 106): B	0	0	0	
F	Angka Kekerapan (D x 106): B Ability Rate(D x 106): B	0	0	0	Standard max 0,2 Standard max of 0.2
G	Safety Score $\sqrt{(E \times F): 1000}$ Safety Score $\sqrt{(E \times F): 1000}$	0	0	0	
H	Biaya Kecelakaan Rp000 Costs of Accident Rp000	0	0	0	

Statistik Kecelakaan Kerja Pabrik Baturaja
Statistics of Work Accidents at Baturaja Plant

No.	Uraian Uraian	Tahun Year			Keterangan Description
		2020	2019	2018	
A	Jumlah Tenaga Kerja Total Manpower	1.167	1.504	1.517	Rata-rata Karyawan Σ Karyawan SMBR dan non organic Average Employee Σ Employees of SMBR and non organic
B	Jumlah Tenaga Kerja (40 x 50 x A) Total Worker(40 x 50 x A)	2.334.000	3.008.000	2,134,000	
C	Jumlah Kecelakaan Kerja Total Work Accidents	1	1	0	
	· Cidera Ringan Minor Injury	0	0	0	
	· Cidera Berat Severe Injury	1	1	0	
	· Meninggal Dunia Passed Away	0	0	0	
D	Jumlah Hari Kerja Hilang Total Work Days Lost	11	20	0	
E	Angka Kecelakaan (C x 106): B Accident Number(C x 106): B	0,43	0,33	0	
F	Angka Kekerapan (D x 106): B Ability Rate(D x 106): B	4,71	6,65	0	Standard max 0,2 Standard max of 0.2
G	Safety Score $\sqrt{(E \times F): 1000}$ Safety Score $\sqrt{(E \times F): 1000}$	0,04	0,05	0	
H	Biaya Kecelakaan Rp000 Costs of Accident Rp000	0	0	0	



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Sertifikasi dan Penghargaan

Perseroan melengkapi operasionalnya dengan berbagai penghargaan dan sertifikasi berstandar internasional di bidang kesehatan dan keselamatan kerja.

Certification and Awards

The Company completes its operations with various international standard certifications in occupational health and safety.

Sertifikasi

Certification

No.	Sertifikasi Certification	Diterima pada Received on	Diterbitkan oleh Published by	Masa Berlaku Valid Period
1	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Palembang Occupational Safety and Health Management System of PT Semen Baturaja (Persero) Tbk Palembang Plant	17 September 2020 17 September 2020	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020 - 17 September 2023 17 September 2020 - 17 September 2023
2	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Baturaja Occupational Safety and Health Management System of PT Semen Baturaja (Persero) Tbk Baturaja Plant	17 September 2020 17 September 2020	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020 - 17 September 2023 17 September 2020 - 17 September 2023
3	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Panjang Occupational Safety and Health Management System of PT Semen Baturaja (Persero) Tbk. Panjang Plant	17 September 2020 17 September 2020	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020 - 17 September 2023 17 September 2020 - 17 September 2023
4	OHSAS 18001:2007 Sistem Manajemen Keselamatan dan Kesehatan Kerja OHSAS 18001: 2007 Occupational Health and Safety Management System	11 April 2019 11 April 2019	TUV NORD INDONESIA	11 April 2013 - 11 Maret 2021 11 April 2013 - 11 March 2021

Penghargaan

Awards

No.	Tanggal Perolehan Date Received	Nama Penghargaan Name of Awards	Ajang/Jenjang Event/Level	Penyelenggara Organizer
1	12 Februari 2020 12 February 2020	Perusahaan Pembina K3 Terbaik Tingkat Provinsi Sumatera Selatan Best Occupational Health and Safety Development Company in South Sumatera Province	Tingkat Provinsi Sumatera Selatan South Sumatera Province Level	Pemerintah Provinsi Sumsel Government of South Sumatera Province
2	8 Oktober 2020 8 October 2020	Penghargaan Kecelakaan Nihil (Pabrik Palembang) Zero Accident Award (Palembang Plant)	Zero Accident - Pabrik Palembang Zero Accident - Palembang Plant	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
3	8 Oktober 2020 8 October 2020	Penghargaan Kecelakaan Nihil (Pabrik Panjang) Zero Accident Award (Palembang Plant)	Zero Accident - Pabrik Panjang Zero Accident - Panjang Plant	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia

Biaya

Biaya rutin keselamatan dan kesehatan kerja yang meliputi pencegahan kecelakaan, pencegahan kebakaran, *emergency response plan* dan pemenuhan kelengkapan yang sesuai Sistem Manajemen K3 pada 2020 adalah Rp611,2 juta.

Expense

Routine expense for occupational health and safety which covers accident prevention, fire prevention, emergency response plan and fulfillment of equipment according to K3 Management System for the year 2020 is Rp611.2 million.



TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP BARANG DAN/ATAU JASA

CORPORATE SOCIAL RESPONSIBILITY ON GOODS AND/OR SERVICES

KOMITMEN DAN KEBIJAKAN

Perseroan memiliki komitmen untuk senantiasa mengutamakan mutu serta pelayanan prima dalam memenuhi harapan, kebutuhan dan kepuasan pelanggan secara berkesinambungan. Perseroan menempatkan kepuasan pelanggan sebagai aspek yang mendasar dan penting.

Dengan komitmen tersebut, Perseroan terus memprioritaskan aspek kesehatan, keselamatan kerja seluruh karyawan, pelanggan, mitra kerja, maupun pemangku kepentingan lain serta melakukan lindung lingkungan dan aset perusahaan sebagai komitmen dalam mewujudkan kepuasan pelanggan. Sebagai pedoman pelaksanaan untuk memastikan kepuasan pelanggan terhadap produk, Perseroan menerapkan ISO 9001:2015 Sistem Manajemen Mutu untuk berbagai layanan yang dimiliki, sistem manajemen lingkungan ISO 14001:2015, sistem manajemen kesehatan dan keselamatan kerja karyawan (OHSAS 18001:2007), Sistem Manajemen Kesehatan & Keselamatan Kerja, Sistem Manajemen Laboratorium SNI ISO/IEC 17025:2017, dan Sertifikasi Standar Nasional Indonesia (SNI).

Sesuai dengan Undang-Undang No. 8 tahun 1999 tentang Perlindungan Konsumen, Perseroan menjalankan tanggung jawab sosial terhadap

COMMITMENT AND POLICY

The Company is committed continuously prioritize quality and prime services in fulfilling the hopes, needs and satisfaction of the customers. The Company places customer satisfaction as a basic and important aspect.

With such commitment, the Company continues to prioritize the health and safety aspects of all employees, customers, work partners and other stakeholders as well as protecting the environment and company assets as a commitment to realizing customer satisfaction. As implementation guidelines to ensure customer satisfaction with products, the Company implements ISO 9001:2015 Quality Management System for its various services, ISO 1400:2015 Environmental Management System, Employee Occupational Health and Safety Management System (OHSAS 18001:2007), Occupational Health and Safety Management System, Laboratory Management System SNI ISO/IEC 17025:2017, and Indonesian National Standard Certification (SNI)

In accordance with Law No. 8 of 1999 on Consumer Protection, the Company carries out social responsibility towards consumers which is carried



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

konsumen yang dilakukan dengan menyediakan produk semen yang berkualitas, menyediakan media informasi tentang produk, kualitas produk dan pelayanan pelanggan. Pelaksanaan kegiatan tanggung jawab konsumen melalui penjagaan mutu produk, baik proses produksi maupun dalam proses transportasi karena produk dari Perseroan memiliki risiko pada kesehatan dan keselamatan pelanggan jika tidak ditangani dengan baik.

Untuk menunjang komitmen tersebut, Perseroan telah memiliki sejumlah kebijakan terutama dalam pengelolaan hubungan dengan pelanggan seperti yang tertuang dalam Pedoman Perilaku (*Code of Conduct*).

PEMANGKU KEPENTINGAN DAN LINGKUP DAMPAK BARANG DAN/ATAU JASA

Pemangku kepentingan yang memiliki dampak atas tanggung jawab pada aspek barang dan jasa adalah konsumen atau pelanggan yaitu pengguna akhir produk dan jasa Perseroan karena Perseroan menyadari bahwa pelanggan adalah pemangku kepentingan yang memegang peranan penting bagi keberlanjutan usaha.

Perseroan berupaya memenuhi tanggung jawabnya terkait kualitas produk yang didistribusikan sesuai dengan standar yang berlaku, mulai dari proses produksi sampai dengan produk terdistribusi ke pengguna akhir.

TARGET DAN RENCANA KEGIATAN 2020

Perseroan secara terus-menerus dan konsisten menjalankan program kerja dalam rangka menjaga mutu produk dan kepuasan pelanggan. Termasuk sepanjang tahun 2020, Perseroan melalui Divisi Marketing selalu tanggap terhadap keluhan pelanggan dan segera melakukan mitigasi sesuai prosedur yang berlaku di Perseroan. Terkait dengan kepuasan pelanggan, Perseroan secara periodik melakukan survei kepuasan pelanggan yang diharapkan dapat mendorong Perseroan untuk terus meningkatkan kualitas pelayanan kepada konsumen.

PROGRAM DAN KEGIATAN

Selama tahun 2020, dalam menjalin hubungan yang baik dengan pelanggan, Perseroan telah melaksanakan program sebagai berikut:

1. Penggunaan *social media* secara masif di berbagai *platform* (Instagram, Facebook, Twitter, Youtube)
2. Penggunaan *website* komunitas BangunSumatera.com yang dikelola oleh Divisi Marketing

out by providing quality cement products, providing information media on the products, product quality and customer service. Implementation of consumer responsibility activities by maintaining product quality, both in the process and in the transportation process. Products from the Company pose a risk to the health and safety of the customers if not handled properly.

To support such commitment, the Company has several policies especially on managing customer relations as contained in the Company's Code of Conduct.

STAKEHOLDERS AND SCOPE OF IMPACT ON GOODS AND/OR SERVICES

The stakeholders with impact over the responsibility on goods and services is the consumers or customers, namely the end user of the products and services of Semen Baturaja as the Company realizes that customers are the stakeholder that play an important role for business continuity.

The Company strives to meet its responsibility related to the quality of the distributed products in accordance with applicable standards, starting from the production process to the distribution of the products to the end users.

2020 TARGETS AND ACTIVITY PLANS

The Company is unceasingly and consistently continuing its work program in the effort to maintain quality and customer satisfaction. Included in the year 2020, the Company, through its Marketing Division, was always responsive to customers' complaints and immediately mitigated in accordance with the procedures applicable in the Company. With regard to customer satisfaction, the Company periodically conducted customer satisfaction surveys which were expected to encourage the Company to continue to improve the quality of service to its consumers.

PROGRAMS AND ACTIVITIES

Throughout the year 2020, in maintaining good relations with customers, the Company implemented the following programs:

1. Massive use of the social media in various platforms (Instagram, Facebook, Twitter, Youtube)
2. Use of community website BangunSumatera.com managed by the Marketing Division



3. Program #KotamondayGiveaway, giveaway kepada audience di social media
4. Live streaming Digitalks di channel Youtube Digilabs TV
5. Mapping toko dan distributor Semen Baturaja di Google Maps
6. Search engine optimization untuk kata kunci Semen Baturaja di laman mesin pencari Google
7. Program layanan teknik, seperti tes kuat tekan beton, hammer test, analisa agregat dan pendampingan pembuatan job mix formula secara gratis serta mendampingi customer (batching plant) untuk kegiatan trial mix di lokasi plant.
8. Kunjungan rutin ke toko, distributor, batching plant serta pemberian merchandise.
9. Kerja sama dan sponsorship pada kegiatan olahraga, pendidikan, komunitas/instansi dan event lainnya terutama di wilayah basis pemasaran
10. Pemasangan media luar ruang dan iklan bersama dengan perusahaan & instansi

INFORMASI BARANG YANG DIHASILKAN

Perseroan menyediakan berbagai media bagi pelanggan untuk memperoleh informasi terkait produk yang dipasarkan sehingga pelanggan dapat dengan mudah memperoleh informasi tersebut, yaitu melalui website, leaflet, brosur, video promosi, podcast, iklan di media cetak hingga media sosial. Selain itu, Perseroan memastikan informasi mengenai cara penggunaan, penyimpanan, dan pembuangan yang benar terinformasikan kepada pelanggan. Setiap produk Perseroan telah dilengkapi dengan label informasi mengenai kualitas maupun spesifikasi lainnya yang tercantum di bagian luar kemasan yang memuat tentang:

1. Lambang/logo dari Perseroan
2. Nama produk
3. Nomor Standar Nasional Indonesia (SNI)
4. Berat dalam kemasan
5. Jenis semen
6. Keunggulan produk
7. Cara penyimpanan yang baik dan benar
8. Jumlah adukan
9. Instruksi keamanan dan pertolongan pertama

Di samping itu, Perseroan juga berusaha untuk mencegah pemalsuan isi kemasan, antara lain melalui penggunaan kode dan pewarnaan kode yang dicapkan pada kantong semen yang dibuat berdasarkan tanggal, bulan, tahun dan wilayah distribusi pada waktu dikeluarkannya semen untuk memudahkan identifikasi produk apabila ada produk yang bermasalah nantinya.

3. #KotamondayGiveaway program, giveaway to the audience in the social media
4. Live Streaming Digitalks in Youtube Digilabs TV channel
5. Mapping of stores and distributors of Semen Baturaja in Google Maps
6. Search engine optimization for Semen Baturaja key words in Google search engine page
7. Technical service program, such as concrete compressive strength tests, hammer tests, aggregate analysis and free assistance in producing job mix formula and assist customers (batching plant) for trial mix activities at the plant site.
8. Routine visits to stores, distributors, batching plant and deliver merchandise giveaways.
9. Cooperation and sponsorship program in such activities as sports, education, community/institutional events and other events especially in marketing-base areas
10. Install outdoor media and joint advertisement with other companies and institutions.

INFORMATION ON PRODUCED GOODS

The Company provides various media for customers to access information on the products in the market, so that customers can easily obtain such information, namely through the website, leaflets, brochures, promotional videos, podcasts, printed advertisements and social media. In addition, the Company ensures on how to use, store and dispose properly. Each of the Company's product is complete with information label on the quality as well as other specifications written on the outside part of the packaging, containing the following details:

1. Symbol/logo of the Company
2. Name of product
3. Indonesian National Standard (SNI) Number
4. Packaged weight
5. Type of cement
6. Product excellence
7. Instruction on best and proper storage method
8. Total amount of mix
9. Instruction on safety and first aid

Moreover, the Company also strives to prevent falsification of the package content, among others through the use of code and color code which are stamped on the cement bag, set based on date, month, year and area of distribution at time of release for easier identification of products should problems occur at a later stage



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

SURVEI KEPUASAN PELANGGAN

Perseroan setiap tahun melakukan pengukuran kepuasan pelanggan untuk menjaga performa perusahaan serta mendapatkan *feedback* dari pelanggan atas pelayanan yang telah diberikan. Survei kepuasan pelanggan untuk pengguna dilakukan per triwulan menggunakan metode kuesioner *sample random sampling*. Pelanggan sangat mengapresiasi kinerja Perseroan melalui survei yang diukur dari sisi kualitas, kuantitas, kontinuitas, distribusi, harga serta pelayanan.

Pada tahun 2020, rata-rata kepuasan konsumen di wilayah basis Perseroan adalah “Baik” dengan nilai rata-rata sebesar 3,99, dengan uraian sebagai berikut:

CUSTOMER SATISFACTION SURVEY

The Company routinely performs customer satisfaction measurement to maintain the Company's performance and obtain feedback from the customers for the services provided. Customer satisfaction surveys for product users are conducted quarterly using the simple random sampling method. Customers highly appreciate the Company's performance as indicated through such surveys which measure, among others, the quality, quantity, continuity, distribution, price, and services.

In 2020, consumer satisfaction rating in the Company's base areas was generally “Good” with an average score of 3.99, details are as follows:

Indeks Kepuasan Pelanggan terhadap Perseroan Tahun 2020 (Sumatera Selatan)

Customer Satisfaction Index on the Company in 2020 (South Sumatera)

No.	Wilayah Area	Kualitas Quality	Kuantitas Quantity	Kontinuitas Continuity	Distribusi Distribution	Harga Price	Pelayanan Service	Jumlah Total	Rata-rata Average
1	Palembang	4,16	4,04	4,10	4,15	4,07	4,14	24,65	4,11
2	Musi Banyuasin	4,02	4,01	3,98	4,00	3,99	4,00	24,00	4,00
3	Musi Rawas & Lubuk Linggau	4,07	4,04	4,00	4,08	4,04	4,01	24,23	4,04
4	Ogan Komering Ilir & Tugumulyo	4,01	3,99	3,95	4,00	3,98	4,00	23,92	3,99
5	Tanjung Enim & Lahat	4,04	3,95	3,95	3,90	3,98	3,99	23,80	3,97
6	Baturaja & Martapura	4,10	4,10	4,08	4,18	4,11	4,13	24,68	4,11
7	Belitang	4,06	3,95	3,95	3,90	3,93	3,96	23,74	3,96
	Jumlah Total	28,44	28,08	28,00	28,20	28,08	28,23	169,02	28,17
	Rata-rata Average	4,06	4,01	4,00	4,03	4,01	4,03	24,15	4,02

Indeks Kepuasan Pelanggan terhadap Perseroan Tahun 2020 (Lampung)

Customer Satisfaction Index on the Company in 2020 (Lampung)

No.	Wilayah Area	Kualitas Quality	Kuantitas Quantity	Kontinuitas Continuity	Distribusi Distribution	Harga Price	Pelayanan Service	Jumlah Total	Rata-rata Average
1	Bandar Lampung	4,01	3,98	4,01	4,10	4,00	4,10	34,20	4,03
2	Tanggamus	4,00	3,93	3,95	3,93	3,96	3,95	23,70	3,95
3	Lampung Tengah	4,00	3,94	3,94	3,90	3,94	3,96	23,68	3,95
4	Kalianda	3,97	3,90	3,94	3,88	3,91	3,94	23,53	3,92
5	Tulang Bawang	3,97	3,93	3,91	3,90	3,92	3,91	23,54	3,92
6	Lampung Barat	3,99	3,94	3,94	3,90	3,95	3,93	23,64	3,94
7	Lampung Timur	4,00	3,94	3,91	3,93	3,96	3,95	23,68	3,95
8	Lampung Utara	3,99	3,94	3,95	3,90	3,96	3,89	23,63	3,94
	Jumlah Total	31,92	31,48	31,55	31,43	31,60	31,63	189,60	31,60
	Rata-rata Average	3,99	3,93	3,94	3,93	3,95	3,95	23,70	3,95



Nilai rata-rata kepuasan konsumen di wilayah basis Perseroan adalah rata-rata sebesar 3,99 dengan skala maksimum 5,00, angka tersebut berada dalam kriteria “Baik” berdasarkan informasi yang diperoleh dari hasil survei yang nanti akan dijadikan standar untuk mengetahui dan mengidentifikasi kepuasan pelanggan. Informasi yang diperoleh dari hasil survei selanjutnya akan dievaluasi secara periodik untuk dilakukan perubahan-perubahan dan untuk membuat atau merubah kebijakan-kebijakan yang berhubungan dengan kepuasan pelanggan.

SARANA PENGADUAN DAN LAYANAN PELANGGAN

Dalam rangka meningkatkan kualitas layanan yang diberikan secara berkelanjutan, Perseroan melakukan berbagai upaya yang dapat memenuhi harapan pelanggan. Perseroan menyediakan layanan untuk memfasilitasi pelanggan dalam menyampaikan pengaduan, baik saran dan kritik antara lain:

Kantor Pusat & Pabrik Palembang

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

Kantor Perwakilan Jakarta

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

Pabrik Baturaja

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telepon: +62 721-31718, 31818, 31538
Fax: +62 721-31342

Pabrik Panjang

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

Kantor Pemasaran Palembang

Jl. Ogan Permata Indah Blok 21D-21F
Jakabaring, Palembang
E-mail: customer.care@semenbaturaja.co.id
Website: <http://www.semenbaturaja.co.id>

The average score of consumer satisfaction in the Company's base areas was 3.99 from a scale of 5.00, with the criteria “Good”. Based on information obtained from the survey, results will be use as standard to know and identify customer satisfaction. Information obtained from the survey results will be evaluated periodically for further follow-up to conduct necessary changes as well as to make or change policies associated with customer satisfaction.

COMPLAINT FACILITIES AND CUSTOMER SERVICE

In order to continuously improve the service quality provided, the Company carries out various efforts to meet customers' expectations. The Company provide services to facilitate consumers in extending their recommendations and critics, among others, through the following:

Head Office & Palembang Plant

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

Jakarta Representative Office

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

Baturaja Plant

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telephone: +62 721-31718, 31818, 31538
Fax: +62 721-31342

Panjang Plant

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

Palembang Marketing Office

Jl. Ogan Permata Indah Blok 21D-21F Jakabaring, Palembang
E-mail: customer.care@semenbaturaja.co.id
Website: <http://www.semenbaturaja.co.id>



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Sarana komunikasi tersebut dapat dimanfaatkan oleh pelanggan untuk memperoleh informasi mengenai produk dan layanan yang ditawarkan serta sebagai sarana bagi pelanggan untuk menyampaikan keluhan terkait produk maupun pelayanan yang diberikan. Perseroan telah menetapkan standar penanganan keluhan pelanggan sehingga setiap keluhan yang masuk dapat terselesaikan dengan baik.

Perseroan berupaya untuk terus meningkatkan kepuasan dalam penyelesaian keluhan pelanggan dengan cara:

1. Apabila dalam aktivitas peyaluran terjadi keluhan pelanggan, berdasarkan laporan pelanggan baik secara lisan/telepon maupun tertulis (via surat maupun media massa) akan dicatat pada daftar keluhan pelanggan dan ditindaklanjuti oleh Departemen Customer Care.
2. Keluhan pelanggan yang menyangkut keterlambatan pengiriman semen ke tujuan atau ke pelanggan akan langsung ditindaklanjuti dengan mencari penyebab keterlambatan tersebut dan hasil dari tindak lanjut tersebut akan langsung diinformasikan ke pelanggan baik melalui telepon maupun tertulis.
3. Apabila keluhan terkait dengan kualitas maka Departemen Customer Care akan meninjau ke tempat dimana terjadi keluhan untuk memeriksa kebenaran laporan keluhan. Jika diakibatkan kesalahan Perseroan, maka akan segera ditindaklanjuti. Namun, apabila kesalahan disebabkan oleh pelanggan maka Perseroan akan memberikan saran-saran perbaikan kepada pelanggan tersebut.
4. Batas waktu penyampaian keluhan pelanggan adalah 3 (tiga) hari kerja setelah semen dibongkar di lokasi tujuan dengan dokumen pendukung yang lengkap dan jelas.
5. Keluhan pelanggan yang disebabkan oleh kantong pecah maka akan dibuat berita acara serah terima penggantian kantong pecah.
6. Keluhan pelanggan terkait dengan kurang bobot semen di distributor, maka akan dilakukan penggantian semen.

Keluhan pelanggan akan ditindaklanjuti dengan cara melakukan pengecekan, verifikasi/inspeksi ke tempat yang melaporkan terjadinya keluhan pelanggan untuk selanjutnya dilakukan investigasi apakah benar terjadi ketidaksesuaian kualitas/kuantitas seperti dikeluhkan pelanggan dan mencari akar permasalahan/penyebabnya. Hasil investigasi

These services may be utilized by customers to obtain information on the products and services offered, as well as a means for customers to submit their complaints related to products and services provided by the Company. The Company has established the standards on handling complaints so that each complaint received may be properly resolved.

The company is continuously in effort to improve satisfaction in resolving customers' complaints by means of the following:

1. If a customer complains during distribution activities, based on customer reports both verbally/by telephone or in writing (via mail or mass media), it shall be recorded on the customer complaint list and followed-up by the Customer Care department.
2. Customer complaints concerning delays in the delivery of cement to the destination or to the customer will be immediately followed-up by finding the cause of the delay and the results of the follow-up will be directly informed to the customer either by telephone or in writing
3. If a complaint is related to quality, the Customer Care Department reviews the location where the complaint occurred to check on the viability of the complaint report. If the Company is at fault, it will be immediately followed-up. However, if it is the customer's mistake, the Company will provide suggestions for improvement to the concerned customer.
4. Submission of customer complaints must be within maximum of 3 (three) working days after the cement is unloaded at the destination location with complete and clear supporting documents.
5. Customer complaints caused by broken cement bags will be stated in the minutes of the handover of replacement of defected bags.
6. Customer complaints about the lack of cement weight at the distributor will be relieved by a replacement.

Complaints from the customers will be followed-up by checking, verifying/inspecting the concerned location, then investigating if there is a mismatch in the quality/quantity of the complaint, and looking for the root of the causes. Results of the investigation are submitted to the relevant work units, and corrections and



disampaikan kepada unit kerja terkait dan dilakukan koreksi dan pencegahan agar tidak terjadi kembali keluhan pelanggan.

Data keluhan yang masuk akan menjadi bahan analisis penyebab terjadinya masalah dan juga sebagai masukan untuk perbaikan kualitas pelayanan secara terus-menerus serta untuk meningkatkan kepuasan dan loyalitas pelanggan. Secara umum, kinerja layanan *Customer Care* Perseroan di atas target yang ditetapkan. Pada tahun 2020, *Customer Satisfaction* tercatat sebesar 80%.

Per 31 Desember 2020, jumlah pengaduan konsumen yang masuk ke Perseroan sebanyak 221, meningkat sebesar 78,23% dari realisasi tahun 2019 yang sebanyak 124 pengaduan. Pengaduan konsumen yang masuk diterima dengan baik, dicatat dan segera direspons dengan berkoordinasi bersama Tim Pelayanan Teknis untuk melakukan kunjungan dan klarifikasi ke pelanggan yang menyampaikan keluhan. Semua keluhan pelanggan yang masuk ke Perseroan telah ditangani seluruhnya pada tahun 2020.

DAMPAK

Reputasi Perseroan bertumpu pada kualitas produk yang diproduksi. Karena itu, Perseroan menerapkan berbagai kontrol yang diverifikasi baik secara internal maupun eksternal guna memberikan kepastian pada pelanggan bahwa produk Perseroan telah memenuhi standar keamanan dan kualitas yang ketat. Pabrik-pabrik Perseroan disertifikasi dengan standar yang paling umum digunakan dan diakui secara global untuk manajemen kualitas dan keselamatan, serta mematuhi peraturan setempat dan standar yang ditetapkan oleh SNI. Semua sistem manajemen kualitas Perseroan diverifikasi setiap tahun dan dipantau secara teratur.

Kepatuhan terhadap standar-standar tersebut mencerminkan kualitas kontrol dan proses yang tepat di seluruh rantai pasokan, mencakup semua bahan baku, kandungan, dan kemasan, serta produk jadi. Standar-standar tersebut juga diterapkan pada setiap tahap pengembangan produk, pengembangan *brand*, kemasan baru, dan penelitian eksternal. Perseroan melakukan seluruh penelitian dan pengembangan secara bertanggung jawab, aman dan berkelanjutan.

prevention are carried out to prevent other customer complaints in the future.

Data on received complaints will be used as material for analysis of the causes of the problems and as feedback for continuous improvements. Complaints received will be used as an assessment for the Company to continuously improve service quality and to increase customer satisfaction and loyalty. In general, the performance of the Company's Contact services was above set target. In 2020, Customer Satisfaction was recorded at 80%.

As of 31 December 2020, the Company received customer complaints a total of 221, an increase of 78.23% from the actualized 124 complaints in 2019. These complaints were well received, recorded and immediately responded in coordination with the Technical Service Team to conduct a visit and clarify to the concerned customer who submit the complaint. All customer complaints in the year 2020 were handled accordingly.

IMPACT

The Company's reputation is based on the quality of the products produced. Therefore, the Company carries out various controls, which are verified both internally and externally, to provide certainty to customers that the Company's products meet stringent safety and quality standards. The Company's factories are certified with the most commonly used and globally recognized standards for quality and safety management, and comply with regional regulations and standards as set by SNI. All of the Company's quality systems are verified annually and monitored regularly

Compliance with these standards reflects appropriate quality control and processes throughout the supply chain, including all raw materials, ingredients and packaging, and finished products. These standards are also applied at each stage of product development, brand development, new packaging, and external research. The Company conducts all research and development in a responsible, safe and sustainable manner.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Untuk memastikan keselamatan konsumen, Perseroan memproduksi semen kemasan zak dengan berat 50 kilogram. Sesuai dengan maksimum berat beban ergonomi yang dapat diangkat manusia tanpa alat bantu. Perseroan juga memastikan pelanggan mengetahui cara penggunaan, penyimpanan, dan pembuangan yang benar. Setiap produk Perseroan dilengkapi dengan label informasi mengenai kualitas maupun spesifikasi lainnya yang tercantum di bagian luar kemasan.

Produk Perseroan pun telah memenuhi kriteria Standar Nasional Indonesia (SNI) dari Balai Besar Bahan dan Barang Teknik (B4T) dan Lembaga Sertifikasi Produk Baristand Industri Palembang (LSPro BIPA). Sebagai pemenuhan sertifikasi produk, Perseroan mencantumkan informasi spesifikasi di kemasan sebagai salah satu upaya mengendalikan potensi dampak yang ditimbulkan produk. Informasi ini memuat lambang/logo, nama produk, nomor SNI, berat dalam kemasan, jenis semen, petunjuk penggunaan, nomor layanan konsumen bila ada keluhan atau pengaduan.

Dalam berhadapan dengan pelanggan, Perseroan diwajibkan berperilaku jujur dalam menjalankan bisnis, melakukan pemasaran, dan menjamin kualitas serta ketersediaan produk dihasilkan. Keselamatan dan kesehatan pelanggan merupakan tujuan utama penerapan sistem manajemen mutu. Perseroan selalu berupaya memastikan bahwa produk yang dikirimkan kepada pelanggan selalu dalam kondisi baik dan tidak memberikan dampak negatif terhadap keselamatan dan kesehatan pelanggan.

Perseroan telah menyusun dan menerapkan standar-standar kualitas kerja dan layanan dalam bentuk kebijakan bisnis, prosedur kerja, dan instruksi kerja. Pengendalian mutu dilaksanakan pada setiap produk dan jasa yang diberikan oleh Perseroan.

Sebagai upaya menghasilkan produk dan jasa terbaik, tidak hanya fasilitas dan sarana yang harus dipenuhi, namun juga kompetensi personil. Training-training yang berkaitan dengan peningkatan kompetensi personil harus direncanakan sehingga seluruh kebutuhan yang terkait *manpower* dapat terpenuhi. Dengan tersedianya sarana, fasilitas dan kapabilitas, maka upaya Perseroan dalam menghasilkan produk dan jasa yang terbaik akan semakin mudah.

In addition, to ensure consumer safety, the Company produces sack-packaging cement weighing 50 kilograms. In accordance with the maximum weight of the ergonomics that can be lifted by humans without tools. The Company ensures proper use, storage and disposal, each of the Company's products is equipped with information labels about quality and other specifications listed on the outside of the packaging.

The Company's products have met the criteria of the Indonesian National Standard (SNI) from the Central for Material and Technical Goods (B4T) and the Palembang Industrial Baristand Product Certification Institute (LSPro BIPA). As a fulfillment of product certification, the Company includes specification information on the packaging as an effort to control the potential impact caused by the product. This information contains the symbol/logo, product name, SNI number, weight in the package, type of cement, instructions for use, customer service number if there are complaints or reports.

In facing the customers, the Company must be truthful in conducting business, marketing, and ensuring the quality and availability of the products produced. Customer safety and health is the main objective of implementing a quality management system. The Company always strives to ensure that products delivered to customers are always in good condition and do not have a negative impact on customer safety and health.

The Company has set and apply work quality and service quality standards in the form of Business Policies, Work Procedures and Work Instructions. Quality control is carried out by the Company on every product and service delivered by the Company.

To produce the best products and services, not only facilities and infrastructure that must be met, but also the competence of personnel. Trainings related to personnel competency improvement must be planned so that all manpower related needs can be met. With the availability of facilities, infrastructures and capabilities, the Company's efforts in producing the best products and services will be easier.



Socially responsible business dapat dilakukan dengan membuat fasilitas yang memenuhi bahkan melebihi tingkat keamanan lingkungan dan keselamatan yang ditetapkan, mengembangkan perbaikan proses produksi barang dan jasa seperti berbagai kegiatan untuk mengurangi penggunaan bahan-bahan yang berbahaya, memilih pemasok berdasarkan kriteria kesediaan mereka menerapkan dan memelihara aktivitas *sustainable development*, memilih bahan kemasan yang paling ramah lingkungan dengan berbagai kriteria, melakukan pelaporan secara terbuka mengenai material produk yang digunakan berikut asal-usulnya, potensi bahaya yang ditimbulkan dari penggunaan produk serta berbagai informasi lain yang berguna bagi pelanggan.

Pelanggan, baik konsumen akhir maupun pengecer menjadi urat nadi bagi kelangsungan usaha Perseroan. Karena itu, Perseroan menjalankan berbagai program untuk dapat memenuhi kebutuhan dan harapan pelanggan. Sejalan dengan itu, Perseroan juga menjalankan program-program untuk melindungi hak-hak pelanggan sesuai dengan peraturan perundang-undangan yang berlaku.

SERTIFIKASI DAN PENGHARGAAN

Berikut adalah sertifikasi dan penghargaan yang didapat oleh Perseroan dalam lingkup tanggung jawab sosial terkait barang dan jasa.

Socially responsible business can be performed by producing facilities that fulfill or exceed the specified level of environmental security and safety, developing improvements to production process of goods and services such as various activities to reduce the use of hazardous materials, selecting suppliers based on criteria of their willingness to implement and maintain sustainable development of activities, selecting the most environmentally-friendly packaging materials with various criteria, transparent reporting on the product material used and its origins, the potential dangers arising from the use of the product and various other useful information for customers.

Customers, both as end-users and retailers, are the veins of the Company's business continuity. Thus, the Company implements various programs to meet the needs and expectations of customers. Accordingly, the Company also implement programs to protect customers' rights in accordance with applicable laws and regulations.

CERTIFICATION AND AWARDS

The following are certifications and awards received by the Company within the scope of its social responsibility on goods and services.

Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Certification Name	Kegunaan Benefit	Tahun Perolehan Acquisition Year	Badan atau Lembaga yang Menerbitkan Sertifikasi Institution or Agency that Issued the Certification	Masa Berlaku Sertifikasi Certification Validity Period	Sertifikat/ Dokumen Sertifikasi Certificate/ Certification Documents
Department Quality Control PT Semen Baturaja (Persero) Tbk Department Quality Control PT Semen Baturaja (Persero) Tbk	SNI ISO/IEC 17025:2017	Untuk menetapkan standar kompetensi untuk laboratorium dimana ruang lingkup standar ini mencakup pengujian dan kalibrasi dengan metode baku, metode baku, dan metode yang dikembangkan oleh laboratorium sendiri. To establish competency standards for laboratory where the scope of the standards contains testing and calibration with standard method, and method developed by the laboratory itself.	28 Juni 2018 28 June 2018	Komite Akreditasi Nasional (KAN) National Accreditation Committee (NAC)	28 Juni 2018 - 27 Juni 2022 28 June 2018 - 27 June 2022	LP-462-IDN



TANGGUNG JAWAB SOSIAL PERUSAHAAN

CORPORATE SOCIAL RESPONSIBILITY

Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Certification Name	Kegunaan Benefit	Tahun Perolehan Acquisition Year	Badan atau Lembaga yang Menerbitkan Sertifikasi Institution or Agency that Issued the Certification	Masa Berlaku Sertifikasi Certification Validity Period	Sertifikat/ Dokumen Sertifikasi Certificate/ Certification Documents
Sistem Manajemen Mutu PT semen Baturaja (Persero) Tbk (Kantor pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Quality Management System PT Semen Baturaja (Persero) Tbk (Head Office & Palembang Plant, Baturaja Plant, Panjang Plant)	SNI ISO 9001:2015	Secara Umum penerapan ISO 9001:2015 adalah untuk: <ol style="list-style-type: none"> 1. Meningkatkan kepercayaan kepada pelanggan akan mutu produk dan layanan. 2. Memberikan jaminan mutu produk dan layanan. 3. Meningkatkan produktivitas perusahaan. 4. Meningkatkan motivasi karyawan. 5. Membentuk hubungan saling menguntungkan dengan pemasok. 6. Mencapai penghematan biaya yang optimum. 7. Mengenal risiko dan peluang dalam meningkatkan mutu produk dan layanan. 	11 April 2019 11 April 2019	TUV NORD Indonesia	26 April 2010 - 25 April 2022 26 April 2010 - 25 April 2022	Reg. 16 00 D 13044
		In general, implementation of ISO9001:2015 is to: <ol style="list-style-type: none"> 1. Increase customer trust on the quality of products and services. 2. Provide guarantee of quality of the products and services. 3. Increase productivity of Company. 4. Increase employees' motivation 5. Form mutual benefiting relations with suppliers. 6. Reach optimum cost efficiency. 7. Recognize risks and opportunities in increasing quality of products and services. 4. Increase employees' motivation. 5. Form mutual benefiting relations with suppliers. 6. Reach optimum cost efficiency. 7. Recognize risks and opportunities in increasing quality of products and services. 				



Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Certification Name	Kegunaan Benefit	Tahun Perolehan Acquisition Year	Badan atau Lembaga yang Menerbitkan Sertifikasi Institution or Agency that Issued the Certification	Masa Berlaku Sertifikasi Certification Validity Period	Sertifikat/ Dokumen Sertifikasi Certificate/ Certification Documents
Sistem Manajemen Lingkungan PT Semen Baturaja (Persero) Tbk (Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Environmental Management System PT Semen Baturaja (Persero) Tbk (Head Office & Palembang Plant, Baturaja Plant, Panjang Plant)	SNI ISO 14001:2015	Untuk mengidentifikasi secara sistematis dan mengelola risiko lingkungan sehingga mampu melindungi lingkungan secara komprehensif dan dapat mengurangi keluhan masyarakat secara umum. To systematically identify and manage environmental risks so to be able to comprehensively protect the environment and reduce public complaints in general.	11 April 2019 11 April 2019	TUV NORD Indonesia	26 April 2010 - 25 April 2022 26 April 2010 - 25 April 2022	Reg. 08 04 D 13016 RI
Sistem Manajemen Lingkungan PT Semen Baturaja (Persero) Tbk (Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Environmental Management System PT Semen Baturaja (Persero) Tbk (Head Office & Palembang Plant, Baturaja Plant, Panjang Plant)	OHSAS 18001:2007	Tujuan daripada sertifikasi ini adalah untuk meningkatkan kondisi kesehatan kerja dan mencegah terjadinya potensi kecelakaan kerja dan mencegah terjadinya potensi kecelakaan kerja karena kondisi K3 tidak saja menimbulkan kerugian secara ekonomis tetapi juga kerugian non ekonomis seperti menjadi buruknya citra Perseroan. The Objective of this certification is to increase the occupational health condition and prevent the occurrence of occupational accidents due to K3 conditions that will not only cause economic loss but also non-economic loss such as negative reputation/image of the Company.	11 April 2019 11 April 2019	TUV NORD Indonesia	11 Maret 2021 11 March 2021	Reg. 05 01 D 13014



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Certification Name	Kegunaan Benefit	Tahun Perolehan Acquisition Year	Badan atau Lembaga yang Menerbitkan Sertifikasi Institution or Agency that Issued the Certification	Masa Berlaku Sertifikasi Certification Validity Period	Sertifikat/ Dokumen Sertifikasi Certificate/ Certification Documents
Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Palembang Occupational Health and Safety Management System PT Semen Baturaja (Persero) Tbk Palembang Plant	SMK3	<p>Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku</p> <p>To ensure that the organization's occupational health and safety management system is documented, implemented, maintained effectively and complies with the audit standard requirements, and applicable laws and regulations.</p>	17 September 2020 17 September 2020	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020 - 17 September 2022 17 September 2020 - 17 September 2022	REG.SMK3.2020.SUC.SK-2157 (Kantor Pusat Pabrik Palembang) REG.SMK3.2020.SUC.SK-2157 (Palembang Head Office Plant)
Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Baturaja Occupational Health and Safety Management System PT Semen Baturaja (Persero) Tbk Baturaja Plant	SMK3	<p>Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku</p> <p>To ensure that the organization's occupational health and safety management system is documented, implemented, maintained effectively and complies with the audit standard requirements, and applicable laws and regulations.</p>	17 September 2020 17 September 2020	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020 - 17 September 2022 17 September 2020 - 17 September 2022	REG.SMK3.2020.SUC.SK-2156 (Pabrik Baturaja) REG.SMK3.2020.SUC.SK-2156 (Baturaja Plant)



Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Certification Name	Kegunaan Benefit	Tahun Perolehan Acquisition Year	Badan atau Lembaga yang Menerbitkan Sertifikasi Institution or Agency that Issued the Certification	Masa Berlaku Sertifikasi Certification Validity Period	Sertifikat/ Dokumen Sertifikasi Certificate/ Certification Documents
Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Panjang Occupational Health and Safety Management System PT Semen Baturaja (Persero) Tbk Panjang Plant	SMK3	Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku To ensure that the organization's occupational health and safety management system is documented, implemented, maintained effectively and complies with the audit standard requirements, and applicable laws and regulations	17 September 2020 17 September 2020	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020 - 17 September 2022 17 September 2020 - 17 September 2022	REG.SMK3.2020.SUC.SK-2158 (Pabrik Panjang) REG.SMK3.2020.SUC.SK-2158 (Panjang Plant)
Jenis Portland Komposit (PCC) PT Semen Baturaja (Persero) Tbk (Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang) Portland Composite (PCC) PT Semen Baturaja (Persero) Tbk (Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang)	SPPT SNI PCC	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure that the organization's occupational health and safety management system is documented, implemented, maintained effectively and complies with the audit standard requirements, and applicable laws and regulations.	13 Juni 2017 13 June 2017	Lembaga Sertifikasi Produk BIPA Product Certification Agency BIPA	19 Juni 2017 - 18 Juni 2021 19 June 2017 - 18 June 2021	No.28/BIPA/LSPro/Sert/06/2017



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Certification Name	Kegunaan Benefit	Tahun Perolehan Acquisition Year	Badan atau Lembaga yang Menerbitkan Sertifikasi Institution or Agency that Issued the Certification	Masa Berlaku Sertifikasi Certification Validity Period	Sertifikat/ Dokumen Sertifikasi Certificate/ Certification Documents
<p>Jenis Ordinary Portland Cement (OPC) Type 1 dan Type 2. PT Semen Baturaja (Persero) Tbk (Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang) Ordinary Portland Cement (OPC) Type 1 and Type 2. PT Semen Baturaja (Persero) Tbk Palembang Plant, Baturaja Plant, Panjang Plant)</p>	<p>SPPT SNI OPC/ Type 1 dan Type 2</p>	<p>Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku.</p>	<p>22 Maret 2018 22 March 2018</p>	<p>Lembaga Sertifikasi Produk BIPA Product Certification Agency BIPA</p>	<p>22 Maret 2018 - 21 Maret 2022 22 March 2018 - 21 March 2022</p>	<p>No.014/ BPP/BIPA- SERT.2/03/2018</p>
		<p>To ensure and observe if consistency and implementation in the cement production is in accordance with Indonesian National Standards and ensures that the quality management system of the organization is documented, implemented, maintained effectively and complies with the audit standard requirements, applicable laws and regulations.</p>				



Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Certification Name	Kegunaan Benefit	Tahun Perolehan Acquisition Year	Badan atau Lembaga yang Menerbitkan Sertifikasi Institution or Agency that Issued the Certification	Masa Berlaku Sertifikasi Certification Validity Period	Sertifikat/ Dokumen Sertifikasi Certificate/ Certification Documents
Jenis Cement Portland Type 5. PT Semen Baturaja (Persero) Tbk (Pabrik Baturaja) Portland Type 5 PT Semen Baturaja (Persero) Tbk Baturaja Plant	SPPT SNI Semen Portland Type V	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure and observe if consistency and implementation in the cement production is in accordance with Indonesian National Standards and ensures that the quality management system of the organization is documented, implemented, maintained effectively and complies with the audit standard requirements, applicable laws and regulations.	17 Juli 2018 17 July 2018	Lembaga Sertifikasi Produk BIPA Product Certification Agency BIPA	17 Juli 2018 - 16 Juli 2022 17 July 2018 - 16 July 2022	NO.042/BPPI/Baristand-Palembang-SERT.2/07/2018
Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Terak/Klinker SMBR Legal Mark of Domestic Component Level Achievement for SMBR Clinker Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri Legal Mark of Domestic Component Level Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri Explains the amount of use of raw materials and other materials which are of domestic products.	7 Februari 2020 7 February 2020	Kementerian Perindustrian RI Ministry of Industry of the Republic of Indonesia	7 Februari 2020 - 6 Februari 2023 7 February 2020 - 6 February 2023	-
Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Semen Portland Legal Mark of Domestic Component Level Achievement for SMBR Portland Cement	Tanda Sah Capaian Tingkat Komponen Dalam Negeri Legal Mark of Domestic Component Level Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri Explains the amount of use of raw materials and other materials which are of domestic products.	7 Februari 2020 7 February 2020	Kementerian Perindustrian RI Ministry of Industry of the Republic of Indonesia	7 Februari 2020 - 6 Februari 2023 7 February 2020 - 6 February 2023	-



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

BIAYA

Biaya yang dikeluarkan untuk pengelolaan tanggung jawab perusahaan terkait barang dan jasa di tahun 2020 adalah sebesar Rp8.427.776.609 yang digunakan untuk biaya promosi dan literasi terhadap produk yang dipasarkan Perseroan.

EXPENSE

The costs incurred for managing the corporate social responsibility related to goods and services in the year 2020 amounted to Rp8,427,776,609 used for promotional and literacy expenses on products marketed by the Company.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN CORPORATE SOCIAL RESPONSIBILITY ON SOCIAL AND COMMUNITY DEVELOPMENT

KEBIJAKAN DAN KOMITMEN

Masyarakat umum dan masyarakat sekitar wilayah operasional Perseroan adalah mitra utama Perseroan. Mereka merupakan salah satu faktor penentu keberhasilan dan kesinambungan usaha perusahaan. Perseroan memberikan imbal balik dengan manfaat yang saling menguntungkan untuk pemberdayaan masyarakat melalui Program Kemitraan & Bina Lingkungan (PKBL).

POLICY AND COMMITMENT

The general public and surrounding communities of the Company's operational areas are the Company's main partners. They are one of the determining factors in the Company's business success and continuity. The Company provides reciprocity with mutual benefits for community empowerment through the Partnership & Community Development Program (PKBL).

Para calon mitra binaan pada program PKBL Perseroan diutamakan adalah usaha kecil menengah atau mereka yang telah menghasilkan produk unggulan di daerahnya, dan atau memiliki ciri khas daerah tertentu sehingga akan terbentuk *cluster* produk unggulan yang dapat berkontribusi pada daerah sekitar kawasan Perseroan agar nantinya dapat berkembang menjadi wirausaha berintegritas, tangguh, profesional dan mandiri.

The prospective foster partners of the Company's PKBL program are the Small and Medium Scale Enterprises or those who have produced products of excellence in their area, and/or have specific regional characteristics so that superior product clusters will be formed that can contribute to areas around the Company's area so that later they can develop into entrepreneurs with integrity, tough, professional and independent.

Dari sisi landasan hukum, sebagai Perseroan yang menjalankan kegiatan usahanya yang berkaitan dengan sumber daya alam, Perseroan wajib melaksanakan tanggung jawab sosial dan kemasyarakatan sebagaimana diatur dalam Undang-Undang Nomor 40 tahun 2007 tentang Perseroan Terbatas, Peraturan Pemerintah Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan, dan Peraturan Menteri Negara BUMN Nomor PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara dan perubahannya yaitu Peraturan Menteri BUMN No. PER-03/MBU/12/2016, Peraturan Menteri BUMN Nomor PER-02/MBU/07/2017 dan PER-02/MBU/04/2020. Selain itu, Perseroan juga melakukan kegiatan CSR yang mendukung ISO 26000.

From the legal basis aspect, as a company that operates its business related the natural resources, the Company is obligated to implement social and community responsibility as regulated under Law No 40 of 2007 on Limited Liability Companies and Government Regulation No. 47 of 2012 on Social and Environmental and Social Responsibility, and Minister BUMN Regulation No. PER-09/MBU/07/2015 on Partnership Program and BUMN's Community Development Program and their amendments, namely the Minister of BUMN Regulation No. PER-03/MBU/12/2016, BUMN Minister Regulation PER-02/MBU/07/2017 and PER-02/MBU/04/2020. In addition, the Company also implements its CSR programs which support ISO 26000.

TARGET

Program Kemitraan bersumber dari penyisihan laba yang teralokasi sampai dengan tahun 2017.

TARGET

The Partnership Program stems from the allowance for profits allocated up to the year 2017. While funds



Sedangkan dana Program Bina Lingkungan bersumber dan dicatat sebagai biaya operasional Perseroan. Perseroan memiliki target sesuai visi PKBL yaitu: "Menjadi kontributor dalam meningkatkan kegiatan ekonomi usaha kecil dan pemberdayaan sosial masyarakat". Untuk mewujudkan visi tersebut, Perseroan mencanangkan misi: "Menjalankan kegiatan meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri serta memberdayakan kondisi sosial masyarakat melalui pemanfaatan sebagian dana Perseroan".

Alokasi dana Program Kemitraan dan Bina Lingkungan tahun 2020, mengacu pada Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan dan Program Bina Lingkungan berikut perubahannya yang disebutkan bahwa dana program Kemitraan dan Program Bina Lingkungan bersumber dari penyisihan laba bersih BUMN dan/ atau anggaran yang diperhitungkan sebagai biaya pada BUMN.

Berdasarkan hasil keputusan Rapat Dewan Komisaris dengan Direksi tentang Persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Pengesahan Rencana Kerja dan Anggaran (RKA) Program Kemitraan dan Bina Lingkungan (PKBL) PT Semen Baturaja (Persero) Tbk Tahun 2020 No. 01/DK/I/2020 tanggal 30 Januari 2020 diputuskan bahwa alokasi untuk Program Kemitraan sebesar 0% atau Rp0 dan alokasi untuk Program Bina lingkungan sebesar 4% atau Rp1.239.920.000.

Program Kemitraan Perseroan memberikan pinjaman pada sektor usaha menengah kecil dan mikro (UMKM) dan sebagian dana hibah untuk membina para mitra binaan. Program Bina Lingkungan Perseroan berfokus pada bantuan yang ditujukan kepada masyarakat di sekitar wilayah operasi Perseroan.

Adapun Sasaran/target Program Kemitraan dan Bina Lingkungan Perseroan di tahun 2020 adalah sebagai berikut:

- Tingkat efektivitas penyaluran dana Kemitraan sebesar 99,97%.
- Tingkat kolektibilitas piutang mitra sebesar 83%.
- Tingkat efektivitas penyaluran dana bantuan bina lingkungan sebesar 99%.

of the Community Development Program are recorded as the Company's operational expense. The Company upholds its PKBL vision, "To become a contributor in increasing economic activities of small scale businesses and the community social empowerment." To manifest this vision, the Company affirms the mission: "Performs activities to improve the ability of small businesses to become resilient and independent and to empower the social conditions of the community by partially utilizing the Company's funds".

Funds allocated for the Partnership and Community Development Program in 2020, referring to BUMN Minister Regulation No. PER-09/MBU/07/2015 dated 3 July 2015 on Partnership Program and Community Development Program and their amendments which state that the source of funds for the Partnership Program and Community Development Program is from BUMN's allowance for net profits and/or the budget which is calculated as expenses for BUMN.

Based on decisions made at the joint Board of Commissioners-Board of Directors meeting on the Approval of the Company Work Plan & Budget (RKAP) and the Ratification of the Work Plan & Budget for the Partnership and Community Development Program (PKBL) of PT Semen Baturaja of Year 2020 No. 01/DK/I/2020 dated 30 January 2020, it was decided that the budget allocation for the Partnership Program was 0% or Rp0 and for the Community Development Program was 4% or Rp1,239,920,000.

The Company's Partnership Program provides loans to the micro small and medium scale enterprises (UMKM) and partly as grant funds to help develop fostered partners. While the Community Development Program is supported in the form of assistance intended for the communities around the Company's operational areas.

The targets set for the Partnership and Community Development Program are as follows:

- The level of effectiveness in the disbursement of the Partnership Program's funds at 99.97%.
- The level of collectability of the partnership's receivables at 83%.
- The level of effectiveness in the disbursement of the Community Development Programs funds at 99%.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

RUMUSAN DAN LINGKUP TANGGUNG JAWAB SOSIAL BIDANG PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Sebagai salah satu BUMN, Perseroan memiliki tanggung jawab besar dalam melaksanakan tanggung jawab sosial dan lingkungan. Peran dan tanggung jawab sosial Perseroan dilaksanakan melalui *partnership program* atau lebih dikenal dengan sebutan PKBL (Program Kemitraan dan Bina Lingkungan), sebagaimana yang diatur dalam Permen-05/MBU/2007 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan.

Melalui program tersebut, Department CSR melakukan pendekatan dengan masyarakat sekitar terutama di wilayah "Ring 1". Sedangkan program kemitraan sendiri melakukan pendekatan dan mengelola potensi risiko sosial Perseroan dengan mendukung tumbuh kembangnya UMKM di sekitar wilayah "Ring 1", sedangkan Program Bina Lingkungan dalam meminimalisir potensi risiko sosial di Perseroan dilakukan dengan cara memberikan dana hibah dalam mendukung kegiatan pemberdayaan pada berbagai sektor ditengah masyarakat terutama di wilayah "Ring 1".

REALISASI KEGIATAN

Perseroan dalam menjalankan tanggung jawab sosial di bidang pengembangan sosial dibagi ke dalam tiga program yakni CSR atau Tanggung Jawab Sosial dan Lingkungan Perseroan kemudian Program Kemitraan dan Program Bina Lingkungan.

Penggunaan Tenaga Kerja

Hingga berakhirnya tahun 2020, Perseroan memperkerjakan tenaga kerja lokal yang berasal dari daerah sekitar wilayah operasi Perseroan sebanyak 590 orang, tumbuh 3,33% dari realisasi tahun 2019 yang sebanyak 571 orang. Seluruh tenaga kerja tersebut disebar ke empat wilayah kerja Perseroan, dengan rincian sebagai berikut:

No.	Site/Lokasi Kantor Office Location/Site	2020		2019	
		Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
1	Palembang	322	80	313	80
2	Baturaja	128	20	121	20
3	Panjang	18	9	16	9
4	Perwakilan Jakarta	9	4	8	4
	Total	477	113	458	113

FORMULATION AND SCOPE OF SOCIAL RESPONSIBILITY FOR SOCIAL AND COMMUNITY DEVELOPMENT

As one of BUMN's entities, the Company retains a big responsibility in carrying its social and environmental responsibilities. The role and social responsibility of the Company are carried out through the partnership program or better known for short as "PKBL" (Partnership and Community Development Program), as regulated under Minister of BUMN Regulation No. 05/MBU/2007 on Partnership Program of State-Owned Enterprises with the Small Scale Business and Community Development Program.

Through such programs, the CSR Department approached the surrounding communities especially in "Ring 1" areas. The partnership program itself approaches and manage the Company's potential social risks by supporting the development of UMKM in the Ring 1 areas. The Community Development Program, in minimizing the Company's potential social risks, provides grant funds to support activities in various sectors of the communities, especially those within the "Ring 1" circle.

REALIZATION OF ACTIVITIES

Implementation of its social responsibility in the field of social development is divided into three programs, namely CSR or Corporate Social and Environmental Responsibility, Partnership Program and Community Development Program.

Utilization of Manpower

Until the end of the year 2020, the Company has employed local workers from communities surrounding the Company's operational areas a total of 590 persons, a growth of 3.33% from the 571 workers realized in the year 2019. All of the above workers are spread throughout the four Company's work areas, with details as follows:



Program Kemitraan

Pada tahun 2020, pelaksanaan Program Kemitraan didasarkan pada Peraturan Menteri BUMN Nomor: PER-09/MBU/07/2015 tentang Program Kemitraan dan Bina Lingkungan Badan Usaha Milik Negara berikut perubahannya dengan kriteria sebagai berikut:

1. Memiliki kekayaan bersih paling banyak Rp500.000.000 (lima ratus juta rupiah) tidak termasuk tanah dan bangunan tempat usaha atau memiliki hasil penjualan tahunan paling banyak Rp2.500.000.000 (dua miliar lima ratus juta rupiah);
2. Milik Warga Negara Indonesia;
3. Berdiri sendiri, bukan merupakan anak perusahaan atau cabang perusahaan yang dimiliki, dikuasai atau berafiliasi baik langsung maupun tidak langsung dengan usaha menengah atau usaha besar;
4. Berbentuk usaha Perseorangan, Badan Usaha yang tidak berbadan hukum atau badan usaha yang berbadan hukum termasuk usaha mikro dan koperasi;
5. Mempunyai potensi dan prospek usaha untuk dikembangkan.
6. Telah melakukan kegiatan usaha minimal 6 (enam) bulan; dan
7. Belum memenuhi persyaratan perbankan atau lembaga keuangan non bank.

Pelaksanaan Program Kemitraan tahun 2020 sebesar Rp6.175.000.000 yang diserap oleh 59 mitra binaan yang tersebar di seluruh wilayah Perseroan. Bidang usaha yang dijalankan mitra binaan bervariasi mulai dari sektor industri, jasa, perdagangan, dan perkebunan.

Selain penyaluran pinjaman, Perseroan telah melakukan *monitoring* kepada mitra binaan serta melakukan penagihan terhadap kewajiban mitra binaan, guna digulirkan kembali kepada masyarakat yang masih membutuhkan. Untuk mendukung penyaluran tersebut, Perseroan juga memberi dukungan melalui penyelenggaraan pelatihan dengan berbagai modul kegiatan seperti: pembukuan, kewirausahaan dan motivasi, guna membantu memajukan para mitra binaan.

Partnership Program

In the year 2020, implementation of the Partnership Program was based on the Minister of BUMN Regulation No. 09/MBU/07/2015 on Partnership and Community Development Program of State-Owned Enterprises and its amendment, that covers the following criteria:

1. Owning a maximum net worth of Rp500,000,000 (five hundred million rupiah) not including land and building of business location or owning an annual sales revenue of not more than Rp2,500,000,000 (two billion five hundred million rupiah);
2. Owned by Citizen of Indonesia
3. Independent entities, not subsidiaries or branch of companies owned by, controlled by or affiliated, directly and indirectly, with medium and large scale enterprises;
4. In the form of Individual business, Business Entities that are not legal entities or are legal entities, including micro-enterprises and cooperatives;
5. Have potential and prospective businesses to be developed.
6. Have performed business activities for a minimal of 6 (six) months; and
7. Have not fulfilled banking requirements or non-banking financial institutions.

Implementation of the Partnership Program in the year 2020 with a total amount of Rp6,175,000,000 absorbed by 59 fostered partners spread across the operation areas of the Company. The line of business carried out the fostered partners varies starting from industrial sector, services, trade and plantation.

In addition to loan distribution, the Company has also been monitoring the fostered partners and conduct billing on their obligations, in order to roll the funds for others in need of financial assistance. To support this distribution, the Company's also provide support through organizing training programs using various activity models including: book-keeping, entrepreneurship and motivation, in order to help partners progress



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Tabel Akumulasi Penyaluran Pinjaman Program Kemitraan Tahun 2020
Accumulated Loan Distribution for Partnership Program in 2020

No.	Keterangan	Realisasi Dana (Rp Ribu) Realized Funds (Rp Thousand)	Description
1	Akumulasi Penyaluran Pinjaman Kemitraan	-	Accumulated Partnership Loan Distribution
	Sektor Perdagangan	3.985.000	Trade Sector
	Sektor Jasa	1.625.000	Service Sector
	Sektor Perkebunan	515.000	Plantation Sector
	Sektor Industri	50.000	Industrial Sector
	Sektor Peternakan dan Perikanan	-	Livestock and Fishery Sector
2	Akumulasi Dana Pembinaan Kemitraan	-	Accumulated Funds for Partnership Development

Kinerja Kemitraan selama dua tahun terakhir dapat dilihat dari efektivitas penyaluran dana dan tingkat kolektibilitas pengembalian dana kemitraan sebagai berikut:

Performance of the Partnership Program in the past two years can be seen from the effectiveness of the funds disbursement and its level of fund repayment collectability as follows:

No.	Kinerja Performance	31 Desember 2020 (%) 31 December 2020 (%)	31 Desember 2019 (%) 31 December 2019 (%)
1	Efektivitas Effectiveness	99,02	99,16
2	Kolektibilitas Collectability	84,50	83,48

Akumulasi dana kemitraan yang telah disalurkan mulai tahun 1991 sampai dengan tahun 2020 sebesar Rp93 miliar. Realisasi jumlah mitra yang menerima pinjaman dari tahun 1991 sampai dengan 31 Desember 2020 sebanyak 2.150 mitra. Aktivitas pembinaan kepada mitra binaan meliputi pendidikan, pelatihan, pemasaran, promosi, dan hal-hal lain yang menyangkut peningkatan produktivitas mitra binaan serta untuk pengkajian/penelitian yang berkaitan dengan program kemitraan.

Partnership accumulated funds disbursed starting from the year 1991 until 2020 totaled Rp93 billion. Actualized number of partners who received the loan from the year 1991 to 31 December 2020 totaled 2,150 partners. Development activities to foster partners have included such fields as education, training, marketing, promotion, and other areas related to improving fostered partners' productivity as well as for reviews/research regarding partnership programs.

Adapun jumlah mitra binaan per 31 Desember 2020 dibandingkan 31 Desember 2019 sebagai berikut:

The total number of fostered partners as of 31 December 2020 and 31 December 2019 are as follows:

No.	Kantor Pusat/Cabang Head/Branch Office	Wilayah Binaan (Kota/Kabupaten) Scope of Development Areas (City/Regency)	31 Desember 2020 31 December 2020	31 Desember 2019 31 December 2019
1	Palembang	Palembang, Ogan Ilir, Banyuasin	206	270
2	Baturaja	Kabupaten OKU, OKU Selatan dan OKU Timur	418	540
3	Lampung	Bandar Lampung, Lampung Selatan, Lampung Timur, dan Lampung Utara	266	395



BENGKEL EEP HARRY SEF

BENGKEL EEP HARRY SEF

Nama Pemilik Name of the owner	Harry Sef
Alamat Address	Jembatan Ogan II RT/RW 009/004 Desa Sukajadi Kec. Baturaja Timur, OKU
Jenis Usaha Type of business	Jasa Services

Banyak pria yang memiliki kegemaran mengutak-atik kendaraan agar tampil beda dari kebanyakan. Hal itu disadari penuh oleh Harry Sef, saat ia membuka usaha bengkel & cat mobil di kota tempat tinggalnya, Baturaja, Sumatera Selatan.

Ia menangkap peluang bisnis dari hobi utak-atik tersebut. "Ini yang menginspirasi saya untuk mendirikan usaha bengkel cat, variasi dan modifikasi serta jasa-jasa lain di bidang otomotif. Saya punya ilmu, kini tinggal penerapannya," katanya.

Usaha Bengkel Eep Harry Sef sudah berdiri sejak tahun 2002, dimana pada awalnya hanya membuka usaha untuk coba-coba hingga pada akhirnya banyak pelanggan yang berdatangan untuk menggunakan jasa Bengkel Eep Harry Sef, bahkan tidak sedikit juga para pelanggan yang merasa puas dengan pengerjaan yang dilakukan di Bengkel Eep.

Agar dapat mengembangkan usahanya, pada tahun 2015, Harry Sef menjadi Mitra Binaan Perseroan dan mendapat pinjaman kemitraan untuk tambahan modal sebesar Rp50 juta. Dengan tambahan modal tersebut, usaha Bengkel Eep yang Harry Sef geluti semakin besar.

Usaha yang dijalankan Harry Sef memperkejakan 7 (tujuh) orang karyawan dan memiliki omzet Rp10-20 juta per bulan. Bahkan saat ini Harry Sef sudah memiliki usaha lain, yaitu jual beli mobil bekas yang lokasinya berdekatan dengan usaha bengkel catnya. Pada tahun 2019, Harry Sef pun mengajukan pinjaman modal yang kedua sebesar Rp100 juta untuk kedua usahanya.

Hingga kini, usaha Bengkel Eep semakin ramai. Banyak manfaat yang diperoleh selama Harry Sef menjadi mitra binaan Perseroan, mulai dari pembinaan untuk mengembangkan bisnis hingga peminjaman modal usaha yang dirasa sangat membantu.

Many men fancy their hobby over fixing their vehicles so that they could be different from most. Harry Sef fully realized this when he first opened a car repair and paint business in his hometown, Baturaja, South Sumatera.

He grabbed the business opportunity from his simple tinkering hobby. "This is what inspired me to set up a garage business with painting, variation and modification, and other automotive services," he explained.

The "Eep" Harry Sef Garage/Workshop business was established since the year 2002 when at first, he only opened business for trial and error until in the end many customers came to use Eep Workshop's services, and quite a number of customers said they were satisfied with the works done at Eep Workshop.

To further expand his business, in the year 2015, Harry Sef became a Foster Partner of The Company and received a loan of Rp50 million. With the additional working capital, Eep Workshop that Harry Sef has been thriving on was getting increasingly better and bigger.

Harry Sef's business that has involved 7 (seven) employees has a turnover of Rp10-20 million per month. Moreover, Harry has now retained other business, namely buy-sell used cars of which its location is nearby his painting workshop. In the year 2019, Harry proposed his second request for capital loan of Rp100 million for his business.

To this day, Eep Workshop's business is increasingly packed with customers. Thus, there are many advantages from becoming foster partners, starting from assistance in business development to business capital loan that has been greatly helpful.



D'CRISPY BATURAJA PURWATI

D'CRISPY BATURAJA PURWATI

Nama Pemilik Name of the owner	Purwati
Alamat Address	Jl. Garuda Lr. Soekarno No, 128 Air Paoh, Baturaja Timur, OKU
Jenis Usaha Type of business	Keripik Pisang dan Pare D'Crispy Banana Chips and Pare D'Crispy

Dimulai pada tahun 2017, Purwati berinisiatif untuk berjualan pisang karena melimpahnya hasil panen pisang di kebun milik orang tua. Purwati memiliki ide untuk meningkatkan nilai jual pisang dengan cara mengolah hasil panen menjadi camilan keripik pisang dengan berbagai varian rasa seperti rasa original, cokelat, jagung manis dan balado.

It started in the year 2017, when Purwati took the initiative to start the business of selling because of the abundance of banana crops from her parents' gardens. Purwati had the idea to increase the banana's sales value of by means of processing the crops into banana chip snacks with variant flavors: original, chocolate, sweet corn and "balado" (spicy).



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Pada tahun 2018, Purwati juga melakukan eksperimen dengan hasil pertanian lainnya, yaitu pare yang dijadikan bahan baku dari camilan keripik pare. Kendati eksperimen ini sering berakhir dengan kegagalan, tetapi Purwati tak pernah menyerah. Dia terus bereksperimen hingga akhirnya berhasil memproduksi keripik pare yang sangat disukai oleh semua kalangan masyarakat. Produk makanan yang diproduksi oleh Purwati itu sama sekali tidak pahit dan juga bertekstur gurih yang diberi nama Keripik D'Crispy.

Pada akhir Mei 2018, Keripik Pare D'Crispy Baturaja untuk pertama kalinya mengikuti bazar murah yang diselenggarakan oleh Rumah Kreatif BUMN Baturaja melalui pembagian kupon gratis kepada pengunjung. Di saat bersamaan, Purwati mendapatkan surat izin P-IRT dari Dinas Kesehatan Kabupaten OKU untuk produk Keripik Pisang D'Crispy dan Keripik Pare D'Crispy. Sejak itulah Keripik Pare D'Crispy mulai banyak dikenal oleh masyarakat yang membuat Purwati mendapatkan banyak sekali orderan.

Selain dijual di beberapa pasar modern setempat seperti Toko Dimas, UB Mart, Pojok UKM 212 Pos Mart, 212 01 Kampung Baru, dan seluruh cabang Indomaret di Baturaja, produk D'Crispy juga melakukan penjualan menggunakan media sosial berupa Whatsapp, Facebook dan Instagram yang juga menjadi sarana promosi bagi produk D'Crispy. Saat ini, Purwati dapat menghasilkan omzet sebesar Rp9 juta untuk Keripik Pare D'Crispy dan Rp1 juta untuk Keripik Pisang D'Crispy

Untuk lebih mengembangkan usahanya, pada tahun 2019 Purwati menjadi Mitra Binaan Perseroan dan mendapat pinjaman kemitraan untuk tambahan modal sebesar Rp50 juta. Dengan tambahan modal tersebut, Kripik D'Crispy digeluti oleh Purwati semakin diminati dan omzetnya terus meningkat. Telah banyak manfaat yang dirasakan oleh Purwati selama menjadi mitra binaan Perseroan.

In 2018, Purwati experimented with other agricultural produce, namely bitter melon used as the raw material for "pare" chip snacks. Although the experiment often ended up in failure, however, Purwati did not give up. She continued to repeatedly try again until she finally succeeded with producing "pare" chips that all circles of the community came to like. The food products produced by Purwati are not at all bitter and have also the savory texture and named as Keripik (chips) D'Crispy.

At the end of May 2018, Baturaja Keripik Pare D'Crispy (D'Crispy Pare Chips) joined for the first time, a flea market organized by Rumah Kreatif (Creative House) of BUMN Baturaja by giving out free coupons to visitors. At the same time, Purwati received the P-IRT permit from the Health Office of OKU Regency for her D'Crispy Banana Chips and Pare Chips. Since then D'Crispy Pare Chips began to be known by many that led Purwati to increasingly receiving orders from all parts of the communities.

Aside from selling through the local supermarkets such as Toko Dimas, UB Mart, Pojok (Corner) UKM 212 Pos Mart, 212 01 Kampung Baru, and all branch of Indomaret in Baturaja, D'Crispy products are also sold through such social media as Whatsapp, Facebook and Instagram serving also as promotion facilities for D'Crispy products. At this time, Purwati has reached a turnover of Rp9 million for the Pare Chips and Rp1 million for the Banana Chips.

To further expand her business, in 2019 Purwati became Foster Partner of PT Semen Baturaja (Persero) Tbk and obtained additional working capital of Rp50 million. With the additional capital, Keripik D'Crispy has become increasingly better and bigger. Numerous benefits have resulted from becoming foster partner, from coaching to develop the business to acquiring capital loan which was very helpful



DEPOT BENSIN DAN GAS LPG PRAKTIKNO

DEPOT BENSIN DAN GAS LPG PRAKTIKNO

Nama Pemilik | Name of the owner

Pratikno

Alamat | Address

Jl. Akmal Bukit Kecil RT.020. RW. 007 Kel. Pasar Baru Kec. Baturaja Timur Kab. OKU

Jenis Usaha | Type of business

Perdagangan | Trade

Pada tahun 2012, Pratikno mempunyai pemikiran untuk membuka usaha pangkalan elpiji 3 kg dan penjualan bensin yang bertempat di halaman rumah tempat tinggalnya. Setelah empat tahun, berdiri, tepatnya pada tahun 2016, Pratikno mengajukan pinjaman lunak Program Kemitraan di Perseroan sebesar Rp50 juta untuk penambahan modal usaha.

Berbekal pinjaman tersebut, Pratikno bisa mengembangkan dan menambah modal untuk usahanya di bidang perdagangan gas elpiji dan bensin. Setelah pinjaman pertama berhasil dilunasi. Pada tahun 2019, Pratikno mengajukan kembali pinjaman kedua sebesar Rp100 juta untuk memenuhi permintaan dari

At the beginning of the year 2007, the government issued the policy of kerosene to LPG (Liquid Petroleum Gas) gas conversion which later referred to as "elpiji". Although there have been many pros and cons of this policy rushed, yet the policy is still implemented.

Readied with such loan, Pratikno was able to develop and increase the working capital of his business in elpiji gas and fuel trading. After the first loan was paid off in 2019, Pratikno proposed to request a second loan of Rp100 million in order to accommodate the requests of the



pelanggan dan masyarakat sekitar, sehingga usahanya lebih maju dan tumbuh pesat lagi. Sampai saat ini usaha yang di jalankan Pratikno sudah banyak mengalami kemajuan sejak pertama kali berdiri, hingga mampu melakukan penyaluran gas ke agen-agen maupun pengecer.

customers and local communities, that his business was increasingly progressing and rapidly growing. To date, Pratikno's business has grown significantly from the day it was established, starting from the production and distribution of gas to agents and retailers.



ELIZA PEYEK MACHO MULTINA TUMINI

ELIZA PEYEK MACHO MULTINA TUMINI

Nama Pemilik | Name of the owner

Multina Tumini

Alamat | Address

Jl. Pemuda II Blok P, No. 67 Baturaja Permai

Jenis Usaha | Type of business

Keripik Macho Eliza | Macho Eliza Chips

Peyek Macho Eliza telah berdiri sejak tahun 2004 dan sudah pernah mengikuti Pertemuan Seluruh Pengusaha Se-Indonesia di Jakarta. Pada awalnya, Multina dan teman-temannya telah membentuk satu kelompok, yaitu UPPKS. Multina merupakan ketua dari kelompok tersebut dan anggotanya terdiri dari Keluarga Prasejahtera dan Sejahtera.

"Peyek Macho Eliza" was established in the year 2004 and has joined an out-of-town meeting, namely the Indonesian Entrepreneurs Meeting in Jakarta. At the beginning, Multina and friends have formed a group, UPPKS. Multina is head of the group and members consisted of the Underprivileged and Prosperous Families.

Kelompok UPPKS tersebut dibentuk dengan tujuan membantu keluarga yang kurang mampu atau tidak mempunyai modal tetapi ingin membuka usaha. Akhirnya, dengan modal Rp100 ribu, secara berkelompok UPPKS membuat peyek yang pada awalnya diberi nama Peyek Eliza dan kini lebih dikenal dengan Peyek Macho Eliza.

The group was formed with the intention to assist underprivileged families or those with no capital resource but wish to start business of selling. Finally, with a capital of Rp100 thousand, the group UPPKS produced "peyek" chips which was initial named Peyek Eliza – now better known as Peyek Mcho Eliza.

Harga bahan pokok di pasaran melesat naik, sehingga Kelompok UPPKS kekurangan modal untuk memproduksi produk Peyek Eliza. UPPKS memutuskan untuk menghubungi pihak terkait dan berhasil mendapatkan dana pinjaman sebesar Rp10 juta. Dengan pinjaman modal usaha tersebut, dalam waktu 2 (dua) tahun produksi dan penjualan Peyek Eliza semakin melesat hingga sekarang telah memproduksi berbagai macam jenis peyek dan juga keripik.

As time passes, the price of basic commodities in the market have also rapidly climbed. The UPPKS Group was lack of capital to continue producing Peyek Eliza. UPPKS decided to contact related office and managed to obtain a loan of Rp10 million, and in two-years time production and sales of Peyek Eliza began to hike rapidly and now they are producing various types of "peyek" and also chips.

Peyek Macho Eliza sendiri sudah mendapatkan izin PI-RT pada tahun 2005 dan pada tahun 2017 telah bergabung menjadi mitra binaan dari Rumah BUMN Baturaja. Sejak bergabung menjadi mitra binaan, Peyek Macho Eliza bisa memasarkan produknya di pasar modern yaitu Pojok UKM 212 Pos Mart setelah sebelumnya Peyek Macho Eliza hanya melakukan penjualan di sekitaran kota baturaja. Kini, Peyek Macho Eliza telah melakukan penjualan melalui media sosial seperti Facebook, Instagram, dan juga WhatsApp.

Peyek Macho Eliza has obtained a PI-RT license in 2005, and in 2017 Peyek Macho Eliza joined as partner of RKB BUMN Baturaja. Since then, Peyek Macho Eliza first marketed its products in the modern market namely through UKM 212 Pos Mart Corner where Peyek Macho Eliza, considering their initial sales were only in around the city and have never entered the modern market. Now, Peyek Macho Eliza has been able to sell through the social media, namely Facebook, Instagram, and also WhatsApp.

Pada tahun 2020 Multina Tumini mengajukan pinjaman Kemitraan di Perseroan, sebesar Rp50 juta. Hingga saat ini usaha Eliza Peyek Macho semakin berkembang pesat.

In 2020 Multina Tumini applied for a Partnership Program loan at PT Semen Baturaja (Persero) Tbk, amounting to Rp50 million. Until now, Eliza Peyek Macho's efforts have become increasingly flowing and growing.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY



KEBUN KARET SYARKOMI

KEBUN KARET SYARKOMI

Nama Pemilik | Name of the owner

Syarkomi

Alamat | Address

Perum Taman Kibang Permai Blok I No. 4 RT/RW 016/005
Kel. Batu Kuning, Kec. Baturaja Barat, Kab. OKU

Jenis Usaha | Type of business

Perkebunan | Plantation

Usaha kebun karet yang dikelola oleh Syarkomi seluas 10 hektar yang semua pohon karetnya aktif mengeluarkan getah karet. Beliau membeli kebun karet tersebut pada tahun 2007 dan hingga kini terus berkembang pesat.

She owns a rubber plantation covering an area of 10 hectares with all the rubber trees are actively producing. She bought the rubber plantation in 2007 and since then continues to grow rapidly.

Pada tahun 2019, Syarkomi berinisiatif untuk memperluas kebun karetnya dengan permodalan usaha yang diperoleh dari pinjaman kemitraan dari Perseroan sebesar Rp50 juta. Dengan pinjaman tersebut, Syarkomi bisa memperbanyak hasil penyiapan karet sehingga menghasilkan getah karet yang memiliki kualitas baik.

In 2019, Syarkomi had the idea to expand her rubber plantation with a working capital she received from The Company which amounted to Rp50 million. With the loan, Syarkomi was able to multiply the results of rubber tapping and produced a great amount of good quality rubber to sell.

Tidak cukup hanya menambah luas kebun karet nya, di tahun 2020 Syarkoni berhasil melunasi pinjaman pertama dan mengajukan kembali pinjaman kedua untuk membeli kebun karet dengan pinjaman modal dari Perseroan sebesar Rp100 juta. Sampai saat ini luas kebun karet yang dimiliki Syarkomi telah mencapai 17 hektar.

Expanding the rubber plantation was not enough, that in 2020 Syarkomi requested a second loan to repurchase a rubber plantation. With the capital loan from the Company of Rp100 million, now the total area of rubber plantation owned by Syarkomi reached some 17 hectares.



KOS-KOSAN EMIDESILA

KOS-KOSAN EMIDESILA

Nama Pemilik | Name of the owner

Emidesilia

Alamat | Address

Jl. DR Moh Hatta Lrg Kita No. 1029 RT 013 RW 005,
Desa Kemalaraja, Baturaja Timur, Kab. OKU

Jenis Usaha | Type of business

Jasa | Services

Jika sebelumnya kos-kosan hanya dijadikan hunian untuk kalangan mahasiswa, namun sekarang mulai dari pekerja kantor hingga yang sudah berkeluarga banyak yang lebih memilih kos-kosan sebagai hunian dari pada harus menyewa rumah kontrakan. Tidak hanya memberikan kenyamanan, tinggal di rumah kos terasa lebih ramai karena banyak penghuni didalamnya.

If "boarding house" was previously considered affordable only for students (as in dormitory), now from office workers to family prefer this type of living accommodation than renting standard housing. Not only they provide the comfort, but living in boarding houses can also provide a certain of enjoyment as they normally are more crowded with other residing neighbors, which for some people are more attractive.

"Untuk memulai usaha tersebut, tak perlu terburu-buru membuat banyak kamar, mulailah dari beberapa kamar saja yang penting fasilitasnya memadai dan terawat, sehingga kamar kos akan terus terisi oleh penghuni," kata pemilik Kost-kostan Emidesilia.

"To start this business, no need to rushingly construct so many rooms/units, strt from a few, what is important is the maximum result, good maintenance and quality, and surely the rooms to be continuously occupied. Apply the snowball theory the longer the bigger," said the owner of Emidesilia Boarding House.

Dari pendapatan usaha kos-kosan yang mencapai jutaan per bulan, Emidesilia berencana membangun usahanya agar lebih besar. Tepatnya pada tahun 2016, Emidesilia mengajukan pinjaman Program Kemitraan di Perseroan, sebesar Rp50 juta.

From the boarding house's earnings worth millions a month, Emidesilia had the plan to develop the business even bigger. In the year 2016, Emidesilia requested for a Partnership Program loan at PT Semen Baturaja (Persero) Tbk for the amount of Rp50 million.

Selanjutnya, pada tahun 2020, Ia mengajukan pinjaman modal yang kedua sebesar Rp60 juta. Hingga sekarang usaha kos-kosannya semakin lancar dan berkembang pesat.

Then in the year 2020, she propped to request a second capital loan of Rp60 million. And until now, great benefits were acquired from becoming a foster partner.



KRIPIK SINGKONG HARMONI

KRIPIK SINGKONG HARMONI

Nama Pemilik | Name of the owner

Suharto

Alamat | Address

Jl. Lintas Sumatera No.903 RT/RW 012/005
Kel. Sukajadi, Kec. Baturaja Timur, Kab. OKU

Jenis Usaha | Type of business

Perdagangan | Trade

Keripik singkong? Siapa yang tak mengenal camilan bertekstur renyah yang satu ini. Keripik singkong adalah jenis camilan ringan yang banyak disukai masyarakat dari anak kecil hingga orang tua. Kerenyahan keripik singkong membuat camilan ini tak pernah terlupakan dari jaman dahulu hingga masa kini.

Casava chips? Who has not known of this crunchy textured snack. The cassava chips are light snack that have become popular to many people, the the young children to the elderly. The crunchy and savory taste of the cassava chips has made this snack unforgettable since long ago to the present.

Camilan keripik singkong sendiri dibuat dari bahan utama singkong yang diiris tipis kemudian digoreng hingga kering. Pada umumnya, rasa keripik singkong memiliki cita rasa yang gurih dengan aroma khas dari bawang yang nikmat. Seiring dengan semakin tingginya permintaan konsumen untuk jenis dan variasi dari keripik singkong, akhirnya muncul variasi terbaru seperti keripik singkong dengan rasa pedas asin, pedas manis, bumbu balado dan juga rasa keju.

The cassava chips snack itself is made from the main ingredient of thinly sliced cassava, then fried until dry. In general, the taste of cassava chips has a delicious taste with a distinctive aroma of delicious onions. Along with the high consumer demand for the types and variations of cassava chips, finally the latest variants are out in the market, such as cassava chips with salty, spicy, sweet, balado spices and cheese flavors.

Kini, bahkan rasa keripik singkong memiliki inovasi terbaru dengan keripik pedas yang dihadirkan dengan beberapa tingkat level kepedasan. Meski tren ini masih jarang diketahui oleh masyarakat, namun penggemar jenis keripik ini sudah sangat pesat. Banyak para pedagang yang beralih mengubah jenis dagangan keripiknya dengan keripik pedas dengan tingkatan level yang berbeda dengan jenis brandnya masing-masing.

Now, the cassava chips are available with the latest innovated new flavor, the spicy chips that are presented with several levels of spicyness. Although this trend is still rarely known by the public, fans of this type of chips have turned up really fast. Many traders have switched to changing the type of chip merchandise with spicy chips with different brand types.

Salah satu mitra binaan Perseroan yang membuka usaha keripik singkong ini adalah Suharto. Dia telah menjalankan bisnis ini sejak tahun 2000-an. Bisnis ini dijalankan sendiri, mulai dari pemilahan bahan, pengolahan hingga pengemasannya.

One of Semen Baturaja's partners who opened this cassava chips business was Suharto. He has been in this business since the 2000s. This business is run independently, starting from sorting materials, processing to packaging, everything is done by himself.

Suharto pun berniat untuk mengembangkan usahanya sehingga ia mengajukan pinjaman modal usaha melalui Program Kemitraan di Perseroan, sebesar Rp25 juta pada tahun 2019 untuk penambahan modal usaha. Dengan adanya pinjaman tersebut, Suharto pun bisa mengembangkan usaha yang dijalaninya. Dia pun bisa membuka warung sehingga semakin memudahkan beliau untuk menjual produk keripik singkong buatan sendiri dengan kualitas terjamin, dan rasa yang enak.

Suharto also intended to expand his business so he applied for a soft loan from the Partnership Program at PT Semen Baturaja (Persero) Tbk, amounting to IDR 25 million in 2019 for additional business capital. With this loan, Suharto was able to develop the business, and opened a shop which made it easier for him to sell homemade cassava chip products with guaranteed quality, and delicious taste.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Program Bina Lingkungan

Program Bina Lingkungan Perseroan yang disalurkan pada tahun 2020 senilai Rp645.085.000, yang direalisasikan melalui beragam program seperti bantuan korban bencana alam, bantuan pendidikan dan pelatihan, prasarana dan sarana pendidikan, bantuan peningkatan kesehatan, bantuan pengembangan prasarana dan/atau sarana umum, bantuan sosial kemasyarakatan dalam rangka pengentasan kemiskinan dan bantuan promosi dalam rangka peningkatan kapasitas mitra binaan.

Berikut adalah kegiatan Bina Lingkungan unggulan yang telah dilakukan Perseroan sepanjang tahun 2020:

1. Bantuan Korban Bencana Banjir di Kikim Timur

Melalui unit kerja Departemen CSR, Perseroan memberikan bantuan kepada korban banjir bandang di Kecamatan Kikim Timur, Kabupaten Lahat, Sumatera Selatan pada Januari 2020. Bantuan tersebut diserahkan langsung kepada Camat Kikim, Bapak Pebroni, saat itu terdapat 602 rumah dinyatakan terendam dan 37 rumah hanyut dan rusak. Penyaluran bantuan logistik sebagai bentuk tanggung jawab sosial Perseroan kepada para korban bencana diharapkan dapat meringankan sebagian beban korban bencana banjir bandang.

2. Pemberian Paket Sembako Ramadhan 1441 H di Kabupaten OKU

Pembagian Paket Sembako Ramadhan tahun 2020 yang berlokasi di "Ring 1" Pabrik Baturaja telah menjadi kegiatan rutin setiap tahun yang dilaksanakan oleh Dept. CSR. Kegiatan ini sangat diharapkan oleh warga, khususnya pada saat bulan Ramadhan. Apalagi di tengah pandemi COVID-19, harga sembako berpotensi mengalami kenaikan di luar harga kewajaran pada bulan Ramadhan. Pada saat bersamaan, kondisi perekonomian masyarakat terdampak pandemi COVID-19.

Community Development Program

The Company's Community Development Program implemented in the year 2020 spent Rp645,085,000 actualized through assistance provided in such various occasions as: for victims of natural disasters, in education and training, in educational infrastructure and facilities, in health improvement, in development of public infrastructure and/or facilities, in community social activities in the effort to eradicate poverty and in promotion of capacity building of foster partners.

Following are the top programs of Community Development carried out during the year 2020:

1. Aid for Victims of Flooding Disaster in East Kikim

Through the CSR Department work unit, the Company provided assistance to victims of flash floods in Kikim Timur District, Lahat Regency, South Sumatra in January 2020. Assistance was handed over directly to the Head of Kikim Sub-district, Mr. Pebroni. At the time, 602 houses were submerged and 37 houses were washed away and damaged. The distribution of logistical assistance as a form of the Company's social responsibility to disaster victims is expected to help ease some of the burden on victims of the flash floods.

2. Donation of Package Daily Needs at time of Ramadhan 1441 H in OKU Regent

Distribution of Food Packages for Ramadhan in 2020 in "Ring 1" area of the Baturaja Plant. This activity was a routine activity every year carried out by the Dept. CSR of The Company. This activity was highly expected by the residents especially during the month of Ramadan. Especially in the midst of the COVID-19 pandemic, the price of basic food items has the potential to increase beyond the normal price during the month of Ramadan. At the same time, the economic conditions of the community were affected by the COVID-19 pandemic.



3. Bantuan Pembangunan Bak Sampah di Ring 1 Pabrik Panjang Kelurahan Way Lunik

Perseroan menindaklanjuti permintaan warga "Ring 1" Pabrik Panjang untuk membangun bak sampah sebagai bentuk kepedulian kepada masyarakat dalam penanggulangan masalah banjir. Bantuan ini dilaksanakan dalam rangka menjaga kebersihan lingkungan dari penumpukan sampah di wilayah "Ring 1" Pabrik Panjang Kelurahan Way Lunik, Bandar Lampung. Dengan adanya bak sampah tersebut, diharapkan wilayah Kelurahan Way Lunik akan terlihat lebih bersih dan rapi.

4. Bantuan Paket Sembako untuk Masyarakat Terdampak COVID-19

Pandemi COVID-19 sangat berdampak pada kehidupan ekonomi sosial masyarakat. Perseroan bekerja sama dengan PT Bukit Asam (Persero) Tbk dan PT Kapuas Musi Madelyn memberikan bantuan sebanyak 246 paket sembako untuk masyarakat yang terdampak COVID-19 guna meringankan beban masyarakat dalam menghadapi COVID-19.

5. Bantuan Alat Kesehatan dan Sembako Penanggulangan COVID-19

Perseroan bersama Forum TJSL Kota Palembang menyalurkan bantuan alat kesehatan kepada Tim Gugus Percepatan Penanganan COVID-19 Kota Palembang. Bantuan berupa masker medis 1.250 pcs, APD 50 pcs, 5.000 *Handscoon*, kacamata google 50 pcs, *handsanitizer* 50 pcs, masker kain 2.000 pcs, dan 438 paket sembako. Bantuan ini bertujuan untuk menanggulangi dampak COVID-19 di masyarakat.

6. Bantuan Semen Baturaja Peduli COVID-19 di Wilayah OKU

Perseroan kembali menyalurkan sejumlah alat kesehatan kepada satgas penanggulangan bencana COVID-19 wilayah Ogan Komering Ulu (OKU). Bantuan berupa baju APD medis 100 pcs, masker medis 2.500 pcs, masker non medis 8.000 pcs, kacamata google 100 pcs, *handscoon* 1.000 pcs, *handsanitizer* 100 liter dan masker kain 1.000 pcs.

3. Assistance for the Construction of Trash Bin in Ring 1 Area of Panjang Plant, Way Lunik

The Company followed up on the complaints received from residents of "Ring 1" PPJ where it was agreed that the Company will provide trash bins as a form of concern for the community in overcoming flood problems. This assistance was carried out in order to maintain environmental cleanliness from accumulated garbage in the "Ring 1" area of the Panjang Plant, Way Lunik Village, Bandar Lampung. With the trash bins, the area will look cleaner and tidier.

4. Donation of Daily Needs Package for the communities impacted by COVID-19.

The COVID-19 pandemic situation has caused huge impact on the social life of the community, especially in the economic field. The Company in collaboration with PT Bukit Asam (Persero) Tbk and PT Kapuas Musi Madelyn provided 246 food packages for people affected by COVID-19 to ease the burden on society in facing COVID-19.

5. Donation of Health Kits and Daily Needs Package due to COVID-19

In collaboration with the Palembang City TJSL Forum, the Company distributed medical equipment assistance to the Palembang City COVID-19 Handling Acceleration Team. Assistance in the form of 1,250 pieces of medical masks, 50 pieces of PPE, 5,000 Handscoons, 50 pieces of google glasses, 50 pieces of handsanitizers, 2,000 pieces of cloth masks, and 438 packages of basic necessities. This assistance aimed at helping the community to overcome the impact of COVID-19.

6. Donation of Semen Baturaja Cement for "COVID-19 Care" in OKU areas

The company again distributed a number of medical kits to the COVID-19 disaster management task force in the Ogan Komering Ulu (OKU) area. Assistance in the form of 100 pieces of PPE, 2,500 pieces of medical masks, 8,000 pieces of non-medical masks, 100 pieces of google glasses, 1,000 pieces of handscoons, 100 liters of handsanitizer and 1,000 pieces of cloth masks.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Tabel Akumulasi Penyaluran Program Bina Lingkungan Tahun 2020

Table Accumulated Distribution of Assistance for the Community Development Program in 2020

No.	Kegiatan	Rp Ribu Rp Thousand	Activity
1	Pengentasan Kemiskinan	23.912	Eradication of Poverty
2	Peningkatan Kesehatan	463.899	Health Improvement
3	Pendidikan & Pelatihan	96.000	Education & Training
4	Pengembangan Prasarana/Sarana Umum	19.774	Development of Public Facilities/ Infrastructure
5	Sarana Ibadah	-	Religious Worship Facilities
6	Bencana Alam	41.500	Natural Disasters
7	Pelestarian Alam	-	Nature Conservation

Program Tanggung Jawab Sosial dan Lingkungan (Corporate Social Responsibility)

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan disalurkan untuk berbagai bidang dalam bentuk donasi. Adapun donasi yang disalurkan sebesar Rp3,9 miliar atau 88% dari total anggaran 2020 sebesar Rp4,4 miliar. Pelaksanaan tanggung jawab sosial dan lingkungan perusahaan dikoordinir oleh unit kerja Departemen CSR. Adapun rincian dana yang disalurkan sebagai berikut:

- Bidang Sarana dan Prasarana sebesar Rp1,4 miliar atau 98% dari rencana;
- Bidang Pendidikan dan Latihan sebesar Rp272 juta atau 88% dari rencana;
- Bidang Sarana Ibadah sebesar Rp1,4 miliar atau 82% dari rencana;
- Bidang Peningkatan Kesehatan sebesar Rp178 Juta atau 81% dari rencana;
- Bidang Pelestarian Alam sebesar Rp489 juta atau 90% dari rencana;
- Bidang Bencana Alam sebesar Rp26 juta atau 57% dari rencana.

CSR/Social and Environmental Responsibility Program

The Company's Social and Environmental Responsibility Program is dispersed to various fields in the form of donations. Total amount of donation was posted Rp3.9 billion or 88% of the 2020 total budget of Rp4.4 billion. The implementation of corporate social and environmental responsibility is coordinated by the CSR Department. Details of the funds distributed to various fields are as follows:

- Facilities and Infrastructure at the amount of Rp1,4 billion or 98% of budget;
- Education and Training at the amount of Rp272 million or 88% of budget;
- Place of Religious Worship at the amount of Rp1,4 billion or 82% of budget;
- Health Improvement at the amount of Rp178 million or 81% of budget;
- Natural Conservation at the amount of Rp489 million or 90% of budget;
- Natural Disaster at the amount of Rp26 million or 57% of budget.

Tabel Akumulasi Penyaluran Program Tanggung Jawab Sosial dan Lingkungan Tahun 2020

Table Accumulated Distribution of Funds for the Social and Environmental Responsibility Program in 2020

No.	Kegiatan	Rp Ribu Rp Thousand	Activity
1	Bencana Alam	26.850	Natural Disaster
2	Pendidikan & Pelatihan	272.502	Education & Training
3	Peningkatan Kesehatan	178.230	Health Improvement
4	Pengembangan Prasarana/Sarana Umum	1.468.858	Development of Public Facilities/ Infrastructure
5	Sarana Ibadah	1.473.719	Place of Religious Worship Facilities
6	Pelestarian Alam	489.083	Nature Conservation



Perbaikan Sarana dan Prasarana Sosial

Sebagai bentuk kepedulian Perseroan terhadap sarana dan prasarana masyarakat, selama tahun 2020 Perseroan telah melakukan berbagai macam kegiatan dan beberapa di antaranya adalah sebagai berikut:

1. Bantuan pembangunan Masjid Desa Laya Kab. OKU tahap III dengan total nilai bantuan Rp248 juta;
2. Bantuan Pembangunan Posyandu dan UKS TK Kemala Bhayangkari OKU Timur dengan nilai bantuan Rp100 juta;
3. Bantuan Sarana Prasarana Rumah BUMN Baturaja dengan total nilai bantuan Rp44 juta;
4. Bantuan pembangunan RG Srikandi Mahardika Kegiatan Rumah Belajar dengan total nilai bantuan sebesar Rp40 juta;
5. Bantuan pembangunan dan perbaikan jembatan gantung Desa Puser Kab. OKU tahap II dengan nilai bantuan Rp34,5 juta;
6. Bantuan pembuatan Wastafel dalam rangka penanggulangan COVID-19 di wilayah Ring 1 Perseroan dengan total nilai bantuan Rp25 juta;
7. Bantuan Pembangunan Bak Sampah di Pabrik PPJ Panjang Way Lunik Lampung dengan nilai bantuan Rp23 juta;
8. Bantuan tanggap darurat korban kebakaran di Kertapati dengan nilai bantuan Rp16,8 Juta;
9. Bantuan Perbaikan Jalan Bukit Pelawi dengan nilai bantuan Rp15 Juta;

Bantuan Terkait Pandemi COVID-19

Pada tahun 2020 terdapat beberapa program CSR yang bertujuan untuk pengembangan sosial dan kemasyarakatan ditengah pandemi COVID-19 antara lain:

1. Bantuan Korban Banjir di Kikim Timur

Perseroan melalui unit kerja Dept. CSR memberikan bantuan kepada korban banjir bandang di Kecamatan Kikim Timur, Kabupaten Lahat, Sumatera Selatan pada Januari 2020. Bantuan diserahkan langsung kepada Camat Kikim, Bapak Pebroni.

Improvement of Social Facilities and Infrastructure

As a form of Company's care on the community's facilities and infrastructure, during the year 2020 the Company conducted various activities, and among them are as follows:

1. Assistance in the construction of a Mosque at Laya Village of OKU Regency state III with a total amount of Rp248 million;
2. Assistance in the construction of the Integrated Healthcare Center (Posyandu) and the School Medical Unit (UKS) with a total amount of Rp100 million;
3. Assistance for the Facilities/Infrastructure of Rumah BUMN Baturaja with a total amount of Rp44 million;
4. Assistance in the construction of RG Srikandi Mahardika Learning Center with a total amount of Rp40 Million;
5. Assistance in the construction and repairmen of a suspension bridge at Puser Village, OKU Regency, state II with a total amount of Rp34.5 million;
6. Assistance in the construction of Hand-Washing Bins as part of the countermeasure of COVID-19 in the Ring 1 area of The Company with a total amount of Rp25 million;
7. Assistance in the construction of Trash Bins at PPJ Panjang Plant, Way Lunik, Lampung, with a total amount of Rp23 million;
8. Assistance for Fire Emergency Response at Kertapati, with a total amount of Rp16.8 million;
9. Assistance for the repairment Bukit Pelawi Road, with a total amount of Rp15 million.

Assistance Related to COVID-19

In the year 2020, several CSR programs intended for social and community development in the midst of COVID-19, among others, are as follows:

1. Assistance for the Victims of Flooding in East Kikim

Through the work unit of CSR Department, The Company provided assistance to victims of flash floods in Kikim Timur District, Lahat Regency, South Sumatra in January 2020. The assistance was handed over directly to the Head of Kikim Sub-district, Mr. Pebroni.



TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

2. Bantuan Lawan COVID-19 bersama BUMN Sumsel

Perseroan bersama 45 BUMN di Provinsi Sumatera Selatan yang tergabung dalam Satuan Tugas (Satgas) Bencana Nasional BUMN di Provinsi Sumatera Selatan menyalurkan bantuan alat kesehatan kepada Pemprov Sumsel. Bantuan yang diberikan berupa peralatan kesehatan diantaranya APD, *handscoon*, *handsanitizer*, *scanner temperature*, *oxygen spray*, dan *multivitamin*.

3. SMBR Peduli COVID-19 wilayah OKU

Perseroan kembali menyalurkan sejumlah alat kesehatan kepada satgas penanggulangan bencana COVID-19 wilayah Ogan Komering Ulu (OKU). Bantuan berupa baju APD medis 100 pcs, masker medis 2.500 pcs, masker non medis 8.000 pcs, kacamata google 100 pcs, *handscoon* 1.000 pcs, *handsanitizer* 100 liter dan masker kain 1000 pcs.

4. Bantuan Paket Sembako untuk Masyarakat Terdampak COVID-19

Perseroan bekerja sama dengan PT Bukit Asam (Persero) Tbk dan PT Kapuas Musi Madelyn memberikan bantuan sebanyak 246 paket sembako untuk masyarakat yang terdampak COVID-19.

5. Bantuan Paket Sembako Ramadhan

Dalam rangka bulan suci Ramadhan, kembali menyalurkan bantuan sembako kepada warga "Ring 1" di sekitar pabrik Baturaja. Paket sembako dibagikan secara gratis ke 6 kelurahan dan 2 desa yang berbatasan dengan pabrik Baturaja. Total bantuan sebanyak 18.450 paket sembako, bantuan ini sangat berarti bagi masyarakat terutama bagi mereka yang terdampak pandemi COVID-19.

2. Assistance for Efforts in fighting COVID-19 with BUMN of South Sumatera

The Company joint with 45 BUMNs in South Sumatra Province which are members of the BUMN National Disaster Task Force in South Sumatra Province, distributed medical equipment assistance to the South Sumatra Provincial Government. The assistance provided was in the form of medical equipment including PPE, *handscoon*, *handsanitizer*, *temperature scanner*, *oxygen spray*, and *multivitamins*.

3. SMBR COVID-19 Care in OKU region

The Company has again distributed a number of medical kits to the COVID-19 disaster management task force in the Ogan Komering Ulu (OKU) area. Assistance in the form of 100 pieces of PPE, 2,500 pieces of medical masks, 8,000 pieces of non-medical masks, 100 pieces of google glasses, 1,000 pieces of *handscoons*, 100 liters of *handsanitizer* and 1000 pieces of cloth masks.

4. Assistance in Provision of Daily Needs Package for Communities Impacted by COVID-19

In collaboration with PT Bukit Asam (Persero) Tbk and PT Kapuas Musi Madelyn, The Company provided assistance of 246 basic food packages for people affected by COVID-19.

5. Assistance in Ramadhan Daily Need Package

In the momentum of the holy month of Ramadhan, the Company again distributed basic food assistance to the residents of "Ring 1" around the Baturaja plant. Food packages were distributed free of charge to 6 sub-districts and 2 villages bordering the Baturaja factory. The total assistance was 18,450 basic food packages, and was well accepted and regarded as very meaningful for the community, especially for those affected by the COVID-19 pandemic.



6. Bantuan Alat Kesehatan dan Sembako

Perseroan bersama Forum TJSL Kota Palembang menyalurkan bantuan alat kesehatan kepada Tim Gugus Percepatan Penanganan COVID-19 Kota Palembang. Bantuan berupa masker medis 1.250 pcs, APD 50 pcs, 5.000 *handscoon*, kacamata google 50 pcs, *handsanitizer* 50 pcs, masker kain 2.000 pcs, dan 438 paket sembako.

SERTIFIKASI DAN PENGHARGAAN

Pada tahun 2020, Perseroan telah menerima penghargaan tanggung jawab sosial di bidang pengembangan sosial dan masyarakat dari ECONOMICS CSR AWARDS 2020 dengan gelar "Inisiatif Tanggap Darurat COVID-19 - Dukungan Kesehatan Medis". Penyerahan penghargaan digelar secara virtual pada 4 Desember 2020.

6. Assistance of Healthcare Kits and Daily Needs Package

In collaboration with the Palembang City TJSL Forum, The Company distributed medical equipment assistance to the Palembang City COVID-19 Handling Acceleration Team. Assistance in the form of 1,250 pieces of medical masks, 50 pieces of PPE, 5,000 handscoons, 50 pieces of google glasses, 50 pieces of handsanizers, 2,000 pieces of cloth masks, and 438 packages of basic necessities.

CERTIFICATIONS AND AWARDS

In the year 2020, the Company received the ECONOMICS CSR AWARDS 2020 for social responsibility in social and community development, with the theme "COVID-19 Emergency Response Initiative - Support in Medical Healthcare". The event was virtually held on 4 December 2020.



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT



Strategi berkelanjutan di Perseroan diimplementasikan sebagai bentuk ikhtiar Perseroan untuk menjaga hubungan baik dengan para pemangku kepentingan serta menjadi Perseroan yang berwawasan lingkungan melalui pemberdayaan masyarakat secara berkelanjutan

The Company's sustainable strategy is implemented as an embodiment of its endeavors to maintain good relations with stakeholders and to become an environmentally friendly Company through sustainable community empowerment.



IKHTISAR KEBERLANJUTAN

Bidang Ekonomi

Bidang usaha utama yang dijalankan oleh PT Semen Baturaja (Persero) Tbk atau "Perseroan" di bidang persemenan mencakup produksi dan penjualan semen bungkus, semen curah dan terak yang merupakan bahan semen setengah jadi. Selain itu, saat ini Perseroan juga memproduksi *White Clay* yang dikenal sebagai salah satu bahan baku dalam proses produksi semen.

White Clay yang diproduksi langsung dari bahan hasil penambangan di area milik Perseroan memiliki banyak kegunaan antara lain sebagai bahan pembuat keramik dan bahan baku yang diperlukan dalam pembuatan pupuk NPK.

SUSTAINABILITY HIGHLIGHTS

Economic Aspect

The main line of business of PT Semen Baturaja (Persero) Tbk ("Company") is in the field of cement production and sales in the forms of packed cement (in bag), in bulk and clinker which is semi-finished cement material. In addition, the Company also produces *White Clay* known as one of the raw materials used in cement production process.

White Clay, directly produced out of materials obtained from the mining land owned by the Company, has many uses including as material to make ceramics and as raw material needed to produce NPK fertilizer.



**MANFAAT EKONOMI
DIDISTRIBUSIKAN
ECONOMIC BENEFITS
DISTRIBUTED**

Rp6,2
MILIAR | BILLION

Kinerja Produksi (Ton)

Production Performance (Ton)

Produk	2020	2019	2018	Product
Terak	1.305.881	1.464.554	1.888.248	Clinker
Semen	1.915.849	2.127.307	2.254.751	Cement
White Clay	34.889	9.042	-	White Clay

Kinerja Pendapatan/Penjualan (Rp Juta)

Revenue Performance (Rp Million)

Produk dan Jasa	2020	2019	2018	Product
Terak	-	14.443	34.641	Clinker
Semen	1.696.542	1.968.026	1.974.852	Cement
White Clay	19.624	3.172	-	White Clay
Lain-lain	5.741	7.051	1.262	Others

Kinerja Laba (Rp Juta)

Profit Performance (Rp Million)

Uraian	2020	2019	2018	Description
Laba Kotor	720.158	874.889	706.645	Gross Profit
Laba (Rugi) Usaha	215.137	233.944	247.502	Operating Profit (Loss)
EBITDA	416.434	406.780	403.285	EBITDA

Produk Ramah Lingkungan

Perseroan memproduksi semen dengan berbagai jenis/ varian berdasarkan kebutuhannya. Salah satu jenis semen yang dikategorikan ramah lingkungan adalah Portland Composite Cement (PCC).

PCC merupakan jenis semen untuk pemakaian secara umum dan untuk semua mutu beton yang digunakan

Environmentally-Friendly Products

The Company produces various types/variants of cement based on its needs. One type of cement that is categorized as environmentally friendly is Portland Composite Cement (PCC).

PCC is a type of cement used for general purposes and for use in concrete of all qualities applied in the



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

untuk struktur bangunan bertingkat sampai dengan gedung bertingkat tinggi, struktur bangunan di tepi pantai dan bangunan pada tanah rawa/tanah beresam, struktur jembatan dan jalan beton, struktur bangunan irigasi, bata beton (*paving block*), genteng beton, beton pracetak dan pengerjaan pemasangan bata, plesteran dan acian.

PCC memperoleh sertifikat produk penggunaan tanda SNI Nomor 28/BIPA/LSPPro/Sert/06/2017 tipe atau jenis produk Portland Komposit yang berlaku mulai 19 Juni 2017 sampai dengan 18 Juni 2021. PCC merupakan jenis semen yang ramah lingkungan karena dalam proses produksinya membutuhkan jumlah terak yang lebih sedikit. Produksi terak yang lebih sedikit menyebabkan konsumsi energi dan emisi CO₂ yang dihasilkan dalam proses produksi menjadi lebih rendah.

Bidang Lingkungan Hidup

Kepedulian terhadap lingkungan hidup telah menjadi bagian dari kesadaran yang mengakar di lingkungan Perseroan. Karena itu, upaya pelestarian lingkungan bukan lagi sekadar kewajiban, namun telah melekat dalam kegiatan operasional Perseroan.

Perseroan berkeinginan untuk terus maju dan berkontribusi lebih terhadap upaya pembangunan yang berkelanjutan. Komitmen tersebut mendorong Perseroan senantiasa meningkatkan pengelolaan lingkungan hidup setiap tahun.

Kinerja Penghematan Energi

Performance of Energy Efficiency

Uraian	2020	2019	2018	Description
Konsumsi Energi Listrik (kWh)	160.319.363,57	203.160.125,99	268.044.798,79	Electricity Energy Consumption (kWh)
Produksi Semen (ton)	1.915.848,69	2.127.306,91	2.254.751,00	Cement Production (ton)
Indeks Listrik (3 site PLN) (kWh/ton semen)	83,68	95,50	118,88	Electricity Index (3 site PLN) (kWh/ton cement)

Pengurangan Emisi Gas Rumah Kaca

Reduction of Greenhouse Gas Emission

Uraian	2020	2019	2018	Description
Specific net CO ₂ (kg CO ₂ /t cementitious produced)	625	630	674	Specific net CO ₂ (kg CO ₂ /t cementitious produced)

Pemanfaatan Limbah B3

Utilization of B3 Waste

Uraian	2020	2019	2018	Description
Fly Ash (ton)	144.086,00	100.007,00	50.129,00	Fly Ash (ton)
Bottom Ash (ton)	79.058,00	38.548,00	23.035,00	Bottom Ash (ton)
SBE (ton)	12.107,00	7.109,00	4.120,00	SBE (ton)
Total	235.251,00	145.664,00	77.284,00	Total
Produksi Semen (ton)	1.915.848,69	2.127.306,91	2.254.751,00	Cement Production (ton)
Indeks Pemanfaatan Limbah Eksternal (3 site) (ton/ton semen)	0,123	0,068	0,034	External Waste Utilization Index (3 Sites) (ton/ton cement)

construction of multi-storey up to high-rise buildings, building structures in located seafront areas and buildings on swamp/acidic soil, concrete bridge and road structures, irrigation structures, paving blocks, concrete roof tiles, pre-cast concrete and works on brick coupling, plastering and cladding.

PCC received the product certificate to use SNI logo No. 28/BIPA/LSPPro/Sert/06/2017 for Portland Composite Cement valid as of 19 June 2017 until 18 June 2021. PCC is an environmentally friendly cement because its production process requires less amount of clinker. The low production of clinker has caused energy consumption and the produced CO₂ emission in the production process is lower.

Environmental Aspect

Concern for the environment has become part of a rooted awareness in the Company's environment. That is why efforts to preserve the environment is no longer a mere obligation, but has internalized within operational activities of the Company.

The Company wishes to continue to progress and contribute more on sustainable development efforts. Such commitment encourages the Company to always strive to improve the management of the environment by the year.



Bidang Sosial

Perseroan memandang bahwa masyarakat, terutama yang berada di sekitar wilayah operasi dan produksi Perseroan adalah pemangku kepentingan utama karena menjadi salah satu faktor penentu keberhasilan dan kesinambungan usaha perusahaan.

Sebagai imbal balik Perseroan berupaya memberikan manfaat positif atas kehadiran Perseroan kepada pemangku kepentingan tersebut. Di antaranya, melalui Program Kemitraan & Bina Lingkungan (PKBL) untuk mendukung kehidupan sosial yang berkelanjutan di lingkungan masyarakat.

Social Aspect

The Company views that the community, especially in areas surrounding the Company's operation and production facilities, is the main stakeholder as it is one of the determining factors of the Company's business success and sustainability.

In return, the Company strives to provide positive benefits on its presence to such stakeholder. Among them, through the Partnership & Community Development Program (PKBL) to support sustainable social life in the community's environment.

Jumlah Mitra Binaan Program PKBL

Total Number of Foster Partners in PKBL

Kantor Pusat/Cabang Head/Branch Office	Wilayah Binaan (Kota/Kabupaten) Area of Development Program (City/Regency)	2020	2019	2018
Palembang	Palembang, Ogan Ilir, Banyuasin	206	270	250
Baturaja	Kabupaten Ogan Komering Ulu (OKU), OKU Seatan dan OKU Timur	418	540	496
Lampung	Bandar Lampung, Lampung Selatan, Lampung Timur dan Lampung Utara	266	395	390

Anggaran Tanggung Jawab Sosial dan Lingkungan (Rp Juta)

Social and Environmental Responsibility Program Budget

Uraian	2020	2019	2018	Description
Tanggung Jawab Sosial & Lingkungan	3.909	12.408	9.938	Social & Environmental Responsibility
Program Kemitraan	6.175	7.789	6.592	Partnership Program
Program Bina Lingkungan	645	2.721	6.579	Community Development Program

Penggunaan Tenaga Kerja Lokal

Utilization of Local Workers

No.	Site/Lokasi Kantor Office Location/Site	2020		2019	
		Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
1	Palembang	322	80	313	80
2	Baturaja	128	20	121	20
3	Panjang	18	9	16	9
4	Perwakilan Jakarta	9	4	8	4
	Total	477	113	458	113



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

STRATEGI KEBERLANJUTAN

Sebagai perusahaan terbuka, program keberlanjutan Perseroan, berlandaskan pada Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

Sedangkan untuk strategi implementasi kinerja berkelanjutan, Perseroan mengacu pada inti dari visi di bidang tanggung jawab sosial dan lingkungan. Pada prinsipnya, visi tersebut berisi tentang ikhtiar Perseroan untuk menjaga hubungan baik dengan para pemangku kepentingan serta menjadi perusahaan yang berwawasan lingkungan melalui pemberdayaan masyarakat secara berkelanjutan.

Karena itulah, Perseroan selalu berupaya melibatkan para pemangku kepentingan dalam penerapan program keberlanjutan. Keterlibatan pemangku kepentingan merupakan tersebut dilakukan secara langsung oleh masing-masing divisi/unit bisnis yang terkait serta dilaksanakan secara rutin, terbuka dan jujur. Terlibatnya pemangku kepentingan membantu Perseroan untuk mengidentifikasi, memahami, dan mencari solusi dari isu yang paling penting bagi pemangku kepentingan dan operasional Perseroan.

Perseroan menggunakan berbagai metode dalam pelibatan pemangku kepentingan. Keragaman metode dilakukan demi memastikan aspirasi dan masukan dari pemangku kepentingan yang tersebar dapat diakomodir dengan efektif dan efisien, sehingga Perseroan dapat bertindak dan mengambil langkah aksi yang terbaik bagi semua pihak.

Pengelolaan Risiko

Sebagai wujud komitmen dalam mendukung pembangunan berkelanjutan, Perseroan juga melaksanakan Program Kemitraan & Bina Lingkungan (PKBL) untuk memberikan manfaat yang saling menguntungkan dan pemberdayaan masyarakat di lingkungan Perseroan beroperasi.

Perseroan pun telah mengidentifikasi isu-isu penting dengan melakukan *Focus Group Discussion* (FGD) dengan pemangku kepentingan internal maupun eksternal. Mengenai Isu-isu penting sosial, ekonomi dan lingkungan.

SUSTAINABILITY STRATEGY

As a public company, the Company's sustainability program is based on the Financial Services Authority Regulation No. 51/POJK.03/2017 on Implementation of Financial Sustainability for Financial Services Institutions, Issuers and Public companies.

While for implementation of its sustainability performance strategy, the Company refers to the core of its vision in social and environmental responsibility. In principle, the vision contains the Company's efforts to maintain good relations with stakeholders and become an environmentally friendly company through sustainable community empowerment.

For this reason, the Company always strive to engage stakeholders in the implementation of the sustainability program. Stakeholders involvement is carried out directly by each related division/business unit and is carried out routinely, openly and justly. The involvement of the stakeholders helps the Company to identify, understand and seek for solution of the most important issues for stakeholders and the Company's operations.

The Company uses various methods in engaging stakeholders. The various methods are conducted to ensure aspirations and feedback from the scattered stakeholders can be accommodated effectively and efficiently, so that the Company can act and take the best possible action steps for all parties.

Risk Management

As a form of commitment in supporting sustainable development, the Company also implement the Partnership & Community Development Program (PKBL) to provided most advantageous benefits and community empowerment within the environment of the Company's operations.

The Company has also identified important issues by conducting Focus Group Discussion (FGD) with internal and external stakeholders. Regarding of social, economic and environmental issues.



PROFIL SINGKAT PERSEROAN

Nama Perusahaan

PT Semen Baturaja (Persero) Tbk

Bidang Usaha

Melakukan usaha di bidang persemenan dan industri kimia dasar lainnya.

Jumlah Pabrik dan Kantor Perwakilan

3 Pabrik dan 1 Kantor Perwakilan

Alamat Kantor

Kantor Pusat & Pabrik Palembang

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

Kantor Perwakilan Jakarta

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

Pabrik Baturaja

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

Pabrik Panjang

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

E-mail

corsec@semenbaturaja.co.id

Website

www.semenbaturaja.co.id
www.bumn.go.id/semenbaturaja

Media Sosial

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

Investor Relations

Senior Manager Stakeholder & Risk Management
Telp: 0711511261 ext 1504
E-mail: corsec@semenbaturaja.co.id

BRIEF PROFILE OF THE COMPANY

Name of Company

PT Semen Baturaja (Persero) Tbk

Line of Business

Conduct business in cement production and other basic chemical industry.

Total Number of Factory and Representative Office

3 Plants and 1 Representative Office

Office Address

Head Office & Palembang Plant

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

Jakarta Representative Office

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Fax: (62) - 21 - 5261411

Baturaja Plant

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Panjang Plant

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

E-mail

corsec@semenbaturaja.co.id

Website

www.semenbaturaja.co.id
www.bumn.go.id/semenbaturaja

Social Media

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

Investor Relations

Senior Manager Stakeholder & Risk Management
Telp: 0711511261 ext 1504
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LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

VISI DAN MISI KEBERLANJUTAN

Visi

Menjadi unit kerja pengelola kegiatan *Corporate Social Responsibility (CSR)* dan Tanggung Jawab Sosial Lingkungan (TJSL) perusahaan yang fleksibel sehingga mampu menjaga hubungan baik dengan *stakeholder* dan masyarakat serta menjadi perusahaan yang berwawasan lingkungan dengan pemberdayaan masyarakat (*Empowerment*) secara berkelanjutan.

Misi

Menjalankan berbagai program kegiatan yang mampu meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri serta memberdayakan kondisi sosial masyarakat melalui pemanfaatan sebagian dana Perseroan.

Skala Usaha

Skala usaha Perseroan secara rinci telah termuat dalam Laporan Tahunan ini yang disampaikan pada bab "Ikhtisar Keuangan" dan "Profil Perusahaan". Sebagai gambaran ringkas, dijelaskan melalui tabel-tabel di bawah ini.

Ikhtisar Keuangan

Financial Highlights

Uraian	2020	2019	2018	Description
Aset	5.737.176	5.571.270	5.538.080	Assets
Liabilitas	2.329.287	2.088.977	2.064.408	Liabilities
Ekuitas	3.407.889	3.482.293	3.473.671	Equity

Ikhtisar Karyawan

Employee Highlights

Uraian	2020	2019	2018	Description
Jumlah Karyawan	921	894	761	Total Employees

Pemegang Saham

Shareholders

Pemegang Saham	Persentase Percentage	Shareholder
Pemerintah Republik Indonesia	75,51%	The Government of the Republic of Indonesia
Masyarakat/Publik	24,49%	Society/Public

SUSTAINABILITY VISION AND MISSION

Vision

To become a work unit that flexibly manages the Company's Corporate Social Responsibility (CSR) and Environmental Social Responsibility (TJSL) so that good relations with stakeholders and the community can be maintained and become an environmentally-friendly company with sustainable community empowerment.

Mission

Implement various activity programs that can improve the capabilities of small businesses to become resilient and independent as well as to empower the social conditions of the community through the use of a portion of the Company's funds.

Business Scale

Details of the scale of the Company's business are contained in this Annual Report, presented in the sections on "Financial Highlights" and "Company Profile". A brief overview is shown in the highlights presented in the tables below.



KEANGGOTAAN ASOSIASI YANG DI IKUTI OLEH PERSEROAN

Asosiasi Semen Indonesia (ASI)

Perseroan ikut berperan aktif dalam keanggotaan ASI dan ikut serta dalam forum komunikasi, konsultasi, dan koordinasi untuk membangun kerja sama antar anggota dalam mengembangkan industri semen, khususnya mengenai produk, kualitas dan penelitian. Yang dimaksudkan tidak hanya untuk kepentingan para anggotanya, tetapi juga bagi kepentingan Negara dan Bangsa.

Asosiasi Emiten Indonesia (AEI)

Sebagai perusahaan yang berstatus perusahaan terbuka (Tbk), Perseroan senantiasa ikut berperan aktif dalam keanggotaan AEI karena dunia Pasar Modal masih merupakan bidang baru di Indonesia, sehingga diperkirakan akan banyak masalah yang perlu dihadapi secara bersama-sama maka dari itu Perseroan merasa perlu bergabung dalam asosiasi ini.

Indonesia Corporate Secretary Association (ICSA)

Peran *Corporate Secretary* sangat strategis dan sentral dalam mengembangkan dan melaksanakan *Good Corporate Governance* (GCG) di Perseroan. Maka dari itu Perseroan selalu berkomitmen dalam melaksanakan GCG yang baik dan benar dengan ikut serta bergabung menjadi bagian dari anggota ICSA yang selalu dinamis dalam merespons kondisi dan kebutuhan di setiap zamannya.

LAPORAN DIREKSI

Laporan Direksi tentang komitmen dan pelaksanaan keuangan berkelanjutan di Perseroan disampaikan bersamaan dengan Laporan Direksi tentang Laporan Tahunan pada Bab "Laporan Manajemen".

TATA KELOLA KEBERLANJUTAN

Perseroan senantiasa menjalankan kegiatan usahanya dengan berpedoman pada prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG). Dengan demikian, Perseroan menjadikan penerapan prinsip kepatuhan dan praktik bisnis terbaik yang berlaku di industri sebagai pedoman dalam kegiatan usaha dan operasional.

MEMBERSHIP OF ASSOCIATIONS JOINED BY THE COMPANY

Indonesian Cement Association (ASI)

The Company takes active role in its membership in ASI and participates in the communication, consultation and coordination forums to build cooperation among the members in developing the cement industry, specifically on the product, quality and research, not only for the interests of the members, but also for the Nation and People of Indonesia.

Indonesian Issuer Association (AEI)

As a public company (Tbk), the Company continuously takes active role in AEI membership because the world of Capital Markets is still a new field in Indonesia, it is estimated that there will be issues to be dealt with collectively, that the Company is opted to join the association.

Indonesian Corporate Secretary Association (ICSA)

The role of the Corporate Secretary is very strategic and central in developing and implementing Good Corporate Governance (GCG) in the Company. For this reason, the Company is always committed to implementing GCG properly and appropriately by participating to be part of ICSA's members that is always dynamics in responding to the conditions and needs of each era.

REPORT OF THE BOARD OF DIRECTORS

Report of the Board of Directors on the commitment and implementation of sustainable finance of The Company is presented simultaneously with Report of the Board of Directors on the Annual Report, presented in the Management Report Chapter.

SUSTAINABLE GOVERNANCE

The Company continuously performs its business activities guided by the principles of Good Corporate Governance (GCG). Thus, the Company lets the implementation of compliance principles and best business practices applicable in the industry as the guidelines to business and operational activities.



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Tata kelola tersebut dipraktikkan untuk memastikan agar kegiatan usaha yang dijalankan oleh Perseroan dapat tumbuh berkelanjutan. Bersamaan dengan itu, aktivitas usaha Perseroan tidak menimbulkan dampak negatif bagi para pemangku kepentingan, baik secara langsung maupun tidak langsung.

Pemangku kepentingan tersebut tidak terbatas pada masyarakat di area terdekat dengan wilayah operasional dan produksi Perseroan, tetapi juga masyarakat umum yang lebih luas. Pada saat bersamaan, penerapan prinsip-prinsip kepatuhan seperti kewajiban perpajakan, keterbukaan informasi, perilaku anti korupsi dan lainnya dijalankan secara berkesinambungan oleh Perseroan.

Sebagai acuan, penerapan keuangan berkelanjutan Perseroan berpedoman pada Peraturan OJK Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik serta regulasi terkait. Perseroan juga mengadopsi pedoman dari praktik terbaik dalam kebijakan keberlanjutan, seperti yang dikeluarkan oleh *Global Reporting Initiative (GRI)*.

Tugas dan Tanggung Jawab Dewan Komisaris

Secara umum, Dewan Komisaris dan Direksi Perseroan mendorong terciptanya keberhasilan Perseroan dalam jangka panjang serta mewujudkan nilai berkelanjutan. Karena itu, terkait dengan pelaksanaan inisiatif keberlanjutan di bidang ekonomi, lingkungan serta sosial dan kemasyarakatan, Dewan Komisaris berperan melalui sistem pengawasan dan Direksi bertanggung jawab atas penyampaian laporan pelaksanaannya.

Baik Direksi maupun Dewan Komisaris menerima pemutakhiran informasi kegiatan dari inisiatif berkelanjutan yang dijalankan oleh Perseroan. Selain itu, pelaksanaan kegiatan tanggung jawab sosial dan lingkungan yang antara lain disampaikan melalui laporan Program Kemitraan dan Bina Lingkungan (PKBL) disampaikan kepada pemegang saham melalui Rapat Umum Pemegang Saham (RUPS) Tahunan untuk disahkan.

Such governance is practiced to ensure that all business activities implemented by the Company can sustainably grow. Along with that, the Company's business activities do not generate negative impact on the stakeholders, directly and indirectly.

The stakeholders are not limited to just the surrounding communities in the sphere of influence of the Company's operational and production sites, but also the more expansive of the general society. At the same time, implementation of the compliance principles such as tax obligation, information disclosure, anti-corruption behaviors and others are carried out continuously by the Company.

As reference, implementation of the Company's financial sustainability is based on the Financial Services Authority Regulation No. 51/POJK.03/2017 on Implementation of Financial Sustainability for Financial Services Institutions, Issuers and Public Companies as well as other related regulations. The Company also adopts guidelines and best practices applied in sustainability policies, such as those issued by the Global Reporting Initiative (GRI).

Duties and Responsibilities of the Board of Commissioners

In general, the Board of Commissioners and the Board of Directors of Semen Baturaja encourage the Company to achieving success for the long-term as well as in manifesting sustainable values. For this reason, related to the implementation of sustainability initiatives in the economic, environmental as well as social and community sectors, the Board of Commissioners takes the role through its supervisory system and the Board of Directors is responsible for disclosing its implementation report.

Both the Board of Directors and the Board of Commissioners receive updated information on the activities of the sustainability initiatives performed by the Company. Aside from that, implementation of social and environmental responsibility, which among others is reported through the Partnership and Community Development Program (PKBL) submitted to the Annual General Meeting of Shareholders for ratification.



Selain itu, secara spesifik terdapat salah satu anggota Dewan Komisaris yang secara khusus memiliki tugas di bidang PKBL dan *Corporate Social Responsibility* (CSR). Begitu juga dengan Direksi, antara lain seperti tercermin dalam tanggung jawab kegiatan Produksi, operasional, keuangan, manajemen risiko, serta lainnya.

Identifikasi Aspek Keberlanjutan

Sebagai langkah awal dari identifikasi aspek keberlanjutan, Perseroan melibatkan pemangku kepentingan. Pemangku kepentingan didefinisikan sebagai kelompok atau individu yang terdampak dari kegiatan operasional Perseroan dan memberikan dampak langsung atau pengaruh yang besar terhadap keberlanjutan Perseroan saat ini dan di masa mendatang.

Perseroan telah melakukan pemetaan pemangku kepentingan baik internal maupun eksternal. Dalam melakukan identifikasi dan interaksi dengan para pemangku kepentingan di seluruh area operasional, Perseroan mengacu pada data primer penelitian lapangan yang dilakukan sesuai dengan metodologi yang relevan dan memiliki tingkat kepercayaan yang tinggi. Hasil proses identifikasi tersebut menjadi dasar dalam melakukan keterlibatan pemangku kepentingan (*stakeholder engagement*), pengelolaan isu, dan merumuskan program pengembangan masyarakat.

Perseroan menggunakan berbagai metode saat melibatkan pemangku kepentingan. Di antaranya, pertemuan berkala, pertemuan insidental, *multi-stakeholder forum*, *one-on-one meeting*, seminar, pameran, survei kepuasan, ataupun *Focus Group Discussion* (FGD) yang dapat disesuaikan dengan topik/isu yang ingin dikelola.

Keragaman metode ini dilakukan demi memastikan aspirasi dan masukan dari pemangku kepentingan Perseroan yang tersebar dapat ditangkap dengan efektif dan efisien. Dengan demikian, Perseroan dapat bertindak dan mengambil langkah aksi yang terbaik.

Hasil analisis dampak dari kegiatan usaha terhadap masalah sosial, ekonomi dan lingkungan tersebut menjadi dasar bagi manajemen untuk menyusun prioritas penanggulangannya dengan melakukan berbagai pendekatan.

Moreover, one of the members of the Board of Commissioners is specifically assigned with the duties to oversee PKBL and Corporate Social Responsibility (CSR). Similarly with the duties of the Board of Directors, among others are reflected in the responsibilities for the activities in production, operations, finance, risk management and others.

Identification of Sustainability Aspect

As the initial step to identifying sustainability aspect, the Company involves the stakeholder. Stakeholder is defined as a group or individual impacted by the Company's operational activities and provide direct impact or great influence on the sustainability of the Company now and in the future.

The Company has implemented the mapping of stakeholders, both internally and externally. In identifying and interacting with stakeholders in all of the operational areas, the Company refers to the primary data of the field research conducted in accordance with relevant methodology and retains high level of reliability. Results of the identification process become the basis in performing stakeholder engagement, issue management, and formulating the community development programs.

The Company uses various methods when engaging stakeholders. Among them, are periodic meetings, incidental meetings, multi-stakeholder forums, one-on-one meetings, seminars, exhibitions, satisfaction surveys, or Focus Group Discussions (FGD) that are adjustable to the topics/issues to be managed.

Such various methods are performed to ensure that aspirations and feedbacks from the Company's scattered stakeholders are absorbed effectively and efficiently. Thus, the Company can take appropriate steps and actions accordingly.

Results of the analysis on the impact of business activities on such social, economic and environmental issues become the basis for the management to establish the priorities to overcome these issues by applying various approaches.



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Pemangku Kepentingan Stakeholder	Bentuk Keterlibatan Form of Engagement	Frekuensi Frequency	Topik Utama Main Topic
Pemegang saham Shareholders	RUPS, RUPSLB jika diperlukan <i>Public expose</i> GMS, EGMS if required Public Expose	1x per tahun Sesuai kebutuhan 1x per tahun 1x per year As Required 1x per year	Kinerja perusahaan Penerapan GCG Keberlanjutan usaha Keterbukaan informasi Company Performance GCG Implementation Business Continuity Information Disclosure
Pelanggan Customers	Survei pelanggan Layanan pelanggan <i>Event</i> perusahaan Customer Survey Customer Service Company Events	1-2x per tahun Setiap waktu Sesuai kebutuhan 1-2x per year At any time As Required	Informasi produk & jasa Layanan purna jual Product & Service information After Sales Services
Kreditur Creditors	Program pertemuan Kerja sama perbankan <i>Event</i> perusahaan Meeting Programs Banking Cooperation Company Events	Sesuai kebutuhan Sesuai kebutuhan Sesuai kebutuhan As required As required As required	Kinerja perusahaan Penerapan GCG Keberlanjutan usaha Company Performance GCG Implementation Business Continuity
Karyawan dan Serikat Karyawan Employees and Employee Union	Survei karyawan <i>Town hall meeting</i> Sosialisasi peraturan (K3, GCG, SMAP) <i>Event</i> perusahaan Employee Survey Town Hall Meeting Socialization of Regulations (K3, GCG, SMAP) Company Events	1-2x per tahun 1-2x per tahun Sesuai kebutuhan Sesuai kebutuhan 1-2x per year 1-2x per year As required As required	Penerapan GCG Keberlanjutan usaha Pengembangan karir Pendidikan & latihan Kesejahteraan karyawan GCG Implementation Business Continuity Career Development Education & Training Employee Welfare
Regulator dan Legislatif Regulator and Legislation	Program pertemuan Kunjungan kerja, RDP Laporan pada instansi terkait Kerja sama bidang tertentu Meeting Programs Work Visit, RDP Report to Related Institutions Cooperation on Certain Fields	1-2x per tahun 1-2x per tahun Sesuai peraturan Sesuai kebutuhan 1-2x per year 1-2x per year As regulated As required	Kinerja perusahaan Penerapan GCG Kepatuhan Keberlanjutan usaha Company Performance GCG Implementation Compliance Business Continuity
Masyarakat Lingkungan Operasional Perseroan Communities in Company Operational Environment	<i>Event</i> perusahaan Sosialisasi dan kerja sama penanganan bencana Musyawarah perencanaan pembangunan Company Events Socialization and Cooperation on Disaster Handling Development Planning Deliberation	Sesuai kebutuhan Sesuai kebutuhan Di awal kegiatan As required As required At start of program	Pelaksanaan program CSR & PKBL Pengelolaan dampak CSR & PKBL Program Implementation Impact Management
Mitra Kerja Work Partners	Pertemuan & Kerja sama bidang tertentu sesuai jadwal kegiatan Sosialisasi SMAP & K3 Meetings & Cooperation on Certain Fields inline with Activity Schedule Socialization of SMAP & K3	Sesuai kebutuhan 1-2x per tahun As required 1-2x per year	Kerjasama berkelanjutan Etika pengadaan K3 Sustainable Cooperation Procurement Ethics K3
Media Massa dan LSM Mass Media and NGOs	<i>Press release dan press conference</i> <i>Media briefing & gathering</i> <i>Event</i> perusahaan Press release and press conference Media briefing & gathering Company Events	Sesuai kebutuhan Sesuai kebutuhan Sesuai kebutuhan As required As required As required	Keterbukaan informasi yang cepat dan akurat Fast and Accurate Disclosure of Information

Suara pemangku kepentingan tersebut menjadi salah satu masukan penting bagi Perseroan dalam pengambilan keputusan maupun dalam menyelaraskan arah strategi Perseroan baik saat ini, maupun di masa yang akan datang. Masing-masing divisi dan unit kerja menyusun program kerja, target,

The voice of the stakeholders is one of the important feedback in the Company's decision making as well as in aligning the the direction of the Company's strategies now and in the future. Each division and work unit prepares their work programs, targets and action plans based on stakeholder engagement,



dan rencana aksi berdasarkan pelibatan pemangku kepentingan, arah prospek bisnis, dan target-target operasional Perseroan.

Hasil penting dari keterlibatan para pemangku kepentingan tersebut, terutama pemetaan risiko dan pengelolaan dampak yang ditimbulkan dari kegiatan usaha Perseroan: aspek ekonomi, lingkungan dan sosial. Rinciannya adalah sebagai berikut:

No.	Aspek Aspect	Isu Issue
1	Ekonomi Economy	Isu yang menjadi perhatian, terutama adalah harapan agar Perseroan dapat meningkatkan kinerja, sehingga memberikan manfaat bagi para pemangku kepentingan, seperti pemegang saham dalam bentuk dividen, karyawan terkait kesejahteraan dan masyarakat berupa alokasi dana CSR. The main issue of concern is on the hope that the Company can improve its performance, thus providing benefits for stakeholders, such as for shareholders in the form of dividends, for employees are those related with welfare and for the community in the form of CSR funds allocation.
2	Sosial Social	Isu yang menjadi perhatian, terutama adalah harapan agar Perseroan dapat meningkatkan penyerapan tenaga kerja lokal dan memberikan kesempatan bagi masyarakat menjadi pemasok lokal. The main issue of concern is the hope that the Company can increase the absorption of local labor and provide opportunities for the community to become local suppliers.
3	Lingkungan Environment	Isu yang menjadi perhatian, terutama agar Perseroan meningkatkan perhatian terhadap penghijauan untuk pelestarian lingkungan di sekitar area pabrik dan permukiman masyarakat sekitar supaya lebih banyak menyerap debu yang dihasilkan oleh kegiatan operasional pabrik. The main issue of concern is for the Company to increase attention on reforestation for environmental preservation around the factory area and surrounding community settlements, so as to absorb more dust generated by the factory operations.

business prospect direction, and company's operational targets.

An important result from stakeholder engagement, especially in mapping the risks and impact management that emerged from the Company's operations are the economic, environmental and social aspects. Details are described below:

KINERJA KEBERLANJUTAN

Budaya Keberlanjutan

Sebagai perusahaan yang mengelola sumber daya alam, Manajemen memastikan bahwa Perseroan berusaha secara maksimal untuk memberikan manfaat ekonomi, sosial dan lingkungan bagi seluruh pemangku kepentingan. Ikhtiar tersebut tidak hanya untuk pemerintah daerah dan pusat, tetapi juga Lembaga Swadaya Masyarakat (LSM) serta masyarakat sekitar wilayah operasional.

Dalam rangka membangun budaya keberlanjutan di lingkungan internal, Perseroan menjalankan kegiatan operasional sehari-hari yang berkaitan dengan upaya menjaga keseimbangan lingkungan hidup. Salah satu wujudnya adalah penerapan praktik *paperless system* atau reduksi penggunaan kertas dengan utilisasi sarana komunikasi internal digital.

Sarana komunikasi dimaksud, antara lain internet sebagai wadah informasi seputar Perseroan, *Corporate Information System* (CIS) yang menyediakan informasi kegiatan perusahaan secara *real time & online*, *Voice Over Internet Protocol* (VOIP) & *video conference* sebagai media komunikasi antar situs sebagai sarana eksternal. Selain itu, Perseroan

SUSTAINABILITY PERFORMANCE

Sustainability Culture

As a company that manages natural resources, Semen Baturaja ensures that the Company strives optimally to provide social, economic and environmental benefits to all stakeholders. Such intention and efforts are not only for the central and regional governments, but also to Non-Governmental Organizations (NGOs) as well as the surrounding communities around the operational areas.

In the context of building a sustainable culture internally, the Company carries out daily operational activities related to efforts of maintaining the environment's balance. One of the forms is the practical implementation of *paperless system* or reduction in the use of paper by utilization of digital internal communication facilities.

The above communication facilities, among others include the internet as a source of information about the Company, *Corporate Information System* (CIS) that provide real time and online information on company activities, *Voice Over Internet Protocol* (VOIP) and *video conference* as an external means of inter-site communication media. Moreover, the Company



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menyediakan *website*, *e-mail*, *e-Procurement* sebagai media pelengkap yang membantu proses transaksi yang *paperless* hingga pertukaran berita terkini.

Perseroan menaruh perhatian penuh terhadap implementasi nilai budaya di Perseroan sebagai salah satu langkah agar kinerja Perseroan dapat ditingkatkan secara berkelanjutan, yaitu melalui internalisasi *core values* sumber daya manusia di BUMN yaitu AKHLAK yang secara intensif disosialisasikan melalui berbagai media. Selain itu, Perseroan juga selalu menekankan budaya K3 (Kesehatan dan Keselamatan Kerja) sebagai bagian terpenting dalam setiap aktivitas operasional yang menjadi salah satu kunci bagi Perseroan dalam menjaga keberlanjutan usahanya melalui sosialisasi, pelatihan dan pemenuhan aspek K3 lainnya sesuai standar yang berlaku bagi lingkungan internal dan *stakeholder* Perseroan.

ASPEK EKONOMI

Pendekatan Manajemen

Perseroan berpandangan bahwa keuangan berkelanjutan merupakan salah satu upaya mengintegrasikan prinsip-prinsip keberlanjutan di bidang lingkungan, sosial dan tata kelola ke dalam keputusan bisnis atau investasi. Karena itu, Perseroan senantiasa memberikan mendistribusikan manfaat ekonomi yang diterima kepada para pemangku kepentingan, terutama masyarakat sekitar operasional Perseroan.

Hal ini sejalan dengan hasil identifikasi Perseroan terhadap ekspektasi masyarakat di bidang ekonomi, yaitu adanya harapan agar Perseroan dapat meningkatkan kinerja, sehingga memberikan manfaat bagi masyarakat melalui alokasi dana CSR. Sedangkan kepada pemegang saham, terutama dalam bentuk dividen.

Selain itu, Perseroan juga berupaya mendukung pencapaian Tujuan Pembangunan Berkelanjutan (SDGs) yang telah diratifikasi oleh Indonesia. Bentuknya, antara lain mendukung pembangunan nasional serta peningkatan kesejahteraan masyarakat.

establishes its *website*, *e-mail*, *e-Procurement* as complementary media that support paperless transaction process to exchange of updated news.

The Company places full attention on the implementation of cultural values in the Company as one of the steps for the Company to sustainably improve its performance, namely through the internalization of the core values of BUMN human resources, referred to as AKHLAK which has been intensively socialized through various media. In addition, the Company has always affirmed on K3/OHS culture (Occupational Health and Safety) as an important part of every operational activity, as one of the keys for the Company to maintain its business sustainability through socialization, training and compliance to other K3 aspects in accordance with applicable standards in the internal environment as well as the Company stakeholders.

ECONOMIC ASPECT

Management Approach

The Company views that financial sustainability is one of the means to integrate the principles of sustainability in the environmental, social and governance aspects into business or investment decisions. For this purpose, the Company continuously disperse received economic benefits to stakeholders, especially the community around the Company's operational areas.

This is in line with results of the Company's identification of the community's expectations in the economic aspect, namely the hope that the Company can improve performance so that benefits can be distributed to the community through CSR funds allocation. While for shareholders, it is mainly in the form of dividends.

Moreover, the Company also continuously strive to achieve the Sustainable Development Goals (SDGs) that have been ratified by Indonesia. This comes in the forms, among others, of support for the national development as well as improvement in community welfare.



Kinerja Ekonomi

Kinerja ekonomi yang berkenaan dengan program berkelanjutan Perseroan dijelaskan melalui tabel-tabel di bawah ini. Lebih rinci tentang kinerja ekonomi disampaikan dalam Bab “Analisis dan Pembahasan Manajemen” yang terdapat dalam Laporan Tahunan ini.

Economic Performance

Economic performance associated with the Company's sustainability program is explained through the tables below. Details on economic performance are presented in Chapter on “Management Discussion and Analysis” contain in this Annual Report.

Manfaat Ekonomi Diterima

Received Economic Benefits

Uraian Description	Satuan Unit	Target Target	Realisasi Realization		
		2020	2020	2019	2018
Produksi Semen Cement Production	Ton	1.925.098	1.915.849	2.127.307	2.254.751
Pendapatan/Penjualan Revenues/Sales	Rp Juta Rp Million	1.803.122	1.721.907	1.999.517	1.995.808
Beban Pokok Penjualan Cost of Goods Sold (COGS)	Rp Juta Rp Million	(1.015.138)	(1.001.749)	(1.124.628)	(1.289.163)
Laba Usaha Operating Profit	Rp Juta Rp Million	239.145	215.137	233.944	247.502

Manfaat Ekonomi Disalurkan kepada Masyarakat

Economic Benefits Distributed to the community

(Rp Juta | Million)

Uraian	2020	2019	2018	Description
Akumulasi Penyaluran Pinjaman Kemitraan				Accumulated Distribution of Partnership Loans
Sektor Perdagangan	3.985	4.510	2.970	Trade Sector
Sektor Jasa	1.625	2.230	1.845	Services Sector
Sektor Perkebunan	515	580	400	Plantation Sector
Sektor Industri	50	25	325	Industry Sector
Akumulasi Dana Pembinaan Kemitraan	-	443	882	Accumulated Funds of Partnership Development

Manfaat Ekonomi Disalurkan kepada Pemegang Saham

Economic Benefits Distributed to Shareholders

Uraian	2019	2018	2017	Uraian
Laba Bersih (Rp Juta)	30.072	76.072	146.644	Net Profit
Jumlah Dividen (Rp Juta)	6.158	18.971	36.661	Total Dividends
Rasio Dividen/Payout Ratio	20,48%	25%	25%	Dividend/Payout Ratio
Waktu Pembayaran	2020	2019	2018	Time of Payment
Jumlah saham (Lembar)	9.932.534.336	9.932.534.336	9.924.797.283	Total Shares
Dividen per Saham (Rupiah penuh)	0,6200695	1,91	4	Dividend per Share (full Rupiah)
Tanggal Pengumuman Dividen	18 Agustus 2020 18 August 2020	28 Mei 2019 28 May 2019	28 Februari 2018 28 February 2018	Date of Dividend Announcement
Tanggal Pembayaran Dividen	4 September 2020 4 September 2020	19 Juni 2019 19 June 2019	26 Maret 2018 26 March 2018	Date of Dividen Payout



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ASPEK SOSIAL

Komitmen Manajemen

Perseroan menjadikan masyarakat umum dan masyarakat sekitar wilayah operasional sebagai mitra utama Perseroan karena merupakan salah satu faktor penentu keberhasilan dan kesinambungan usaha perusahaan. Perseroan memberikan imbal balik dengan manfaat yang saling menguntungkan untuk pemberdayaan masyarakat melalui Program Kemitraan & Bina Lingkungan (PKBL).

Perseroan mengutamakan para calon mitra binaan program PKBL yakni usaha mikro, kecil dan menengah (UMKM) atau mereka yang telah menghasilkan produk unggulan di daerahnya, dan/atau memiliki ciri khas daerah tertentu. Dengan demikian, terbentuk *cluster* produk unggulan yang dapat berkontribusi pada daerah sekitar kawasan Perseroan agar nantinya dapat berkembang menjadi wirausaha berintegritas, tangguh, profesional dan mandiri.

Pendekatan melalui PKBL tersebut sejalan dengan kebijakan pemerintah seperti tertuang dalam Peraturan Menteri BUMN No. PER-03/MBU/12/2016 tanggal 16 Desember 2016 tentang Program Kemitraan dan Program Bina Lingkungan. Karena itu, kebijakan pendanaan PKBL juga melibatkan Direksi dan Dewan Komisaris melalui Rencana Kerja dan Anggaran Perusahaan (RKAP).

Dari sisi produk dan jasa, Perseroan memiliki komitmen untuk senantiasa mengutamakan mutu serta pelayanan prima dalam memenuhi harapan, kebutuhan dan kepuasan pelanggan secara berkesinambungan. Perseroan menempatkan kepuasan pelanggan sebagai aspek yang mendasar dan penting.

Karena itulah, Perseroan senantiasa memprioritaskan aspek kesehatan, keselamatan kerja seluruh karyawan, pelanggan, mitra kerja, maupun pemangku kepentingan lain sebagai komitmen dalam mewujudkan kepuasan pelanggan. Sebagai pedoman pelaksanaan untuk memastikan kepuasan pelanggan terhadap produk, Perseroan menerapkan ISO 9001:2015 Sistem Manajemen Mutu untuk berbagai layanan yang dimiliki, sistem manajemen lingkungan ISO 14001:2015, sistem manajemen kesehatan dan keselamatan kerja karyawan (OHSAS 18001:2007), Sistem Manajemen Kesehatan & Keselamatan Kerja, Sistem Manajemen

SOSIAL ASPECT

Management's Commitment

The Company makes the general public and communities around its operational areas as the main partners of the Company as they are one of the factors that determine the success and sustainability of the Company's business. The Company provides in reciprocity mutual benefits for community empowerment through the Partnership and Community Development Program (PKBL).

The Company prioritize the prospective foster partners of the PKBL program, namely the micro, small and medium scale enterprises (UMKM). Or those who have managed to produce products of excellence in their respective regions, and/or with specific regional characteristics. Therefore, clusters of products of excellence are formed so that they can contribute to the development of the areas around the Company's premises and become entrepreneurs of integrity, sturdy, professional and independent.

Such approach through PKBL is in line with the government's policy as stated in Minister BUMN Regulation No. PER-03/MBU/12/2016 dated 16 December 2016 on Partnership Program and Community Development Program. For this reason, PKBL's financing policy also involves the Board of Directors and the Board of Commissioners through the Company Work Plan and Budget (RKAP).

From the product and services aspect, the Company is committed to continuously prioritize quality and services of excellence in sustainably meeting the hopes, needs and satisfaction of the customers. The Company places customer satisfaction as a fundamental and important aspect.

For that reason, the Company always prioritize the aspects of occupational health and safety of all employees, work partners, as well as other stakeholders as a commitment in manifesting customer satisfaction. As the implementation guidelines to ensure customer satisfaction over the products, the Company applies ISO 9001:2015 Quality Management System for various services of the Company, the ISO 14001:2015 Environmental Management System, the Occupational Health and Safety Management system (OHSAS 18001:2007), Occupational Health and Safety Management system, the SNI Laboratory



Laboratorium SNI ISO/IEC 17025:2017, dan Sertifikasi Standar Nasional Indonesia (SNI).

Sesuai dengan Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen, Perseroan menjalankan tanggung jawab sosial terhadap konsumen yang dilakukan dengan menyediakan produk semen yang berkualitas, menyediakan media informasi tentang produk, kualitas produk dan pelayanan pelanggan. Untuk menunjang komitmen tersebut, Perseroan telah memiliki Pedoman Perilaku (*Code of Conduct*) yang mengatur kode etik Perseroan dengan konsumen/pelanggan khususnya pengguna akhir produk semen Perseroan.

Kesetaraan Kesempatan dalam Lingkungan Kerja

Perseroan memiliki komitmen untuk memenuhi hak-hak para karyawan sebagaimana yang telah diatur dalam Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan. Undang-undang tersebut menjadi dasar bagi Perseroan dalam menjalankan hubungan industrial dengan tenaga kerja.

Dalam menjalankan hubungan tersebut, Perseroan menjamin adanya kesetaraan kesempatan bagi seluruh karyawan untuk mendapatkan hak dan kewajibannya tanpa memandang gender, suku, agama maupun golongan.

Perjanjian Kerja Bersama (PKB) antara perwakilan karyawan dengan manajemen menjadi rujukan dalam melaksanakan hubungan industrial. Perjanjian tersebut telah mengatur hak dan kewajiban karyawan, penerimaan, pengangkatan, kedudukan, jabatan dan kepangkatan, pembinaan dan pengembangan karyawan, serta lainnya.

Jumlah Karyawan Berdasarkan Gender

Total Employees Based on Gender

Gender	2020		2019		2018	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Laki-laki Male	763	83	733	82	646	85
Perempuan Female	158	17	161	18	115	15
Total	921	100	894	100	761	100

Management System ISO/IEC 17025:2017, and the Indonesian National Standard Certification (SNI).

In accordance with Law No.8 of 1999 on Consumer Protection, the Company implements its social responsibility towards the consumers by providing quality cemen product, providing media of information on products, quality of products and customer services. To support such commitment, the Company has the Code of Conduct which regulates the Company's code of conduct with consumers/customers, especially the end users of the Company's cement products.

Equal Opportunity in Working Environment

The Company is committed to fulfill the right of employees as regulated under Law No. 13 of 2003 on Manpower. The law is the basis for the Company to carry out its industrial relations with the workforce.

In carrying out such relations, the Company guarantees equal opportunity for all employees to receive their rights and obligations accordingly regardless of their gender, ethnicity, religion or group.

The Collective Work Agreement (PKB) between employee representatives and the management is the reference in the implementation of industrial relations. The agreement regulates the rights and obligations of employees, such as recruitment, appointment, status, job position and promotion, employee training and development, and others.



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

Remunerasi Karyawan

Perseroan memahami bahwa kompensasi dan benefit yang diberikan memiliki dampak pada perputaran karyawan. Oleh karena itu, Perseroan memberikan kompensasi bulanan pekerjaan yang sesuai dan mengupayakan imbal jasa terbaik melebihi ketentuan perundang-undangan (UMR) serta sesuai kemampuan Perseroan dan tanpa memberatkan jam kerja karyawan.

Pemberian imbal jasa kepada karyawan diberikan sesuai kompetensi dan kinerjanya tanpa membedakan gender maupun SARA. Perseroan senantiasa berupaya menjaga kesenjangan rasio gaji seluruh karyawan agar tidak terlalu tinggi.

Employee Remuneration

The Company understands that compensation and benefits provided have an impact on employee turnover. For this purpose, the Company provides appropriate monthly work compensation and strives for the best remuneration that exceeds the statutory provision (Minimum Wage/UMR) and is in accordance with the Company's capabilities and without burdening employees' hours.

Remuneration for employees is provided on the basis of their competence and performance regardless of their gender and ethnicity, religion, race and group. The Company always attempt to maintain the salary gap ratio of all employees from getting too high.

Gaji Minimum Per Wilayah Tahun 2020

Minimum Wage Per Operational Area in 2020

Lokasi Location	Upah Minimum Regional (UMR) Regional Minimum Wage	Imbal Jasa di Perseroan Remuneration in Company	Persentase (%) Percentage (%)
Site Palembang	3.175.000	6.403.500	202
Site Baturaja	3.175.000	6.403.500	202
Site Panjang	3.175.000	6.403.500	202
Kantor Perwakilan Jakarta	4.276.350	9.884.100	231

Rasio Gaji Tertinggi dan Terendah Tahun 2020

Highest and Lowest Salary Ratio in 2020

	Terendah Lowest	Tertinggi Highest
Nominal (Rp) Nominal (Rp)	6.403.500	31.010.351
Rasio Perbandingan Comparative Ratio	1: 5	



Lingkungan Kerja yang Sehat dan Aman

Perseroan memiliki komitmen untuk menciptakan lingkungan bekerja yang layak dan aman bagi karyawan. Karena itu, Perseroan telah memiliki kebijakan di bidang kesehatan dan keselamatan kerja (K3) dalam menunjang keberlanjutan usaha Perseroan serta meningkatkan nilai bagi para pemangku kepentingan.

Pengelolaan aspek K3 mengacu pada peraturan perundang-undangan yang berlaku: Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan, Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja dan Peraturan Pemerintah No. 50 tahun 2012.

Healthy and Safe Working Environment

The Company is committed to creating a working environment that is proper and safe for employees. For this purpose, the Company has policies in occupational health and safety (K3/OHS) to support the sustainability of the Company's business and increase the value for stakeholders.

The management of the K3 aspect refers to the applicable laws and regulations: Law No. 13 of 2003 on Manpower, Law No. 1 of 1970 on Work Safety and Government Regulation No. 50 of 2012.

Statistik Kecelakaan Kerja Pabrik Palembang

Statistics on Work Accidents at Palembang Plant

No.	Uraian Description	Tahun Year			Keterangan Notes
		2020	2019	2018	
A	Jumlah Tenaga Kerja Total Manpower	540	574	520	Rata-rata Karyawan Σ Karyawan SMBR dan non organic Average Employee Σ Employees of SMBR and non organic
B	Jumlah Tenaga Kerja (40 x 50 x A) Total Worker(40 x 50 x A)	1.026.515	1.148.000	1.040.000	
C	Jumlah Kecelakaan Kerja Total Work Accidents	0	0	0	
	• Cidera Ringan Minor Injury	0	0	0	
	• Cidera Berat Severe Injury	0	0	0	
	• Meninggal Dunia Passed Away	0	0	0	
D	Jumlah Hari Kerja Hilang Total Work Days Lost	0	0	0	
E	Angka Kecelakaan (C x 106): B Accident Number(C x 106): B	0	0	0	
F	Angka Kekerapan (D x 106): B Ability Rate(D x 106): B	0	0	0	
G	Safety Score $\sqrt{(E \times F): 1000}$ Safety Score $\sqrt{(E \times F): 1000}$	0	0	0	
H	Biaya Kecelakaan Rp000 Costs of Accident Rp000	0	0	0	Standard max 0,2 Standard max of 0.2

Statistik Kecelakaan Kerja Pabrik Panjang

Statistics of Work Accidents at Panjang Plant

No.	Uraian Description	Tahun Year			Keterangan Notes
		2020	2019	2018	
A	Jumlah Tenaga Kerja Total Manpower	177	239	282	Rata-rata Karyawan Σ Karyawan SMBR dan non organic Average Employee Σ Employees of SMBR and non organic
B	Jumlah Tenaga Kerja (40 x 50 x A) Total Worker(40 x 50 x A)	354.000	478.000	564.000	
C	Jumlah Kecelakaan Kerja Total Work Accidents	0	0	0	
	• Cidera Ringan Minor Injury	0	0	0	
	• Cidera Berat Severe Injury	0	0	0	
	• Meninggal Dunia Passed Away	0	0	0	
D	Jumlah Hari Kerja Hilang Total Work Days Lost	0	0	0	
E	Angka Kecelakaan (C x 106): B Accident Number(C x 106): B	0	0	0	
F	Angka Kekerapan (D x 106): B Ability Rate(D x 106): B	0	0	0	
G	Safety Score $\sqrt{(E \times F): 1000}$ Safety Score $\sqrt{(E \times F): 1000}$	0	0	0	
H	Biaya Kecelakaan Rp000 Costs of Accident Rp000	0	0	0	Standard max 0,2 Standard max of 0.2



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

Statistik Kecelakaan Kerja Pabrik Baturaja Statistics of Work Accidents at Baturaja Plant

No.	Uraian Description	Tahun Year			Keterangan Notes
		2020	2019	2018	
A	Jumlah Tenaga Kerja Total Manpower	1.167	1.504	1.517	Rata-rata Karyawan Σ Karyawan SMBR dan non organic Average Employee Σ Employees of SMBR and non organic Standard max 0,2 Standard max of 0.2
B	Jumlah Tenaga Kerja (40 x 50 x A) Total Worker(40 x 50 x A)	2.334.000	3.008.000	2.134.000	
C	Jumlah Kecelakaan Kerja Total Work Accidents	1	1	0	
	- Cidera Ringan Minor Injury	0	0	0	
	- Cidera Berat Severe Injury	1	1	0	
	- Meninggal Dunia Passed Away	0	0	0	
D	Jumlah Hari Kerja Hilang Total Work Days Lost	11	20	0	
E	Angka Kecelakaan (C x 106): B Accident Number(C x 106): B	0,43	0,33	0	
F	Angka Kekerapan (D x 106): B Ability Rate(D x 106): B	4,71	6,65	0	
G	Safety Score $\sqrt{(E \times F): 1000}$ Safety Score $\sqrt{(E \times F): 1000}$	0,04	0,05	0	
H	Biaya Kecelakaan Rp000 Costs of Accident Rp000	0	0	0	

Pelatihan dan Pengembangan Kompetensi

Sebagai upaya penguatan kompetensi sumber daya manusia (SDM), Perseroan memberikan pelatihan dan pendidikan kepada karyawan secara berkesinambungan. Pengembangan kompetensi tersebut menyangkut *soft skill* dan *hard skill*, baik yang terkait langsung maupun tidak langsung terhadap strategi bisnis dan operasional.

Program peningkatan dan pelatihan kompetensi bagi karyawan saat ini dikelola melalui SMBR Learning Academy. Pada tahun 2020, Perseroan telah melaksanakan berbagai program pelatihan dan pengembangan karyawan dengan total biaya sebesar Rp1.716.259.339 yang diikuti oleh 1788 orang peserta.

Realisasi Pelatihan Karyawan

Realization of Employee Training

Uraian	2020	2019	2018	Description
Jumlah Karyawan	921	894	761	Total Employee
Jumlah Jam Training	12.883,5	57.698,5	143.752,9	Total Training Hours
Jumlah Hari Training	536,8	487	396	Total Training Days
Hari Training/Karyawan	0,58	0,54	0,52	Training Days/Employee
Total Pegawai yang Training	1.788	4.476	3.763	Total Employee in Training

Competency Training and Development

As an effort to strengthen the competency of the human resources (HR), the Company provides training and education to employees on continual basis. This competency development involves soft skills and hard skills, both directly and indirectly related to business and operational strategies.

The competency improvement and training programs for employees are now managed by SMBR Learning Academy. In 2020, the Company conducted various employee training and development programs worth a total amount of Rp1,716,259,339 and joined by 1,788 participants.



ASPEK KEMASYARAKATAN

Perseroan sebagai Badan Usaha Milik Negara (BUMN) memiliki tanggung jawab besar dalam melaksanakan tanggung jawab sosial dan lingkungan. Peran dan tanggung jawab sosial tersebut dilaksanakan melalui Program Kemitraan dan Bina Lingkungan (PKBL), sebagaimana yang diatur dalam Peraturan Menteri BUMN No. PER-03/MBU/12/2016 tentang Program Kemitraan dan Program Bina Lingkungan.

Untuk menjalankan program tersebut, Perseroan telah membentuk Departemen CSR. Unit organisasi ini melakukan pendekatan dengan masyarakat sekitar terutama di wilayah ring 1. Program kemitraan sendiri melakukan pendekatan dan mengelola potensi risiko sosial perusahaan dengan mendukung pengembangan UMKM di sekitar wilayah ring 1 atau wilayah terdekat dari operasional Perseroan.

Sedangkan program bina lingkungan memberikan dana hibah dalam mendukung kegiatan di berbagai sektor ditengah kegiatan masyarakat terutama di wilayah ring 1. Tujuannya adalah meminimalisir potensi risiko sosial Perseroan.

Pada tahun 2020, Perseroan mengalokasikan biaya program bina lingkungan sebesar Rp1.239.920.000. Keputusan tersebut berdasarkan hasil keputusan Rapat Dewan Komisaris dengan Direksi tentang Persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Pengesahan Rencana Kerja dan Anggaran (RKA) Program Kemitraan dan Bina Lingkungan (PKBL) PT Semen Baturaja (Persero) Tbk Tahun 2020 No. 01/DK/I/2020 tanggal 30 Januari 2020.

SOCIAL ASPECT

As a State Owned Enterprise (BUMN), the Company has great responsibility to implement social and environmental responsibilities. This social role and responsibility is carried out through the Partnership and Community Development Program (PKBL), as regulated in the Minister of BUMN Regulation No. PER-03/MBU/12/2016 on the Partnership Program and Community Development Program.

To execute this program, the Company formed the CSR Department. This organizational unit approaches the surrounding community, especially in the "Ring 1" area. The partnership program itself approaches and manages potential corporate social risks by supporting the development of MSMEs around the "Ring 1" area or the area closest to the Company's operations.

While the community development program provides grant funds in supporting various sectors of the community's activities, especially in "Ring 1". The objective is to minimize the Company's potential social risks.

In 2020, the Company budgeted a total fund of Rp1,239,920,000 for community development program. The decision was made based on decisions from the joint-meeting between the Board of Commissioners and the Board of Directors on Approval of the Company 2020 Work Plan and Budget (RKAP) and Ratification of the Work Plan and Budget (RKA) of the Partnership and community Development Program (PKBL) of PT Semen Baturaja (Persero) Tbk No. 01/DK/I/2020 dated 30 January 2020.



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

Mekanisme Pengaduan Masyarakat

Perseroan telah menetapkan sistem atau mekanisme pengaduan masyarakat, antara lain melalui Surat, *E-mail* maupun *Website* Perseroan sebagai berikut:

Website

www.semenbaturaja.co.id

E-mail

corsec@semenbaturaja.co.id

baturajabersih@semenbaturaja.co.id

Alamat Surat

Kantor Pusat & Pabrik Palembang

Jl. Abikusno Cokrosuyoso Kertapati
Palembang -30258. PO. Box 1175 Palembang – 20001.
Telepon: (62) -711-511261 (Hunting)
Fax: (620) – 711-512126

Kantor Perwakilan Jakarta

Gedung Graha Irama Lt.9 Ruang B dan C
Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia.
Telepon: (62) -21 – 5261113, 5161114
Fax: (62) – 21 – 5261411

Pabrik Baturaja

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, sumatera selatan 32117
Telepon: +62 721-31718, 31818, 31538
Fax: *62 721-31342

Kantor Pemasaran Palembang

Jl. Ogan Permata Indah Blok 21D-21F Jakabring,
Palembang

Perseroan selanjutnya akan merespons pengaduan sesuai dengan jenis pengaduannya. Mekanisme tindak lanjut atas pengaduan tersebut akan diproses sesuai SOP yang berlaku di Perseroan.

Mechanism of Public Complaints

The Company has established the sistem or mechanism to manage public complaints, among others, through Correspondence/Letter, E-mail or Company Website as follows:

Website

www.semenbaturaja.co.id

E-mail

corsec@semenbaturaja.co.id

baturajabersih@semenbaturaja.co.id

Post Adresst

Head Office & Palembang Plant

Jl. Abikusno Cokrosuyoso Kertapati
Palembang -30258. PO. Box 1175 Palembang – 20001.
Telephone: (62) -711-511261 (Hunting)
Fax: (620) – 711-512126

Jakarta Representative Office

Gedung Graha Irama 9th Floor Room B and C
Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia.
Telephone: (62) -21 – 5261113, 5161114
Fax: (62) – 21 – 5261411

Baturaja Plant

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, sumatera selatan 32117
Telephone: +62 721-31718, 31818, 31538
Fax: *62 721-31342

Palembang Marketing Office

Jl. Ogan Permata Indah Blok 21D-21F Jakabring,
Palembang

The Company will then respond to the reported complaint according to the type of complaint. This mechanism of following up complaints is processed in accordance with the SOP applicable in the Company.



Program Kemasyarakatan dan Tujuan Pembangunan Berkelanjutan (SDG's)

Social Program and Sustainable Development Goals (SDG's)

(Rp Juta | Million)

No.	Program Program	Biaya Cost	Keterkaitan dengan SDG's Related to SDG
1	Perbaikan/Pengembangan Sarana dan Prasarana Sosial Repair/Development of Social Facilities and Infrastructure	1.400	 
2	Pendidikan dan Pelatihan Education and Training	272	
3	Perbaikan/Pengembangan Sarana Ibadah Repair/Development of Religious Worship Facilities	1.400	
4	Peningkatan Kesehatan Health Improvement	178	
5	Pelestarian Alam Nature Conservation	489	
6	Donasi Bencana Alam Donation for Natural Disaster	26	

ASPEK LINGKUNGAN HIDUP

Perseroan yang bergerak dalam industri semen menyadari adanya risiko yang timbul dari kegiatan operasinya terhadap pekerja dan lingkungan. Perseroan secara konsisten bertekad untuk senantiasa melindungi pekerja, aset perusahaan, lingkungan serta masyarakat sekitarnya dari potensi bahaya serta mengelola dan meningkatkan kualitas lingkungan hidup untuk mewujudkan perbaikan berkelanjutan.

Bagi Perseroan, pengelolaan dan perbaikan kualitas lingkungan merupakan bagian tak terpisahkan dari program pengembangan usaha Perseroan, yang mengedepankan keseimbangan kinerja di bidang ekonomi, sosial maupun lingkungan. Keberhasilan pengelolaan lingkungan hidup, yang antara lain ditunjukkan melalui terpeliharanya kualitas lingkungan merupakan salah satu pilar untuk menjamin pertumbuhan berkelanjutan, kesejahteraan dan mutu hidup generasi masa kini dan masa depan.

ENVIRONMENTAL ASPECT

Operating in the cement industry, the Company is aware of the risks that arise from its operational activities on the workers and the environment. The Company is consistently determined to always protect workers, company assets, the environment and the surrounding community from potential hazards and to manage and improve the quality of the environment in order to achieve sustainable improvement.

For the Company, managing and improving the quality of the environment is an inseparable part from the Company's business development program, which puts forward performance balance in the economic, social and environmental aspects. The success in environmental management, among others is shown through the maintained quality of the environment as one of the pillars to ensure sustainable growth, welfare and quality life of the present and future generations.



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

Sebagai realisasi dari komitmen Perseroan untuk mewujudkan pengelolaan lingkungan yang berkelanjutan, Perseroan melakukan berbagai upaya yang maksimal. Hal itu dilakukan sejak dari penetapan kebijakan dan peraturan hingga pemantauan dan pengelolaan kegiatan operasional pabrik yang berdampak pada lingkungan baik di dalam pabrik maupun di wilayah sekitar pabrik.

Perseroan memahami bahwa kegiatan operasional berdampak terhadap lingkungan, baik dari penggunaan energi sebagai faktor utama produksi maupun eksternalitas pabrikasi berupa emisi (gas rumah kaca/GRK, pencemar udara, dan emisi debu), serta limbah (padat dan cair). Kebijakan Perseroan menekankan pentingnya pengelolaan lingkungan untuk mencapai efisiensi energi, pengendalian emisi, serta pengurangan dan pemanfaatan limbah B3 dan/atau non B3.

Biaya Pengelolaan Lingkungan Hidup

Pada tahun 2020, total biaya pengelolaan lingkungan hidup yang direalisasikan mencapai Rp3,89 miliar.

Program-program lingkungan yang dijalankan, merupakan bagian dari upaya peningkatan efisiensi produksi sekaligus konservasi lingkungan, dan terdiri dari aspek-aspek:

1. Konservasi Energi
2. Pengendalian Emisi
3. Konservasi Air
4. Pengelolaan Kebisingan
5. Pengelolaan Limbah B3 & Non B3
6. Konservasi Keanekaragaman Hayati.

Realisasi Anggaran Pengelolaan Lingkungan Hidup

Realization of Environmental Management Budget

(Rp Juta | Million)

Realisasi Anggaran Budget Realized		
2020	2019	2018
3.895	2.823	2.466

Penggunaan Material Ramah Lingkungan

Pabrik Baturaja memiliki program unggulan yaitu Pemanfaatan *Cement Packing Defects* sebagai BBMA (Bahan Bakar Material Alternatif). Melalui program ini maka telah terjadi perubahan sub-sistem di *Kiln System*, sehingga dapat menghemat penggunaan batubara sebagai bahan bakar utama.

Melalui program Pemanfaatan *Cement Packing Defects* sebagai BBMA, maka telah turut mengurangi volume sampah padat ke lingkungan yang berdampak pada

As a realization of the Company's commitment to manifest sustainable environmental management, the Company optimally carries out various efforts. This has been done from the establishment of policies and regulations to monitoring and management of factory operational activities that have impact on the environment both within the factory and in the area around the factory.

The Company understands that operational activities cause impact on the environment, from energy use as a major factor in production and manufacturing externality in the form of emission (greenhouse gas/GRK, air pollution and dust emission), as well as waste (solid and liquid). The Company affirms the importance of environmental management to achieve energy efficiency, emission control, as well as reduction and utilization of B3 and/or non-B3 waste.

Expense of Environmental Management

In the year 2020, total costs spent for actualized environmental management programs reached Rp3.89 billion.

The environmental programs implemented are part of the efforts to improve production efficiency and at the same time environmental conservation, consisting of the following aspects:

1. Energy conservation
2. Emission Control
3. Water Conservation
4. Noise management
5. B3 & Non-B3 Waste Management
6. Biodiversity Conservation

Use of Environmentally-Friendly Materials

The Baturaja Plant has a program of excellence, namely the Use of Cement Packing Defects as Alternative Material Fuels (BBMA). Through this program, a change of sub-system in the Kiln System occurred, so that the use of coal as the main fuel is efficient.

The Use of Cement Packing Defects as Alternative Material Fuels (BBMA) has helped reduce the volume of solid waste into the environment which caused



pencemaran air dan tanah, sehingga hal ini juga turut mengurangi Emisi CO₂ (Gas Rumah Kaca) ke udara.

Selain itu, untuk menjaga kelestarian lingkungan, Perseroan memiliki program yaitu pemanfaatan antara lain pelumas bekas dan majun kontaminasi sebagai bahan bakar alternatif dan pemanfaatan lainnya seperti *fly ash*, *bottom ash* dan *spent bleaching earth* sebagai bahan substitusi material yang telah mendapatkan izin pemanfaatan dengan nomor : SK.17/Menlhk/Setjen/PLB.3/1/2018 (Adendum). Dengan adanya usaha ini, limbah yang pada awalnya beracun, berbahaya dan sama sekali tidak memiliki nilai ekonomis dapat dimanfaatkan kembali.

Keanekaragaman Hayati

Keanekaragaman hayati merupakan salah satu aspek lingkungan yang berkaitan dengan kondisi ekosistem baik berupa flora, fauna yang dapat berpengaruh pada kondisi masyarakat di sekitarnya. Kegiatan yang dilakukan Perseroan di dalam maupun di luar kawasan pabrik, selalu mempertimbangkan aspek flora, fauna dan kesejahteraan masyarakat, sebagai upaya Perseroan dalam mendukung pelestarian lingkungan.

Kelestarian lingkungan merupakan salah satu hal penting yang harus dilakukan oleh suatu perusahaan khususnya perusahaan yang memiliki area pertambangan. Pembukaan lahan pertambangan dapat menimbulkan dampak buruk bagi lingkungan. Salah satu dampaknya adalah berkurangnya jumlah dan jenis tanaman di area tersebut. Selain itu, hewan atau fauna disekitar area juga akan kehilangan habitatnya. Oleh karena itu, Perseroan wajib melakukan reklamasi dan perbaikan kondisi lahan pasca pertambangan. Perseroan selalu konsisten dan berkomitmen dalam reklamasi serta perbaikan kondisi lahan pasca tambang.

Selain reklamasi, Perseroan juga melakukan berbagai upaya peningkatan keanekaragaman hayati baik flora maupun fauna. Beberapa upaya yang telah dilakukan adalah:

1. Pembuatan bank bibit (persemaian) di lingkungan pertambangan dan pabrik
2. Budidaya berbagai jenis tanaman baik di dalam pabrik maupun area tambang
3. Penanaman rutin setiap semester pada area bekas tambang dan bukaan pabrik
4. Pemanfaatan sistem tanam silvikultur pada proses penanaman sebagai upaya perbaikan tanah
5. Perawatan dan penjagaan hutan kota sebagai habitat fauna

impact on water and soil pollution, and this has also reduced CO₂ (Greenhouse Gas) emission into the air.

In addition, to maintain preservation of the environment, the Company has a program that includes the application of used lubricants and contaminated rags as alternative fuels as well as other uses such as fly ash, bottom ash and spent bleaching earth as substitute materials that have obtained utilization permit: No. SK.17/Menlhk/Setjen/PLB.3/1/2018 (Addendum). With this effort, waste that was initially toxic, dangerous and has absolutely no economic value can be reused.

Biodiversity

Biodiversity is one of the aspects of the environment related to the conditions of the ecosystem, as in the form of flora, fauna that can affect the conditions of the surrounding community. Activities carried out by the Company inside or outside of the plant, always take into account the aspects of flora, fauna and community welfare, as the Company's efforts in support of environmental conservation.

Environmental conservation is one of the important matters that must be conducted by a company, specifically a company that retains mining areas. Clearing mining land may cause negative impact on the environment. One of the impacts is the decreasing number and types of plants found in the area. In addition, animals or fauna in around the area will also lose their habitat. For this reason, the Company is obligated to conduct reclamation and restore the land condition post-mining. The Company is one of the companies that's always consistent and committed to reclaim and restore the conditions of the land area.

In addition to reclamation, the Company also conducts various efforts to increase biodiversity, both flora and fauna. Efforts implemented include the following:

1. Established seed bank (nursery) in the mining and plant environment
2. Cultivate various types of plants both in the factory/plant and in the mining area
3. Routine planting every semester in ex-mining areas and factory open areas
4. Utilized the silvicultural planting system in the planting process as an effort to revamp the soil
5. Care and protection of urban forest as fauna habitat



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6. Pembuatan himbauan kepada pekerja untuk tetap menjaga kondisi lingkungan, salah satunya dengan larangan menebang pohon/memancing/berburu.
7. Perawatan tanaman yang ada di kawasan perusahaan.

Program Keanekaragaman Hayati Lainnya

1. Program Teknik Rekayasa Silvikultur Intensif Khusus (SINTEK)

Perseroan di Pabrik Baturaja memiliki program unggulan dan menjadi *pioneer* di antara industri semen sejenis lainnya dalam menerapkan konsep keanekaragaman hayati khususnya vegetasi di lahan kering (lahan pasca tambang) sebagai akibat dari adanya kegiatan pertambangan batu kapur. Teknik Rekayasa Silvikultur Rehabilitasi Areal Terdegradasi dilaksanakan sejak Tahun 2017 yang bekerjasama dengan Fakultas Kehutanan Universitas Gadjah Mada (UGM) Yogyakarta pada lahan 10 Hektar. Pada umumnya penanaman vegetasi di lahan pasca tambang hanya dilakukan penanaman pohon tanpa teknik tertentu, mengingat lahan pasca tambang yang sangat kering dan luas, selain itu biaya investasinya juga sangat besar. Namun, Perseroan tetap melakukan program tersebut sebagai bentuk tanggung jawab yang lebih terhadap penggunaan SDA (Sumber Daya Alam).

2. Program Konservasi Tanaman Endemik (*Amorphophallus paeoniifolius*) pada Lokasi Hutan Kota Pabrik Baturaja

Perseroan di Pabrik Baturaja setiap tahunnya menjadi habitat bagi pertumbuhan tanaman endemik dan langka yaitu *Amorphophallus Paeoniifolius* atau lebih dikenal dengan Bunga Bangkai, dimana spesies tersebut hanya dapat tumbuh di wilayah Sumatera Selatan. Pertumbuhan bunga bangkai tersebut ditemukan sejak Tahun 2015-2017, bahkan di Tahun 2017 ditemukan tumbuh 2 (dua) kali. Sehubungan dengan hal tersebut, Perseroan pun mendapatkan penetapan dari Bupati Ogan Komering Ulu (OKU) berupa Surat Keputusan Bupati OKU Nomor 660/516/KPTS/XXXIII/2016 tentang Penetapan Lokasi Hutan Kota Baturaja Ogan Komering Ulu. Dengan demikian maka secara resmi bersepakat untuk tidak dilakukan perubahan dan atau alih fungsi lahan untuk kegiatan apapun mengingat merupakan sebagai kawasan alami bagi habitat flora dan fauna endemik dan langka di Sumatera Selatan. Atas dasar inilah juga maka Perseroan di Pabrik Baturaja sebagai satu-satunya industri semen di Indonesia yang memiliki lokasi hutan kota alami di dalam kawasan pabrik terbesar seluas 127 Hektar.

6. Appealed to the worker to maintain environmental conditions, including prohibiting the cutting of trees, fishing, and hunting.
7. Maintenance of existing plants in the Company's premises.

Other Biodiversity Programs

1. Special Intensive Silvicultural Engineering Program (SINTEK)

The Company at Baturaja Plant has a program of excellence and became a pioneer among other similar cement industries in applying the concept of biodiversity, specifically the vegetation on dry land (post-mining land) as a result of limestone mining activities. Silvicultural Engineering for the Rehabilitation of Degraded Areas has been implemented since 2017 in collaboration with the Faculty of Forestry of Gadjah Mada University (UGM), Yogyakarta on 10-hectares of land. In general, vegetation planting in post-mining land is only done by planting trees without specific techniques, considering that post-mining land is very dry and extensive, and investment costs are very high. However, the Company continues with the program as a form of being more responsible on the use of natural resources.

2. Endemic Plant Conservation Program (*Amorphophallus paeoniifolius*) at Urban Forest of Baturaja Plant

The Company at Baturaja Plant every year becomes a habitat for growing endemic and rare plants, namely the *Amorphophallus Paeoniifolius* or better known as "Bunga Bangkai", a species that only grows in South Sumatera region. This species was found between the year 2015-2017, it was said that it was found to have grown twice in 2017. In this context, the Company received a statutory from the Regent of Ogan Komering Ulu (OKU) through Decision Letter of OKU Regent No. 660/516/KPTS/XXXIII/2016 on Establishment of Baturaja City Forest Location of Forest Ogan Komering Ulu. Thus, it was officially agreed that there will be no change in the function of the land for any activity as it is considered a natural area for endemic and rare flora fauna habitat in South Sumatera. On this basis, the Company at Baturaja Plant is the only cement industry in Indonesia with a natural urban forest within the plant's premises of 127-hectare land.



Sejak ditetapkan sebagai kawasan hutan kota, maka Indeks Keanekaragaman Hayati (IKH) di kawasan tersebut naik setiap tahunnya. Adapun nilai IKH Fauna di Tahun 2017 naik menjadi H'=3,49 (Indeks Shannon-Wiener) dan IKH Flora Tahun 2017 menjadi H'=2,77.

Since the moment it was designated as an urban forest area, the Biodiversity Index (IKH) in the area has increased by the year. The Fauna IKH index in 2017 increased to H'=3.49 (Shannon-Wiener Index) and Flora IKH increased to H'=2.77.

Pengelolaan Emisi

Pemantauan Emisi Udara Cerobong

Perseroan memiliki pabrik di Palembang, Panjang dan Baturaja. Masing-masing menggunakan sebanyak 11, 15 dan 30 cerobong. Pada setiap pabrik, Perseroan memantau partikulat setiap 6 (enam) bulan sekali dalam 1 (satu) tahun.

Pada tahun 2020, Perseroan berhasil memastikan hasil pantauan partikulat yang dikeluarkan di bawah baku mutu sesuai dengan Peraturan Gubernur Sumatera Selatan Nomor 06 tahun 2012 tentang Baku Mutu Emisi Sumber Tidak Bergerak dan Ambang Batas Emisi Gas Buang Kendaraan Bermotor.

Emission Management

Chimney Air Emission Monitoring at Palembang Plant

The Company has factories in Palembang, Panjang and Baturaja, each using 11, 15 and 30 chimneys respectively. At each plant, the Company monitors particulates once every 6 (six) months in 1 (one) year.

In the year 2020, the Company managed to ensure that results of monitoring particulates that burst from the chimney were below the set quality standard, in accordance with the Governor of South Sumatera Regulation No. 06 of 2012 on Quality Standard of Stationary Source Emission and Emission Threshold of Motor Vehicle Exhaust.

Baku Mutu Pabrik Palembang

Quality Standard of Palembang Plant

No.	Titik Pemantauan Monitoring Point	Parameter Paramater	Baku Mutu mg/Nm ³ Quality Standard mg/ Nm ³	Hasil Pemantauan Monitoring Result	
				Semester 1	Semester 2
1	42 FN 02	Partikulat Particulate	80	17,1	25,1
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	94,6	90,2
2	43 FN 01	Partikulat Particulate	80	17,2	26,3
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	95,8	103
3	43 FN 02	Partikulat Particulate	80	17,0	21,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	91,4	102
4	45 FN 02	Partikulat Particulate	80	17,7	28,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	108	102
5	46 FN 04	Partikulat Particulate	80	18,4	24,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	104	106
6	46 FN 05	Partikulat Particulate	80	17,0	25,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	105	101
7	46 FN 06	Partikulat Particulate	80	15,0	31,5
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	104	106
8	46 FN 07	Partikulat Particulate	80	17,7	175
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	103	109
9	45 FN 09	Partikulat Particulate	80	18,3	26,4
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	106	96,8
10	46 FN 08	Partikulat Particulate	80	18,1	27,7
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	102	96,2
11	46 FN 09	Partikulat Particulate	80	21,8	25,5
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ 1 ≤ 110 %	98,4	101



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Baku Mutu Pabrik Panjang

Quality Standard at Panjang Plant

No.	Titik Pemantauan Monitoring Point	Parameter Paramater	Baku Mutu mg/Nm ³ Quality Standard mg/ Nm ³	Hasil Pemantauan Monitoring Result	
				Semester 1	Semester 2
1	42 FN 02	Partikulat Particulate	80	28,80	30,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	97,90	97,80
2	42 FN 02	Partikulat Particulate	80	30,80	32,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	98,08	98,72
3	42 FN 03	Partikulat Particulate	80	30,15	33,08
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	48,50	47,60
4	42 FN 04	Partikulat Particulate	80	30,65	32,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	94,60	95,70
5	42 FN 05	Partikulat Particulate	80	30,80	31,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	96,20	96,50
6	43 FN 01	Partikulat Particulate	80	32,80	31,40
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	95,15	96,75
7	43 FN 01	Partikulat Particulate	80	28,10	31,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	98,90	99,10
8	45 FN 02	Partikulat Particulate	80	34,06	33,95
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	90,50	91,20
9	45 FN 02	Partikulat Particulate	80	32,10	35,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	96,30	96,90
10	45 FN 02	Partikulat Particulate	80	25,10	30,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	98,70	99,10
11	45 FN 02	Partikulat Particulate	80	25,90	29,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	99,10	99,30
12	46 FN 06	Partikulat Particulate	80	45,10	39,80
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	99,40	98,90
13	46 FN 07	Partikulat Particulate	80	26,90	30,10
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	99,50	99,80
14	46 FN 08	Partikulat Particulate	80	29,50	30,50
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	99,50	99,90
15	46 FN 09	Partikulat Particulate	80	26,10	29,90
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	96,50	96,90

Baku Mutu Pabrik Baturaja

Quality Standard at Baturaja Plant

No.	Titik Pemantauan Monitoring Point	Parameter Paramater	Baku Mutu mg/Nm ³ Quality Standard mg/ Nm ³	Hasil Pemantauan Monitoring Result	
				Semester 1	Semester 2
1	Stack Raw Mill Pabrik 1	Partikulat Particulate	80	20,4	19,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	104	109
2	Stack Coal Mill Pabrik 1	Partikulat Particulate	80	17,8	18,6
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	93	100
3	Stack Cement Mill 5	Partikulat Particulate	80	-	20,5
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	108
4	Stack Cement Mill 6	Partikulat Particulate	80	-	19,9
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	109
5	Stack 21BF07	Partikulat Particulate	80	-	18,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	100



No.	Titik Pemantauan Monitoring Point	Parameter Paramater	Baku Mutu mg/Nm ³ Quality Standard mg/ Nm ³	Hasil Pemantauan Monitoring Result	
				Semester 1	Semester 2
6	Stack 26BF09	Partikulat Particulate	80	-	16,4
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	97,6
7	Stack 31BF19	Partikulat Particulate	80	-	11,1
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	91,9
8	Stack 57BF59	Partikulat Particulate	80	-	22,9
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	97,7
9	Stack 57BF63	Partikulat Particulate	80	-	15,1
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	95,7
10	Stack 71BF205	Partikulat Particulate	80	-	14,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	101
11	Stack 71BF420	Partikulat Particulate	80	-	11,8
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	99,9
12	Stack 71BF414	Partikulat Particulate	80	-	12,1
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	101
13	Stack 53BF16	Partikulat Particulate	80	-	10,7
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	98,8
14	Stack 65BF66	Partikulat Particulate	80	-	15,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	99,3
15	Stack Raw Mill Pabrik 2	Partikulat Particulate	80	-	22,1
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	90,8
16	Stack Coal Mill Pabrik 2	Partikulat Particulate	80	-	20,4
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	106
17	Stack Grate Cooler	Partikulat Particulate	80	18,4	20,9
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	94,2	103
18	Stack Cement Mill Pabrik 1	Partikulat Particulate	80	18,8	17,8
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	96,8	104
19	Stack J1P31	Partikulat Particulate	80	17,4	20,3
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	93	97,8
20	Stack 21P61	Partikulat Particulate	80	18	20,3
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	95,5	96,9
21	Stack 15DC01	Partikulat Particulate	80	16,8	21,1
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	91,4	94,9
22	Stack K1P31	Partikulat Particulate	80	19,5	18,3
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	92,5	96
23	Stack W1P21	Partikulat Particulate	80	19,3	20,4
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	91,3	96,1
24	Stack U1P71	Partikulat Particulate	80	-	19,6
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	98,1
25	Stack Z1P21	Partikulat Particulate	80	-	20
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	101
26	Stack Z1P121	Partikulat Particulate	80	-	18,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	98,5
27	Stack Packer 1	Partikulat Particulate	80	19	19,5
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	94,8	96,6
28	Stack Packer 2	Partikulat Particulate	80	18,2	17,9
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	92,5	101
29	Stack 62BF01 CC02	Partikulat Particulate	80	-	18,1
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	96,3
30	Stack X1P16	Partikulat Particulate	80	-	21,2
		Partikulat Iso Kinetik Iso Kinetic Particulate	90 ≤ I ≤ 110 %	-	96,7



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

Pemantauan Udara Ambient

Perseroan juga mengawasi titik penaatan udara ambient dan semua titik dilakukan pemantauan partikulat setiap 6 (enam) bulan sekali dalam 1 (satu) tahun. Hal itu sejalan dengan Peraturan Gubernur Sumatera Selatan Nomor 17 tahun 2005 tentang Baku Mutu Udara Ambien dan Baku Tingkat Kebisingan.

Pada tahun 2020, Perseroan berhasil memastikan hasil pantauan udara ambient di bawah baku mutu baik yang berada di dalam area pabrik maupun di area permukiman warga sesuai dengan peraturan tersebut. Kondisi normal tersebut terjadi pada Pabrik Palembang, Panjang, maupun Baturaja.

Monitoring of Ambient Air

The Company also monitors the set-up point of ambient air and all points are monitored for particulates once every 6 (six) months in 1 year. This is in line with the Governor of South Sumatera Regulation No. 17 of 2005 on Quality Standard of Ambient Air and Standards of Noise Level.

In the year 2020, the Company managed to ensure that results of monitoring ambient air were below the set quality standard within the plant area as well as in the local residential area, in accordance with the concerned applicable regulation. This normal condition occurred in all three plants of Palembang, Panjang and Baturaja.

Baku Mutu dan Pemantauan Udara Ambient Palembang Plant

Palembang Plant Ambient Air Quality and Monitoring Standards

Wilayah 1 | Area 1

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area					
			Dermaga Jetty Jetty Dock		Finish Mill		Pegemasan Semen Cement Packer	
			Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2
1	CO	30.000 µg/Nm ³	1.145	1.145	2.577	1.145	2.577	1.145
2	SO ₂	900 µg/Nm ³	85,1	103	93,9	137	93,9	171
3	NO ₂	400 µg/Nm ³	63,8	129	64	85,5	74,7	128
4	Pb	2 µg/Nm ³	<0,335	<0,335	<0,335	<0,335	<0,335	<0,335
5	HC	160 µg/Nm ³	103	60	86	63	104	69
6	O ₃	235 µg/Nm ³	67,9	68,7	80,2	79,8	80,4	79,8
7	TSP	230 µg/Nm ³	142	215	156	210	159	224
8	PM ₁₀	150 µg/Nm ³	86,8	104	98,1	99,8	99,8	112
9	PM _{2,5}	65 µg/Nm ³	45,6	54,8	50	51,8	55,3	57,9
10	Arah Angin Wind Direction	-	Barat West	Timur East	Barat West	Timur East	Selatan South	Barat West
11	Kecepatan Angin Wind Velocity	-	4,8	2	7,1	2	6,3	0,8
12	Temperatur Udara Air Temperature	-	29,7	29,2	29,7	28,8	29,7	28,5
13	Kelembaban Humidity	-	64,4	75,3	62	76,5	68,2	71,5
14	Total Flouride	3 µg/Nm ³	0,3	0,8	0,5	0,7	1	0,8

Wilayah 2 | Area 2

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area					
			Kampung Putaran Putaran Village		Kemang Laut		Wagon Loading	
			Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2
1	CO	30.000 µg/Nm ³	1.145	1.145	1.145	1.145	2.577	1.145
2	SO ₂	900 µg/Nm ³	68,3	103	77	103	77	136
3	NO ₂	400 µg/Nm ³	42,6	86,2	53,5	86,1	85,7	85,2
4	Pb	2 µg/Nm ³	<0,335	<0,335	<0,335	<0,335	<0,335	<0,335
5	HC	160 µg/Nm ³	153	61	96	70	86	64
6	O ₃	235 µg/Nm ³	57	69	45,5	68,9	80,4	79,5



No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area					
			Kampung Putaran Putaran Village		Kemang Laut		Wagon Loading	
			Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2
7	TSP	230 µg/Nm ³	112	214	125	214	155	220
8	PM10	150 µg/Nm ³	59,8	103	69,8	103	99,9	106
9	PM2,5	65 µg/Nm ³	30	46,3	32,8	44,6	51,3	54,2
10	Arah Angin Wind Direction	-	Utara North	Barat West	Timur East	Barat West	Utara North	Timur East
11	Kecepatan Angin Wind Velocity	-	5,4	0,8	6,3	1,3	5,3	5
12	Temperatur Udara Air Temperature	-	29,8	29,3	29,4	28,3	29,8	28
13	Kelembaban Humidity	-	64,3	72,3	66,8	80,8	61,6	76,5
14	Total Flouride	3 µg/Nm ³	0,2	0,7	0,4	0,7	0,8	0,5

Baku Mutu dan Pemantauan Udara Ambient Panjang Plant
Panjang Plant Ambient Air Quality and Monitoring Standards

Wilayah 1 | Area 1

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area					
			Area Cement Mill Cement Mill Area		Area Dekat Musholla Near Musholla Area		Area Pengemasan Semen Cement Packer Area	
			Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2
1	SO2	900 µg/Nm ³	31	13,50	25	11,90	28	16,80
2	CO	30.000 µg/Nm ³	883	1.400	736	1.300	1.031	1.300
3	NO2	400 µg/Nm ³	7	10,70	7	10,20	7	12,30
4	TSP	230 µg/Nm ³	4,3	197	11,5	148	13	155
5	Pb	2 µg/Nm ³	0,004	<0,010	0,3	0,013	0,3	0,010
6	NH3	2 ppm	0,001	<0,005	0,7	0,010	1	0,005
7	H2S	0,02 mg/L	0,001	<0,005	0,001	0,007	0,001	0,006
8	Kebisingan Noise	70 dBA	53	67-68	61	62-63	68	65-66

Wilayah 2 | Area 2

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area					
			Ex- Lapangan Tenis Ex- Tennis Court		Pemukiman Kampung Sawah Sawah Village Residential		Area Pidada Kampung Nanasan Nanasan Village Pidada Area	
			Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2
1	SO2	900 µg/Nm ³	22	12,60	14	10,50	6	11,06
2	CO	30.000 µg/Nm ³	964	1.300	766	1.200	979	1.200
3	NO2	400 µg/Nm ³	7	11,90	5	7,86	6	9,98
4	TSP	230 µg/Nm ³	2	136	3	180	6	130
5	Pb	2 µg/Nm ³	0,3	0,010	0,1	0,010	0,3	0,010
6	NH3	2 ppm	1	0,010	0,4	0,015	0,5	0,012
7	H2S	0,02 mg/L	0,003	0,008	0,0001	0,008	0,0001	0,008
8	Kebisingan Noise	70 dBA	57	62-63	41	60-61	57	60-61



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Baku Mutu dan Pemantauan Udara Ambient Baturaja Plant Baturaja Plant Ambient Air Quality and Monitoring Standards

Wilayah 1 | Area 1

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area							
			Mess Semen Baturaja Cement Baturaja Mess				Kantor Camat Baturaja Barat West Baturaja Sub-district Office			
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4
1	CO	30.000 µg/Nm ³	<1,145	1,145	1,145	1,145	1,145	1,145	1,145	
2	SO ₂	900 µg/Nm ³	85,6	137	104	93,9	103	139	139	
3	NO ₂	400 µg/Nm ³	64,1	85,9	43,4	53,4	86,1	86,8	86,8	
4	HC	160 µg/Nm ³	89	72	120	85	67	109	109	
5	O ₃	235 µg/Nm ³	80,2	80,2	57,9	57,2	68,9	69,5	69,5	
6	TSP	230 µg/Nm ³	101	135	8,7	79,3	103	135	135	
7	Pb	2 µg/Nm ³	<0,335	<0,335	<0,035	<0,335	<0,335	<0,035	<0,035	
8	PM ₁₀	150 µg/Nm ³	56,3	71,4	40,7	42,5	59,4	82,1	82,1	
9	PM _{2,5}	65 µg/Nm ³	32,2	36,5	22,3	26,2	32,9	45,4	45,4	
10	Temperatur Udara Air Temperature	-	29,8	29,5	29,5	29,6	30,1	29,6	29,6	
11	Kelembaban Humidity	-	64,1	79	72,7	72,9	76	70,2	70,2	

Wilayah 2 | Area 2

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area							
			SD Talang Jawa Talang Jawa Primary School				RS Antonio Antonio Hospital			
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4
1	CO	30.000 µg/Nm ³	859	1,145	1,145	1,145	1,145	1,145	1,145	
2	SO ₂	900 µg/Nm ³	76,9	68,7	139	85,6	103	104	104	
3	NO ₂	400 µg/Nm ³	53,3	43,0	86,7	64,1	85,9	86,4	86,4	
4	HC	160 µg/Nm ³	129	64	112	89	69	107	107	
5	O ₃	235 µg/Nm ³	57,3	57,3	69,4	80,2	68,7	69,3	69,3	
6	TSP	230 µg/Nm ³	63,6	106	96,6	101	102	94,0	94,0	
7	Pb	2 µg/Nm ³	<0,335	<0,335	<0,035	<0,335	<0,335	<0,035	<0,035	
8	PM ₁₀	150 µg/Nm ³	37,4	57,0	48,8	56,3	52,1	40,6	40,6	
9	PM _{2,5}	65 µg/Nm ³	17,2	30,0	26,1	32,2	29,0	21,1	21,1	
10	Temperatur Udara Air Temperature	-	29,9	29,8	29,2	29,8	29,5	28,8	28,8	
11	Kelembaban Humidity	-	70	76	72,8	64,1	81	76,4	76,4	



Wilayah 3 | Area 3

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area							
			Lapangan Bola A. Yani A. Yani Football Field				Perumahan Karyawan Employee Housing			
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4
1	CO	30.000 µg/Nm ³	1.718		1.145		<1.145		1.145	1.145
2	SO ₂	900 µg/Nm ³	85,8		103		76,9		68,7	104
3	NO ₂	400 µg/Nm ³	75,1		43,1		53,4		42,9	43,4
4	HC	160 µg/Nm ³	77		75		85		67	101
5	O ₃	235 µg/Nm ³	69,2		69,0		57,2		57,3	57,9
6	TSP	230 µg/Nm ³	103		102		79,3		92,2	88,7
7	Pb	2 µg/Nm ³	<0,335		<0,335		<0,335		<0,335	<0,035
8	PM ₁₀	150 µg/Nm ³	51,3		55,3		42,5		49,9	48,4
9	PM _{2,5}	65 µg/Nm ³	24,4		32,4		26,2		27,0	29,5
10	Temperatur Udara Air Temperature	-	28,9		30		29,6		29,9	29,1
11	Kelembaban Humidity	-	72,2		77		72,9		78	75,4

Wilayah 4 | Area 4

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area							
			Pemukiman Desa Pusar Pusar Village Residential				Tapak Pabrik Baru			
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4
1	CO	30.000 µg/Nm ³	1.431		1.145		1.145		1.145	1.145
2	SO ₂	900 µg/Nm ³	77,2		68,7		94,3		138	139
3	NO ₂	400 µg/Nm ³	53,4		42,9		85,8		86,2	130
4	HC	160 µg/Nm ³	81		74		64		99	109
5	O ₃	235 µg/Nm ³	-		-		-		-	-
6	TSP	230 µg/Nm ³	104		86,0		114		138	178
7	Pb	2 µg/Nm ³	<0,335		<0,335		<0,335	<0,335	<0,335	<0,035
8	PM ₁₀	150 µg/Nm ³	48,2		46,1		67,7		73,8	97,6
9	PM _{2,5}	65 µg/Nm ³	21,5		22,4		34,8		35,8	46,6
10	Temperatur Udara Air Temperature	-	28,4		29,7		30,3		29,9	29,8
11	Kelembaban Humidity	-	-		-		0		-	70,3



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Wilayah 5 | Area 5

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area								
			Lokasi Tambang Mine Location				Pemukiman Kelurahan Sukajadi Sukajadi Village Residential				
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4	
1	CO	30.000 µg/Nm ³	1.145		1.145	1.145		1.145		1.145	
2	SO ₂	900 µg/Nm ³	85,9		137	138		77,1		68,9	104
3	NO ₂	400 µg/Nm ³	75		129	130		53,4		43,1	43,2
4	HC	160 µg/Nm ³	18,0		99	115		72		88	97
5	O ₃	235 µg/Nm ³	-		-	-		-		-	-
6	TSP	230 µg/Nm ³	55,9		159	153		62,7		97,1	95,3
7	Pb	2 µg/Nm ³	<0,335	<0,335	<0,335	<0,035		<0,335		<0,335	<0,335
8	PM ₁₀	150 µg/Nm ³	23,8		88,6	87,0		35,2		46,7	46,4
9	PM _{2,5}	65 µg/Nm ³	-		43,6	43,4		18,9		27,8	27,2
10	Temperatur Udara Air Temperature	-	30,2		29,4	29,8		30,6		30	29,0
11	Kelembaban Humidity	-	0			70,9		40-58 %		-	73,7

Wilayah 6 | Area 6

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area								
			Halaman RS Antonio The Terrace of Antonio Hospital				Pemukiman Kel. Talang Jawa depan Pustu Talang Jawa Village Residential in front of Pustu				
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4	
1	CO	30.000 µg/Nm ³	1.145		1.145	1.145		1.893		1.145	1.145
2	SO ₂	900 µg/Nm ³	< 26		103	104		< 26		68,9	104
3	NO ₂	400 µg/Nm ³	< 10		43	86,6		< 10		43,1	43,3
4	HC	160 µg/Nm ³	18,0		114	124		18,0		70	89
5	O ₃	235 µg/Nm ³	14,6		-	-		14,6			-
6	TSP	230 µg/Nm ³	158		117	109		158		99,2	87,0
7	Pb	2 µg/Nm ³	0,02		<0,335	<0,035		0,02		<0,035	<0,035
8	PM ₁₀	150 µg/Nm ³	41,3		61,3	53,6		41,3		46,7	34,1
9	PM _{2,5}	65 µg/Nm ³	-		32,6	26,3		-		28,3	19,7
10	Temperatur Udara Air Temperature	-	24,0- 32,2°C		29,9	28,9		24,0- 32,2°C		30	29,3
11	Kelembaban Humidity	-	40-58 %			74,8		40-58 %			72,0



Wilayah 7 | Area 7

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area							
			Crusher Desa Laya Laya Village Crusher				Tambang Desa Pesar Pesar Village Mine			
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4
1	CO	30.000 µg/Nm ³	1,431		1,145		1,145		1,145	
2	SO ₂	900 µg/Nm ³	85,9		138		94,5		103	
3	NO ₂	400 µg/Nm ³	75		86		75,1		86,2	
4	HC	160 µg/Nm ³	76		82		70		70	
5	O ₃	235 µg/Nm ³	-		-		-		-	
6	TSP	230 µg/Nm ³	105		86,2		108		135	
7	Pb	2 µg/Nm ³	<0,335		<0,335		<0,335		<0,335	
8	PM ₁₀	150 µg/Nm ³	57		48,7		54,2		74,5	
9	PM _{2,5}	65 µg/Nm ³	38,3		27,3		24,3		37	
10	Temperatur Udara Air Temperature	-	29,2		30,0		29,5		30,2	
11	Kelembaban Humidity	-	-		-		-		-	

Wilayah 8 | Area 8

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area							
			Pemukiman Penduduk Desa Laya Laya Village Residential				Pemukiman Desa Pesar Pesar Village Residential			
			TW 1	TW 2	TW 3	TW 4	TW 1	TW 2	TW 3	TW 4
1	CO	30.000 µg/Nm ³	<1,145		1,145		<1,145		1	1,145
2	SO ₂	900 µg/Nm ³	77,2		68,7		77,2		68,7	104
3	NO ₂	400 µg/Nm ³	64,3		42,9		53,4		42,9	43,3
4	HC	160 µg/Nm ³	77		68		81		69	95
5	O ₃	235 µg/Nm ³	-		-		-		-	-
6	TSP	230 µg/Nm ³	102		74		104		75,6	103
7	Pb	2 µg/Nm ³	<0,335		<0,335		<0,335		<0,335	<0,035
8	PM ₁₀	150 µg/Nm ³	51,7		35,3		48,2		34,1	53,7
9	PM _{2,5}	65 µg/Nm ³	22,5		23,2		21,5		18,1	29,4
10	Temperatur Udara Air Temperature	-	28,7		29,7		28,4		29,5	29,3
11	Kelembaban Humidity	-	-		-		-		-	72,2



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Wilayah 9 | Area 9

No	Parameter Parameters	Baku Mutu Quality Standards	Wilayah Area			
			Lintasan Belt Conveyor Desa Tanjung Agung Tanjung Agung Village Belt Conveyor Line			
			TW 1	TW 2	TW 3	TW 4
1	CO	30.000 µg/Nm ³	1.145		1.145	1.145
2	SO ₂	900 µg/Nm ³	103		137	139
3	NO ₂	400 µg/Nm ³	85,4		85,9	86,7
4	HC	160 µg/Nm ³	79		84	119
5	O ₃	235 µg/Nm ³	-		-	-
6	TSP	230 µg/Nm ³	135		88,7	95,3
7	Pb	2 µg/Nm ³	<0,335		<0,335	<0,335
8	PM ₁₀	150 µg/Nm ³	79,7		48,3	43,2
9	PM _{2,5}	65 µg/Nm ³	41		28,4	28,4
10	Temperatur Udara Air Temperature	-	29		29,7	29,5
11	Kelembaban Humidity	-	-		-	71,0

Pemantauan Kebisingan lingkungan

Program konservasi pendengaran di area operasi Perseroan meliputi pengukuran tingkat kebisingan dengan *sound level meter*, baik secara internal yang dilakukan setiap bulan maupun oleh pihak eksternal yang berkompeten yaitu UPTD Balai Hiperkes Dinas Tenaga Kerja Provinsi Sumatera Selatan untuk Pabrik Palembang & Baturaja. Sedangkan Pabrik Panjang dilaksanakan oleh UPTD Balai Hiperkes Dinas Tenaga Kerja Provinsi Bandar Lampung dengan periode 2 kali dalam 1 tahun.

Pada tahun 2020, Perseroan berhasil memastikan hasil pantauan kebisingan di seluruh pabrik Perseroan tidak melampaui baku mutu yang telah ditetapkan oleh pemerintah.

Monitoring of Environmental Noise

The noise conservation program in the Company's operational areas covers the measuring of noise level by use of sound level meter, internally conducted every month by a competent external party, namely UPTD Hiperkes Hall of Manpower Office of South Sumatera Province for the Palembang and Baturaja Plants. While Monitoring at Panjang Plant was conducted by UPTD Hiperkes Hall of Manpower Office of Bandar Lampung Province with a period of 2 times a year.

In the year 2020, the Company managed to ensure that results of noise monitoring in all plants of the Company did not exceed the quality standard set forth by the government.

Kebisingan Palembang Plant

Palembang Plant Noise

No	Parameter Parameters	Baku Mutu Quality Standards	Titik Pantauan Monitoring Points					
			Kampung Putaran Village	Kemang Laut	Dermaga Jetty Jetty Dock	Finish Mill	Wagon Loading	Pengemasan Semen Cement Packer
1	Kebisingan Noise	70 dB	50.4	48.3	59.1	54.2	58.2	65.4

Kebisingan Panjang Plant

Panjang Plant Noise

No	Parameter Parameters	Baku Mutu Quality Standards	Titik Pantauan Monitoring Points					
			Kampung Sawah Village	Semen Packer	Kampung Nanasan Pidada Nanasan Pidada Village	Ex. Lapangan Tenis Ex. Tennis court	Dekat Mushola Near Mushola	Cement Mill
1	Kebisingan Noise	70 dB	60-61	65-66	60-61	62-63	62-63	67-68



Kebisingan Baturaja Plant

Baturaja Plant Noise

Lokasi Location	Baku Mutu Quality Standards	Kebisingan Noise			
		Triwulan 1 1 st Quarter	Triwulan 2 2 nd Quarter	Triwulan 3 3 rd Quarter	Triwulan 4 4 th Quarter
U1	70 dB	52,5	-	51,6	51,4
U2		47,9	-	41,5	48,6
U3		48,3	-	49,3	48,9
U4		52,4	-	48	50,4
U5		56,3	-	53,3	51
U6		44,9	-	49,7	50,4
U7		47,8	-	41,5	45,86
U8		63,6	-	65,3	66,1
U9		57,3	-	57,5	59,2
U10		51,0	-	47,4	50,0
U11		52,3	-	47,4	48,3
U12		46,0	-	43,8	46,5
U13		49,4	-	39,7	40
U14		48,1	-	39,2	40,2
U15		49,6	-	41,5	40,2
U16		50,0	-	45,1	46,7
U17		47,3	-	47,9	48,8

Keterangan Lokasi | Location Description:

Lokasi Location	Keterangan Lokasi Pemantauan Udara Ambien & Kebisingan Information on Location of Ambient Air & Noise Monitoring
U1	Mess PT Semen Baturaja (Persero) Tbk.
U2	Kantor Camat Baturaja Barat
U3	SD Talang Jawa
U4	RS Antonio
U5	Lapangan Bola A. Yani (Taman Kota)
U6	Perumahan Karyawan
U7	Pemukiman Desa Puser
U8	Tapak Pabrik Baru
U9	Lokasi Tambang

Lokasi Location	Keterangan Lokasi Pemantauan Udara Ambien & Kebisingan Information on Location of Ambient Air & Noise Monitoring
U10	Pemukiman Kelurahan Sukajadi
U11	Halaman RS Antonio
U12	Pemukiman Kel. Talang Jawa depan Puskesmas Pembantu
U13	Crusher Desa Laya
U14	Tambang Desa Puser
U15	Pemukiman Penduduk Desa Laya
U16	Pemukiman Desa Puser
U17	Lintasan Belt Conveyor Desa Tanjung Agung

Pemantauan Limbah Cair Domestik

Pabrik Perseroan di Palembang dan Baturaja memiliki 3 (tiga) titik penataan limbah cair domestik. Semua titik dilakukukan pemantauan setiap 1 (satu) bulan sekali oleh laboratorium eksternal dan setiap hari melakukan pemantuan debit dan pH pada titik output. Pada tahun 2020, Perseroan berhasil memastikan hasil pantuan limbah cair domestik di bawah baku mutu sesuai dengan Peraturan Menteri Lingkungan Hidup Nomor 68 tahun 2016 tentang Baku Mutu Limbah Cair Domestik.

Pemantauan Kualitas Air Hasil Tambang

Meskipun kegiatan pengelolaan hasil tambang Perseroan tidak menggunakan air, akan tetapi untuk kegiatan penambangan batu kapur dan kegiatan

Monitoring of Domestic Liquid Waste

The Company's plants at Palembang and Baturaja have 3 (three) set-up points of domestic liquid waste. All points are monitored once every month by an external laboratory and is daily monitored for debit and pH at output point. In the year 2020, the Company managed to ensure that results of the domestic liquid waste monitoring were below the quality standard in accordance with Minister of Environment and Forestry Regulation No. 68 of 2016 on Quality Standard of Domestic Liquid Waste.

Monitoring the Quality of Mine Water

Although the Company's mining product management activities do not use water, limestone mining activities and supporting activities such



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penunjang (*supporting*) seperti dan kebutuhan air minum dan untuk kebersihan masih tetap membuang sisa penggunaan air. Sehingga kualitas air pembuangan tersebut perlu dilakukan pemantauan/pengujian.

Pemantauan kualitas air pada tabel berikut:

No.	Bulan Month	Lokasi Location	Tambang Pabrik 1 Mining Plant 1	Tambang Pabrik 2 Mining Plant 2	BML
1	Januari January	Sump	7,81	8,97	6-9
		Setling Pond	8,04	8,41	6-9
2	Februari February	Sump	7,81	8,39	6-9
		Setling Pond	8,1	7,99	6-9
3	Maret March	Sump	8,03	8,71	6-9
		Setling Pond	8,12	8,3	6-9
4	April April	Sump	8,31	8,69	6-9
		Setling Pond	8,4	8,29	6-9
5	Mei May	Sump	8,38	8,51	6-9
		Setling Pond	8,47	7,19	6-9
6	Juni June	Sump	8,25	8,2	6-9
		Setling Pond	8,31	7,34	6-9
7	Juli July	Sump	8,23	8,26	6-9
		Setling Pond	7,97	7,58	6-9
8	Agustus August	Sump	8,08	7,77	6-9
		Setling Pond	7,94	7,77	6-9
9	September September	Sump	7,96	7,91	6-9
		Setling Pond	7,88	8,32	6-9
10	Oktober October	Sump	8,1	8,7	6-9
		Setling Pond	8,01	8,24	6-9
11	November November	Sump	8,05	8,28	6-9
		Setling Pond	8,15	8,35	6-9
12	Desember December	Sump	7,89	7,83	6-9
		Setling Pond	8,03	7,78	6-9

as drinking water and cleanliness still waste the remaining water usage. So that the quality of the waste water needs to be monitored/tested.

Monitoring water quality in the following table:

Pengelolaan Limbah

A. Sistem Pengelolaan Limbah Bahan Berbahaya & Beracun

Pengelolaan limbah menjadi hal penting bagi Perseroan karena limbah yang tidak diolah dengan baik akan berdampak negatif pada lingkungan. Di sisi lain, limbah juga dapat didayagunakan menjadi bahan baku alternatif dan bahan bakar alternatif. Keterlibatan Perseroan terhadap pengelolaan limbah juga dilakukan dengan menyediakan tempat penyimpanan sementara (TPS) limbah B3 berizin dan instalasi pengolahan limbah cair.

Waste Management

A. Hazardous and Toxic Material (B3) Waste Management System

Waste management has become an important matter for the Company because waste that is not properly processed can cause negative impact on the environment. On the other hand, waste can also be utilized to become raw material alternative and fuel alternative. The Company's involvement in waste management is also carried out by providing certified temporary storage place (TPS) for B3 waste and liquid waste processing installation.



Perseroan melakukan pengelolaan limbah dengan mengacu pada Peraturan Pemerintah (PP) Republik Indonesia Nomor 101 tahun 2014, ISO 14001:2015. Adapun perseroan memiliki izin Tempat Penyimpanan Sementara dan Pemanfaatan Limbah Bahan Berbahaya & Beracun (LB3) dengan nomor sebagai berikut:

The Company implements waste management by referring to Regulation of the Government of the Republic of Indonesia No. 101 of 2014, ISO 14001:2015. The Company has the permit to use Temporary Storage and Utilization of Hazardous and Toxic Material Waste as described below:

Pabrik Plant	Jenis Izin yang Dimiliki Type of Permit Retained	
	TPS TPS	Pemanfaatan Utilization
Baturaja	Nomor: 503/004/KTPS/XXXIII/2019	Nomor: SK.183/Menlhk/Setjen/PLB.3/4/2017 Nomor: SK.17/Menlhk/Setjen/PLB.3/1/2018 (Adendum)
Palembang	Nomor: 421/KTPS/DLHK/2017	Nomor: S.423/Menlhk/Setjen/PLB.3/7/2019
Panjang	Nomor: 660.1/270/TLPLH/III.10/2020	Nomor: S.687/Menlhk/Setjen/PLB.3/12/2017

Berdasarkan Surat Keputusan tentang Pemberian Izin Penyimpanan Sementara (TPS) Limbah Bahan Bahaya dan Beracun kepada Perseroan, Perseroan dapat menyimpan sementara limbah B3 yang dihasilkan, yaitu oli bekas, kemasan bekas B3, kain majun terkontaminasi B3, limbah elektronik, bahan kimia kadaluarsa, pelarut kimia bekas, filter bekas pengendali debu dan kemasan bekas tinta. Perseroan melakukan pengelolaan limbah B3 dengan mengumpulkan dan mendata setiap limbah B3 secara berkala untuk kemudian melakukan penyimpanan sementara di TPS Limbah B3. Setiap periode, seluruh material tersebut diserahkan kepada pihak ketiga.

Based on the Decision Letter on the Provision of Permit for the Temporary Storage (TPS) of hazardous and Toxic Material Waste to PT Semen Baturaja (Persero) Tbk, the Company is able to temporarily store produced B3 waste, namely used oil, used packaging of B3, B3 contaminated rags, electronic waste, expired chemical materials, used chemical solvent, used filter for dust control and used packaging of ink. The Company manages B3 waste by collecting and record periodically of each B3 waste then store in the B3 Waste TPS. In each period, all materials are then transferred to a third party.

Selain itu, Perseroan telah memiliki izin pemanfaatan limbah di setiap pabrik: Palembang, Panjang dan Baturaja. Pabrik Palembang dan Panjang memanfaatkan limbah hasil pembakaran batu bara dari industri pembangkit listrik yaitu *fly ash* dengan cara dijadikan bahan ketiga dalam proses penggilingan semen di *cement mill*. Pabrik Baturaja melakukan upaya pemanfaatan limbah antara lain *fly ash*, *bottom ash* dan *spent bleaching earth* dijadikan bahan ketiga dan menjadikan *alternative fuel* untuk jenis limbah, antara lain oli bekas dan majun bekas.

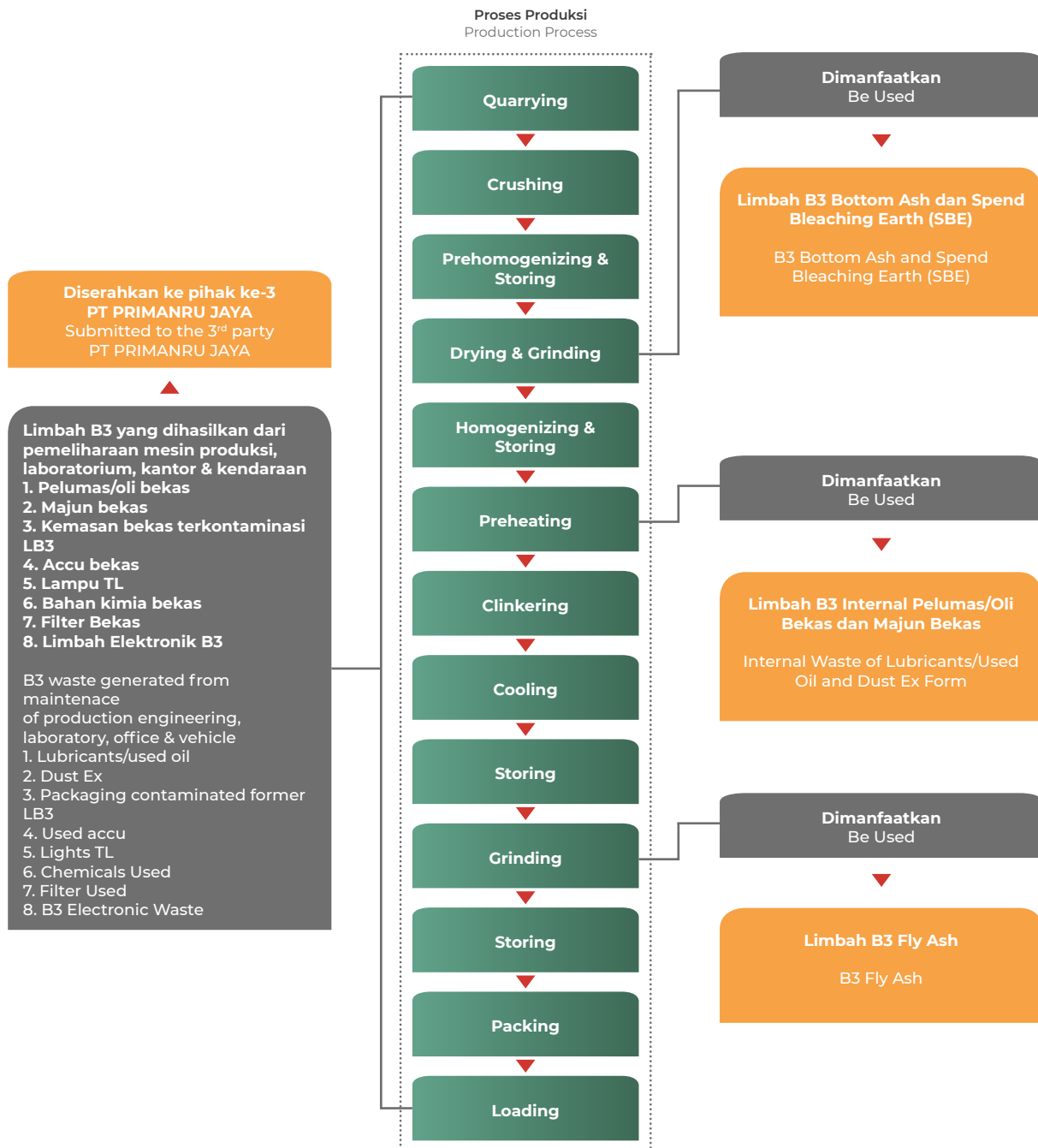
Furthermore, the Company has the permit to utilize wastes at all three plants. The Palembang and Panjang Plants utilize the waste produced by the coal burning from the power plant industry, namely the fly ash, by turning it into a third material used in the cement mill. The Baturaja Plant utilizes the waste, among others by turning the fly ash, bottom ash and spent bleaching earth into third materials, and utilizes such waste as used lubricants and contaminated rags for use as alternative fuel.



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Uraian Proses Pengelolaan Limbah B3

Description of B3 Waste Management Process





Pengelolaan limbah B3 tersebut dilakukan bekerja sama dengan pihak ketiga yang memiliki izin sesuai dengan aturan yang ada. Pada tahun 2020, Perseroan bekerja sama dengan 14 perusahaan penghasil limbah yang menghasilkan 3 (tiga) jenis limbah: *fly ash* (B409), *bottom ash* (B410) dan *spent bleaching earth* (B413). Keterlibatan Perseroan terhadap pengelolaan limbah eksternal dapat memberikan dampak positif terhadap lingkungan maupun pendapatan Perseroan.

Untuk mencapai hasil tersebut Perseroan berkomitmen untuk melaksanakan serta senantiasa meningkatkan intensitas limbah B3 yang dimanfaatkan dan pengurangan limbah B3 yang dihasilkan dengan melakukan optimalisasi berbagai program dan membuat beberapa inovasi yaitu:

The above B3 waste management is implemented in collaboration with a third party that has the permit in accordance with applicable regulations. In the year 2020, the Company worked with 14 waste-producing companies that produced 3 (three) types of waste: fly ash (B409), bottom ash (B410) and spent bleaching earth (B413). The Company's involvement in external waste management provides positive impact on the environment as well as the Company's income.

To achieve such results, the Company is committed to implement and continuously increasing the intensity of utilizing B3 waste as well as in reducing produced B3 waste by optimizing various programs and generate innovations, as follows:

Inovasi untuk Mereduksi Limbah B3

Innovation to Reduce B3 Waste

No.	Inovasi Innovation	Uraian Description	Dampak Impact
1	Sistem Lubrikasi pada Sirkulasi Fan Lubrication System on Fan Circulation	Mengubah sub-sistem yaitu re-desain <i>cooler oil</i> sehingga mempercepat kinerja mesin dan menghemat penggunaan oli. Altering the sub-system, namely re-design the oil cooler to accelerate machinery performance and efficient use of oil.	Dengan adanya sistem lubrikasi pada sirkulasi fan, berdampak pada penurunan jumlah oli bekas yang dihasilkan. The lubrication system in the fan circulation impacts in the reduction in the amount of used oil produced.
2	Retrofit Gear Box dan Hydraulic Cylinder Retrofit Gear Box and Hydraulic Cylinder	Inovasi <i>Reduce, Reuse, Recycle</i> (3R) limbah B3 yang dilaksanakan program retrofit <i>gear box</i> dan <i>hydraulic cylinder</i> . Innovation of Reduce, Reuse, Recycle (3R) of B3 waste through the retrofit gear box and hydraulic cylinder.	Perseroan mampu menurunkan jumlah oli bekas sebanyak 0,371 ton. Program <i>retrofit gear box</i> dan <i>hydraulic cylinder</i> merupakan bagian dari aspek inovasi pada penambahan komponen. The Company is able to reduce the amount of 0.371 ton of used oil. The retrofit gear box and hydraulic cylinder program is part of the innovation aspect in additional components.

B. Tanggap Darurat Limbah B3

Perseroan juga memiliki SOP pengendalian keadaan darurat yang mengatur keadaan darurat. Misalnya, penanggulangan minyak pelumas/oli bekas, cairan sisa analisa laboratorium *fly ash*, *Bottom Ash* dan *Spent Belaching Earth*, kerusakan/*emergency* instalasi pengolahan air limbah domestik.

B. B3 Waste Emergency Response

The Company also has SOP on emergency response that regulates emergency measures. For example, handling of lubricants/used oil, residual fluids from laboratory analysis (*fly ash*, *Bottom Ash* and *Spent Belaching Earth*), damage/*emergency* of domestic waste management.



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Mekanisme Tanggap Darurat Limbah B3

Mechanism of B3 Waster Emergency Response

No.	Materi Penanggulangan Countermeasures Material	Mekanisme Mitigasi Mitigation Mechanism
1	Minyak Pelumas/Oli Bekas Lubricating Oil/Used Oil	<ul style="list-style-type: none"> Bila terjadi tumpahan oli bekas/minyak pelumas bekas di TPS yang terkumpul di bak penampung dikembalikan ke drum penampungan. Bila terjadi tumpahan oli bekas/minyak pelumas bekas di tempat pekerjaan perbengkelan peralatan atau ceceran diserap dengan/dilap dengan majun. Di TPS minyak pelumas bekas, selalu tersedia alat pemadam api ringan (tabung APAR) pada kondisi siap pakai untuk mengantisipasi timbulnya kebakaran. In the event used oil/used lubricating oil spill at the TPS collected in the reservoir, it is then returned to the storage drum. In the event used oil/used lubricating oil spill at the equipment repair workshop or if the spills are absorbed/wiped with the use of the rags. In used lubricating oil TPS, a light fire extinguisher (APAR tube) is always available in ready-to-use condition to anticipate possible fire.
2	Cairan Sisa Analisa Laboratorium Laboratory Analysis Residual Fluid	<p>Bila terjadi tumpahan cairan sisa analisa laboratorium yang terdapat di bak penampung ke lantai maka dibersihkan dengan majun.</p> <p>In the event there is a spill of laboratory analysis residual fluid from the reservoir to the floor, it should be wiped clean with a rag.</p>
3	Fly Ash, Bottom Ash dan Spent Belaching Earth Fly Ash, Bottom Ash and Spent Belaching Earth	<ul style="list-style-type: none"> Apabila terjadi tumpahan <i>fly ash</i>, <i>Bottom Ash</i> dan <i>Spent Belaching Earth</i> di sekitar bangunan, segera dikembalikan ke sistem melalui alat stansport yang tersedia sesegera mungkin untuk menghindari penumpukan material. Apabila debu <i>fly ash</i> terkena mata segera bilas dengan air yang mengalir selama 15 menit. Sekitar tempat penyimpanan terdapat alat pemadam api ringan (tabung APAR) In the event of a spill of fly ash, Bottom Ash and Spent Belaching Earth in around the building, immediately return it to the system by means of an available transport equipment at the soonest possible in order to avoid a material buildup. If fly ash dust comes to contact with the eyes, immediately rinse with running water for 15 minutes. There should be light fire extinguisher (APAR tube) around the area of storage.
4	Keadaan Darurat Kerusakan/ Emergency Instansi Pengelolaan Air Limbah Domestik. Damage Emergency/Emergency in Domestic Waste Water Management Installation	<p>Tindakan tanggap darurat wajib dilakukan apabila instansi pengelolaan air limbah (IPAL) tidak dapat dioperasikan karena rusak atau <i>emergency</i>.</p> <ul style="list-style-type: none"> Menghentikan aliran air buangan domestik ke IPAL agar tidak melebur ke lingkungan dengan cara menutup <i>valve outlet</i> bak saringan IPAL. Menampung sebagian air buangan domestik pada bak kontrol. Department/Section Utility PT Semen Baturaja (persero) Tbk segera melaporkan adanya kerusakan atau <i>emergency</i> kepada Manager Environment untuk melakukan penyedotan air buangan domestik yang telah tertampung di bak kontrol dan bak saringan secara berkala menggunakan <i>vacuum truck</i> hingga perbaikan IPAL selesai dilakukan. Manager Environment melapor kepada Senior Manager SH&E bahwa IPAL tidak dapat dioperasikan karena rusak atau <i>emergency</i>. Tidak melakukan <i>bypass</i> atau membuat air limbah domestik langsung ke lingkungan (badan air penerima) saat keadaan rusak atau <i>emergency</i>. Apabila terjadi kebocoran/keretakan bak atau kolam IPAL akibat (bencana alam, dll) maka proses IPAL dihentikan sementara. Selanjutnya dilakukan pemeriksaan dan perbaikan setelah kondisi dinilai aman dan kondusif. <p>Emergency response measures are mandatory if waste water management agency (IPAL) is not in operation due to damage or in emergency condition.</p> <ul style="list-style-type: none"> Stop the flow of domestic wastewater to IPAL to avoid fro melting into the environment by closing the valve outlet of IPAL filter tank. Keep a portion of domestic wastewater in the control tank. The Utility Department/Section of PT Semen Baturaja (Persro) Tbk shall immediately report any damage or emergency to the Environment Manager to periodically conduct suction of the wastewater collected in the control tank and filter tank using a vacuum truck until IPAL repairs are completed. The Environment Manager reports to SH&E Senior Manager that the IPAL is not operating due to damage or in emergency condition. Do not bypass or anything to cause domestic wastewater to flow directly into the environment (receiving water bodies) when there is damage or in emergency condition. In the event of leakage/cracking of the tank/IPAL pond due to incidents (natural disasters, etc), the IPAL process will be temporarily stopped. Next, inspection and repair is carried out after the condition is assessed to be safe and conducive.



Pengaduan Lingkungan Hidup

Secara umum mekanisme pengaduan masalah lingkungan hidup sebagai berikut:

1. Penerimaan Laporan dari Masyarakat

Setiap laporan dari masyarakat terkait dampak lingkungan karena aktivitas tambang maupun pabrik Perseroan akan diproses menggunakan Formulir Kendali Laporan Masyarakat. Setelahnya, Departemen Secretarial & External Relation akan mengagendakan laporan tersebut untuk selanjutnya diarahkan kepada unit kerja terkait dan atau Direksi untuk ditindaklanjuti. Laporan ini dapat berasal dari berbagai sumber seperti, surat tertulis, surat elektronik (*e-mail*) dan SMBR *call centre*.

2. Koordinasi Internal Perseroan

Koordinasi ini dilakukan untuk mengidentifikasi dan menelaah laporan dari masyarakat atas aktivitas tambang dan pabrik yang berimplikasi terhadap lingkungan. Koordinasi ini dapat melibatkan beberapa pihak seperti, Direksi, Divisi SSHE, Divisi Production, Divisi Mining, Dept. CSR dan unit kerja terkait lainnya.

Media koordinasi ini pun dapat dilakukan dengan beberapa cara antara lain, rapat internal antar unit kerja dan pembuatan nota dinas antar unit kerja.

3. Tindak Lanjut

Tindak lanjut merupakan langkah yang dilakukan sesuai dengan arahan dari Direksi yang berkoordinasi dengan unit kerja terkait. Upaya tindak lanjut ini dapat dilakukan dengan beberapa pilihan:

- **Pertemuan Langsung**
Pertemuan kepada pihak yang memberikan laporan ini dapat diakomodir oleh Departemen Secretarial & External Relation yang juga bertindak sebagai juru bicara dengan melibatkan Direksi dan unit kerja terkait tergantung urgensi dan tingkat kebutuhannya. Adapun jika pertemuan ini dilaksanakan, maka akan didokumentasikan dengan beberapa media seperti, perekam suara/*recorder*, daftar hadir, *minutes of meeting* dan foto/video. Apabila solusi yang ditawarkan terkait dengan

Complaints Concerning the Environment

In general, the mechanism of reporting or submitting complaints concerning environmental matters is as follows:

1. Receipt of Report from the Community

Every report received from the community related to environmental impact due to mining activities and the Company's factories will be processed by use of the Public Report Control Form. Next, the Secretarial & External Relations Department will schedule the report to the related work unit and/or the Board of Directors for further direction or follow-up. This report may originate from various sources such as written letter, electronic mail (*e-mail*) and SMBR call centre.

2. Company Internal Coordination

This coordination is conducted to identify and analyze the report received from the community of mining and plant activities which implicate the environment. Such coordination may involve several related parties such as the Board of Directors, QHSE Division, Operation I/II Division, Mining Division, CSR Department and other related work units.

This coordinating media may be conducted in several ways, among others, through inter-work unit internal meetings and through inter-work unit official memo.

3. Follow-Up

Follow-up action is the step taken upon directives received from the Board of Directors in coordination with related work unit. Efforts in following-up may be performed in several ways:

- **Direct Meeting**
Meeting with the reporting party may be accommodated by the Secretarial & External Relations Department also acting as representative by involving the Board of Directors and related work unit depending on the urgency and level of requirement. Should the meeting is held, then it shall be documented through several means such as voice recorder, attendants list, minutes of meeting and photo/video. If an offered solution is related with environmental fostering partner and environmental social responsibility, the the



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kemitraan bina lingkungan dan tanggung jawab sosial lingkungan, maka unit kerja CSR yang akan mendampingi kegiatan tersebut.

- Pemberian Surat Balasan dengan Melampirkan Dokumen/Bukti Pendukung
Surat balasan dapat diberikan untuk memberikan informasi terkait laporan dari masyarakat mengenai dampak lingkungan dari aktivitas pabrik maupun tambang Perseroan. Surat ini akan diterbitkan oleh Departemen Secretarial & External Relations yang ditandatangani oleh Direksi atau VP Corporate Secretary (a.n Direksi).

4. Pengkoordinasian Kembali dari Departemen Secretarial & External Relation kepada Internal Perseroan

Setelah dilakukan pertemuan langsung maupun pemberian surat balasan kepada masyarakat yang melapor, maka Departemen Secretarial & External Relation akan memberikan informasi terbaru atas perkembangan hal tersebut kepada internal Perseroan seperti Direksi maupun unit kerja terkait lainnya.

5. Penutupan Laporan

Laporan masyarakat yang dianggap sudah selesai dengan penyelesaian melalui surat balasan maupun pertemuan dengan mencapai kesepakatan tertentu maka setiap dokumen terkait hal ini akan disimpan dengan baik oleh Departemen Secretarial & External Relation.

Proses pemberian informasi baik dari Perseroan maupun pihak eksternal selengkapnya didokumentasikan di SOP Komunikasi dan Rapat Tinjauan Manajemen (RTM). Untuk proses yang dilakukan Unit Kerja CSR didokumentasikan di SOP Kemitraan, Bina Lingkungan dan Tanggung Jawab Sosial Lingkungan.

CSR work unit should be the one to accompany the activity.

- Providing Reply Letter with Attachment of Supporting Documents/Proofs
A reply letter may be sent to provide information related to the report received from the community regarding an environmental impact caused by the Company's factory or mining activities. Such letter is to be issued by the Secretarial & External Relations Department signed by the Board of Directors or Corporate Secretary VP (on behalf of the Board of Directors).

4. Internal Re-Coordination of the Secretarial & External Relations Department

Following a direct meeting or a sent reply letter to the reporting party, the Secretarial & External Relations Department will provide the latest information internally, such as to the Board of Directors and other related work units, on the development of the concerned matter.

5. Closing of Report

Reports received from external party on environmental issues which are regarded as resolved, either through responding letter or a meeting which reached a certain agreement, then each related document on the matter is to be properly filed by the Secretarial & External Relations Department.

The process of providing information from both the Company as well as the external party is completely documented in the SOP of Communication and Meeting of Management Review (RTM). Processing under the CSR Work Unit is documented under SOP of Partnership, Community Development and Social Responsibility on the Environment.



ASPEK PENGEMBANGAN PRODUK DAN JASA

Perseroan memiliki komitmen untuk senantiasa mengutamakan mutu serta pelayanan prima dalam memenuhi harapan, kebutuhan dan kepuasan pelanggan secara berkesinambungan. Perseroan menempatkan kepuasan pelanggan sebagai aspek yang mendasar dan penting.

Dengan dasar itu, Perseroan senantiasa memprioritaskan aspek kesehatan, keselamatan kerja seluruh karyawan, pelanggan, mitra kerja, maupun pemangku kepentingan lain. Selain itu, Perseroan juga melakukan perlindungan terhadap lingkungan dan aset Perseroan sebagai komitmen dalam mewujudkan kepuasan pelanggan.

Sebagai pedoman pelaksanaan untuk memastikan kepuasan pelanggan terhadap produk, Perseroan menerapkan standar mutu, yaitu: Sistem Manajemen Mutu ISO 9001:2015 untuk berbagai layanan yang dimiliki, sistem manajemen lingkungan ISO 14001:2015, sistem manajemen kesehatan dan keselamatan kerja karyawan OHSAS 18001:2007, Sistem Manajemen Kesehatan & Keselamatan Kerja, Sistem Manajemen Laboratorium SNI ISO/IEC 17025:2017 dan Sertifikasi Standar Nasional Indonesia (SNI).

Inovasi Produk

Berikut adalah inovasi produk yang telah dikembangkan Perseroan:

Baturaja Mortar

Semen Mortar atau yang lebih dikenal dengan Baturaja Mortar merupakan jenis produk semen instan milik Perseroan yang diformulasikan dengan fungsi dan kegunaan spesifik. Penggunaan Baturaja Mortar sangat mudah karena penggunaannya tidak perlu penambahan material lain, tapi hanya dengan menambahkan air secukupnya dan semen dapat langsung diaplikasikan. Semen instan ini dapat menjadi bahan bangunan alternatif pengganti adukan semen-pasir konvensional.

PRODUCT AND SERVICES DEVELOPMENT ASPECT

The Company is committed to always prioritize quality and excellent service in meeting customer expectations, needs and satisfaction on a continuous basis. The Company places customer satisfaction as a fundamental and important aspect.

On this basis, the Company always prioritize the health and safety aspects of all employees, customers, work partners and other stakeholders. In addition, the Company also protects the environment and the Company's assets as a commitment to manifesting customer satisfaction.

As an implementation guideline to ensure customer satisfaction with the products, the Company implements quality standards, referring to: ISO 9001: 2015 Quality Management System for its various services, ISO 14001: 2015 Environmental Management System, OHSAS 18001: 2007 Employee Health and Safety Management System, Occupational Health & Safety Management System, Laboratory Management System SNI ISO/IEC 17025: 2017 and Indonesian National Standard Certification (SNI).

Product Innovation

Following are a series of product innovations developed by the Company:

Baturaja Mortar

Cement mortar, or better known as Baturaja Mortar is the Company's instant cement product specifically formulated with specific functions and uses. The use of Baturaja Mortar is very easy because it does not require the addition of other materials, just simply mix with adequate water and the cement can be directly applied. This instant cement may be used as alternative building material to replace the conventional cement-sand mix.



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Baturaja Mortar memiliki banyak keunggulan karena lebih praktis, berkualitas dan efisien. Baturaja Mortar terdiri dari 5 (lima) varian seperti Perekat Keramik, Pasangan Bata dan Plesteran, Pasangan Bata Ringan, Acian dan Acian Putih yang tersedia dalam kemasan zak 40 kilogram dan 25 kilogram.

1. Mortar perekat keramik merupakan jenis semen perekat instan untuk keramik, granit, marmer, mosaik, dan batu alam pada lantai maupun dinding. Mortar perekat keramik memiliki daya rekat kuat, praktis, hemat, dapat diaplikasikan untuk bidang yang tidak rata. Varian produk ini memiliki sejumlah keunggulan, antara lain memiliki daya rekat yang baik. Pengaplikasian produk dapat dilakukan di dalam ruangan (*indoor*) maupun luar ruangan (*outdoor*). Pemakaiannya cukup dengan ketebalan 15 milimeter (mm).
2. Mortar pasangan bata dan plesteran merupakan jenis semen perekat instan untuk pemasangan bata merah dan plesteran pada dinding bata serta beton. Mortar pasangan bata dan plesteran memiliki daya rekat kuat, praktis, hemat, dapat dilakukan pengacian setelah 5 (lima) jam. Varian produk ini memiliki sejumlah keunggulan, antara lain memiliki daya rekat yang baik. Pemakaiannya pun lebih hemat, karena cukup dengan ketebalan 5 (lima) milimeter (mm). Pengaciannya dapat dilakukan setelah 5 (lima) jam.
3. Mortar pasangan bata ringan merupakan jenis semen perekat instan untuk pemasangan bata ringan. Mortar pasangan bata ringan memiliki daya rekat kuat, praktis, hemat, dapat dilakukan plester setelah 24 jam. Varian produk hasil inovasi ini memiliki sejumlah keunggulan, antara lain memiliki daya rekat yang baik. Dengan demikian, produk tersebut akan lebih hemat dalam penggunaan, cukup dengan ketebalan 5 (lima) milimeter (mm). Selain itu, waktu pengerjaan juga lebih cepat.
4. Mortar acian merupakan jenis semen acian instan untuk permukaan dinding plester, konkret serta dapat diaplikasikan untuk keperluan *indoor*. Mortar acian menghasilkan acian yang halus, mencegah adanya retak rambut, memiliki daya rekat yang baik, praktis, hemat, efisien dan dapat langsung di cat setelah 24 jam. Varian produk ini memiliki sejumlah keunggulan, antara lain memiliki daya rekat yang baik. Penggunaannya lebih hemat, cukup dengan ketebalan 1,5 milimeter (mm). Setelah 24 jam, dapat dilakukan pengecatan.

Baturaja Mortar has many qualities of excellence because it is practical, good quality and efficient. Baturaja Mortar consists of 5 (five) variants such as Ceramic Adhesion, Brick and Plaster Couple, Light Brick Couple, Cladding and White Cladding available in packaging of 40 and 25-kilogram sack.

1. The ceramic-adhesive mortar is an instant adhesive type of cement for use with ceramic, granite, marble, mosaic and natural stone on floors and walls. This type of mortar has strong adhesive quality, practical, efficient, and can be applied to coarse surface. This variant has a number of advantages, including excellent adhesion. Product can be applied indoors or outdoors. It is sufficient with a thickness of 15 millimetres (mm).
2. The brick and plaster couple mortar is an instant adhesive cement for use in installing red bricks and plasters on brick or concrete walls. This type of mortar has strong adhesive quality, practical, efficient and can be followed with cladding after 5 (five) hours of its application. This variant has a number of advantages, including good adhesion. Its use is also more economical, because it is sufficient with a thickness of 5 (five) millimetres (mm). Plastering can be applied after 5 (five) hours.
3. The light brick couple mortar is an instant adhesive cement for use in installing light bricks. This type of mortar has strong adhesive trait, practical, efficient and can be followed with plaster after 24 hours of its application. This innovative variant has a number of advantages, including supreme adhesion. Thus, this products is more efficient in use, only with a thickness of 5 (five) millimetres (mm). In addition, the time required for installation is also shorter.
4. Cladding mortar is an instant cladding cement type used for plastered or concrete wall surface, and may be applied for indoor purposes. Use of this type of cement results in smooth cladding, preventing fine cracks, and has good adhesive trait, practical, efficient and may be followed with painting after 24 hours of its application. This variant has a number of advantages, including good adhesion. Its use is more economical, enough with a thickness of 1.5 millimetres (mm). After 24 hours, paint can be applied on the wall.



5. Mortar acian putih merupakan jenis semen acian instan untuk permukaan dinding plester, konkret serta dapat diaplikasikan untuk keperluan *indoor* maupun *outdoor*. Mortar acian putih menghasilkan acian yang halus, mencegah adanya retak rambut, memiliki daya rekat yang baik, praktis, hemat, efisien dan dapat langsung di cat setelah 24 jam. Varian produk ini memiliki sejumlah keunggulan, antara lain memiliki daya rekat yang baik. Penggunaannya lebih hemat, cukup dengan ketebalan 1,5 milimeter (mm). Hasil aplikasi yang lebih putih dibandingkan acian abu-abu.

White Clay

White Clay atau Tanah Liat Putih lebih dikenal sebagai salah satu bahan baku dalam proses produksi semen. Seiring perkembangannya, *White Clay* yang diperoleh langsung dari proses penambangan di area milik Perseroan ini memiliki banyak kegunaan lain. Kini Perseroan turut merambah bisnis *White Clay* yang banyak digunakan sebagai salah satu bahan pembuat Keramik dan bahan baku yang diperlukan dalam pembuatan pupuk NPK.

Sementara itu, terdapat juga pengembangan hilirisasi produk lainnya yang dihasilkan seperti, bata ringan, beton porous dan *fibre cement board*.

Mitigasi Dampak Negatif Produk

Dalam rangka meningkatkan kualitas layanan yang diberikan secara berkelanjutan, Perseroan melakukan berbagai upaya yang dapat memenuhi harapan pelanggan. Perseroan menyediakan layanan untuk memfasilitasi pelanggan dalam menyampaikan pengaduan, baik saran dan kritik antara lain:

Kantor Pusat & Pabrik Palembang

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

Kantor Perwakilan Jakarta

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

5. The white cladding mortar is an instant cladding cement for use on plastered or concrete surface walls, and may applied for both indoor and outdoor use. This type of mortar produces fine cladding surface, prevent fine cracks, has good adhesive trait, practical, efficient, efficient and may followed with painting after 24 hours of its application. This product variant has a number of advantages, including good adhesion. Its use is more economical, enough with a thickness of 1.5 millimetres (mm). The result of the application is whiter than grey plaster.

White Clay

White Clay is better known as one of the raw materials used in cement production process. As it develops, White Clay is obtained directly from the mining processing in areas owned by the Company's and has many other uses. Currently the Company's expands into the White Clay business which is often used as one of the raw materials to produce ceramics as well as NPK fertilizers.

Meanwhile, other downstream products are produced with this material, such as light bricks, porous concrete and fiber cement boards.

Mitigation of Product's Negative Impact

In order to continuously improve the service quality provided, the Company carries out various efforts to meet customers' expectations. The Company provide services to facilitate consumers in extending their recommendations and critics, among others, through the following:

Head Office & Palembang Plant

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

Jakarta Representative Office

Gedung Graha Irama 9th Floor Room B and C
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Fax: (62) - 21 – 5261411



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Pabrik Baturaja

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telepon: +62 721-31718, 31818, 31538
Fax: +62 721-31342

Pabrik Panjang

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

Kantor Pemasaran Palembang

Jl. Ogan Permata Indah Blok 21D-21F
Jakabaring, Palembang
E-mail: customer.care@semenbaturaja.co.id
Website: <http://www.semenbaturaja.co.id>

Sarana komunikasi tersebut dapat dimanfaatkan oleh pelanggan untuk memperoleh informasi mengenai produk dan layanan yang ditawarkan serta sebagai sarana bagi pelanggan untuk menyampaikan keluhan terkait produk maupun pelayanan yang diberikan. Perseroan telah menetapkan standar penanganan keluhan pelanggan sehingga setiap keluhan yang masuk dapat terselesaikan dengan baik.

Perseroan berupaya untuk terus meningkatkan kepuasan dalam penyelesaian keluhan pelanggan dengan cara:

1. Apabila dalam aktivitas peyaluran terjadi keluhan pelanggan, berdasarkan laporan pelanggan baik secara lisan/telepon maupun tertulis (via surat maupun media massa) akan dicatat pada daftar keluhan pelanggan dan ditindaklanjuti oleh Departemen Customer Care.
2. Keluhan pelanggan yang menyangkut keterlambatan pengiriman semen ke tujuan atau ke pelanggan akan langsung ditindaklanjuti dengan mencari penyebab keterlambatan tersebut dan hasil dari tindak lanjut tersebut akan langsung diinformasikan ke pelanggan baik melalui telepon maupun tertulis.

Baturaja Plant

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telephone: +62 721-31718, 31818, 31538
Fax: +62 721-31342

Panjang Plant

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

Palembang Marketing Office

Jl. Ogan Permata Indah Blok 21D-21F
Jakabaring, Palembang
E-mail: customer.care@semenbaturaja.co.id
Website: <http://www.semenbaturaja.co.id>

These services may be utilized by customers to obtain information on the products and services offered, as well as a means for customers to submit their complaints related to products and services provided by the Company. The Company has established the standards on handling complaints so that each complaint received may be properly resolved.

The company is continuously in effort to improve satisfaction in resolving customers' complaints by means of the following:

1. If a customer complains during distribution activities, based on customer reports both verbally/by telephone or in writing (via mail or mass media), it shall be recorded on the customer complaint list and followed-up by the Customer Care department.
2. Customer complaints concerning delays in the delivery of cement to the destination or to the customer will be immediately followed-up by finding the cause of the delay and the results of the follow-up will be directly informed to the customer either by telephone or in writing



3. Apabila keluhan terkait dengan kualitas maka Departemen Customer Care akan meninjau ke tempat dimana terjadi keluhan untuk memeriksa kebenaran laporan keluhan. Jika diakibatkan kesalahan Perseroan, maka akan segera ditindaklanjuti. Namun, apabila kesalahan disebabkan oleh pelanggan maka Perseroan akan memberikan saran-saran perbaikan kepada pelanggan tersebut.
4. Batas waktu penyampaian keluhan pelanggan adalah 3 (tiga) hari kerja setelah semen dibongkar di lokasi tujuan dengan dokumen pendukung yang lengkap dan jelas.
5. Keluhan pelanggan yang disebabkan oleh kantong pecah maka akan dibuat berita acara serah terima penggantian kantong pecah.
6. Keluhan pelanggan terkait dengan kurang bobot semen di distributor, maka akan dilakukan penggantian semen.

Keluhan pelanggan akan ditindaklanjuti dengan cara melakukan pengecekan, verifikasi/inspeksi ke tempat yang melaporkan terjadinya keluhan pelanggan untuk selanjutnya dilakukan investigasi apakah benar terjadi ketidaksesuaian kualitas/ kuantitas seperti dikeluhkan pelanggan dan mencari akar permasalahan/penyebabnya. Hasil investigasi disampaikan kepada unit kerja terkait dan dilakukan koreksi dan pencegahan agar tidak terjadi kembali keluhan pelanggan.

Data keluhan yang masuk akan menjadi bahan analisis penyebab terjadinya masalah dan juga sebagai masukan untuk perbaikan kualitas pelayanan secara terus-menerus serta untuk meningkatkan kepuasan dan loyalitas pelanggan. Secara umum, kinerja layanan *Customer Care* Perseroan di atas target yang ditetapkan. Pada tahun 2020, *Customer Satisfaction* tercatat sebesar 80%.

3. If a complaint is related to quality, the Customer Care Department reviews the location where the complaint occurred to check on the viability of the complaint report. If the Company is at fault, it will be immediately followed-up. However, if it is the customer's mistake, the Company will provide suggestions for improvement to the concerned customer.
4. Submission of customer complaints must be within maximum of 3 (three) working days after the cement is unloaded at the destination location with complete and clear supporting documents.
5. Customer complaints caused by broken cement bags will be stated in the minutes of the handover of replacement of defected bags.
6. Customer complaints about the lack of cement weight at the distributor will be relieved by a replacement.

Complaints from the customers will be followed-up by checking, verifying/inspecting the concerned location, then investigating if there is a mismatch in the quality/ quantity of the complaint, and looking for the root of the causes. Results of the investigation are submitted to the relevant work units, and corrections and prevention are carried out to prevent other customer complaints in the future.

Data on received complaints will be used as material for analysis of the causes of the problems and as feedback for continuous improvements. Complaints received will be used as an assessment for the Company to continuously improve service quality and to increase customer satisfaction and loyalty. In general, the performance of the Company's Contact services was above set target. In 2020, Customer Satisfaction was recorded at 80%.



LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT

Pengaduan Pelanggan

Selama 2 (dua) tahun terakhir, jumlah pengaduan konsumen yang masuk ke Perseroan selama tahun 2019 dan 2020 masing-masing sebanyak 124 pengaduan dan 221 pengaduan. Pengaduan konsumen yang masuk diterima dengan baik, dicatat dan segera direspon. Berkoordinasi dengan Tim Pelayanan Teknis untuk melakukan kunjungan dan klasifikasi ke pelanggan yang masuk telah ditangani seluruhnya pada tahun 2020.

Perseroan memiliki komitmen untuk selalu menindaklanjuti keluhan pelanggan. Hal itu dilakukan melalui pengecekan, verifikasi/inspeksi ke tempat yang melaporkan terjadinya keluhan pelanggan, selanjutnya dilakukan investigasi apakah benar terjadi ketidaksesuaian kualitas/kuantitas seperti dikeluhkan pelanggan dan mencari akar permasalahan/penyebabnya.

Hasil investigasi disampaikan kepada unit kerja terkait dan dilakukan koreksi dan pencegahan agar tidak terjadi kembali keluhan pelanggan. Data keluhan yang masuk akan menjadi bahan analisis penyebab terjadinya masalah dan juga sebagai masukan untuk perbaikan kualitas pelayanan secara terus-menerus serta untuk meningkatkan kepuasan dan loyalitas pelanggan. Secara umum, kinerja layanan *Customer Care* Perseroan di atas target yang ditetapkan. Pada tahun 2020, *Customer Satisfaction* tercatat sebesar 80%.

Jumlah Produk Ditarik Kembali

Untuk tahun 2020 tidak terdapat produk Perseroan yang di tarik kembali.

Survei Kepuasan Pelanggan

Perseroan setiap tahun melakukan pengukuran kepuasan pelanggan untuk menjaga performa perusahaan serta mendapatkan feedback dari pelanggan atas pelayanan yang telah diberikan. Survei kepuasan pelanggan untuk pengguna dilakukan per triwulan menggunakan metode kuisioner sample random sampling. Pelanggan sangat mengapresiasi kinerja Perseroan melalui survei yang diukur dari sisi kualitas, kuantitas, kontinuitas, distribusi, harga serta pelayanan.

Customer Complaints

For the past 2 (two) years, the number of consumer complaints submitted to the Company during 2019 and 2020 there were 124 complaints and 221, respectively. Consumer complaints were well received, recorded and responded to immediately. In coordination, the Technical Service Team paid visits and conducted classification to incoming customers and were appropriately handled entirely in 2020.

The Company is committed to always follow up on customer complaints. This is done through examination, verification/inspection to the location of the report's occurrence, then with investigation to see if there is quality/quantity mismatch such as complained by customer and seek for the root of the problem/cause.

Results of the investigation are submitted to the relevant work unit, and corrections and prevention are carried out to prevent customer complaints from recurring. Received data on complaints is used as material for analysis of the causes of the problems and also as input for continuous improvement of service quality and increase customer satisfaction and loyalty. In general, the performance of the Company's Contact service was above the set target. In 2020, Customer Satisfaction was recorded at 80%.

Total Products Withdrawn

For 2020, there are no Company products that have been withdrawn.

Customer Satisfaction Survey

The Company routinely performs customer satisfaction measurement to maintain the Company's performance and obtain feedback from the customers for the services provided. Customer satisfaction surveys for product users are conducted quarterly using the simple random sampling method. Customers highly appreciate the Company's performance as indicated through such surveys which measure, among others, the quality, quantity, continuity, distribution, price, and services.



Nilai rata-rata kepuasan konsumen di wilayah basis Perseroan adalah sebesar 3,99 dengan skala maksimum 5,00. Angka tersebut berada dalam kriteria “Baik”.

The average score of consumer satisfaction in Semen Baturaja' was 3.99 from a scale of 5.00, with the criteria “Good”.

Perseroan menjadikan informasi dari hasil survei sebagai standar untuk mengetahui dan mengidentifikasi kepuasan pelanggan. Informasi dievaluasi secara periodik untuk dilakukan perubahan-perubahan, membuat atau mengubah kebijakan-kebijakan yang berhubungan dengan kepuasan pelanggan.

The Company uses the information obtained from the survey results as standard to know and identify customer satisfaction. The information is evaluated periodically for follow-up actions such as in making necessary changes, as well as to establish or amend policies associated with customer satisfaction.

Indeks Kepuasan Pelanggan Terhadap Perseroan Tahun 2020

Customer Satisfaction Index on the Company in 2020

No.	Aspek Aspect	Sumatera Selatan	Lampung
1	Kualitas Quality	4,06	3,99
2	Kuantitas Quantity	4,01	3,93
3	Kontinuitas Continuity	4,00	3,93
4	Distribusi Distribution	4,03	3,93
5	Harga Price	4,01	3,95
6	Pelayanan Services	4,03	3,95
	Total	24,15	23,70
	Rata-rata Average	4,02	3,95



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Keterangan	Halaman Page	Description
I. Ketentuan Umum		I. General Provision
1. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	1. Annual Report of a listed company is one of the most important sources as the base for investors or shareholders in making investment decision, and is a means of monitoring issuers or public company.
2. Seiring dengan perkembangan Pasar Modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk meningkatkan kualitas keterbukaan informasi melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	2. Along with the development of Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through annual report.
3. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dalam memperoleh informasi yang dibutuhkan.	√	3. Annual Report should be prepared in an orderly manner and should be informative to provide conveniences for the investors or shareholders in getting the information they need.
4. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan.	√	4. This Circular Letter of the Financial Service Agency serves a guidelines for Issuers or Public Companies that should be applied in preparing their Annual Report.
II. Bentuk Laporan Tahunan		II. Format of Annual Report
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.		1. Annual Report should be presented in the printed format and in electronic document copy.
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format pdf.	√	3. The Annual Report presented in electronic document format is the Annual Report converted into pdf format.
III. Isi Laporan Tahunan		III. Content Of Annual Report
1. Ketentuan Umum		1. General Provision
a. Laporan Tahunan paling sedikit memuat informasi mengenai:		a. Annual Report should contain at least the following information:
1) ikhtisar data keuangan penting;	16-17	1) summary of key financial information;
2) informasi saham (jika ada);	19-20	2) stock information (if any);
3) laporan Direksi;	49-64	3) the Board of Directors report;
4) laporan Dewan Komisaris;	37-46	4) the Board of Commissioners report;
5) profil Emiten atau Perusahaan Publik;	70-142	5) profile of Issuer or Public Company;
6) analisis dan pembahasan manajemen;	148-216	6) management discussion and analysis;
7) tata kelola Emiten atau Perusahaan Publik;	246-483	7) corporate governance applied by the Issuer or Public Company;
8) tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	486-587	8) corporate social and environmental responsibility of the Issuer or Public Company;



Keterangan	Halaman Page	Description
9) laporan keuangan tahunan yang telah diaudit; dan	684-814	9) audited annual report; and
10) surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;	66-67	10) statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report;
b. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami;	√	b. Annual Report may present the information in form of images, charts, tables, and diagrams are presented by mentioning the title and/or clear description, that is easy to read and be understood;
2. Uraian Isi Laporan Tahunan		2. Description of Content of Annual Report
a. Ikhtisar Data Keuangan Penting Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:	16-17	a. Summary of Key Financial Information Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1) pendapatan/penjualan;	16	1) income/sales;
2) laba bruto;	16	2) gross profit;
3) laba (rugi);	16	3) profit (loss);
4) jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	16	4) total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5) total laba (rugi) komprehensif;	16	5) total comprehensive profit (loss);
6) jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	16	6) total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;
7) laba (rugi) per saham;	16	7) earning (loss) per share;
8) jumlah aset;	16	8) total assets;
9) jumlah liabilitas;	16	9) total liabilities;
10) jumlah ekuitas;	16	10) total equities;
11) rasio laba (rugi) terhadap jumlah aset;	17	11) profit (loss) to total assets ratio;
12) rasio laba (rugi) terhadap ekuitas;	17	12) profit (loss) to equities ratio;
13) rasio laba (rugi) terhadap pendapatar/ penjualan;	17	13) profit (loss) to income ratio;
14) rasio lancar;	17	14) current ratio;
15) rasio liabilitas terhadap ekuitas;	17	15) liabilities to equities ratio;
16) rasio liabilitas terhadap jumlah aset; dan	17	16) liabilities to total assets ratio; and
17) informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya;	17	17) other information and financial ratios relevant to the Issuer or Public Company and type of industry;



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b. Informasi Saham	19-20	b. Stock Information
Informasi Saham (jika ada) paling sedikit memuat:		Stock Information (if any) at least contains:
1) saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi:	19-20	1) shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a) jumlah saham yang beredar;	19	a) number of outstanding shares;
b) kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	19	b) market capitalization based on the price at the Stock Exchange where the shares listed on;
c) harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	19	c) highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and
d) volume perdagangan pada Bursa Efek tempat saham dicatatkan;	20	d) share volume at the Stock Exchange where the shares listed on;
Informasi pada huruf a) diungkap oleh Emiten yang merupakan Perusahaan Terbuka yang sahamnya tercatat maupun tidak tercatat di Bursa Efek;	√	Information in point a) should be disclosed by the Issuer, the public company whose shares is listed or not listed in the Stock Exchange;
Informasi pada huruf b), c), dan huruf d) hanya diungkapkan jika Emiten merupakan Perusahaan Terbuka dan sahamnya tercatat di Bursa Efek;	√	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;
2) dalam hal terjadi aksi korporasi, seperti pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	21	2) in the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:
a) tanggal pelaksanaan aksi korporasi;	-	a) date of corporate action;
b) rasio pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, dan perubahan nilai nominal saham;	-	b) stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;
c) jumlah saham beredar sebelum dan sesudah aksi korporasi; dan	-	c) number of outstanding shares prior to and after corporate action; and
d) harga saham sebelum dan sesudah aksi korporasi;	-	d) share price prior to and after corporate action;
3) dalam hal terjadi penghentian sementara perdagangan saham (<i>suspension</i>), dan/atau penghapusan pencatatan saham (<i>delisting</i>) dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau penghapusan pencatatan saham (<i>delisting</i>) tersebut; dan	21	3) in the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and



Keterangan	Halaman Page	Description
4) dalam hal penghentian sementara perdagangan saham (<i>suspension</i>) dan/ atau penghapusan pencatatan saham (<i>delisting</i>) sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (<i>suspension</i>) dan/ atau penghapusan pencatatan saham (<i>delisting</i>) tersebut;	-	4) in the event that the suspension and/ or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;
c. Laporan Direksi	49-64	c. The Board of Directors Report
Laporan Direksi paling sedikit memuat:		The Board of Directors Report should at least contain the following items:
1) uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi:	50-54	1) the performance of the Issuer or Public Company, at least covering:
a) strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	50-51	a) strategy and strategic policies of the Issuer or Public Company;
b) perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	53-54	b) comparison between achievement of results and targets; and
c) kendala yang dihadapi Emiten atau Perusahaan Publik;	52-53	c) challenges faced by the Issuer or Public Company;
2) gambaran tentang prospek usaha;	55	2) description on business prospects;
3) penerapan tata kelola Emiten atau Perusahaan Publik; dan	55-57	3) implementation of good corporate governance by Issuer or Public Company; and
4) perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada);	61-62	4) changes in the composition of the Board of Directors and the reason behind (if any);
d. Laporan Dewan Komisaris	37-46	d. The Board of Commissioners Report
Laporan Dewan Komisaris paling sedikit memuat:		The Board of Commissioners Report should at least contain the following items:
1) penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik;	39-41	1) assessment on the performance of the Board of Directors in managing the Issuer or the Public Company;
2) pengawasan terhadap implementasi strategi Emiten atau Perusahaan Publik;	41	2) supervision on the implementation of the strategy of the Issuer or Public Company;
3) pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi;	41-42	3) view on the business prospects of the Issuer or Public Company as established by the Board of Directors;
4) pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik;	43	4) view on the implementation of the corporate governance by the Issuer or Public Company;
5) perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya (jika ada); dan	45-46	5) changes in the composition of the Board of Commissioners and the reason behind (if any); and
6) frekuensi dan cara pemberian nasihat kepada anggota Direksi;	42	6) the frequency and procedure of providing advice to members of the Board of Directors;



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Keterangan	Halaman Page	Description
e. Profil Emiten atau Perusahaan Publik	70-142	e. Profile of the Issuer or Public Company
Profil Emiten atau Perusahaan Publik paling sedikit memuat:		Profile of the Issuer or Public Company should cover at least:
1) nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	70-71	1) name of Issuer or Public Company, including change of name, reason of change, and the effective date of the change of name during the year under review;
2) akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	70-71	2) access to Issuer or Public Company, including branch office or representative office, where public can have access of information of the Issuer or Public Company, which include:
a) alamat;	√	a) address;
b) nomor telepon;	√	b) telephone number;
c) nomor faksimile;	√	c) facsimile number;
d) alamat surat elektronik; dan	√	d) e-mail address; and
e) alamat Situs Web;	√	e) website address;
3) riwayat singkat Emiten atau Perusahaan Publik;	72-75	3) brief history of the Issuer or Public Company;
4) visi dan misi Emiten atau Perusahaan Publik;	82-83	4) vision and mission of the Issuer or Public Company;
5) kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/ atau jasa yang dihasilkan;	76-79	5) line of business according to the latest Articles of Association, and types of products and/or services produced;
6) struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan;	88-89	6) structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;
7) profil Direksi, paling sedikit memuat:	99-106	7) the Board of Directors profiles include:
a) nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	√	a) name and short description of duties and functions;
b) foto terbaru;	√	b) latest photograph;
c) usia;	√	c) age;
d) kewarganegaraan;	√	d) citizenship;
e) riwayat pendidikan;	√	e) education;
f) riwayat jabatan, meliputi informasi:	√	f) history position, covering information on:
(1) dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(1) legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;
(2) rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	(2) dual position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other position (if any); and

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(3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(3) working experience and period in and outside the Issuer or Public Company;
g) pendidikan dan/atau pelatihan yang telah diikuti anggota Direksi dalam meningkatkan kompetensi dalam tahun buku (jika ada); dan	√	g) competency enhancement education and/or training program for member of the Board of Directors during the year under review (if any); and
h) hubungan Afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi;	√	h) disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major shareholders (if any) including name of the affiliated party;
8) profil Dewan Komisaris, paling sedikit memuat:	92-98	8) the Board of Commissioners profiles, at least include:
a) nama;	√	a) name;
b) foto terbaru;	√	b) latest photograph;
c) usia;	√	c) age;
d) kewarganegaraan;	√	d) citizenship;
e) riwayat pendidikan;	√	e) education;
f) riwayat jabatan, meliputi informasi:	√	f) history position, covering information on:
(1) dasar hukum penunjukan sebagai anggota Dewan Komisaris yang bukan merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(1) legal basis for the appointment as member of the Board of Commissioners who is not Independent Commissioner at the said Issuer or Public Company;
(2) dasar hukum penunjukan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(2) legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
(3) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	(3) dual position; as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee and other position (if any); and
(4) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(4) working experience and period in and outside the Issuer or Public Company;
g) pendidikan dan/atau pelatihan yang telah diikuti anggota Dewan Komisaris dalam meningkatkan kompetensi dalam tahun buku (jika ada);	√	g) competency enhancement education and/or training program for member of the Board of Commissioner during the year under review (if any);



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h) hubungan Afiliasi dengan anggota Dewan Komisaris lainnya dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi; dan	√	h) affiliation with other members of the Board of Commissioners, and major shareholders (if any) including name of the affiliated party; and
i) pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada);	-	i) statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods (if any);
9) dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	92-106	9) in the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;
10) jumlah karyawan dan deskripsi sebaran tingkat pendidikan dan usia karyawan dalam tahun buku;	108	10) number of employees and description of distribution of education level and age of the employee in the year under review;
11) nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari:	130-134	11) names of shareholders and ownership percentage at the end of the fiscal year, including:
a) pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	131	a) shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b) anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; dan	134	b) Commissioners and Directors who own shares of the Issuers or Public Company; and
c) kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik;	132	c) groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;
12) jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	132-133	12) number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) kepemilikan institusi lokal;	132-133	a) ownership of local institutions;
b) kepemilikan institusi asing;	132-133	b) ownership of foreign institutions;
c) kepemilikan individu lokal; dan	132-133	c) ownership of local individual; and
d) kepemilikan individu asing;	132-133	d) ownership of foreign individual;
13) informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	131	13) information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;
14) nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada);	136-138	14) name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any);



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Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut;	√	For subsidiaries, include the addresses of the said subsidiaries;
15) kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek dimana saham Emiten atau Perusahaan Publik dicatatkan (jika ada);	134-135	15) chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;
16) kronologi pencatatan Efek lainnya selain Efek sebagaimana dimaksud pada angka 15), yang paling sedikit memuat nama Efek, tahun penerbitan, tanggal jatuh tempo, nilai penawaran, dan peringkat Efek (jika ada);	135	16) chronology of securities listing in addition to the said security in point 15), which at least should contain the name of the Securities, year of issuance, date of maturity, bid price, and rating of the securities (if any);
17) nama dan alamat lembaga dan/atau profesi penunjang pasar modal;	141	17) name and address of capital market supporting institutions and/or professionals;
18) dalam hal terdapat profesi penunjang pasar modal yang memberikan jasa secara berkala kepada Emiten atau Perusahaan Publik, diungkapkan informasi mengenai jasa yang diberikan, komisi (fee), dan periode penugasan; dan	141	18) in the event that the capital market supporting professionals provide services on a regular basis to the Issuer or the Public Company, then information on the services provided, fee and period of assignment should be disclosed; and
19) penghargaan dan/atau sertifikasi yang diterima Emiten atau Perusahaan Publik baik yang berskala nasional maupun internasional dalam tahun buku terakhir (jika ada), yang memuat:	26-33	19) awards and/or certification of national and international scales bestowed on the Issuer or Public Company during the last fiscal year (if any), covering:
a) nama penghargaan dan/atau sertifikasi;	26-33	a) name of award and/or certification;
b) badan atau lembaga yang memberikan; dan	26-33	b) organization/institution that gives the awards; and
c) masa berlaku penghargaan dan/atau sertifikasi (kalau ada);	26-33	c) award/certificate validity period (if any);
f. Analisis dan Pembahasan Manajemen	148-216	f. Management Discussion and Analysis
Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:		Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:
1) tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	150-156	1) operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) produksi, yang meliputi proses, kapasitas, dan perkembangannya;	150-156	a) production, including process, capacity, and growth;
b) pendapatan/penjualan; dan	150-156	b) income/sales; and
c) profitabilitas;	150-156	c) profitability;
2) kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:	157-175	2) comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:



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a) aset lancar, aset tidak lancar, dan total aset;	157-160	a. current assets, non-current assets, and total assets;
b) liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	160-162	b) short term liabilities, long term liabilities, total liabilities;
c) ekuitas;	163	c) equities;
d) pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	163-172	d) sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e) arus kas;	173-175	e) cash flows;
3) kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan;	177-179	3) the capacity to pay debts by including the computation of relevant ratios;
4) tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	179	4) accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5) struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure</i>) tersebut disertai dasar penentuan kebijakan dimaksud;	179-181	5) capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6) bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	182	6) discussion on material ties for the investment of capital goods, including the explanation on at least:
a) tujuan dari ikatan tersebut;	-	a) the purpose of such ties;
b) sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	-	b) source of funds expected to fulfill the said ties;
c) mata uang yang menjadi denominasi; dan	-	c) currency of denomination; and
d) langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	-	d) steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;
7) bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	182	7) discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) jenis investasi barang modal;	182	a) type of investment of capital goods;
b) tujuan investasi barang modal; dan	182	b) objective of the investment of capital goods; and
c) nilai investasi barang modal yang dikeluarkan;	182	c) value of the investment of capital goods;
8) informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	186-187	8) material information and facts that occurring after the date of the accountant's report (if any);
9) prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	187-190	9) information on the prospects of the Issuer or the Company in connection with industry, economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10) perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	183-185	10) comparison between target/projection at beginning of year and result (realization), concerning:
a) pendapatan/penjualan;	√	a) income/sales;



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b) laba (rugi);	√	b) profit (loss);
c) struktur modal (<i>capital structure</i>); atau	√	c) capital structure; or
d) Kebijakan dividen; atau	√	d) Dividend policy; or
e) hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	e) others that deemed necessary for the Issuer or Public Company;
11) target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	185-186	11) target/projection at most for the next one year of the Issuer or Public Company, concerning:
a) pendapatan/penjualan;	√	a) income/sales;
b) laba (rugi);	√	b) profit (loss);
c) struktur modal (<i>capital structure</i>);	√	c) capital structure; or
d) kebijakan dividen; atau	√	d) dividend policy;
e) hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	e) or others that deemed necessary for the Issuer or Public Company;
12) aspek pemasaran atas barang dan/ atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	190-196	12) marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13) uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit:	196-199	13) description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a) kebijakan dividen;	196-198	a) dividend policy;
b) tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	199	b) the date of the payment of cash dividend and/or date of distribution of non-cash dividend;
c) jumlah dividen per saham (kas dan/ atau non kas); dan	199	c) amount of cash per share (cash and/ or non cash); and
d) jumlah dividen per tahun yang dibayar;	199	d) amount of dividend per year paid;
14) realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan:	202	14) use of proceeds from Public Offerings, under the condition of:
a) dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	-	a) during the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b) dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	-	b) in the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;



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15) informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi Afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat:	211-212; 202-205	15) material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, among others include:
a) tanggal, nilai, dan objek transaksi;	203	a) transaction date, value, and object;
b) nama pihak yang melakukan transaksi;	203	b) name of transacting parties;
c) sifat hubungan Afiliasi (jika ada);	203	c) nature of related parties (if any);
d) penjelasan mengenai kewajaran transaksi; dan	205	d) description of the fairness of the transaction; and
e) pemenuhan ketentuan terkait;	205	e) compliance with related rules and regulations;
16) perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	205	16) changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17) perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada);	206-211	17) changes in the accounting policy, rationale and impact on the financial statement (if any);
g. Tata Kelola Emiten atau Perusahaan Publik	246-483	g. Corporate Governance of the Issuer or Public Company
Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:		Corporate Governance of the Issuer or Public Company contains at least:
1) Direksi, mencakup antara lain:	313-330	1) the Board of Directors, covering:
a) tugas dan tanggung jawab masing-masing anggota Direksi;	319-322	a) the tasks and responsibilities of each member of the Board of Directors;
b) pernyataan bahwa Direksi memiliki pedoman atau piagam (<i>charter</i>) Direksi;	322-328	b) statement that the Board of Directors has already have board manual or charter;
c) prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Direksi, serta hubungan antara remunerasi dengan kinerja Emiten atau Perusahaan Publik;	357-362; 363-364	c) procedure, legal basis, structure, and amount of remuneration of each member of the Board of Directors, relation between remuneration and performance of the Issuer or Public Company;
d) kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut;	342-349	d) the policies and the frequency of the meeting of the Board of Directors, including the joint meeting with Board of Commissioners, and attendance of member of the Board of Directors in the said meeting;
e) informasi mengenai keputusan RUPS 1 (satu) tahun sebelumnya, meliputi:	275-286	e) information on the resolution from the AGM of the previous 1 (one) year, covering:
(1) keputusan RUPS yang direalisasikan pada tahun buku; dan	281-286	(1) AGM resolutions that were realized during the fiscal year; and



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(2) alasan dalam hal terdapat keputusan yang belum direalisasikan;	286	(2) explanation for the unrealized resolution;
f) informasi mengenai keputusan RUPS pada tahun buku, meliputi:	286-293	f) information regarding the AGM resolution in the year under review, including:
(1) keputusan RUPS yang direalisasikan pada tahun buku; dan	287-293	(1) AGM resolutions that were realized during the fiscal year; and
(2) alasan dalam hal terdapat keputusan yang belum direalisasikan; dan	-	(2) explanation for the unrealized resolution;
g) penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi;	330	g) assessment on the performance of the committee under the Board of Directors;
2) Dewan Komisaris, mencakup antara lain:		2) the Board of Commissioners, among others include:
a) tugas dan tanggung jawab Dewan Komisaris;	296; 298-300	a) duties and responsibilities of the Board of Commissioners;
b) pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (<i>charter</i>) Dewan Komisaris;	300-303	b) statement that the Board of Commissioner has already have the board manual or charter;
c) prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Dewan Komisaris;	357-363	c) procedure, legal basis, structure, and amount of remuneration for each member of Board of Commissioners;
d) kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi, dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut;	338-342; 345-349	d) policies and frequency of meeting of the Board of Commissioners, including meeting with the Board of Directors, and attendance of each member of the Board of Commissioners in the said meetings;
e) kebijakan Emiten atau Perusahaan Publik tentang penilaian terhadap kinerja anggota Direksi dan anggota Dewan Komisaris dan pelaksanaannya, paling sedikit meliputi:	350-356	e) policies of the Issuer or Public Company regarding the assessment on the performance of the Board of Directors and Board of Commissioners and the implementation, at least covering:
(1) prosedur pelaksanaan penilaian kinerja;	350	(1) procedure for the implementation of performance assessment;
(2) kriteria yang digunakan; dan	350; 352-353	(2) criteria for assessment; and
(3) pihak yang melakukan penilaian;	350-351; 354	(3) assessor;
f) penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Dewan Komisaris; dan	306-308	f) assessment on the performance of the committees under the Board of Commissioners; and
g) dalam hal Dewan Komisaris tidak membentuk Komite Nominasi dan Remunerasi, dimuat informasi paling sedikit mengenai:	-	g) in the event that the Board of Commissioners does not establish the Nomination and Remuneration Committee, than should contain at least:
(1) alasan tidak dibentuknya komite; dan	-	(1) reason not to establish the committee; and
(2) prosedur nominasi dan remunerasi yang dilakukan dalam tahun buku;	-	(2) procedure of nomination and remuneration performed in the year under review;



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3) Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	-	3) Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a) nama;	-	a) name;
b) tugas dan tanggung jawab Dewan Pengawas Syariah; dan	-	b) duty and responsibility of Sharia Supervisory Board; and
c) frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik;	-	c) frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles by the Issuer or Public Company in the Capital Market;
4) Komite Audit, mencakup antara lain:	368-378	4) Audit Committee, among others covering:
a) nama dan jabatannya dalam keanggotaan komite;	371-373	a) name and position in the committee;
b) usia;	371-373	b) age;
c) kewarganegaraan;	371-373	c) citizenship;
d) riwayat pendidikan;	371-373	d) education background;
e) riwayat jabatan, meliputi informasi:	371-373	e) history of position; including:
(1) dasar hukum penunjukan sebagai anggota komite;	371-373	(1) legal basis for the appointment as member of the committee;
(2) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	371-373	(2) dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	371-373	(3) working experience and period in and outside the Issuer or Public Company;
f) periode dan masa jabatan anggota Komite Audit;	370	f) period and terms of office of the member of Audit Committee;
g) pernyataan independensi Komite Audit;	373-374	g) statement of independence of the Audit Committee;
h) kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut;	377-378	h) policies and implementation of the frequency of meeting of the Audit Committee and attendance of member of Audit Committee;
i) pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	127	i) education and/or training during the year under review (if any); and
j) pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (<i>charter</i>) Komite Audit;	376-377	j) the activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
5) komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi dan/atau Dewan Komisaris, seperti Komite Nominasi dan Remunerasi, mencakup antara lain:	378-385	5) other committee of the Issuer or the Public Company formed to support the function and duty of the Board of Directors and/or the Board of Commissioners, such as Nomination and Remuneration Committee, containing:
a) nama dan jabatannya dalam keanggotaan komite;	380-381	a) name and position in the Committee;



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b) usia;	380-381	b) age;
c) kewarganegaraan;	380-381	c) citizenship;
d) riwayat pendidikan;	380-381	d) education background;
e) riwayat jabatan, meliputi informasi:	380-381	e) history of position, including:
(1) dasar hukum penunjukan sebagai anggota komite;	380-381	(1) legal basis for the appointment as member of the committee;
(2) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	380-381	(2) dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	380-381	(3) working experience and period in and outside the Issuer or Public Company;
f) periode dan masa jabatan anggota komite;	379	f) period and terms of office of the member of Audit Committee;
g) uraian tugas dan tanggung jawab;	382	g) description of duty and responsibility;
h) pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) komite;	382	h) statement that the Committee has already have the Charter;
i) pernyataan independensi komite;	383	i) statement of independence of the Committee;
j) kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	384	j) policies and frequency of meeting of the committee, and attendance of each member of the committee in the said meetings;
k) pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	127	k) education and/or training during the year under review (if any); and
l) uraian singkat pelaksanaan kegiatan komite pada tahun buku;	384	l) brief description on the activities of the committee;
6) Sekretaris Perusahaan, mencakup antara lain:	397-403	6) Corporate Secretary, including:
a) nama;	399	a) name;
b) domisili;	399	b) domicile;
c) riwayat jabatan, meliputi informasi:	399	c) history of position, including:
(1) dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan	399	(1) legal basis for the appointment as Corporate Secretary; and
(2) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	399	(2) working experience and period in and outside the Issuer or Public Company;
d) riwayat pendidikan;	399	d) education background;
e) pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan	128	e) education and/or training during the year under review; and
f) uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	402-403	f) brief description on the implementation of duties of the Corporate Secretary in the year under review;



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7) Unit Audit Internal, mencakup antara lain:	404-410	7) Internal Audit Unit, among others including:
a) nama kepala Unit Audit Internal;	406	a) name of Head of Internal Audit Unit;
b) riwayat jabatan, meliputi informasi:	406	b) history of position, including:
(1) dasar hukum penunjukan sebagai kepala Unit Audit Internal; dan	406	(1) legal basis for the appointment as Head of Internal Audit Unit; and
(2) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	406	(2) working experience and period in and outside the Issuer or Public Company;
c) kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	406	c) qualification or certification as internal auditor (if any);
d) pendidikan dan/atau pelatihan yang diikuti dalam tahun buku;	129	d) education and/or training during the year under review;
e) struktur dan kedudukan Unit Audit Internal;	404	e) structure and position of Internal Audit Unit;
f) uraian tugas dan tanggung jawab;	407	f) description of duties and responsibilities;
g) pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) Unit Audit Internal; dan	409	g) statement that the Internal Audit Unit has already have Internal Audit Unit charter; and
h) uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku;	410	h) brief description on the implementation of duty of Internal Audit Unit during the year under review;
8) uraian mengenai sistem pengendalian internal (<i>internal control</i>) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	411-414	8) description on internal control system adopted by the Issuer or Public Company, at least covering:
a) pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan	412	a) financial and operational control, and compliance to the other prevailing rules; and
b) tinjauan atas efektivitas sistem pengendalian internal;	414	b) review on the effectiveness of internal control systems;
9) sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	424-433	9) risk management system implemented by the company, at least includes:
a) gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	424-426	a) general description about the company's risk management system the Issuer or Public Company;
b) jenis risiko dan cara pengelolaannya; dan	429-430	b) types of risk and the management; and
c) tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik;	431	c) review the effectiveness of the risk management system applied by the Issuer or Public Company;
10) perkara penting yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi:	443	10) important cases faced by the Issuer or Public Company, subsidiaries, current members of the Board of Commissioners and the Board of Directors, among others include:
a) pokok perkara/gugatan;	443	a) substance of the case/claim;
b) status penyelesaian perkara/gugatan; dan	443	b) status of settlement of case/claim; and



Keterangan	Halaman Page	Description
c) pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	443	c) potential impacts on the condition of the Issuer or Public Company;
11) informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada);	442	11) information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);
12) informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	444-453	12) information about codes of conduct of the Issuer or Public Company, includes:
a) pokok-pokok kode etik;	445-450	a) key points of the code of conduct;
b) bentuk sosialisasi kode etik dan upaya penegakannya; dan	451	b) socialization of the code of conduct and enforcement; and
c) pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	450	c) statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;
13) informasi mengenai budaya perusahaan (<i>corporate culture</i>) atau nilai-nilai perusahaan (jika ada);	84-87	13) information about corporate culture (if any) of the Issuer or Public Company;
14) uraian mengenai program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan Emiten atau Perusahaan Publik (jika ada), antara lain mengenai:	199-201	14) description of employee or management stock ownership program of the Issuer or Public Company, among others contains:
a) jumlah saham dan/atau opsi;	200-201	a) number of share and/or option;
b) jangka waktu pelaksanaan;	200-201	b) period;
c) persyaratan karyawan dan/atau manajemen yang berhak; dan	200-201	c) requirement for eligible employee and/or management; and
d) harga pelaksanaan;	200-201	d) exercised price;
15) uraian mengenai sistem pelaporan pelanggaran (<i>whistleblowing system</i>) di Emiten atau Perusahaan Publik (jika ada), antara lain meliputi:	467-472	15) description of whistleblowing system at the Issuer or Public Company (if any), among others include:
a) cara penyampaian laporan pelanggaran;	467	a) mechanism for violation reporting;
b) perlindungan bagi pelapor;	470	b) protection for the whistleblower;
c) penanganan pengaduan;	471-472	c) handling of violation reports;
d) pihak yang mengelola pengaduan; dan	470-471	d) unit responsible for handling of violation report; and
e) hasil dari penanganan pengaduan, paling sedikit meliputi:	472	e) results from violation report handling, at least includes:
(1) jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	472	(1) number of complaints received and processed during the fiscal year; and
(2) tindak lanjut pengaduan;	472	(2) follow up of complaints;



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16) penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:	479-483	16) implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a) pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	479-483	a) statement regarding recommendation that have been implemented; and/or
b) penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	479-483	b) description of recommendation that have not been implemented, along with the reason and alternatives of implementation (if any);
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	486-587	h. Social and Environmental Responsibility of the Issuer or Public Company
1) Informasi mengenai tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik meliputi kebijakan, jenis program, dan biaya yang dikeluarkan, antara lain terkait aspek:		1) Information on social and environmental responsibility of the Issuer or Public Company that covers policies, types of programs, and cost, among others related to:
a) lingkungan hidup, antara lain:	504-512	a) environment, among others:
(1) penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang;	512-515	(1) the use of environmentally friendly and recyclable materials and energy;
(2) sistem pengolahan limbah Emiten atau Perusahaan Publik;	520-526	(2) the waste treatment systems of the Issuer or Public Company;
(3) mekanisme pengaduan masalah lingkungan; dan	510-511	(3) mechanism for filling complaint on environmental issues; and
(4) sertifikasi di bidang lingkungan yang dimiliki;	511-512	(4) environmental certifications;
b) praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, antara lain:	529-556	b) employment practices, occupational health and safety, among others:
(1) kesetaraan gender dan kesempatan kerja;	535	(1) gender equality and equal work opportunity;
(2) sarana dan keselamatan kerja;	541-553	(2) work and safety facilities;
(3) tingkat perpindahan (<i>turnover</i>) karyawan;	535-536	(3) employee turnover;
(4) tingkat kecelakaan kerja;	554-555	(4) work incident rate;
(5) pendidikan dan/atau pelatihan;	533-534; 553-554	(5) education and/or training;
(6) remunerasi; dan	532-533	(6) remuneration; and
(7) mekanisme pengaduan masalah ketenagakerjaan;	536-537	(7) mechanism for filling complaint on employment issues;
c) pengembangan sosial dan masyarakat, antara lain:	572-587	c) social and community development, among others:
(1) penggunaan tenaga kerja lokal;	574	(1) the use of local work force;
(2) pemberdayaan masyarakat sekitar Emiten atau Perusahaan Publik antara lain melalui penggunaan bahan baku yang dihasilkan oleh masyarakat atau pemberian edukasi;	575-581	(2) empowerment of local communities among others through the use of raw material produced by the community or by providing education;



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(3) perbaikan sarana dan prasarana sosial;	585	(3) improvement of public social facilities and infrastructure;
(4) bentuk donasi lainnya; dan	585-587	(4) other form of donation; and
(5) komunikasi mengenai kebijakan dan prosedur anti korupsi di Emiten atau Perusahaan Publik, serta pelatihan mengenai anti korupsi (jika ada);	-	(5) dissemination of the policies and procedures of anti-corruption at the Issuers or Public Company, and training on anti-corruption (if any);
d) tanggung jawab barang dan/atau jasa, antara lain:	557-572	d) products and/or services responsibilities, among others:
(1) kesehatan dan keselamatan konsumen;	559	(1) consumers' health and safety;
(2) informasi barang dan/atau jasa; dan	559	(2) products and/or services information; and
(3) sarana, jumlah, dan penanggulangan atas pengaduan konsumen.	561-563	(3) facilities, number, and resolution of consumer complaint.
2) Dalam hal Emiten atau Perusahaan Publik menyajikan informasi mengenai tanggung jawab sosial dan lingkungan sebagaimana dimaksud pada angka 1) pada laporan tersendiri seperti laporan tanggung jawab sosial dan lingkungan atau laporan keberlanjutan (<i>sustainability report</i>), Emiten atau Perusahaan Publik dikecualikan untuk mengungkapkan informasi mengenai tanggung jawab sosial dan lingkungan dalam Laporan Tahunan; dan	588-637	2) In the event that the Issuer or the Public Company imparts information on social and environmental responsibility as referred to in point 1) in separate report such corporate social and environmental responsibility report, or sustainability report, then the Issuers or the Public Company is excluded from disclosing information on social and environmental responsibility in Annual Report; and
3) Laporan sebagaimana dimaksud pada angka 2) disampaikan kepada Otoritas Jasa Keuangan bersamaan dengan penyampaian Laporan Tahunan;	-	3) The said report in point 2) should be submitted to the Financial Service Authority along with the Annual Report;
i. Laporan Keuangan Tahunan yang Telah Diaudit	684-814	i. Audited Annual Financial Statement
Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan Perusahaan Efek; dan		Financial Statements included in Annual Report should be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement should be included with statement of responsibility for financial report as stipulated in the legislations in the Capital Markets sector governing the responsibility of the Board of Directors on the financial report or the legislations in the Capital Markets sector governing the periodic reports of securities company in the event the Issuer is a Securities Company; and



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j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan	66-67	j. Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting
Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.		Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.



KRITERIA ANNUAL REPORT AWARDS

ANNUAL REPORT AWARDS CRITERIA

Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
I. Umum		I. General
1 Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris	√	1 The Annual Report shall be written in good and correct Indonesian, and is recommended to be presented in English
2 Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca	√	2 The Annual Report shall be printed with good quality using readable type and size of fonts
3 Laporan tahunan mencantumkan identitas perusahaan dengan jelas	√	3 The Annual Report shall present clear identity of the company
4 Nama perusahaan dan tahun annual report ditampilkan di:	√	4 Company name and the annual report financial year shall be presented on:
a. Sampul muka;	√	a. Front Cover;
b. Samping;	√	b. Side Cover;
c. Sampul belakang; dan	√	c. Back Cover; and
d. Setiap halaman.	√	d. Every page
5 Laporan tahunan ditampilkan di <i>website</i> perusahaan	√	5 The Annual Report shall be posted in the company's website
Mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.		Including the latest annual report as well as those for the last four years, at least.
II. Ikhtisar Data Keuangan Penting		II. Key Financial Highlights
1 Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun	16	1 Income statement in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years
Informasi memuat antara lain:		Information contains the following:
a. Penjualan/pendapatan usaha;	16	a. Income;
b. Laba (rugi):	16	b. Profit (loss):
• Diatribusikan kepada pemilik entitas induk; dan	16	• Attributable to equity holders of the parent entity; and
• Diatribusikan kepada kepentingan nonpengendali;	16	• Attributable to non controlling interest;
c. Penghasilan komprehensif periode berjalan:	16	c. Total comprehensive profit (loss):
• Diatribusikan kepada pemilik entitas induk; dan	16	• Attributable to equity holders of the parent entity; and
• Diatribusikan kepada kepentingan nonpengendali; dan	16	• Attributable to non controlling interest;
d. Laba (rugi) per saham.	16	d. Earning (loss) per share.
Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total.		Note: If the company does not have subsidiaries, the profit (loss) and other comprehensive income is presented in total.
2 Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun	16	2 Financial position in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years
Informasi memuat antara lain:		Information contains the following:
a. Jumlah investasi pada entitas asosiasi;	16	a. Total investment on associates;
b. Jumlah aset;	16	b. Total assets
c. Jumlah liabilitas; dan	16	c. Total liabilities; and
d. Jumlah ekuitas.	16	d. Total equity.



KRITERIA ANNUAL REPORT AWARDS

ANNUAL REPORT AWARDS CRITERIA

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
3	Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.	17	3 Financial ratio in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years Information covers 5 (five) financial ratios, which are generally applied and relevant to the company's industry.
4	Informasi harga saham dalam bentuk tabel dan grafik	19-20	4 Share price information in tables and charts
	a. Jumlah saham yang beredar;	19	a. Number of shares outstanding;
	b. Informasi dalam bentuk tabel yang memuat:	19	b. The table forms contain the following information:
	· Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	19	· Market capitalization based on share price on the Stock Exchange where the shares are listed;
	· Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	19	· Highest, lowest and closing share price based on share price on the Stock Exchange where the shares are listed; and
	· Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	19	· Trading volume of shares on the Stock Exchange where the shares are listed.
	c. Informasi dalam bentuk grafik yang memuat paling kurang:	19-20	c. The graph forms contain at least the following information:
	· Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	19	· The closing price of shares based on share price on the Stock Exchange where the shares are listed; and
	· Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	20	· Trading volume of shares on the Stock Exchange where the shares are listed
	Untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir.		For each quarter in the latest 2 (two) financial years.
	Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.		Note: Should be disclosed if the company does not have market capitalization, share price, and share trading volume.
5	Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir Informasi memuat:	-	5 Information regarding outstanding bonds, sukuk or convertible bonds, in 2 (two) latest financial years Information contains:
	a. Jumlah obligasi/sukuk/obligasi konversi yang beredar (outstanding);	-	a. Number of outstanding bonds, sukuk or convertible bonds;
	b. Tingkat bunga/imbangan;	-	b. Interest rate/yield;
	c. Tanggal jatuh tempo; dan	-	c. Maturity date; and
	d. Peringkat obligasi/sukuk tahun 2018 dan 2019.	-	d. Rating of bonds/sukuk in 2018 and 2019.
	Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan.	21	Note: Should be disclosed if the company does not have outstanding bonds, sukuk or convertible bonds.
III.	Laporan Dewan Komisaris dan Direksi		III. Board of Commissioners and Board of Directors' Report
1	Laporan Dewan Komisaris Memuat hal-hal sebagai berikut:	37-46	1 Board of Commissioners' Report Contain the following:
	a. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya;	39-41	a. Assessment on the performance of the Board of Directors in managing the company and the basis for such evaluation;
	b. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya;	41-42	b. Views on the business prospects of the company as prepared by the Board of Directors and the basis for such consideration;



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
c. Pandangan atas penerapan/pengelolaan <i>whistleblowing system</i> (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan	43-44	c. Views on the implementation/management of the company's whistleblowing system (WBS), and the role of the Board of Commissioners in the WBS; and
d. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya.	45-46	d. Changes in the composition of the Board of Commissioners (if any) and the reason for such changes.
2 Laporan Direksi	49-64	2 Board of Directors' report
Memuat hal-hal sebagai berikut:		Contain the following:
a. Analisis atas kinerja perusahaan, yang mencakup antara lain:	50-54	a. Analysis of the company's performance, covering among others:
• kebijakan strategis;	50-51	• strategic policies;
• perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	53-54	• comparison between targets and achievements; and
• kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya;	52-53	• challenges faced by the company and initiatives to deal with those challenges;
b. Analisis tentang prospek usaha;	55	b. Analysis on business prospects;
c. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan	55-57	c. Developments in the implementation of GCG during the fiscal year; and
d. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya.	61-62	d. Changes in the composition of the Board of Directors (if any) and the reason for such changes.
3 Tanda tangan anggota Dewan Komisaris dan anggota Direksi	66-67	3 Signatures of members of the Board of Commissioners and Board of Directors
Memuat hal-hal sebagai berikut:		Contain the following:
a. Tanda tangan dituangkan pada lembaran tersendiri;	66-67	a. Signatures on a separate page;
b. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan;	66-67	b. Statement of responsibility of the Board of Commissioners and Board of Directors for the accuracy of the contents of the Annual Report;
c. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan	66-67	c. Signed by all members of the Board of Commissioners and Board of Directors by stating their names and position; and
d. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan.	-	d. Written explanation in separate letter from the person(s) concerned in the event that member(s) of Board of Commissioners or Board of Directors fail to sign the annual report; or: written explanation in separate letter from other member(s) in the event that there is no written explanation from the person(s) concerned.
IV. Profil Perusahaan	70-142	IV. Company Profile
1 Nama dan alamat lengkap perusahaan	70-71	1 Name and complete address of the company
Informasi memuat antara lain: nama dan alamat, kode pos, no. Telp, no. Fax, e-mail, dan website.		Information contains, among others, name and address, post code, telephone number, fax, e-mail and website.
2 Riwayat singkat perusahaan	72-75	2 Brief history of the company
Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan.		Contain among others: date/year of establishment, name of the company, change of name (if any), and effective date of the change of name.
Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan		Note: to be disclosed if the company never had a change of name



KRITERIA ANNUAL REPORT AWARDS

ANNUAL REPORT AWARDS CRITERIA

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
3	Bidang usaha	76-79	3 Line of business
	Uraian mengenai antara lain:		Description of, among others:
	a. Kegiatan usaha perusahaan menurut anggaran dasar terakhir;	76-77	a. The line of business as stated in the latest Articles of Association;
	b. Kegiatan usaha yang dijalankan; dan	78	b. Business activities; and
	c. Produk dan/atau jasa yang dihasilkan.	78-79	c. Product and/or services offered.
4	Struktur Organisasi	88-89	4 Organization structure
	Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah Direksi.		Diagram of organization structure, containing name and position of personnel up to one level below Director, at least
5	Visi, Misi, dan Budaya Perusahaan	82-87	5 Vision, Mission and Corporate Culture
	Mencakup:		Covers:
	a. Visi perusahaan;	82	a. Vision;
	b. Misi perusahaan;	82	b. Mission;
	c. Keterangan bahwa visi dan misi tersebut telah direviu dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan	83	c. Statement that the vision and mission have been reviewed and approved by the Board of Commissioners/Directors in the fiscal year; and
	d. Pernyataan mengenai budaya perusahaan (corporate culture) yang dimiliki perusahaan.	84-87	d. Statement on the corporate culture.
6	Identitas dan riwayat hidup singkat anggota Dewan Komisaris	92-98	6 Profiles of members of the Board of Commissioners
	Informasi memuat antara lain:		Contain information on:
	a. Nama;	92-98	a. Name;
	b. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	92-98	b. Position and period in position (including position(s) held at other company/institution);
	c. Umur;	92-98	c. Age;
	d. Domisili;	92-98	d. Domicile;
	e. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	92-98	e. Education (study field and education institution);
	f. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	92-98	f. Work experience (position, company, and period in position); and
	g. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk.	92-98	g. History of assignments (period and position) as member of the Board of Commissioners at the company since the first appointment.
7	Identitas dan riwayat hidup singkat anggota Direksi	99-106	7 Profiles of members of the Board of Directors
	Informasi memuat antara lain:		Contain information on:
	a. Nama;	99-106	a. Name;
	b. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	99-106	b. Position and period in position (including position(s) held at other company/institution);
	c. Umur;	99-106	c. Age;
	d. Domisili;	99-106	d. Domicile;
	e. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	99-106	e. Education (study field and education institution);
	f. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	99-106	f. Work experience (position, company, and period in position); and
	g. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk.	99-106	g. History of assignments (period and position) as member of the Board of Directors at the company since the first appointment.



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
<p>8 Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi</p> <p>Informasi memuat antara lain:</p> <p>a. Jumlah karyawan untuk masing-masing level organisasi;</p> <p>b. Jumlah karyawan untuk masing-masing tingkat pendidikan;</p> <p>c. Jumlah karyawan berdasarkan status kepegawaian;</p> <p>d. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan</p> <p>e. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku.</p>	<p>107-123</p> <p>107</p> <p>108</p> <p>107</p> <p>110-123</p> <p>110</p>	<p>8 Total number of employees (comparative for 2 years) and data on employee competence development programs reflecting equal opportunities for each level of the organization</p> <p>Information contains, among others:</p> <p>a. Number of employees at each level of the organization;</p> <p>b. Number of employees by education;</p> <p>c. Number of employees by employment status;</p> <p>d. Data on employee competence development programs during the fiscal year, concerning position of participants, type of training, and purpose of training; and</p> <p>e. The costs of employee competence development programs in the fiscal year.</p>
<p>9 Komposisi Pemegang saham</p> <p>Mencakup antara lain:</p> <p>a. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya;</p> <p>b. Rincian pemegang saham dan persentase kepemilikannya meliputi:</p> <ul style="list-style-type: none"> • Nama pemegang saham yang memiliki 5% atau lebih saham; dan • Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%. <p>c. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung.</p> <p>Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.</p>	<p>130-134</p> <p>130</p> <p>131-132</p> <p>131</p> <p>132</p> <p>134</p>	<p>9 Shareholders composition</p> <p>Covering among others:</p> <p>a. Names of the 20 largest shareholders and their shareholding percentage;</p> <p>b. Details of shareholders and shareholding percentage:</p> <ul style="list-style-type: none"> • Names of shareholders with 5% or more shareholding; and • Group of public shareholders with individual shareholding of less than 5% each. <p>c. Names of Director and Commissioner with direct or indirect share-ownership and the percentage of such shareholding.</p> <p>Note: should be disclosed if the Director and Commissioner does not own shares, directly or indirectly.</p>
<p>10 Daftar entitas anak dan/atau entitas asosiasi</p> <p>Dalam bentuk tabel memuat informasi antara lain:</p> <p>a. Nama entitas anak dan/atau asosiasi;</p> <p>b. Persentase kepemilikan saham;</p> <p>c. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan</p> <p>d. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).</p>	<p>136-138</p> <p>136-138</p> <p>136-138</p> <p>136-138</p> <p>136-138</p>	<p>10 List of subsidiaries and/or associated entities</p> <p>In table form, containing:</p> <p>a. Name of subsidiary and/or associated entity;</p> <p>b. Share-ownership percentage;</p> <p>c. Line of business of subsidiary and/or associated entity; and</p> <p>d. Operational status of subsidiary and/or associated entity (in commercial operation/not yet in commercial operation).</p>
<p>11 Struktur grup perusahaan</p> <p>Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, <i>joint venture</i>, dan <i>special purpose vehicle</i> (SPV).</p>	<p>135</p>	<p>11 Corporate group structure</p> <p>Diagram of corporate group structure involving relationship of the parent company, subsidiary, associated entity, joint venture, and special purpose vehicle (SPV).</p>



KRITERIA ANNUAL REPORT AWARDS

ANNUAL REPORT AWARDS CRITERIA

	Kriteria dan Penjelasan	Halaman Page		Criteria and Explanations
12	Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku	134-135	12	Chronology of share listing (including private placement) and/or share listing from the share issuance up to the end of the fiscal year
	Mencakup antara lain:			Covers, among others:
	a. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (<i>corporate action</i>);	135		a. Year of share issuance, number of shares issued, par value, and share offer price, for each separate corporate action;
	b. Jumlah saham tercatat setelah masing-masing tindakan korporasi (<i>corporate action</i>); dan	135		b. Total number of shares outstanding following the corporate action; and
	c. Nama bursa dimana saham perusahaan dicatatkan.	135		c. The stock exchange where the shares are listed.
	Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.			Note: should be disclosed if the company does not have a chronology of share listing.
13	Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku	135	13	Chronology of other securities issuance and/or listing from the time of issuance up until the end of the fiscal year
	Mencakup antara lain:			Covers, among others:
	a. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalance efek lainnya, dan tanggal jatuh tempo efek lainnya;	-		a. Name of security instrument, year of issuance, interest rate/yield of securities, and maturity date;
	b. Nilai penawaran efek lainnya;	-		b. Offering price of other securities;
	c. Nama bursa dimana efek lainnya dicatatkan; dan	-		c. The stock exchange where the securities are listed; and
	d. Peringkat efek.	-		d. Rating of securities.
	Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan	135		Note: should be disclosed if the company does not have chronology of other securities issuance/listing
14	Nama dan alamat lembaga dan/atau profesi penunjang	141	14	Name and address of supporting institutions and/or professionals
	Informasi memuat antara lain:			Covers, among others:
	a. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan;	141		a. Name and address of the company's Share Registrar;
	b. Nama dan alamat Kantor Akuntan Publik; dan	141		b. Name and address of Public Accountant Firm; and
	c. Nama dan alamat perusahaan pemeringkat efek.	141		c. Name and address of rating agencies.
15	Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional	26-33	15	Awards received during the fiscal year, or valid certification in the fiscal year, at both national and international levels
	Informasi memuat antara lain:			Covers, among others:
	a. Nama penghargaan dan/atau sertifikasi;	26-33		a. Name of award and/or certification;
	b. Tahun perolehan penghargaan dan/atau sertifikasi;	26-33		b. Year received/issued;
	c. Badan pemberi penghargaan dan/atau sertifikasi; dan	26-33		c. Name of institution that issued the award/certification; and
	d. Masa berlaku (untuk sertifikasi).	26-33		d. Validity period (certification).



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
16 Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada)	140	16 Name and address of subsidiaries and/or branch offices or representative offices (if any)
Memuat informasi antara lain:		Covers information on:
a. Nama dan alamat entitas anak; dan	140	a. Name and address of subsidiaries; and
b. Nama dan alamat kantor cabang/perwakilan.	140	b. Name and address of branch/representative office.
Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan		Note: should be disclosed if the company does not have a subsidiary, branch office or representative office.
17 Informasi pada <i>website</i> perusahaan	142-145	17 Information in the corporate website
Meliputi paling kurang:		Covers at the very least:
a. Informasi pemegang saham sampai dengan pemilik akhir individu;	144	a. Information of shareholders up to the individual ultimate shareholder;
b. Isi Kode Etik;	144	b. Contents of the Code of Conduct;
c. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan;	144	c. Information on the General Meeting of Shareholders (GMS), covering at least agenda of the GMS, summary of GMS resolutions, and information of pertinent dates, namely the dates of GMS announcement, GMS invitation, GMS event, and announcement of summary GMS resolutions;
d. Laporan keuangan tahunan terpisah (5 tahun terakhir);	144	d. Annual financial statements (last 5 years);
e. Profil Dewan Komisaris dan Direksi; dan	142	e. Profiles of the Board of Commissioners and Directors; and
f. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal.	144	f. Board manual/Charter of the BoC, BoD, Committees and Internal Audit Unit.
18 Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal	124-129	18 Training and education for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit
Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):		Cover at least information of type of training and participant of:
a. Pendidikan dan/atau pelatihan untuk Dewan Komisaris;	124	a. Training and/or education for Board of Commissioners;
b. Pendidikan dan/atau pelatihan untuk Direksi;	125-126	b. Training and/or education for Board of Directors;
c. Pendidikan dan/atau pelatihan untuk Komite Audit;	127	c. Training and/or education for Audit Committee;
d. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi;	127	d. Training and/or education for Nomination and Remuneration Committee;
e. Pendidikan dan/atau pelatihan untuk Komite Lainnya;	128	e. Training and/or education for other Committee(s);
f. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan	128	f. Training and/or education for Corporate Secretary; and
g. Pendidikan dan/atau pelatihan untuk Unit Audit Internal.	129	g. Training and/or education for Internal Audit Unit.
yang diikuti pada tahun buku.		During the fiscal year.
Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan		Note: should be disclosed if there are no training and/or education during the fiscal year



KRITERIA ANNUAL REPORT AWARDS

ANNUAL REPORT AWARDS CRITERIA

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
V.	Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan	148-216	V. Management Discussion and Analysis on the Company Performance
1	Tinjauan operasi per segmen usaha Memuat uraian mengenai: a. Penjelasan masing-masing segmen usaha. b. Kinerja per segmen usaha, antara lain: · Produksi; · Peningkatan/penurunan kapasitas produksi; · Penjualan/pendapatan usaha; dan · Profitabilitas.	150-156 150-156 150-156 150-156 150-156 150-156	1 Operation review per business segment Includes analysis on: a. Elaboration on each business segment. b. Performance of each business segment, among others: · Production; · Increase/Decrease of production capacity; · Sales/income; and · Profitability.
2	Uraian atas kinerja keuangan perusahaan Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan suatu akun (dalam bentuk narasi dan tabel), antara lain mengenai: a. Aset lancar, aset tidak lancar, dan total aset; b. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas; c. Ekuitas; d. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; dan e. Arus kas.	157-175 157-160 160-162 163 163-172 173-175	2 Description on the Company's financial performance An analysis comparing the performance of the current year and that of the previous year (in the form of narration and tables) and the reasons for the increase/decrease of the accounts, including in: a. Current assets, non-current assets, and total assets; b. Short-term liabilities, long-term liabilities, and total liabilities; c. Equity; d. Sales/operating revenues, expenses, Profit (Loss), other comprehensive income, comprehensive income for the current year; and e. Cash flows.
3	Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan Penjelasan tentang: a. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan b. Tingkat kolektibilitas piutang.	177-179 177-178 179	3 Discussion and analysis on solvability and level of the company receivables collectibility, by presenting relevant ratio calculation in line with the company's type of industry Explanation on: a. Solvability, both short term and long term; and b. Level of receivables collectibility.
4	Bahasan tentang struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure policy</i>) Penjelasan atas: a. Rincian struktur modal (<i>capital structure</i>) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas; dan b. Kebijakan manajemen atas struktur modal (<i>capital structure policies</i>); dan c. Dasar pemilihan kebijakan manajemen atas struktur modal.	179-181 181 180-181 179	4 Discussion on capital structure, and management policy on capital structure Explanation of: a. Details of capital structure comprising of interest-bearing debts/sukuk and equity; b. Capital structure policies; and c. Basis for the determination of capital structure policies.



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
5 Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir	182	5 Discussion on material commitments of capital investments (instead of funding commitments) in the last fiscal year
Penjelasan tentang:		Explanation on:
a. Nama pihak yang melakukan ikatan;	-	a. Parties in the commitments;
b. Tujuan dari ikatan tersebut;	-	b. Objectives of the commitments;
c. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut;	-	c. Sources of funds to meet the commitments;
d. Mata uang yang menjadi denominasi; dan	-	d. Denomination currency of commitments; and
e. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.	-	e. Initiatives taken to mitigate exchange rate risk.
Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.	182	Note: should be disclosed if the company does not have any material commitment for capital investments in the fiscal year.
6 Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir	182	6 Discussion on capital investment realized at the latest financial year
Penjelasan tentang:		Explanation on:
a. Jenis investasi barang modal;	182	a. Type of capital investment;
b. Tujuan investasi barang modal; dan	182	b. Objectives of capital investment; and
c. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir.	182	c. Nominal value of capital investment realized in the last fiscal year.
Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.		Note: should be disclosed if there are no capital investment.
7 Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, dan lainnya yang dianggap penting bagi perusahaan.	183-186	7 Information on the comparison between initial target at the beginning of financial year and the realization and target or projection for the next year concerning income, profit, capital structure, and others considered significant target for the company.
Informasi memuat antara lain:		Contain information on:
a. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan	183-185	a. Comparison of targets at the beginning of fiscal year and achievements; and
b. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.	185-186	b. Targets or projections set for the next 1 (one) year.
8 Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan	186-187	8 Information and material facts following the date of accounting report (Subsequent events)
Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.		Description of significant events following the date of accounting report including its impact on business risk and performance in the future.
Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan.		Note: should be disclosed if there are no subsequent events.
9 Uraian tentang prospek usaha perusahaan	187-190	9 Business prospects
Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.		Description on business prospects related to the general industry and economy including quantitative supporting data from reliable resources
10 Uraian tentang aspek pemasaran	190-196	10 Marketing aspects
Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar.		Description on marketing aspects of the company's products and/or services, among others marketing strategy and market shares



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Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
11	Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir	196-199	11 Description on dividend policy and total cash dividend per share and total dividend per year that are published or disbursed during last 2 (two) financial years
	Memuat uraian mengenai:		Contain information on:
	a. Kebijakan pembagian dividen;	196-198	a. Dividend payout policy;
	b. Total dividen yang dibagikan;	199	b. Total dividend disbursement;
	c. Jumlah dividen kas per saham;	199	c. Total cash dividend per share;
	d. Payout ratio; dan	199	d. Payout ratio; and
	e. Tanggal pengumuman dan pembayaran dividen kas. untuk masing-masing tahun.	199	e. Announcement date and cash dividend payout for each year.
	Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya.		Note: To disclose if there are no dividend disbursement and its reasons.
12	Program kepemilikan saham oleh karyawan dan/ atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku	199-201	12 Employee/Management Share Ownership Program (ESOP/MSOP) still ongoing in the fiscal year
	Memuat uraian mengenai:		Contain information on:
	a. Jumlah saham ESOP/MSOP dan realisasinya;	200-201	a. Number of ESOP/MSOP shares and its execution;
	b. Jangka waktu;	200-201	b. Period;
	c. Persyaratan karyawan dan/atau manajemen yang berhak; dan	200-201	c. Eligible employee/management; and
	d. Harga <i>exercise</i> .	200-201	d. Exercise price
	Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.		Note: should be disclosed if there are no such programs
13	Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana)	202	13 Realization of initial public offering proceeds (in the event of the company is obligated to submit the report)
	Memuat uraian mengenai:		Covers the following:
	a. Total perolehan dana;	-	a. Total proceeds;
	b. Rencana penggunaan dana;	-	b. Proceeds utilization plan;
	c. Rincian penggunaan dana;	-	c. Proceeds utilization details;
	d. Saldo dana; dan	-	d. Proceeds balance; and
	e. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada).	-	e. The date of GMS/GMB resolution on the change of proceeds utilization (if any).
	Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.	202	Note: should be disclosed if there are no such information of realization of proceeds of public offering.



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
14 Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi	202-205	14 Material transaction information with conflict of interest and/or transaction with related parties
Memuat uraian mengenai:		Covers the following:
a. Nama pihak yang bertransaksi dan sifat hubungan afiliasi;	202	a. Name of transacting parties and the nature of related parties;
b. Penjelasan mengenai kewajaran transaksi;	205	b. Description of the transaction fairness;
c. Alasan dilakukannya transaksi;	203	c. Transaction background;
d. Realisasi transaksi pada periode tahun buku terakhir;	204	d. Transaction realization at the last financial year;
e. Kebijakan perusahaan terkait dengan mekanisme rewiu atas transaksi; dan	205	e. Company policy related with transaction review mechanism; and
f. Pemenuhan peraturan dan ketentuan terkait.	205	f. Compliance to relevant regulations and provisions.
Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.		Note: To disclose if there are no transactions.
15 Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir	205	15 Description on changes in laws and regulations during the fiscal year that impacted on the company
Uraian memuat antara lain:		Covers information on:
a. Nama peraturan perundang-undangan yang mengalami perubahan; dan	205	a. Name of regulations; and
b. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan.	205	b. The impact (quantitative and/or qualitative) on the company, or statement of the insignificant impact
Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in the laws and regulations that have significant impacts
16 Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir	206-211	16 Description on the changes in accounting policy implemented by the company at the last financial year
Uraian memuat antara lain:		Descriptions include among others:
a. Perubahan kebijakan akuntansi;	206-211	a. Changes in accounting policy;
b. Alasan perubahan kebijakan akuntansi; dan	206-211	b. Reasons for the change; and
c. Dampaknya secara kuantitatif terhadap laporan keuangan.	206-211	c. Quantitative impact on the financial statements
Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in accounting policies during the fiscal year



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Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations	
17	Informasi kelangsungan usaha	212	17	Information on business continuity
	Pengungkapan informasi mengenai:			Disclosures on:
	a. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir;	212		a. Significant issues on the company business continuity at the last financial year;
	b. <i>Assessment</i> manajemen atas hal-hal pada poin a; dan	213-214		b. Management assessment on point a; and
	c. Asumsi yang digunakan manajemen dalam melakukan <i>assessment</i> .	212-213		c. Assumption implemented by the management in conducting the assessment.
	Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir.			Note: if there are no issues that potentially have significant influences to the company's business continuity at the last financial year, to disclose the basis of management assumption in ensuring that there are no issues that potentially have significant influences to the company's business continuity at the last financial year.
VI.	Good Corporate Governance	248-587	VI.	Good Corporate Governance
1	Uraian Dewan Komisaris	294-308	1	Description on the Board of Commissioners
	Uraian memuat antara lain:			Covers the following:
	a. Uraian tanggung jawab Dewan Komisaris;	296; 298-300		a. Board of Commissioners responsibilities;
	b. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan	306-308		b. Assessment of performance of committees under the Board and the basis for such assessment; and
	c. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Dewan Komisaris).	300-303		c. Board Charter disclosures (Board of Commissioners work guidelines and procedures)
2	Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris)	309-312	2	Independent Commissioners (at least 30% of the total personnel of the Board of Commissioners)
	Meliputi antara lain:			Covers the following:
	a. Kriteria penentuan Komisaris Independen; dan	309-310		a. Assignment criteria of Independent Commissioners; and
	b. Pernyataan tentang independensi masing-masing Komisaris Independen.	310-312		b. Independency statement of each Independent Commissioner.
3	Uraian Direksi	313-330	3	Description on the Board of Directors
	Uraian memuat antara lain:			Covers information on, among others:
	a. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi;	319-322		a. Duties and responsibilities of each member of the Board of Directors;
	b. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan	330		b. Assessment of performance of committees under the Board (if any); and
	c. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Direksi).	322-328		c. Board Charter disclosures (Board of Directors work guidelines and procedures)



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
<p>4 Penilaian Penerapan GCG untuk tahun buku 2019 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi</p> <p>Memuat uraian mengenai:</p> <p>a. Kriteria yang digunakan dalam penilaian;</p> <p>b. Pihak yang melakukan penilaian;</p> <p>c. Skor penilaian masing-masing kriteria;</p> <p>d. Rekomendasi hasil penilaian; dan</p> <p>e. Alasan belum/tidak diterapkannya rekomendasi.</p> <p>Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2019, agar diungkapkan.</p>	<p>258-262</p> <p>258</p> <p>258</p> <p>259</p> <p>355-356</p> <p>262</p>	<p>4 GCG implementation assessment for 2019, at least for aspects of the Board of Commissioners and/or Board of Directors</p> <p>Covers the following:</p> <p>a. Assessment criteria;</p> <p>b. Assessor;</p> <p>c. Assessment score on each criteria;</p> <p>d. Recommendations on results of assessment; and</p> <p>e. Reasons for the delay or non implementation of such recommendations.</p> <p>Note: should be disclosed if there are no GCG assessment for fiscal 2019.</p>
<p>5 Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi</p> <p>Mencakup antara lain:</p> <p>a. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris;</p> <p>b. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi;</p> <p>c. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris;</p> <p>d. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi;</p> <p>e. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan</p> <p>f. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada).</p> <p>Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.</p>	<p>357-364</p> <p>357-360</p> <p>357-360</p> <p>362</p> <p>364</p> <p>363</p> <p>363; 364</p>	<p>5 Description of the remuneration policy for the Board of Commissioners and Board of Directors</p> <p>Covers the following:</p> <p>a. Disclosure of procedure for the proposal and determination of remuneration for the Board of Commissioners;</p> <p>b. Disclosure of procedure for the proposal and determination of remuneration for the Board of Directors;</p> <p>c. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Commissioners;</p> <p>d. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Directors;</p> <p>e. Disclosure of indicators for the remuneration of the Board of Directors; and</p> <p>f. Disclosure of performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors (if any).</p> <p>Note: should be disclosed if there are no performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors.</p>
<p>6 Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan)</p> <p>Informasi memuat antara lain:</p> <p>a. Tanggal Rapat;</p> <p>b. Peserta Rapat; dan</p> <p>c. Agenda Rapat.</p> <p>untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.</p>	<p>338-349</p> <p>√</p> <p>√</p> <p>√</p>	<p>6 Meeting frequency and attendance of Board of Commissioners (at least once in 2 months), Board of Directors (at least once in a month), and joint meetings of BoC and BoD (at least once in 4 months)</p> <p>Covers among others:</p> <p>a. Date;</p> <p>b. Attendance; and</p> <p>c. Agenda.</p> <p>Of each of the meetings of BoC, BoD and Joint Meetings of BoC and BoD.</p>



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<p>7 Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu</p> <p>Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali.</p> <p>Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali.</p>	269	<p>7 Information on majority and controlling shareholders, direct or indirect, up to the ultimate individual shareholder</p> <p>Diagram with separate illustration for majority shareholders and controlling shareholders</p> <p>Note: majority shareholders are parties that own, directly or indirectly, at least 20% of the voting rights of the total share with voting rights issued by the company, but is not the controlling shareholder</p>
<p>8 Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali</p> <p>Mencakup antara lain:</p> <p>a. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;</p> <p>b. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris;</p> <p>c. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali;</p> <p>d. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan</p> <p>e. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali.</p> <p>Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.</p>	337	<p>8 Disclosure of affiliation between members of the Board of Directors, Board of Commissioners and Majority/Controlling Shareholders</p> <p>Covers, among others:</p> <p>a. Affiliation between a member of the Board of Directors with fellow members of the Board of Directors;</p> <p>b. Affiliation between a member of the Board of Directors with members of the Board of Commissioners;</p> <p>c. Affiliation between a member of the Board of Directors with Majority and/or Controlling Shareholder;</p> <p>d. Affiliation between a member of the Board of Commissioners with fellow members of the Board of Commissioners; and</p> <p>e. Affiliation between a member of the Board of Commissioners with Majority and/or Controlling Shareholder.</p> <p>Note: should be disclosed if there are no affiliation relationship</p>
<p>9 Komite Audit</p> <p>Mencakup antara lain:</p> <p>a. Nama, jabatan, dan periode jabatan anggota komite audit;</p> <p>b. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit;</p> <p>c. Independensi anggota komite audit;</p> <p>d. Uraian tugas dan tanggung jawab;</p> <p>e. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan</p> <p>f. Frekuensi pertemuan dan tingkat kehadiran komite audit.</p>	368-378	<p>9 Audit Committee</p> <p>Includes the following:</p> <p>a. Name, position and tenure of audit committee members;</p> <p>b. Education qualifications (study field and institution) and work experience (position, company and tenure) of audit committee members;</p> <p>c. Independency of audit committee members;</p> <p>d. Duties and responsibilities;</p> <p>e. Brief report of audit committee activity; and</p> <p>f. Meeting frequency and attendance of audit committee.</p>



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10	Komite Nominasi dan/atau Remunerasi	378-385	10	Nomination and/or Remuneration Committee
	Mencakup antara lain:			Includes the following:
	a. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi;	380-381		a. Name, position and brief profiles of members of the Nomination and/or Remuneration Committee;
	b. Independensi komite nominasi dan/atau remunerasi;	383		b. Independency of Nomination and/or Remuneration Committee;
	c. Uraian tugas dan tanggung jawab;	382		c. Duties and responsibilities;
	d. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku;	384		d. Brief report of committee activity in the fiscal year;
	e. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi;	384		e. Meeting frequency and attendance;
	f. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan	382		f. Statement of committee charter; and
	g. Kebijakan mengenai suksesi Direksi.	385		g. Policies on Director succession.
11	Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan	386-398	11	Other committees under the Board of Commissioners
	Mencakup antara lain:			Includes the following:
	a. Nama, jabatan, dan riwayat hidup singkat anggota komite lain;	√		a. Name, position and brief profile of members of committee;
	b. Independensi komite lain;	√		b. Independency of committee;
	c. Uraian tugas dan tanggung jawab;	√		c. Duties and responsibilities;
	d. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan	√		d. Committee activity in the fiscal year; and
	e. Frekuensi pertemuan dan tingkat kehadiran komite lain.	√		e. Committee meeting frequency and attendance.
12	Uraian tugas dan Fungsi Sekretaris Perusahaan	397-403	12	Description of duties and functions of Corporate Secretary
	Mencakup antara lain:			Information on, among others:
	a. Nama, dan riwayat jabatan singkat sekretaris perusahaan;	399		a. Name and brief work experience of Corporate Secretary;
	b. Domisili;	399		b. Domicile;
	c. Uraian tugas dan tanggung jawab; dan	401-402		c. Duties and responsibilities; and
	d. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku.	402-403		d. Report of activities of Corporate Secretary in the fiscal year.
13	Uraian mengenai unit audit internal	404-410	13	Description on Internal Audit Unit
	Mencakup antara lain:			Includes the following:
	a. Nama ketua unit audit internal;	406		a. Name of internal audit unit head;
	b. Jumlah pegawai (auditor internal) pada unit audit internal;	408		b. Total employees (internal auditors) in internal audit unit;
	c. Sertifikasi sebagai profesi audit internal;	408		c. Certification on internal audit profession;
	d. Kedudukan unit audit internal dalam struktur perusahaan;	404		d. Internal audit unit composition in the company's structure;
	e. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan	410		e. Brief report on internal audit unit activity implementation; and
	f. Pihak yang mengangkat dan memberhentikan ketua unit audit internal.	405		f. The parties responsible to appoint/terminate the internal audit unit head.



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14	Akuntan Publik	415-418	14 Public Accountant
	Informasi memuat antara lain:		Includes the following:
	a. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	417	a. Name and year of Public Accountant Firm that audits the annual financial statements in the last 5 years;
	b. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan	417	b. The amount of fee for each service provided by public accountant at the last financial year; and
	c. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir.	418	c. Other services provided by the accountant apart from the audit service of annual financial statements at the last financial year.
	Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan.		Note: to disclose if there are no other services rendered
15	Uraian mengenai manajemen risiko perusahaan	424-433	15 Description on risk management of the company
	Mencakup antara lain:		Includes the following:
	a. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan;	424-426	a. Explanation on risk management system implemented by the company;
	b. Penjelasan mengenai hasil reviu yang dilakukan atas sistem manajemen risiko pada tahun buku;	431	b. Explanation on risk management system effectiveness evaluation;
	c. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan	429-430	c. Explanation on risks faced by the company; and
	d. Upaya untuk mengelola risiko tersebut.	429-430	d. Risk mitigation.
16	Uraian mengenai sistem pengendalian intern	411-414	16 Description of internal control system
	Mencakup antara lain:		Includes the following:
	a. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional;	412	a. Brief explanation on internal control system, among others on financial and operational control;
	b. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – <i>internal control framework</i>); dan	412-413	b. Explanation on internal control system alignment with international standard framework (COSO – internal control framework); and
	c. Penjelasan mengenai hasil reviu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku.	414	c. Explanation on internal control system effectiveness evaluation.
17	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup	486-494	17 Description of corporate social responsibility related to organizational governance of social responsibility;
	a. Informasi komitmen pada tanggung jawab sosial	486	a. Information on Company's commitment to social responsibility;
	b. Informasi mengenai methoda dan lingkup <i>due diligent</i> terhadap dampak sosial, ekonomi dan lingkungan dari aktivitas perusahaan	487	b. Information on methods and scope of due diligence on the social, economic and environmental impacts of Company's activities;
	c. Informasi tentang <i>stakeholder</i> penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan	488-489	c. Information on significant stakeholders that are impacted by, or having an influence to the impact of, the Company's activities;
	d. Informasi tentang isu-isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan	490-491	d. Information on significant social, economic and environmental issues related to impact of the Company's activities;
	e. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban	491-492	e. Information on the scope of the Company's corporate social responsibility, both obligatory as well as beyond obligatory;
	f. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu-isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders engagement</i> dan meningkatkan <i>value</i> untuk <i>stakeholder</i> dan <i>shareholder</i>	492-493	f. Information on the Company's strategy and work programs in the management of social, economic and environmental issues, as a form of stakeholder engagement and in creating value for stakeholders and shareholders;



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
g. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan	493	g. Information on programs that are beyond the minimum obligatory level for the Company as relevant with its business activities;
h. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial	493-494	h. Information on the funding and budgeting of social responsibility programs.
18 Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Hak Azasi Manusia	495-500	18 Description of corporate social responsibility related to core subject - Human Rights:
a. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Hak Azasi Manusia	495	a. Information on commitment and policies related to social responsibility core subject - Human Rights;
b. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Hak Azasi Manusia	495-496	b. Information on Company's definition on the scope of social responsibility core subject - Human Rights;
c. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Hak Azasi Manusia	496	c. Information on the planning of CSR initiatives in the area of Human Rights;
d. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Azasi Manusia	496-500	d. Information on the execution of CSR initiatives in the area of Human Rights;
e. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Azasi Manusia	500	e. Information on achievements and awards for CSR initiatives in the area of Human Rights.
19 Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> operasi yang adil	501-504	19 Discussion on corporate social responsibility related to core subject – fair operating practices
a. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> operasi yang adil	501	a. Information on commitment and policies related to core subject – fair operating practices;
b. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> operasi yang adil	501	b. Information on the scope of social responsibility related to core subject – fair operating practices;
c. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang operasi yang adil	502	c. Information on the planning of CSR programs related to fair operating practices
d. Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil	502-503	d. Information on implementation of CSR initiatives related to fair operating practices
e. Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil	503-504	e. Information on achievements and awards in CSR initiatives related to fair operating practices
20 Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup, penyampaian informasi tentang;	504-512	20 Description of corporate social responsibility related to the environment:
a. Informasi tentang komitmen dan kebijakan lingkungan	504-505	a. Information on commitment and policies on environment;
b. Informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan	508-509	b. Information on significant environmental impact and risks, both directly or indirectly related to the Company;
c. Informasi tentang target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen;	509	c. Information on 2018 activity target/plan established by the Management;
d. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan	512-525	d. Information on environment-related activities or programs undertaken as related to the Company's operational activities;
e. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup	512-525	e. Information on the execution of CSR initiatives related to the environment;
f. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain.	526-529	f. Information on the quantitative impact or achievement of such CSR initiatives, such as the use of environmental-friendly and recyclable material and energy, waste processing system, mechanism for environment-related complaints, consideration of environmental aspects in the granting of credit to creditors, and others.
g. Sertifikasi di bidang lingkungan yang dimiliki.	511-512	g. Environment-related certification.



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	Kriteria dan Penjelasan	Halaman Page		Criteria and Explanations
21	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja, mencakup antara lain informasi tentang:	529-556	21	Description of corporate social responsibility related to labor practices, covering information on, among others:
	a. Kebijakan dan komitmen tanggung jawab sosial perusahaan core subject ketenagakerjaan	529-530; 537-538		a. Commitment and policies on social responsibility core subject - labor practices;
	b. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan	530; 539		b. Information on scope and definition of social responsibility related to labor practices;
	c. Informasi terkait target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; dan	530-531; 540		c. Information on 2018 activity target/plan established by the Management;
	d. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut	531-537; 541-555		d. Information on initiatives undertaken and the quantitative impact of such initiatives;
	e. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat turnover karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain.	531-537; 541-555		e. Information related to labor practices and work health and safety, such as gender equality and equal work opportunity, work health and safety equipment, employee turnover rate, work accident rate, employee remuneration, mechanism for labor-related complaints, and others.
22	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen, Mencakup antara lain:	557-572	22	Description of corporate social responsibility related to consumer issues, covering among others:
	a. Target/rencana kegiatan yang pada tahun buku ditetapkan manajemen; dan	558		a. Information on 2018 activity target/plan established by the Management;
	b. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut	558-559		b. Initiatives undertaken and the impact of such initiatives;
	c. Informasi Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain.	559-565		c. Information related to product stewardship, such as consumer health and safety issues, product information, mechanism, number and resolution of consumer complaints, and others.
23	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan kemasyarakatan, mencakup antara lain informasi tentang:	572-587	23	Description of corporate social responsibility related to community involvement and development, covering among others:
	a. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> pengembangan sosial dan kemasyarakatan	572		a. Commitment and policies on social responsibility core subject - community involvement and development;
	b. Informasi tentang isu-isu sosial yang relevan dengan perusahaan	490-491		b. Information on social issues relevant to the Company;
	c. Informasi tentang risiko sosial yang dikelola perusahaan	490-491		c. Information on social risks managed by the Company;
	d. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan	574		d. Information on scope and definition of social responsibility related to community involvement and development;
	e. Target/rencana kegiatan pada tahun buku yang ditetapkan manajemen;	572-573		e. Information on 2018 activity target/plan established by the Management;
	f. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan	574-587		f. Initiatives undertaken and the impact of such initiatives;
	g. Biaya yang dikeluarkan	576, 584		g. Budget spent;
	h. Informasi terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur antikorupsi, pelatihan mengenai antikorupsi, dan lain-lain.	574-587		h. Information related to community involvement and development, such as use of local workers, empowerment of surrounding communities, improvement of public facilities or infrastructure, other forms of donations, communications on anti-corruption policies and procedures, training on anti-corruption, and others.



Kriteria dan Penjelasan	Halaman Page	Criteria and Explanations
<p>24 Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan</p> <p>Memuat antara lain:</p> <p>a. Pokok perkara/gugatan;</p> <p>b. Status penyelesaian perkara/gugatan;</p> <p>c. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan</p> <p>d. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi).</p> <p>Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.</p>	<p>443</p> <p>443</p> <p>443</p> <p>442</p>	<p>24 Significant litigation currently faced by the company, subsidiaries, and members of the Board of Commissioners and Board of Directors that served the position at the annual report period</p> <p>Includes the following:</p> <p>a. The principal litigation/claims;</p> <p>b. Settlement status of litigation/claims;</p> <p>c. Impact to the company's condition; and</p> <p>d. Administration sanctions charged to the company, members of the Board of Commissioners and Board of Directors, by relevant authorities (capital market, banking and others) at the last fiscal year (or a statement of no administration sanction being charged)</p> <p>Note: To disclose in the event of no litigation</p>
<p>25 Akses informasi dan data perusahaan</p> <p>Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui <i>website</i> (dalam bahasa Indonesia dan bahasa Inggris), media massa, <i>mailing list</i>, buletin, pertemuan dengan analis, dan sebagainya.</p>	<p>437-442</p>	<p>25 Access to company information and data</p> <p>Description on the availability of company information and data for public access, including dissemination through company website (in Bahasa and English), mass media, mailing list, bulletin, analyst gatherings, and others.</p>
<p>26 Bahasan mengenai kode etik</p> <p>Memuat uraian antara lain:</p> <p>a. Pokok-pokok kode etik;</p> <p>b. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi;</p> <p>c. Penyebarluasan kode etik;</p> <p>d. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan</p> <p>e. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir.</p> <p>Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan.</p>	<p>444-453</p> <p>445-450</p> <p>450</p> <p>451</p> <p>451</p> <p>452</p>	<p>26 Discussion on code of conduct</p> <p>Includes the following:</p> <p>a. Contents of Code of Conduct;</p> <p>b. Disclosure of code of conduct application in all level of organization;</p> <p>c. Code of conduct dissemination;</p> <p>d. Sanctions on code of conduct violations; and</p> <p>e. Number of violation and sanction in the last fiscal year.</p> <p>Note: should be disclosed if there are no violations of code of conduct in the last fiscal year.</p>
<p>27 Pengungkapan mengenai <i>whistleblowing system</i></p> <p>Memuat uraian tentang mekanisme <i>whistleblowing system</i> antara lain:</p> <p>a. Penyampaian laporan pelanggaran;</p> <p>b. Perlindungan bagi <i>whistleblower</i>;</p> <p>c. Penanganan pengaduan;</p> <p>d. Pihak yang mengelola pengaduan; dan</p> <p>e. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan</p> <p>f. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku.</p> <p>Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan.</p>	<p>467-472</p> <p>467</p> <p>470</p> <p>471-472</p> <p>470-471</p> <p>472</p> <p>472</p>	<p>27 Disclosure on whistleblowing system</p> <p>Includes the following mechanism of whistleblowing system:</p> <p>a. Violations report submission;</p> <p>b. Whistleblowers protection;</p> <p>c. Claims handling;</p> <p>d. Claims managers; and</p> <p>e. Total claims registered; and</p> <p>f. Sanctions/report processed at the last fiscal year including its follow up measures.</p> <p>Note: should be disclosed if there is no report and follow up action in the last fiscal year.</p>



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28	Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi	331-336	28 Diversity of the Board of Commissioners and Board of Directors Composition
	Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin.		Description of written policy regarding diversity of the Board of Commissioners and Board of Directors composition regarding education, work experience, age, and gender
	Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya.		Note: to disclose the reasons and considerations, if there is no policy applied
VII. Informasi Keuangan			VII. Financial Information
1	Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan	√	1 Board of Directors and/or Board of Commissioners' Statements regarding the Responsibility for the Financial Statements
	Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan.		Conformity with related regulations regarding the Financial Statements Responsibility
2	Opini auditor independen atas laporan keuangan	√	2 Independent auditor opinion on financial statements
3	Deskripsi Auditor Independen di Opini	√	3 Independent Auditor Description in the Opinion
	Deskripsi memuat tentang:		Description contains the following:
	a. Nama dan tanda tangan;	√	a. Name & signatures;
	b. Tanggal Laporan Audit; dan	√	b. Audit Report date; and
	c. Nomor izin KAP dan nomor izin Akuntan Publik.	√	c. License of Public Accountant Firm and license of Public Accountant
4	Laporan keuangan yang lengkap	684-814	4 Comprehensive financial statements
	Memuat secara lengkap unsur-unsur laporan keuangan:		Comprehensively covers the financial statements elements:
	a. Laporan posisi keuangan;	684-685	a. Statements of financial position;
	b. Laporan laba rugi dan penghasilan komprehensif lain;	685	b. Statements of comprehensive income and other comprehensive income;
	c. Laporan perubahan ekuitas;	686	c. Statements of changes in equity;
	d. Laporan arus kas;	687	d. Statements of cash flows;
	e. Catatan atas laporan keuangan;	689-814	e. Notes to financial statements;
	f. Informasi komparatif mengenai periode sebelumnya; dan	√	f. Comparative information on previous periods; and
	g. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).	√	g. Statements of financial position at the beginning of previous periods upon the application of retrospective accounting policy by the entity or representation of financial statements postings, or reclassifications of postings in the financial statements (if relevant).
5	Perbandingan tingkat profitabilitas	685	5 Profitability level comparison
	Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya		Comparison of current profit (loss) with the previous year



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6	Laporan Arus Kas	687	6 Statements of Cash Flows
	Memenuhi ketentuan sebagai berikut:		Conformity to the following provisions:
	a. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan;	√	a. Grouping into three category of activities of operations, investment, and financing;
	b. Penggunaan metode langsung (<i>direct method</i>) untuk melaporkan arus kas dari aktivitas operasi;	√	b. Direct method application in the statements of cash flows from operations activity;
	c. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan	√	c. Separation of presentation between cash in and or cash out during current year in the operation, investment and financing activities;
	d. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan.	√	d. Disclosure of non cash transaction shall be stated in the notes to financial statements.
7	Ikhtisar Kebijakan Akuntansi	692- 732	7 Summary of accounting policies
	Meliputi sekurang-kurangnya:		Including at least:
	a. Pernyataan kepatuhan terhadap SAK;	√	a. Compliance statement to SAK;
	b. Dasar pengukuran dan penyusunan laporan keuangan;	√	b. Basis of measurement and formulation of financial statements;
	c. Pajak penghasilan;	√	c. Recognition of income and expense;
	d. Imbalan kerja; dan	√	d. Employee benefits; and
	e. Instrumen Keuangan.	√	e. Financial instrument.
8	Pengungkapan transaksi pihak berelasi	778-782	8 Disclosure of related parties transactions
	Hal-hal yang diungkapkan antara lain:		The disclosures includes:
	a. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi;	√	a. Name of related parties, and the nature and relationship with related parties;
	b. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan	√	b. Transaction values and its percentage to total income and expense; and
	c. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait.	√	c. Total balance and its percentage to total assets or liabilities.
9	Pengungkapan yang berhubungan dengan perpajakan	722-724; 751-755	9 Disclosure related to taxes
	Hal-hal yang harus diungkapkan:		The disclosures shall includes:
	a. Rekonsiliasi fiskal dan perhitungan beban pajak kini;	√	a. Fiscal reconciliation and current tax expense calculation;
	b. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi;	√	b. Explanation of relationship between tax expenses (income) and accounting profit;
	c. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2016;	√	c. Statement that Taxable Income as a result of reconciliation is use as the basis in completing the 2016 Annual corporate income tax return;
	d. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan	√	d. The details of deferred tax assets and liabilities recognized in the financial position statements for every presentation period, and total deferred tax expenses (income) recognized in the income statements if the total are not visible from the total deferred tax assets or liabilities recognized in the financial position statements; and
	e. Pengungkapan ada atau tidak ada sengketa pajak.	√	e. Disclosure of availability or un-availability of tax disputes.



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10	Pengungkapan yang berhubungan dengan aset tetap	716-722; 744-764	10	Disclosure related to fixed assets
	Hal-hal yang harus diungkapkan:			The disclosures shall includes:
	a. Metode penyusutan yang digunakan;	√		a. Used depreciation method;
	b. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya;	√		b. Description on accounting policies selected between revaluation model and cost model;
	c. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan	√		c. Significant methods and assumptions used in estimation of fixed assets fair value (for revaluation model) or disclosure of fixed assets fair value (for cost model); and
	d. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi.	√		d. Reconciliation of gross total recorded and accumulation of fixed assets depreciation at the beginning and end of period by presenting: addition, deduction and reclassification.
11	Pengungkapan yang berhubungan dengan segmen operasi	729; 808-809	11	Disclosure related to operations segments
	Hal-hal yang harus diungkapkan:			The disclosures shall includes:
	a. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan;	√		a. General information covering factors used to identify reported segments;
	b. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan;	√		b. Information on segment's reported profit loss, assets, and liabilities;
	c. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan	√		c. Reconciliation of segment's total revenues, segment's reported profit loss, segment's assets, segment's liabilities, and segment's other material elements to related total in entity; and
	d. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.	√		d. Disclosure of entity level, which covers information on products and/or services, geographic areas and main customers.
12	Pengungkapan yang berhubungan dengan Instrumen Keuangan	803-808	12	Disclosure related to Financial Instruments
	Hal-hal yang harus diungkapkan:			The disclosures shall includes:
	a. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya;	√		a. Financial instrument classification;
	b. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan;	√		b. Fair value of every financial instrument group;
	c. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas;	√		c. Risk management objectives and policies;
	d. Kebijakan manajemen risiko; dan	√		d. Explanation on risks related to financial instrument: market risk, credit risk and liquidity risk; and
	e. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.	√		e. Risk analysis related to financial instrument in quantitative way.
13	Penerbitan laporan keuangan	813	13	Financial statements publication
	Hal-hal yang diungkapkan antara lain:			The disclosures includes:
	a. Tanggal laporan keuangan diotorisasi untuk terbit; dan	√		a. Date of financial statements authorized for publication; and
	b. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.	√		b. Parties responsible to authorize the financial statements.



**PT SEMEN BATURAJA
(PERSERO) TBK**

BUMN UNTUK
INDONESIA



**PT SEMEN BATURAJA (PERSERO) Tbk
DAN ENTITAS ANAK**

**Laporan Keuangan Konsolidasian
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2020 dan 2019**

***PT SEMEN BATURAJA (PERSERO) Tbk
AND SUBSIDIARY***

***Consolidated Financial Statements
For the Year Ended
December 31, 2020 and 2019***

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PT SEMEN BATURAJA (PERSERO) Tbk

Kantor Pusat
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang, Sumatera Selatan 30258

0711 - 511261 (Hunting)
0711 - 512126 (Fax)

corsec @semenbaturaja.co.id

**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2020 DAN 2019
PT SEMEN BATURAJA (PERSERO) Tbk
DAN ENTITAS ANAK**

**DIRECTOR'S STATEMENT LETTER
RELATING TO THE RESPONSIBILITY OF
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2020 AND 2019
PT SEMEN BATURAJA (PERSERO) Tbk
AND ITS SUBSIDIARY**

Kami yang bertanda tangan dibawah ini:

We, the undersigned:

1. Nama	Jobi Triananda Hasjim	Name
Alamat Kantor	Jl. Abikusno Cokrosuyoso Kertapati Palembang	Office Address
Alamat Domisili	Kav DKI Blok V No.5 RT.005 RW.001 Kel. Meruya Utara, Kec. Kembangan, Jakarta Barat	Domicile Address
Nomor Telepon Jabatan	(0711) 511261 Ext. 1200 Direktur Utama/ President Director	Phone Number Position
2. Nama	M. Jamil	Name
Alamat Kantor	Jl. Abikusno Cokrosuyoso Kertapati Palembang	Office Address
Alamat Domisili	The Avani Chadna Blok F-1 No. 38 RT.001 RW.014 Kel. Sampora, Kec. Cisauk, BSD City, Tangerang	Domicile Address
Nomor Telepon Jabatan	(0711) 511261 Ext. 1200 Direktur Keuangan/ Finance Director	Phone Number Position

Menyatakan bahwa:

Declare that:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian;
 2. Laporan Keuangan Konsolidasian Perusahaan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia;
 3. a. Semua informasi dalam Laporan Keuangan Konsolidasian Perusahaan telah disajikan secara lengkap dan benar;
b. Laporan Keuangan Konsolidasian Perusahaan tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material;
 4. Kami bertanggung jawab atas sistem pengendalian intern dalam Perusahaan.
1. *We are responsible for the preparation and presentation of the Company's Consolidated Financial Statement;*
 2. *The Company's Consolidated Financial Statement has been prepared in accordance with Indonesian Financial Accounting Standards (SAK);*
 3. a. *All the information in this Consolidated Financial Statement have been fully and correctly disclosed;*
b. *There is no material information or fact that has been omitted or eliminated in this Consolidated Financial Statement;*
 4. *We are responsible towards the internal control of the Company.*

Demikian pernyataan ini dibuat dengan sebenarnya.

In witness whereof, the undersigned have drawn up this statement truthfully.

Palembang, 22 Februari 2021/ February 22, 2021

Direktur Utama/ President Director

Direktur Keuangan/ Finance Director

Jobi Triananda Hasjim

M. Jamil



Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

RSM Indonesia
Plaza ASIA, Level 10
Jl. Jend. Sudirman Kav. 59
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www.rsm.id

Nomor/Number : 00068/2.1030/AU.1/04/1514-1/1/III/2021

Laporan Auditor Independen/ Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi/
The Stockholders, Board of Commissioners, and Directors

PT Semen Baturaja (Persero) Tbk

Kami telah mengaudit laporan keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

We have audited the accompanying consolidated financial statements of PT Semen Baturaja (Persero) Tbk and its subsidiary, which comprise the consolidated statement of financial position as of December 31, 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiary as of December 31, 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Hal lain

Laporan keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya pada tanggal 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut diaudit oleh auditor independen lain yang menyatakan opini tanpa modifikasi atas laporan konsolidasian tersebut pada tanggal 14 Februari 2020.

Other matter

The consolidated financial statements of PT Semen Baturaja (Persero) Tbk and its subsidiaries as of December 31, 2019 and for the year then ended were audited by other independent auditors who expressed an unmodified opinion on those consolidated financial statements on February 14, 2020.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan



Donny Iskandar Maramis

Nomor Izin Akuntan Publik: AP.1514/
Public Accountant License Number: AP.1514

Jakarta, 22 Februari/February 22, 2021

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN**
Pada Tanggal 31 Desember 2020 dan 2019
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION**
December 31, 2020 and 2019
(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2020 Rp	2019 Rp	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan Setara Kas	4,19,37	362,469,101	185,648,846	Cash and Cash Equivalents
Piutang Usaha				Trade Receivables
Pihak Berelasi	5,19,37	6,766,226	3,966,196	Related Parties
Pihak Ketiga	5,19	443,455,943	476,667,542	Third Parties
Piutang Lain - lain				Other Receivables
Pihak Berelasi	6,19,37	2,238,785	--	Related Parties
Pihak Ketiga	6,19	6,106,409	3,069,629	Third Parties
Persediaan	7	249,819,117	340,862,066	Inventories
Pajak Dibayar Di Muka	16a	6,316,693	15,307,071	Prepaid Taxes
Biaya Dibayar Di Muka	8	4,407,059	9,840,538	Prepaid Expenses
Uang Muka	9	19,552,596	19,848,142	Advances
Aset Keuangan Lancar Lainnya	10,19	29,794,041	16,773,267	Other Current Financial Assets
Jumlah Aset Lancar		1,130,925,970	1,071,983,297	Total Current Assets
ASET TIDAK LANCAR				NON - CURRENT ASSETS
Penyertaan Saham	11,19	25,000	25,000	Investment in Share
Aset Tetap	12	4,242,524,144	4,171,966,909	Fixed Assets
Aset Takberwujud	13	241,077,027	176,911,702	Intangible Assets
Aset Tidak Lancar Lainnya	14	122,623,419	150,383,296	Other Non - Current Assets
Jumlah Aset Tidak Lancar		4,606,249,590	4,499,286,907	Total Non - Current Assets
JUMLAH ASET		5,737,175,560	5,571,270,204	TOTAL ASSETS

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN**

Pada Tanggal 31 Desember 2020 dan 2019
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION**

December 31, 2020 and 2019
(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Nofes	2020 Rp	2019 Rp	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang Usaha				Trade Payables
Pihak Berelasi	15,19,37	64,214,407	93,580,486	Related Parties
Pihak Ketiga	15,19	194,562,029	206,554,202	Third Parties
Utang Jangka Panjang - Bagian Jangka Pendek	20	425,523,681	72,041,272	Long Term Debt - Current Portion
Utang Pajak	16b	25,543,070	24,588,436	Taxes Payable
Beban Akrua	17,19	97,937,434	37,475,505	Accrued Expenses
Liabilitas Imbalan Kerja Jangka Pendek		548,170	--	Short Term Employee Benefits Liabilities
Liabilitas Sewa -				Lease Liabilities -
Jatuh Tempo Dalam Satu Tahun	21	39,886,205	31,642,590	Current Maturities
Liabilitas Jangka Pendek Lainnya	18,19	1,923,640	2,643,838	Other Current Liabilities
Jumlah Liabilitas Jangka Pendek		850,138,636	468,526,329	Total Current Liabilities
LIABILITAS JANGKA PANJANG				NON - CURRENT LIABILITIES
Utang Jangka Panjang,				Long Term Debt -
Setelah Dikurangi Bagian Jangka Pendek :				Net of Current Portion
Pinjaman Bank	20	1,173,130,470	1,414,544,545	Bank Loan
Liabilitas Sewa	21	89,426,909	50,387,360	Lease Liabilities
Liabilitas Pajak Tangguhan	16d	126,760,409	109,724,414	Deferred Tax Liabilities
Liabilitas Imbalan Kerja Jangka Panjang	22	52,480,936	37,542,127	Long Term Employee Benefit Liabilities
Utang Development, Provisi Reklamasi dan Pasca Tambang	23	37,349,593	8,252,337	Development Liability, Provision For Reclamation and Mine Clouser
Jumlah Liabilitas Jangka Panjang		1,479,148,317	1,620,450,783	Total Non - Current Liabilities
JUMLAH LIABILITAS		2,329,286,953	2,088,977,112	TOTAL LIABILITIES
EKUITAS				EQUITY
Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk				Equity Attributable to Equity Holders of the Parent Entity
Modal Saham				Share Capital
Modal Dasar 30.000.000.000 Lembar Saham Biasa, Modal Ditempatkan dan Disetor Penuh Sebesar 9.932.534.336				Authorized 30,000,000,000 Common Shares, Issued Fully Paid-up Capital 9,932,534,336
Lembar Saham Biasa Dengan Nilai Rp100 Per Lembar Saham	24	993,253,434	993,253,434	Common Shares With per Value Rp100 Per Value
Tambahan Modal Disetor		1,270,606,785	1,270,606,785	Additional Paid-in Capital
Saldo Laba				Retained Earnings
Telah Ditentukan Penggunaannya		1,007,899,600	983,986,122	Appropriated
Belum Ditentukan Penggunaannya		195,420,158	283,943,118	Unappropriated
Penghasilan (Kerugian) Komprehensif Lain		(59,326,386)	(49,534,082)	Other Comprehensive Income (Loss)
Total Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk		3,407,853,591	3,482,255,377	Total Equity Attributable to Equity Holders of the Parent Entity
Kepentingan Non - Pengendali	27	35,016	37,715	Non-controlling Interests
Jumlah Ekuitas		3,407,888,607	3,482,293,092	Total Equity
JUMLAH LIABILITAS DAN EKUITAS		5,737,175,560	5,571,270,204	TOTAL LIABILITIES AND EQUITY

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2020 dan 2019
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF PROFIT OR
LOSS AND OTHER COMPREHENSIVE INCOME**

For The Years Ended
December 31, 2020 and 2019
(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2020 Rp	2019 Rp	
PENJUALAN	28	1,721,907,150	1,999,516,771	SALES
BEBAN POKOK PENJUALAN	29	(1,001,749,360)	(1,124,627,994)	COST OF GOOD SOLD
LABA KOTOR		720,157,790	874,888,777	GROSS PROFIT
BEBAN USAHA				OPERATING EXPENSES
Beban Penjualan	30	(315,425,347)	(341,702,497)	Selling Expenses
Beban Umum dan Administrasi	31	(244,673,134)	(309,922,401)	General and Administrative Expenses
Pendapatan (Beban) Operasi Lainnya	32	55,078,063	10,680,435	Other Operating Income (Expenses)
Jumlah Beban Usaha		(505,020,418)	(640,944,463)	Total Operating Expenses
LABA USAHA		215,137,372	233,944,314	OPERATING PROFIT
PENDAPATAN (BEBAN) KEUANGAN				FINANCIAL INCOME (EXPENSE)
Pendapatan Keuangan	33	5,109,826	10,236,956	Finance Income
Beban Keuangan	36	(183,779,596)	(157,609,005)	Finance Expenses
Jumlah Beban Keuangan		(178,669,770)	(147,372,049)	Total Financial Income (Expenses)
LABA SEBELUM PAJAK PENGHASILAN		36,467,602	86,572,265	PROFIT BEFORE INCOME TAX
BEBAN PAJAK PENGHASILAN		(25,485,929)	(56,498,410)	INCOME TAX EXPENSE
LABA TAHUN BERJALAN		10,981,673	30,073,855	PROFIT FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pos-Pos yang Tidak Akan Direklasifikasikan ke Laba Rugi				Items That Will Not be Reclassified to Profit or Loss
Pengukuran Kembali Program Imbalan Pasti		(12,553,977)	(3,307,570)	Remeasurement of Defined Benefit Program
Pajak Penghasilan Terkait		2,761,875	826,893	Related Income Tax
Keuntungan (Kerugian) Komprehensif Lain Tahun Berjalan Setelah Pajak		(9,792,102)	(2,480,677)	Total Others Comprehensive Gain (Loss) for The Year After Tax
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		1,189,571	27,593,178	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
LABA YANG DAPAT DIATRIBUSIKAN KEPADA				PROFIT ATTRIBUTABLE TO
Pemilik Entitas Induk		10,984,574	30,072,339	Equity Holders of Parent Entity
Kepentingan Non - Pengendali		(2,901)	1,516	Non - Controlling Interests
		10,981,673	30,073,855	
JUMLAH PENGHASILAN KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN KEPADA				TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO
Pemilik Entitas Induk		1,192,270	27,591,787	Equity Holders of Parent Entity
Kepentingan Non - Pengendali		(2,699)	1,391	Non - Controlling Interests
		1,189,571	27,593,178	
LABA PER SAHAM (Rupiah Penuh)		1	3	EARNING PER SHARE (Full Amount)

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY**

CONSOLIDATED STATEMENTS CHANGES IN OF EQUITY

For The Years Ended

December 31, 2020 and 2019

(Expressed in thousand Rupiah, unless otherwise stated)

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK**

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN

Untuk Tahun-tahun yang Berakhir

Pada Tanggal 31 Desember 2020 dan 2019

(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

Catatan/ Notes	Modal Saham/ Share Capital	Tambah Modal Disetor/ Additional Paid-in Capital	Saldo Laba/ Retained Earnings		Penghasilan Komprehensif Lain/ Other Comprehensive Income		Kepentingan Non - Pengendali/ Non - Controlling Interests	Jumlah Ekuitas/ Total Equity
			Telaah Ditetapkan Penggunaannya/ Appropriated	Belum Ditetapkan Penggunaannya/ Unappropriated	Tidak Direklasifikasi ke Laba Rugi/ Not Reclassified to Profit or Loss	Direklasifikasi ke laba rugi/ Reclassified to Profit or Loss		
Saldo Per 31 Desember 2018	983,253,434	1,270,606,785	926,885,288	329,942,755	(47,053,530)	--	36,324	3,473,871,056
Opsis Saham Manajemen dan Karyawan	--	--	--	--	--	--	--	--
Dividen	--	--	--	(18,971,143)	--	--	--	(18,971,143)
Pencadangan Saldo Laba	--	--	57,100,834	(57,100,834)	--	--	--	--
Labas Tahun Berjalan	--	--	--	30,072,339	--	--	1,516	30,073,855
Pengukuran Kembali	--	--	--	--	--	--	--	--
Program Imbalan Pasti	--	--	--	--	(2,480,552)	--	(125)	(2,480,677)
Saldo Per 31 Desember 2019	983,253,434	1,270,606,785	983,986,122	283,943,117	(49,534,082)	--	37,715	3,482,293,091
Penyesuaian Implementasi PSAK 71	--	--	--	(75,123,250)	--	--	--	(75,123,250)
Penyesuaian Perpajakan	--	--	--	5,688,056	--	--	--	5,688,056
Saldo Per 1 Januari 2020	983,253,434	1,270,606,785	983,986,122	214,507,923	(49,534,082)	--	37,715	3,412,820,182
Dividen	--	--	--	(6,158,861)	--	--	--	(6,158,861)
Pencadangan Saldo Laba	--	--	23,913,478	(23,913,478)	--	--	--	--
Labas Tahun Berjalan	--	--	--	10,984,574	--	--	(2,901)	10,981,673
Pengukuran Kembali	--	--	--	--	--	--	--	--
Program Imbalan Pasti	--	--	--	--	(9,792,304)	--	202	(9,792,102)
Saldo Per 31 Desember 2020	983,253,434	1,270,606,785	1,007,899,600	195,420,156	(59,226,386)	--	35,016	3,407,888,607

Balance as of Desember 31, 2018
Management and Employees Stock Option
Dividend
Appropriation of Retained Earnings
Profit for the Year
Remeasurement of Defined
Benefit Program
Balance as of Desember 31, 2019
Adjustment to Implementation of PSAK 71
Taxation Adjustment
Balance as of January 1, 2020
After Adjustment
Dividend
Appropriation of Retained Earnings
Profit for the Year
Remeasurement of Defined
Benefit Program
Balance as of Desember 31, 2020

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

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**PT SEMEN BATURAJA (PERSERO) TBK
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	2020 Rp	2019 Rp	
ARUS KAS DIPEROLEH DARI (DIGUNAKAN UNTUK)			CASH FLOWS PROVIDED BY (USED FOR)
AKTIVITAS OPERASI			OPERATING ACTIVITIES
Penerimaan Kas dari Pelanggan	1,833,573,263	2,216,155,203	Receipt from Customers
Pembayaran Kas kepada Pemasok	(1,281,048,347)	(2,010,797,638)	Payments to Suppliers
Pembayaran Kas kepada Karyawan	(175,189,724)	(164,306,906)	Payments to Employees
Penerimaan Bunga	4,640,709	7,888,226	Interest Income Receipt
Pembayaran Bunga	-	(10,879,103)	Payment of Interest
Penerimaan Restitusi Pajak	11,409,338	33,441,571	Receipt from Tax Refunds
Pembayaran Pajak Penghasilan	(365,931)	(265,889)	Payment Corporate of Income Taxes
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	393,019,308	71,235,464	Net Cash Flows Provided by Operating Activities
ARUS KAS DIPEROLEH DARI (DIGUNAKAN UNTUK)			CASH FLOWS PROVIDED BY (USED FOR)
AKTIVITAS INVESTASI			INVESTING ACTIVITIES
Pembelian Aset Tetap	(75,075,807)	(184,484,063)	Acquisition of Fixed Assets
Aset Dalam Pembangunan	(42,765,869)	(72,012,269)	Construction in Progress
Pembelian Lahan untuk Pengembangan	(323,190)	(63,834,069)	Acquisition of Land for Development
Pembelian Aset Takberwujud	(4,723,646)	(22,662,639)	Purchase of Intangible Assets
Arus Kas Bersih Digunakan untuk Aktivitas Investasi	(122,888,512)	(342,993,040)	Net Cash Flows Used in for Financing Activities
ARUS KAS DIPEROLEH DARI (DIGUNAKAN UNTUK)			CASH FLOWS PROVIDED BY (USED FOR)
AKTIVITAS PENDANAAN			FINANCING ACTIVITIES
Penerimaan Pinjaman Kredit Investasi	1,220,000,000	200,000,000	Receipt of Investment Credit Loan
Pembayaran Pinjaman Kredit Investasi	(1,095,724,236)	(36,020,638)	Receipts (Payment) of Short Term Loan - Net
Pembayaran Dividen	(6,158,861)	(18,971,143)	Payments of Dividend
Pembayaran Bunga Kredit Investasi	(106,858,881)	(98,543,400)	Payment of Interest of Investment Credit Loan
Pembayaran Bunga keuangan	(1,784,549)	-	Payment of Interest of Finance Expenses
Pembayaran Pokok Liabilitas Sewa	(66,818,477)	(27,685,611)	Payment of Lease Liabilities
Pembayaran Bunga <i>Medium Term Note</i>	(36,000,000)	(36,000,000)	Payment of Medium Term Note Loan
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan	(93,345,004)	(17,220,792)	Net Cash Flows Used in Financing Activities
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS	176,785,792	(288,978,368)	NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS
PENGARUH PERUBAHAN SELISIH KURS TERHADAP KAS DAN SETARA KAS	34,463	(1,209,282)	EFFECTS OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS PADA AWAL TAHUN	185,648,846	475,836,496	CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN	362,469,101	185,648,846	CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR
Komponen Kas dan Setara Kas Terdiri dari			Components Cash and Cash Equivalents are as Follows
Kas	595,598	224,161	Cash
Bank	123,873,503	114,424,685	Bank
Deposito Berjangka dan <i>Call Deposits</i>	238,000,000	71,000,000	Time and Call Deposits
Total	362,469,101	185,648,846	Total

Tambahan informasi aktivitas yang tidak mempengaruhi arus kas disajikan pada Catatan 40.

Additional information of non cash activities is presented in Note 40.

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
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1. Umum

a. Legalitas Pendirian Perusahaan

PT Semen Baturaja (Persero) Tbk ("Perusahaan") didirikan berdasarkan akta notaris Jony Frederik Berthold Tumbelaka Sinjal, notaris di Jakarta tanggal 14 November 1974 No. 34, diubah dengan akta notaris yang sama tanggal 21 November 1974 No. 49 akta-akta ini telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan No. Y.A5/422/18 tanggal 22 November 1974, didaftarkan di Pengadilan Negeri Palembang dengan No. 376/1974 tanggal 22 November 1974 dan diumumkan dalam tambahan No. 15 pada Berita Negara No. 2 tanggal 7 Januari 1975.

Anggaran dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan Anggaran dasar terakhir berdasarkan Rapat Umum Pemegang Saham dilakukan dengan akta Fathiah Helmi, S.H., notaris di Jakarta, nomor 2 tanggal 03 September 2019 mengenai penyesuaian maksud dan tujuan Perusahaan sesuai KBLI dan penyesuaian dengan akta 37 tanggal 27 Februari 2019 terkait MESOP dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Keputusan No.AHU-0072286.AH.01.02.TH. 2019 tanggal 19 September 2019.

b. Penawaran Umum Efek Perusahaan

Berdasarkan Surat No. S-176/D.04/2013 tanggal 19 Juni 2013 dari Otoritas Jasa Keuangan di Indonesia, Perusahaan memperoleh persetujuan Pernyataan Efektif Pendaftaran oleh Otoritas Jasa Keuangan.

Pada tanggal 28 Desember 2013 PT Semen Baturaja (Persero) Tbk telah melakukan penawaran saham perdana (IPO) di Bursa Efek Indonesia sebanyak 2.337.678.500 lembar saham dengan harga nominal Rp100 (dalam Rupiah penuh) per saham dan harga penawaran saham Rp560 (dalam Rupiah penuh) per saham.

c. Lingkup dan Jaringan Usaha Perusahaan

Sesuai dengan pasal 3 Anggaran Dasarnya, Perusahaan bergerak di bidang industri semen termasuk produksi, distribusi dan jasa-jasa lain yang terkait dengan industri semen.

1. General

a. Company's Establishment Legality

PT Semen Baturaja (Persero) Tbk ("the Company") was established by Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal No. 34, in Jakarta, dated November 14, 1974, amended by the same notary on November 21, 1974, Deed No. 49 the deeds were approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No.Y.A5/422/18 dated November 22, 1974 register in District Court of Palembang No. 376/1974 dated November 22, 1974 and published in Supplement No. 15 of State Gazette No. 2 dated January 7, 1975.

The Company's articles have been changed several times. Last Amended of Company's articles based on General Meeting of shareholders was on Notarial Deed of Fathiah Helmi, S.H., notary in Jakarta, No. 2 dated September 03, 2019 regarding adjustment to the Company's purposes and objectives based on KBLI and adjustments to deed 37 dated on February 27, 2019 relating to MESOP was approved by Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No.AHU-0072286.AH.01.02.TH.2019 dated September 19, 2019.

b. Public Offering of Shares of the Company

According to the letter No. S-176/D.04/2013 dated June 19, 2013 from the Financial Services Authority Indonesia, the Company has received the approval of the Effective Registration Statement from Financial Service Authority.

On December 28, 2013 PT Semen Baturaja (Persero) Tbk has removed shares through Initial Public Offering (IPO) in Indonesia Stock Exchange as much as 2,337,678,500 shares with nominal price Rp100 (in full Rupiah) per share and the offering price of Rp560 (in full Rupiah) per share.

c. Scope and Network of the Company's Business

In accordance with article 3 of the Company's articles of association, the Company is involved in the cement industrial sector including production, distribution, and other services around cement industry.

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Kantor Pusat Perusahaan terletak di Jalan Abikusno Cokrosuyoso Kertapati, Palembang. Lokasi pabrik yang dimiliki Perusahaan terdapat di tiga lokasi yaitu masing-masing di Baturaja, Palembang dan Panjang (Lampung). Fasilitas Pabrik di Baturaja meliputi pabrik penghasil terak (*intermediate good*) dengan kapasitas produksi 2.700.000 ton per tahun dan pabrik penghasil semen (*cement mill*) dengan kapasitas produksi semen curah 3.850.000 ton per tahun.

Jumlah kapasitas ini diperoleh setelah selesainya proyek *Cement Mill & Packer* yang diselesaikan pada akhir tahun 2013. Seluruh hasil produksi semen dipasarkan di pasar lokal yang meliputi wilayah Sumatera Bagian Selatan dan Bengkulu.

Selain kantor beroperasi di Baturaja, Palembang dan Panjang, Perusahaan juga memiliki kantor perwakilan yang beralamat di Gedung Graha Irama Lantai 9 Ruang B - C, Jl. H.R. Rasuna Said Kav. 10, Jakarta Selatan. Perusahaan memulai kegiatan komersialnya pada tanggal 1 Juni 1981.

d. Dewan Komisaris, Direksi dan Karyawan

Berdasarkan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-324/MBU/05/2019 di Rapat Umum Pemegang Saham (RUPS) pada tanggal 13 Agustus 2020 komposisi Dewan Komisaris mengalami perubahan. Susunan Dewan Komisaris Perusahaan per tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	2020
Dewan Komisaris	
Komisaris Utama	Franciscus M.A. Sibarani
Komisaris	Oke Nurwan
Komisaris	-
Komisaris Independen	Endang Tirtana
Komisaris Independen	Darusman Mawardi

Susunan Direksi Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	2020
Direksi	
Direktur Utama	Jobi Triananda Hasjim
Direktur Keuangan	M. Jamil
Direktur Produksi dan Pengembangan	Daconi
Direktur Umum dan SDM	Amrullah
Direktur Pemasaran	Mukhamad Saifudin

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The Company's head office located on Abikusno Cokrosuyoso, Kertapati, Palembang. Cement plants of the Company are located in three location there are in Baturaja, Palembang, and Panjang (Lampung). The facility of plant in Baturaja includes plant for producing intermediate goods (*clinker*) with the production capacity of 2,700,000 tons per year and plant for producing cement bulk with production capacity of 3,850,000 ton per year.

The capacity was reached after the completion of project of *Cement Mill & Packer* which completed at the end of the year 2013. The entire production of cement are marked in local market covering Southern of Sumatera and Bengkulu.

In addition to the operating office in Baturaja, Palembang and Panjang, the Company also has representative office located at Graha Irama 9th floor Room B - C, Jl. H.R. Rasuna Said Kav. 10, South Jakarta. The Company commenced commercial operations on June 1, 1981.

d. The Board of Commissioners, Directors and Employee

Based on the Letter of Minister of State-Owned Enterprises Number: SR-324/MBU/05/2019 in the Extraordinary General Meeting of Shareholders (GMS) on August 13, 2020, the composition of the Board of Commissioners has changed. The composition of the Company's Board of Commissioners as of December 31, 2020 and 2019 are as follows:

	2020	2019	
Dewan Komisaris			Board of Commissioners
Komisaris Utama	Franciscus M.A. Sibarani	Harjanto	President Commissioner
Komisaris	Oke Nurwan	Kiki Rizki Yoctavian	Commissioner
Komisaris	-	Oke Nurwan	Commissioner
Komisaris Independen	Endang Tirtana	Darusman Mawardi	Independent Commissioner
Komisaris Independen	Darusman Mawardi	Dewi Yustisiana	Independent Commissioner

Directors of the Company as of December 31, 2020 and 2019, are as follows:

	2020	2019	
Direksi			Directors
Direktur Utama	Jobi Triananda Hasjim	Jobi Triananda Hasjim	President Director
Direktur Keuangan	M. Jamil	M. Jamil	Finance Director
Direktur Produksi dan Pengembangan	Daconi	Daconi	Production and Development Director
Direktur Umum dan SDM	Amrullah	Amrullah	General Affairs and Human Resources Director
Direktur Pemasaran	Mukhamad Saifudin	Dede Parasade	Marketing Director

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Berdasarkan surat keputusan Dewan Komisaris No.SK-02/DK-SB/1/2020 tanggal 10 Januari 2020, komposisi Komite Audit mengalami perubahan. Susunan Komite Audit Perusahaan per tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	2020	2019	
Komite Audit			Audit Committee
Ketua	Darusman Mawardi	Darusman Mawardi	Chairman
Anggota	Mansyursyah Nasution	Harsi Romli	Member
Anggota	Harsi Romli	Enggun Purwoko	Member

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan mempunyai masing-masing 920 dan 895 karyawan. Jumlah biaya karyawan Perusahaan yang berakhir pada tanggal 31 Desember 2020 dan 31 Desember 2019 masing-masing sebesar Rp208.372.727 dan Rp186.810.668. Remunerasi yang dibebankan kepada dewan komisaris dan direksi Perusahaan masing-masing sebesar Rp24.128.943 dan Rp24.035.105.

Based on the Decision of Commissioners No.SK-02/DK-SB/1/2020 dated January 10, 2020, the Board of Audit Committee have been change. Board of Audit Committee of the Company as of December 31, 2020 and 2019 are as follows:

As of December 31, 2020 and 2019 the Company had 920 and 895 employees. Total employees costs for the year ended December 31, 2020 and December 31, 2019 amounted to Rp208,372,727 and Rp186,810,668. Remuneration costed to the boards of Commissioners and Directors follows as amounted to Rp24,128,943 and Rp24,035,105, respectively.

e. Entitas Anak yang Dikonsolidasikan

Kepemilikan saham Perusahaan pada entitas anak yang dikonsolidasi sebagai berikut:

e. Consolidated Subsidiary

The company's ownership interests in consolidated subsidiary is as follows:

Entitas Anak/ Subsidiary	Domisili/ Domicile	Jenis Usaha/ Nature of Business	Persentase Kepemilikan/ Ownership Percentage		Dimulainya Kegiatan Komersial/ Start of Commercial Operations	Jumlah Aset Sebelum Eliminasi/ Total Assets Before Eliminations	
			31 Desember 2020/ December 31, 2020	31 Desember 2019/ December 31, 2019		31 Desember 2020/ December 31, 2020	31 Desember 2019/ December 31, 2019
PT Baturaja Multi Usaha	Palembang	Perdagangan, Pembangunan, Perindustrian, Pengkangkutan Darat & Jasa / Trading, Construction, Industry, Transportation & Services	99,94%	99,94%	2016	249.208.910	263.892.530

Pada tanggal 24 Februari 2016, berdasarkan akta notaris No.49, Notaris Akhmad Habriand, S.H., M.H., Perusahaan mendirikan PT Baturaja Multi Usaha. Akta ini disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No.AHU-0010830.AH.01.01 tanggal 26 Februari 2016.

As of February 24, 2016, based on Notarial Deed No.49, Notary of Akhmad Habriand, S.H., M.H., the company established PT Baturaja Multi Usaha. The Deed was approved by Republic Indonesia in his decision letter No. AHU-0010830 Minister of Law and Humans Rights of.AH.01.01 dated February 26, 2016.

Anggaran dasar Entitas Anak mengalami beberapa perubahan, terakhir berdasarkan Akta Notaris Nomor 180 tanggal 29 Januari 2018, Notaris Akhmad Habriand, S.H., M.H., mengenai peningkatan modal dasar dari Rp40.000.000 menjadi Rp160.000.000 dan meningkatkan modal ditempatkan dan disetor dari Rp10.025.000 menjadi Rp40.025.000. Perubahan anggaran dasar tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No.AHU-AH.01.03.0085903 tanggal 27 Februari 2018.

The Subsidiary's articles of association has been amended several times, the latest by notaried deed No. 180 of Akhmad Habriand, S.H., M.H., dated January 29, 2018 concerning the increased in authorized capital from Rp40,000,000 to Rp160,000,000 and the increase issued and fully paid capital from Rp10,025,000 to Rp40,025,000. This amendment has been approved by the Minister of Law and Human Rights of the Republic Indonesia in its Decision Letter No. AHU-AH.01.03.0085903 dated February 27, 2018.

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2. Ikhtisar Kebijakan Akuntansi Yang Signifikan

a. Dasar Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian ini telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia (DSAK – IAI) dan Keputusan Ketua Bapepam-LK No.KEP-347/BL.2012 tanggal 25 Juni 2012 tentang penyajian dan pengungkapan laporan keuangan emiten atau Perusahaan publik (Peraturan VIII.G.7).

b. Dasar Pengukuran dan Penyusunan Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini menggunakan konsep biaya perolehan, kecuali untuk beberapa akun tertentu yang pengukurannya didasarkan pada nilai lain sebagaimana dijelaskan dalam tiap-tiap akun yang bersangkutan yang dimaksud dengan biaya perolehan adalah jumlah kas atau setara kas yang dibayarkan atau nilai wajar dari imbalan lain yang diserahkan untuk memperoleh suatu aset pada saat perolehan atau konstruksi atau, jika dapat diterapkan, jumlah yang diatribusikan pada aset ketika pertama kali diakui sesuai dengan persyaratan tertentu dalam Pernyataan Standar Akuntansi Keuangan (PSAK).

Laporan arus kas konsolidasian disajikan dengan metode langsung (*direct method*) dan arus kas dikelompokkan ke dalam aktivitas operasi, investasi dan pendanaan.

Mata uang fungsional yang digunakan oleh Perusahaan dan entitas anak (Grup) adalah mata uang Rupiah karena Grup beroperasi dalam lingkungan ekonomi utama yang menggunakan mata uang Rupiah. Oleh karena itu, Rupiah dipakai sebagai mata uang penyajian laporan keuangan konsolidasian Grup. Setiap entitas di dalam Grup menetapkan mata uang penyajiannya sesuai dengan mata uang fungsionalnya masing-masing.

2. Summary of Significant Accounting Policies

a. Basis of Consolidated Financial Statements Preparation

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standard Board - Indonesian Institute of Accountant (DSAK - IAI), and Decree of Chairman of Bapepam-LK No.KEP-347/BL.2012 dated June 25, 2012, regarding presentation and disclosure of financial statements of issuers or public companies (Regulation VIII.G.7).

b. Basis of Measurement and Preparation of the Consolidated Financial Statements

The consolidated financial statements have been prepared and presented based on going concern assumption and accrual basis of accounting, except for the consolidated statements of cash flows. Basis of measurement in preparation of these consolidated financial statements is the historical costs concept, except for certain accounts which have been prepared on the basis of other measurements as described in their respective policies. Historical cost is defined as the amount of cash or cash equivalents paid or the fair value of the other benefits transferred to acquire an asset at the time of acquisition or construction or, where applicable, the amount attributed to the asset when it is first recognized in accordance with certain conditions in Statement of Financial Accounting Standards (PSAK).

The consolidated statements of cash flows are prepared using the direct method by classifying cash flows into operating, investing and financing activities.

The functional currency used by the Company and subsidiary (Group) is the IDR currency since the Group operates in a prime economic environment that using IDR currency. Therefore, IDR is used as the currency of the consolidated financial statements of the Group. Each entity within the Group determines its currency in accordance with its respective functional currency.

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c. Pernyataan dan Interpretasi Standar Akuntansi Baru dan Revisi yang Berlaku Efektif pada Tahun Berjalan

Berikut adalah revisi, amendemen, penyesuaian dan interpretasi atas Standar Akuntansi Keuangan yang diterbitkan dan berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2020, dengan penerapan dini diperkenankan, yaitu:

- PSAK 71: Instrumen Keuangan;
- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan;
- PSAK 73: Sewa;
- PSAK 62 (Amandemen 2017): Kontrak Asuransi tentang Menerapkan PSAK 71: Instrumen Keuangan dengan PSAK 62: Kontrak Asuransi;
- PSAK 15 (Amandemen 2017): Investasi pada Entitas Asosiasi dan Ventura Bersama tentang Kepentingan Jangka Panjang pada Entitas Asosiasi dan Ventura Bersama;
- PSAK 71 (Amandemen 2018): Instrumen Keuangan tentang Fitur Percepatan Pelunasan dengan Kompensasi Negatif;
- ISAK 35: Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba;
- PSAK 1 (Amendemen dan Penyesuaian Tahunan 2019): Penyajian Laporan Keuangan;
- PSAK 25 (Amendemen 2019): Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan;
- PSAK 102 (Revisi 2019): Akuntansi Murabahah;
- ISAK 101: Pengakuan Pendapatan Murabahah Tangguh Tanpa Risiko Signifikan terkait Kepemilikan Persediaan;
- ISAK 102: Penurunan Nilai Piutang Murabahah;
- ISAK 36: Interpretasi atas Interaksi antara Ketentuan Mengenai Hak atas Tanah dalam PSAK 16: Aset Tetap dan PSAK 73: Sewa;
- PPSAK 13: Pencabutan PSAK 45: Pelaporan Keuangan Entitas Nirlaba; dan
- Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, tentang Reformasi Acuan Suku Bunga.

Hingga tanggal laporan keuangan ini diotorisasi, Grup masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amendemen standar dan interpretasi standar tersebut.

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c. New and Revised Standard and Interpretation of Financial Accounting Standards Effective in the Current Year

The following are revision, amendments, adjustments and interpretation of standard issued and effectively applied for the year starting on or after January 1, 2020, with early adoption is permitted, are as follows:

- PSAK 71: Financial Instrument;
- PSAK 72: Revenue from Contract with Customer;
- PSAK 73: Lease;
- PSAK 62 (Amendment 2017): Insurance Contract regarding Applying PSAK 71: Financial Instruments with PSAK 62: Insurance Contract;
- PSAK 15 (Amendment 2017): Investment in Associates and Joint Ventures regarding Long-term Interests in Associates and Joint Ventures;
- PSAK 71 (Amendment 2018): Financial Instrument regarding Prepayment Features with Negative Compensation;
- ISAK 35: Presentation of Non-profit oriented entity Financial Statements;
- PSAK 1 (Amendment and Improvement 2019): Presentation of Financial Statements regarding Title of Financial Statements;
- PSAK 25 (Amendment 2019): Accounting Policies, Changes in Accounting Estimates and Errors;
- PSAK 102 (Revised 2019): Accounting for Murabahah;
- ISAK 101: Revenue Recognition on Deferred Murabahah without Significant Risk related to Inventories Ownership;
- ISAK 102: Impairment on Murabahah Receivable;
- ISAK 36: Interpretation of the Interaction between the Provisions Regarding Land Rights in PSAK 16: Fixed Assets and PSAK 73: Leases
- PPSAK 13: Revocation of PSAK 45: Non-profit Entity Financial Reporting; and
- Amendment PSAK 71, Amendment PSAK 55, Amendment PSAK 60 regarding Interest Rate Benchmark Reform.

Until the date of the financial statements is authorized, the Group is still evaluating the potential impact of the adoption of new standards, amendments to standards and interpretations of these standards.

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Kecuali untuk perubahan yang dijelaskan di bawah ini, implementasi dari standar-standar tersebut tidak menghasilkan perubahan substansial terhadap kebijakan akuntansi Grup dan tidak memiliki dampak yang material terhadap laporan keuangan di tahun berjalan atau tahun sebelumnya.

• **PSAK 71: Instrumen Keuangan**

PSAK 71 menggantikan PSAK 55 (Revisi 2014) "Instrumen Keuangan: Pengakuan dan Pengukuran" dan memperkenalkan pengaturan baru untuk klasifikasi dan pengukuran instrumen keuangan berdasarkan penilaian atas model bisnis dan arus kas kontraktual, pengakuan dan pengukuran cadangan kerugian penurunan nilai instrumen keuangan dengan menggunakan model kerugian kredit ekspektasian, yang menggantikan model kerugian kredit yang terjadi serta memberikan pendekatan yang lebih sederhana untuk akuntansi lindung nilai.

Sesuai dengan persyaratan transisi pada PSAK 71, Perusahaan memilih penerapan secara retrospektif dengan dampak kumulatif pada awal penerapan diakui pada tanggal 1 Januari 2020 dan tidak melakukan penyajian kembali informasi komparatif.

Berdasarkan hasil kajian Perusahaan terhadap dua kriteria dalam menentukan klasifikasi aset keuangan, terdapat perubahan klasifikasi dan pengukuran investasi jangka panjang yang diklasifikasikan sebagai tersedia untuk dijual dan diukur dengan metode biaya menurut PSAK 55 berubah menjadi klasifikasi aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain sesuai PSAK 71.

Perubahan pendekatan dalam perhitungan penurunan nilai aset keuangan juga berdampak pada nilai tercatat aset keuangan Perusahaan pada awal penerapan PSAK 71.

Berikut adalah tabel nilai tercatat aset keuangan berdasarkan ketentuan PSAK 55 dan PSAK 71, serta penyesuaian saldo laba pada tanggal penerapan awal 1 Januari 2020:

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Except for the changes described below, the implementation of these standards did not result in a substantial change in the Group's accounting policies and had no material impact on the financial statements of the current year or previous year.

• **PSAK 71: Financial Instrument**

PSAK 71 replaces PSAK 55 (Revised 2014) "Financial Instruments: Recognition and Measurement" and introduces new arrangements for the classification and measurement of financial instruments based on the assessment of business models and contractual cash flows, recognizing and measuring allowance for impairment losses on financial instruments using an expected credit loss model, which replaces incurred credit loss model and provides a simpler approach for hedge accounting.

In accordance with the transitional requirements on PSAK 71, the Company chose to apply retrospectively with the cumulative impact on the initial application recognized on January 1, 2020 and did not restate the comparative information.

Based on the results of the Company's review of the two criteria in determining the classification of financial assets, there is a change in classification and measurement of long-term investments classified as available for sale and measured using the cost method under PSAK 55 are changed to the classification of financial assets at fair value through other comprehensive income in accordance with PSAK 71.

Changes in the approach to calculating impairment of financial assets have an impact on the carrying value of the Company's financial assets at the beginning of the implementation of PSAK 71.

The following is a table of the carrying values of financial assets based on the provisions of PSAK 55 and PSAK 71, as well as adjustments to retained earnings on the initial application date of January 1, 2020:

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	Dilaporkan Sebelumnya per 31 Desember 2019/ As Previously Reported as of December 31, 2019 Rp.	Penerapan PSAK 71/ Adjustment on Initial Implementation of PSAK 71 Rp.	Disesuaikan pada 1 Januari 2020/ Adjusted as of January 1, 2020 Rp.	
Aset				Assets
Aset Lancar				Current Assets
Piutang Usaha	480.633.738	(75.123.250)	405.510.488	Account Receivables
Jumlah Aset	480.633.738	(75.123.250)	405.510.488	Total Assets
Liabilitas dan Ekuitas				Liabilities and Equity
Liabilitas				Liabilities
Liabilitas Jangka Panjang				Non-Current Liabilities
Liabilitas Pajak Tangguhan	(109.724.413)	(5.688.056)	(115.412.469)	Deferred Tax Liabilities
Jumlah Liabilitas	(109.724.413)	(5.688.056)	(115.412.469)	Total Liabilities
Ekuitas				Equity
Saldo Laba				Retained Earnings
Belum Ditentukan Penggunaannya	283.943.118	(69.435.194)	214.507.924	Unappropriated
Jumlah Ekuitas	283.943.118	(69.435.194)	214.507.924	Total Equity
Jumlah Liabilitas dan Ekuitas	174.218.705	(75.123.250)	99.095.455	Total Liabilities and Equity

• **PSAK 72: Pendapatan dari Kontrak dengan Pelanggan**

PSAK 72: Pendapatan dari Kontrak dengan Pelanggan, diterbitkan di bulan Juli 2017 dan berlaku efektif pada tanggal 1 Januari 2020 dengan penerapan dini diperkenankan. Grup menerapkan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan mulai 1 Januari 2020.

Pendapatan dari kontrak dengan pelanggan

Pengakuan pendapatan harus memenuhi 5 (lima) langkah analisa sebagai berikut:

- Identifikasi kontrak dengan pelanggan;
- Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;
- Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Perusahaan dan entitas anak membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak;

• **PSAK 72: Revenue from Contract with Customer**

PSAK 72: Revenue from Contracts with Customers, was issued in July 2017 and has an effective date of January 1, 2020 with earlier application permitted. The Group implements PSAK 72: Revenue from Contracts with Customers starting from January 1, 2020.

Revenue from contracts with customers

Revenue recognition have to fulfill 5 (five) steps of assessment:

- Identify contract(s) with a customer;
- Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;
- Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Company and its subsidiaries estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period;

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- iv. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin;
- v. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

- Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Perusahaan memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

Beban dari kontrak dengan pelanggan dan beban lainnya

Biaya yang secara langsung berhubungan dengan kontrak, menghasilkan sumber daya untuk memenuhi kontrak ("biaya untuk memenuhi") atau penambahan untuk mendapatkan kontrak ("biaya untuk memperoleh") dan diharapkan dapat dipulihkan. Beban tersebut dengan demikian memenuhi syarat kapitalisasi berdasarkan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan dan dicatat sebagai aset lancar lainnya. Beban tersebut diamortisasi dengan cara sistematis sejalan dengan penyerahan barang atau jasa yang terkait dengan aset tersebut.

Berdasarkan kajian yang telah dilakukan Grup terhadap kontrak pendapatan dengan mengacu 5 (lima) tahapan yang ada di dalam PSAK 72: Pendapatan dari Kontrak dengan Pelanggan, tidak terdapat dampak yang signifikan terhadap laporan keuangan dan tidak memerlukan penyesuaian di saldo awal 1 Januari 2020.

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- iv. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. Where these are not directly observable, the relative stand-alone selling price are estimated based on expected cost plus margin;
- v. Recognize revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services).

A performance obligation may be satisfied at the following:

- A point in time (typically for promises to transfer goods to a customer); or
- Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Company selects an appropriate measure of progress to determine the amount of revenue that should be recognized as the performance obligation is satisfied.

Expenses from contracts with customers and other expenses

The costs that directly relate to the contract generate resources to satisfy the contract ("cost to fulfill") or is incremental of obtaining a contract ("cost to obtain") and are expected to be recovered. These costs are therefore eligible for capitalization under PSAK 72: Revenue from Contracts with Customers and recognized as other current assets. Such cost will be amortized on a systematic basis that is consistent with the transfer of the goods or services to which such asset relates.

Based on the Group review on revenue contracts which referred to 5 (five)-step model of revenue recognition in PSAK 72: Revenue from Contracts with Customers, there is no significant impact on the Group's financial statement and the Group is not required to adjust the beginning balance as per January 1, 2020.

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• **PSAK 73: Sewa**

PSAK 73: Sewa diterbitkan di bulan September 2017 dan berlaku efektif pada tanggal 1 Januari 2020 dengan penerapan dini diperkenankan, untuk entitas yang menerapkan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan, pada atau sebelum tanggal penerapan awal PSAK 73: Sewa.

Grup telah menerapkan PSAK 73: Sewa sejak 1 Januari 2020, yang berdampak pada perubahan atas kebijakan akuntansi dan adanya penyesuaian-penyesuaian terhadap jumlah yang telah diakui pada laporan keuangan.

Grup menerapkan PSAK 73: Sewa secara retrospektif dengan dampak kumulatif pada awal penerapan dan tidak melakukan penyajian kembali untuk informasi komparasi. Grup mengakui utang sewa dan aset hak-guna pada tanggal penerapan awal. Grup sebagai penyewa akan mengukur utang sewa pada nilai kini dari sisa pembayaran sewa, yang didiskontokan dengan menggunakan tingkat bunga implisit sewa (jika tersedia) atau pinjaman inkremental pada tanggal penerapan awal. Kemudian Grup mengukur aset hak-guna pada jumlah yang sama dengan utang sewa, yang disesuaikan dengan jumlah sewa dibayar dimuka atau terutang terkait dengan sewa tersebut, yang segera diakui dalam laporan posisi keuangan sebelum tanggal penerapan awal.

Untuk semua sewa, kecuali sewa jangka pendek dan sewa aset bernilai rendah diluar yang subsewa yang sebelumnya diklasifikasikan sebagai sewa operasi, mulai tanggal 1 Januari 2020:

- Grup mengakui utang sewa yang diukur pada nilai kini dari sisa pembayaran sewa, dan didiskontokan dengan menggunakan tingkat bunga pinjaman inkremental Perusahaan pada 1 Januari 2020;
- Grup telah memilih untuk mengakui aset hak-guna sebesar utang sewa, dengan penyesuaian atas jumlah sewa dibayar di muka atau akrual atas pembayaran terkait sewa tersebut yang diakui pada laporan keuangan sebelum penerapan awal standar ini.

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• **PSAK 73: Lease**

PSAK 73: Leases was issued in September 2017 and has an effective date of January 1, 2020 with earlier application permitted, eligible for entity which applies PSAK 72: Revenue from Contracts with Customers, at or before initial implementation that of PSAK 73: Leases.

The Group implemented PSAK 73: Leases from January 1, 2020, which has resulted in changes in the accounting policies and adjustments to the amounts recognized in the financial statements.

The Group implemented PSAK 73: Leases retrospectively with the cumulative effect on initial implementation and did not restate comparative information. The Group recognizes lease liabilities and right-of-use assets on the initial implementation date. The Group as a lessee measures lease liabilities on the present value of the remaining lease payments, discounted with implicit interest rate of the lease (if available) or incremental borrowing rate on initial implementation date. Then, the Group measure the right-of-use assets at the same amount as the lease liabilities, adjusted with any prepayments or accruals of the leases which recognized immediately on the balance sheet before the initial implementation date.

For all leases, except for short-term leases and leases of low-value assets other than those which are subleased previously classified as operating leases, as at January 1, 2020:

- *The Group has recognized a lease liability measured at the present value of the remaining lease payments, discounted using the Company's incremental borrowing rate at January 1, 2020;*
- *The Group has elected to recognize a right-of-use asset at an amount equal to the lease liability, adjusted by the amount of prepaid or accrued lease payments relating to those leases recognized in the statement of financial position immediately before the date of initial application.*

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Dampak terhadap laporan keuangan

Dalam penerapan PSAK 73, liabilitas sewa diukur berdasarkan nilai sekarang dari sisa pembayaran sewa, didiskontokan menggunakan suku bunga pinjaman inkremental pada 1 Januari 2020. Suku bunga pinjaman rata-rata tertimbang yang diterapkan pada liabilitas sewa pada 1 Januari 2020 adalah 9,45%.

Rekonsiliasi antara komitmen sewa operasi pada 31 Desember 2019 dan liabilitas sewa pada 1 Januari 2020 adalah sebagai berikut:

Komitmen sewa operasi pada 31 Desember 2019	127,597,691
Nilai diskonto komitmen sewa menggunakan rata-rata tertimbang suku bunga pinjaman inkremental	88,264,713
Penambahan atau (pengurangan) pada 1 Januari 2020	-
Penambahan:	
Liabilitas sewa pada 31 Desember 2019	82,029,952
Liabilitas sewa pada 1 Januari 2020	<u>170,294,665</u>

Pada 1 Januari 2020, aset hak guna diukur sebesar jumlah yang sama dengan liabilitas sewa yaitu sebesar Rp88.264.713 dimana sebagian besar merupakan sewa tanah, bangunan, dan kendaraan. Nilai tersebut disesuaikan dengan reklasifikasi dari biaya dibayar dimuka sebesar Rp8.890.383. Pada 1 Januari 2020, nilai penambahan aset tetap akibat aset hak guna adalah sebesar Rp97.155.096.

Aset bernilai rendah yang disubsewakan diakui sebagai aset hak-guna, demikian juga dengan liabilitas sewanya.

Pada tanggal penerapan awal, Grup juga menggunakan beberapa kebijakan praktis sebagai berikut:

- menggunakan tingkat diskonto tunggal pada portofolio sewa dengan karakteristik yang cukup serupa;
- mengandalkan penilaiannya apakah sewa bersifat memberatkan sesuai PSAK 57: Provisi, Kontinjensi, dan Aset Kontinjensi segera sebelum tanggal penerapan awal sebagai alternatif untuk melakukan tinjauan penurunan nilai;
- memilih tidak menerapkan persyaratan untuk sewa yang masa sewanya berakhir dalam 12 bulan dari tanggal penerapan awal. Mencatat sewa tersebut dengan cara yang sama dengan sewa jangka pendek dan memasukkan biaya yang terkait dengan sewa tersebut dalam pengungkapan beban sewa jangka-

Impact on financial instruments

Upon adoption of PSAK 73, the lease liabilities were measured at the present value of the remaining lease payments, discounted using the incremental borrowing rate on January 1, 2020. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on January 1, 2020 was 9.45%.

Reconciliation between operating lease commitment as at December 31, 2019 and lease liability as at January 1, 2020 are as follows:

Operating lease commitment as at December 31, 2019	127,597,691
Present value of operating lease commitment discounted using the weighted average incremental borrowing rate	88,264,713
Additional or (Deduction) as at January 1, 2020	-
Additional	
Lease liability as at December 31, 2019	82,029,952
Lease liability as at January 1, 2020	<u>170,294,665</u>

On January 1, 2020, the rights-of-use assets were measured at the amount equal to the lease liability of Rp88,264,713 reflecting mainly land, building, and vehicles. This amount was adjusted by the reclassification from prepaid expense amounting to Rp8,890,383 which was recognized as prepayment. On January 1, 2020, the added value of fixed assets due to use rights assets amounted to Rp97,155,096.

Low-value assets which are sub-leased are accounted for as a right-of-use assets with the corresponding lease liabilities.

At the first implementation date, the Group elected the following practical expedients:

- has applied a single discount rate to a portfolio of leases with reasonably similar characteristics;
- relied on its assessment of whether leases are onerous applying PSAK 57: Provision, Contingent, and Contingent Asset immediately before the first implementation date as an alternative to performing an impairment analysis;
- not to apply the new lessee accounting model to leases for which the lease term ends within 12 months after the date of initial application. It has accounted for those leases as short-term leases and accounted those expenses in regard to the leases in the short-term lease disclosure in the financial reporting which

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pendek dalam periode pelaporan
tahunan yang mencakup tanggal
penerapan awal.

d. Prinsip Prinsip Konsolidasian

Entitas anak merupakan semua entitas (termasuk entitas bertujuan khusus), dimana Grup memiliki pengendalian. Grup mengendalikan suatu entitas ketika Grup memiliki hak atas imbal hasil variabel dari keterlibatannya dengan suatu entitas dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas tersebut.

Entitas anak dikonsolidasi sejak tanggal pengendalian beralih kepada Grup dan tidak lagi dikonsolidasi sejak tanggal hilangnya pengendalian.

Saldo, transaksi, penghasilan dan beban intrakelompok usaha dieliminasi. Keuntungan dan kerugian hasil dari transaksi intrakelompok usaha yang diakui dalam aset juga dieliminasi. Kebijakan akuntansi entitas anak telah diubah seperlunya untuk memastikan konsistensi penerapan kebijakan oleh Grup.

Grup mengatribusikan laba rugi dan setiap komponen dari penghasilan komprehensif lain kepada pemilik entitas induk dan kepentingan nonpengendali meskipun hal tersebut mengakibatkan kepentingan nonpengendali memiliki saldo defisit. Grup menyajikan kepentingan nonpengendali di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Transaksi dengan kepentingan nonpengendali yang tidak mengakibatkan hilangnya pengendalian merupakan transaksi ekuitas. Selisih antara nilai wajar imbalan yang dibayar dan bagian yang diakuisisi atas nilai tercatat aset neto entitas anak dicatat pada ekuitas. Keuntungan atau kerugian pelepasan kepentingan nonpengendali juga dicatat pada ekuitas.

Jika Grup kehilangan pengendalian, maka Grup:

- a) Menghentikan pengakuan aset (termasuk *goodwill*) dan liabilitas entitas anak pada jumlah tercatatnya ketika pengendalian hilang;

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covers the period of the first
implementation date.

d. Principles of Consolidation

Subsidiaries are all entities (including special purpose entities), over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date when that control ceases

Intragroup balances, transactions, income and expenses are eliminated. Profits and losses resulting from intragroup transactions that are recognised in assets are also eliminated. The accounting policies of subsidiaries have been amended where necessary to ensure consistency with the policies adopted by the Group.

The Group attributed the profit and loss and each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in the non-controlling interests having a deficit balance. The Group presents non-controlling interest in equity in the consolidated statement of financial position, separately from the equity owners of the parent.

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiaries is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

If the Group loses control, the Group:

- a) *Derecognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;*

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- b) Menghentikan pengakuan jumlah tercatat setiap kepentingan nonpengendali pada entitas anak terdahulu ketika pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan pada kepentingan nonpengendali);
- c) Mengakui nilai wajar pembayaran yang diterima (jika ada) dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
- d) Mengakui sisa investasi pada entitas anak terdahulu pada nilai wajarnya pada tanggal hilangnya pengendalian;
- e) Mereklasifikasi ke laba rugi, atau mengalihkan secara langsung ke saldo laba jika disyaratkan oleh SAK lain, jumlah yang diakui dalam penghasilan komprehensif lain dalam kaitan dengan entitas anak;
- f) Mengakui perbedaan apapun yang dihasilkan sebagai keuntungan atau kerugian dalam laba rugi yang diatribusikan kepada entitas induk.

e. Penjabaran mata uang asing

i. Mata uang fungsional dan penyajian

Akun-akun yang disertakan dalam laporan keuangan setiap entitas anggota Grup diukur menggunakan mata uang dari lingkungan ekonomi dimana entitas tersebut beroperasi (mata uang fungsional). Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional Perusahaan dan penyajian Grup.

ii. Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan menjadi mata uang fungsional menggunakan kurs yang berlaku pada tanggal transaksi. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing menggunakan kurs yang berlaku pada akhir tahun diakui dalam laba rugi.

Keuntungan dan kerugian selisih kurs yang berhubungan dengan pinjaman, serta kas dan setara kas disajikan pada laporan laba rugi sebagai pendapatan atau biaya keuangan. Keuntungan atau kerugian bersih selisih kurs lainnya disajikan pada laporan laba rugi sebagai (beban)/pendapatan lain-lain, bersih.

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- b) *Derecognises the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);*
- c) *Recognises the fair value of the consideration received, if any, from the transaction, event or circumstances that resulted in the loss of control;*
- d) *Recognises any investment retained in the former subsidiary at fair value at the date when control is lost;*
- e) *Reclassifies to profit or loss, or transfer directly to retained earnings if required by other SAK, the amount recognized in other comprehensive income in relation to the subsidiary;*
- f) *Recognises any resulting difference as a gain or loss attributable to the parent.*

e. Foreign currency translation

i. Functional and presentation currency

Items included in the financial statements of each of the Group entities are measured using the currency of the primary economic environment in which the relevant entity operates (the functional currency). The consolidated financial statements are presented in Rupiah which is the Company's functional currency and the Group's presentation currency.

ii. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the date of transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowing and cash and cash equivalents are presented in the profit or loss within finance income or costs. All other net foreign exchange gains and losses are presented in the profit or loss within other (expense)/income, net.

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Kurs yang digunakan pada tanggal laporan posisi keuangan konsolidasian, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut (dalam Rupiah penuh):

As at the consolidated statement of financial position dates, the exchange rates used, based on the middle rates published by Bank Indonesia, were as follows (full Rupiah amount):

	2020 Rp	2019 Rp	
Mata Uang			Foreign currency
1 USD	14,105	13,901	1 USD
1 EUR	17,264	15,589	1 EUR

iii. Entitas dalam grup

Hasil usaha operasi dan posisi keuangan dari entitas anak (tidak ada yang mata uang fungsionalnya mata uang dari suatu ekonomi hiperinflasi) yang memiliki mata uang fungsional yang berbeda dengan mata uang penyajian Perusahaan, ditranslasikan dalam mata uang penyajian Perusahaan sebagai berikut:

- (a) Aset dan liabilitas yang disajikan pada laporan posisi keuangan konsolidasian, dijabarkan pada kurs penutup tanggal laporan posisi keuangan konsolidasian tersebut;
- (b) Penghasilan dan beban untuk setiap laba rugi dijabarkan menggunakan kurs rata-rata (kecuali jika rata-rata tersebut bukan perkiraan wajar efek kumulatif dari kurs yang berlaku pada tanggal transaksi, maka penghasilan dan beban dijabarkan menggunakan kurs tanggal transaksi); dan
- (c) Seluruh selisih kurs yang timbul diakui dalam penghasilan komprehensif lain.

f. Transaksi dan saldo dengan pihak berelasi

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor):

- (a) Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
 - ii. memiliki pengaruh signifikan atas entitas pelapor; atau
 - iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

iii. Group companies

The results of the operations and financial positions of all subsidiary (none of which has the currency of a hyperinflationary economy) that have a functional currency which is different from the Company's presentation currency are translated into the Company's presentation currency as follows:

- (a) The assets and liabilities presented in the consolidated statement of financial position are translated at the closing rate at the date of the consolidated statement of financial position;
- (b) The income and expenses for each profit or loss are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case the income and expenses are translated at the rate on the dates of the transactions); and
- (c) All of the resulting exchange differences are recognised in other comprehensive income.

f. Related parties transactions and balances

A related party is a person or entity that is related to the Group (the reporting entity):

- (a) A person or a close member of that person's family is related to a reporting entity if that person:
 - i. has control or joint control over the reporting entity;
 - ii. has significant influence over the reporting entity; or
 - iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

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- (b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
- i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, Entitas Anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
 - ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - v. Entitas tersebut adalah suatu program imbalan kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
 - vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
 - vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas);
 - viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada pemerintah, instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan atau Pemerintah Daerah yang merupakan Pemegang Saham entitas, atau

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- (b) An entity is related to a reporting entity if any of the following conditions applies:
- i. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - iii. Both entities are joint ventures of the same third party;
 - iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
 - vi. The entity is controlled or jointly controlled by a person identified in (a);
 - vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity);
 - viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A government-related entity is an entity that is controlled, jointly controlled or significant influence by a government. Government refers to government, government agencies and similar bodies whether local, national or international.

Government related entity can be an entity which controlled or significantly influenced by the Ministry of Finance or Local Government that representing as the shareholders of the entity or an entity

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entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian BUMN sebagai kuasa pemegang saham.

**g. Instrumen keuangan
Pengakuan dan pengukuran awal**

Grup mengakui aset keuangan atau liabilitas keuangan dalam laporan posisi keuangan konsolidasian, jika dan hanya jika, Grup menjadi salah satu pihak dalam ketentuan pada kontrak instrumen tersebut. Pada saat pengakuan awal aset keuangan atau liabilitas keuangan, Grup mengukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah atau dikurangkan dengan biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan tersebut. Biaya transaksi yang dikeluarkan sehubungan dengan perolehan aset keuangan dan penerbitan liabilitas keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dibebankan langsung ke dalam periode yang bersangkutan.

Pengukuran Selanjutnya Aset Keuangan

Perlakuan akuntansi sebelum 1 Januari 2020

Pengukuran selanjutnya aset keuangan tergantung pada klasifikasinya pada saat pengakuan awal. Grup mengklasifikasikan aset keuangan dalam salah satu dari empat kategori berikut:

- i. Aset Keuangan yang Diukur pada Nilai Wajar Melalui Laba Rugi ("FVTPL")**
Aset keuangan yang diukur pada FVTPL adalah aset keuangan yang dimiliki untuk diperdagangkan atau yang pada saat pengakuan awal telah ditetapkan untuk diukur pada nilai wajar melalui laba rugi. Aset keuangan diklasifikasikan dalam kelompok diperdagangkan jika diperoleh atau dimiliki terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat, atau bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek aktual saat ini, atau merupakan derivatif, kecuali derivatif yang ditetapkan dan efektif sebagai instrumen lindung nilai.

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controlled by the Government of Republic of Indonesia, represented by the SOE's Ministry as a shareholder's representative.

**g. Financial instruments
Initial recognition and measurement**

The Group recognizes a financial asset or a financial liability in the consolidated statement of financial position when, and only when, it becomes a party to the contractual provisions of the instrument. At initial recognition, the Groups measures all financial assets and financial liabilities at its fair value. In the case of a financial asset or financial liability not at fair value through profit or loss, fair value plus or minus with the transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Transaction costs incurred on acquisition of a financial asset and issue of a financial liability classified at fair value through profit or loss are expensed immediately in the relevant period.

Subsequent Measurement of Financial Assets

Accounting treatment before January 1, 2020

Subsequent measurement of financial assets depends on their classification on initial recognition. The Group classifies financial assets in one of the following four categories:

- i. Financial Assets at Fair Value Through Profit or Loss ("FVTPL")**
Financial assets at FVTPL are financial assets held for trading or upon initial recognition it is designated as at fair value through profit or loss. Financial asset classified as held for trading if it is acquired or incurred principally for the purpose of selling and repurchasing it in the near term, or it is a part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit taking, or it is a derivative, except for a derivative that is a designated and effective hedging instrument.

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Setelah pengakuan awal, aset keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

ii. Pinjaman yang diberikan dan Piutang

Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif, kecuali:

- (a) pinjaman yang diberikan dan piutang yang dimaksudkan untuk dijual dalam waktu dekat dan yang pada saat pengakuan awal ditetapkan sebagai aset keuangan yang diukur pada nilai wajar melalui laba rugi;
- (b) pinjaman yang diberikan dan piutang yang pada saat pengakuan awal ditetapkan sebagai tersedia untuk dijual; atau
- (c) pinjaman yang diberikan dan piutang dalam hal pemilik mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman.

Setelah pengakuan awal, pinjaman yang diberikan dan piutang diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

iii. Investasi dimiliki hingga jatuh tempo (“HTM”)

Investasi HTM adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan, serta Grup mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo.

Setelah pengakuan awal, investasi HTM diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

iv. Aset keuangan tersedia untuk dijual (“AFS”)

Aset keuangan AFS adalah aset keuangan non-derivatif yang ditetapkan sebagai tersedia untuk dijual atau yang tidak diklasifikasikan sebagai (a) pinjaman yang diberikan dan piutang, (b) investasi yang diklasifikasikan dalam kelompok dimiliki hingga jatuh tempo, atau (c) aset keuangan yang diukur pada nilai wajar melalui laba rugi.

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After initial recognition, financial assets at FVTPL are measured at its fair value. Gains or losses arising from a change in the fair value of financial assets are recognized in profit or loss.

ii. Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than:

- (a) those that intends to sell immediately or in the near term and upon initial recognition designated as at fair value through profit or loss;
- (b) those that upon initial recognition designated as available for sale; or
- (c) those for which the holder may not recover substantially all of its initial investment, other than because of credit deterioration.

After initial recognition, loans and receivable are measured at amortized cost using the effective interest method.

iii. Held-to-maturity (“HTM”) investments

HTM investments are non-derivative financial assets with fixed or determinable payments and fixed maturity that the Group has the positive intention and ability to hold to maturity.

After initial recognition, HTM investments are measured at amortized cost using the effective interest method.

iv. Available-for-sale (“AFS”) financial assets

AFS financial assets are non-derivative financial assets that are designated as available for sale on initial recognition or are not classified as (a) loans and receivable, (b) held-to-maturity investment, or (c) financial assets at fair value through profit or loss.

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Setelah pengakuan awal, aset keuangan AFS diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, sampai aset keuangan tersebut dihentikan pengakuannya. Pada saat itu, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

Investasi dalam instrumen ekuitas yang tidak memiliki harga kuotasian di pasar aktif dan nilai wajarnya tidak dapat diukur secara andal diukur pada biaya perolehan.

Perlakuan akuntansi sejak 1 Januari 2020

i. Aset keuangan yang diukur pada biaya perolehan diamortisasi

Aset keuangan diukur pada biaya perolehan diamortisasi ketika kedua kondisi berikut terpenuhi:

- (1) aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual saja; dan
- (2) persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga (*solely payments of principal and interest - SPPI*) dari jumlah pokok terutang.

Aset keuangan ini diukur pada jumlah yang diakui pada awal pengakuan dikurangi dengan pembayaran pokok, kemudian dikurangi atau ditambah dengan jumlah amortisasi kumulatif atas perbedaan jumlah pengakuan awal dengan jumlah pada saat jatuh tempo, dan penurunan nilainya.

Pendapatan keuangan dihitung dengan metode menggunakan suku bunga efektif dan diakui di laba rugi. Perubahan pada nilai wajar diakui di laba rugi ketika aset dihentikan atau direklasifikasi.

Aset keuangan yang diklasifikasikan menjadi aset keuangan yang diukur pada biaya perolehan diamortisasi dapat

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After initial recognition, AFS financial assets are measured at its fair value. Gains or losses arising from a change in the fair value is recognized on other comprehensive income, except for impairment losses and foreign exchange gains or losses, until the financial assets is derecognized. At that time, the cumulative gains or losses previously recognized in other comprehensive income shall be reclassified from equity to profit or loss as a reclassification adjustment.

Investment in equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured are measured at cost.

Accounting treatment since January, 1 2020

i. Financial assets measured at amortized costs

Financial assets are measured at amortized costs if these conditions are met:

- (1) the objective of the Company's business model to hold the financial assets is only to collect contractual cash flows; and
- (2) the contractual cash flows of the financial asset give rise to payments on specified dates that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.

The financial asset is measured at the amount recognized at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and any loss allowance.

Interest income is calculated using the effective interest method and is recognized in profit or loss. Changes in fair value are recognized in profit and loss when the asset is derecognized or reclassified.

Financial assets classified to amortized cost may be sold where there is an increase in credit risk. Disposals for other reasons are

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dijual ketika terdapat peningkatan risiko kredit. Penghentian untuk alasan lain diperbolehkan namun jumlah penjualan tersebut harus tidak signifikan jumlahnya atau tidak sering.

ii. Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain ("FVOCI")

Aset keuangan diukur pada FVTOCI jika kedua kondisi berikut terpenuhi:

- (1) aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- (2) persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga ("SPPI") dari jumlah pokok terutang.

Aset keuangan tersebut diukur sebesar nilai wajar, dimana keuntungan atau kerugian diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian akibat penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, diakui pada laba rugi. Ketika aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

iii. Aset keuangan yang diukur pada nilai wajar melalui laba rugi ("FVPTL")

Aset keuangan yang diukur pada FVTPL adalah aset keuangan yang tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau untuk diukur FVTOCI.

Setelah pengakuan awal, aset keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

Aset keuangan berupa derivatif dan investasi pada instrumen ekuitas tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau kriteria untuk diukur pada FVTOCI, sehingga diukur pada FVTPL. Namun demikian, Perusahaan

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permitted but such sales should be insignificant in value or infrequent in nature.

ii. Financial assets measured at fair value through other comprehensive income ("FVOCI")

The financial assets are measured at FVTOCI if these conditions are met:

- (1) the objective of the Company's business model to hold the financial assets is to collect contractual cash flows and to sell the assets; and
- (2) the contractual cash flows of the financial asset give rise to payments on specified dates that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.

The financial assets are measured at fair value. The changes in fair value are recognized initially in other comprehensive income (OCI), except for impairment gains and losses, and a portion of foreign exchange gains and losses, are recognized in profit or loss. When the asset is derecognized or reclassified, changes in fair value previously recognized in other comprehensive income and accumulated in equity are reclassified from equity to profit or loss as a reclassification adjustment.

iii. Financial assets at fair value through profit or loss ("FVPTL")

Financial assets measured at FVTPL are those which do not meet both criteria for neither amortized costs nor FVTOCI.

After initial recognition, FVTPL financial assets are measured at fair value. The changes in fair value are recognized in profit or loss.

Financial assets in form of derivatives and investment in equity instrument are not eligible to meet both criteria for amortized costs or fair value through other comprehensive income FVTOCI. Hence, these are measured at fair value through

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dapat menetapkan pilihan yang tidak dapat dibatalkan saat pengakuan awal atas investasi pada instrumen ekuitas yang bukan untuk diperjualbelikan dalam waktu dekat (*held for trading*) untuk diukur pada FVTOCI. Penetapan ini menyebabkan semua keuntungan atau kerugian disajikan di penghasilan komprehensif lain, kecuali pendapatan dividen tetap diakui di laba rugi. Keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke saldo laba tidak melalui laba rugi.

Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset atau liabilitas keuangan (atau kelompok aset atau liabilitas keuangan) dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas masa depan selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh jumlah tercatat neto dari aset keuangan atau liabilitas keuangan.

Pada saat menghitung suku bunga efektif, Grup mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, seperti pelunasan dipercepat, opsi beli dan opsi serupa lain, tetapi tidak mempertimbangkan kerugian kredit masa depan. Perhitungan ini mencakup seluruh komisi dan bentuk lain yang dibayarkan atau diterima oleh pihak-pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premium atau diskonto lain.

Penurunan Nilai Aset Keuangan

Perlakuan akuntansi sebelum 1 Januari 2020

Pada setiap akhir periode pelaporan, Grup mengevaluasi apakah terdapat bukti objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi, jika dan hanya jika, terdapat bukti objektif mengenai penurunan nilai

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profit or loss FVTPL. Nonetheless, the Company may irrevocably designated an investment in an equity instrument which is not held for trading in any time soon as FVTOCI. This designation result in gains and losses to be presented in other comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss.

The Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period.

The effective interest rate is the rate that exactly discount estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

When calculating the effective interest rate, the Group estimates cash flows considering all contractual terms of the financial instrument, for example, prepayment, call and similar option, but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Impairment of Financial Assets

Accounting treatment before January 1, 2020

At the end of each reporting period, the Group assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. A financial asset or group of financial assets is impaired and impairment losses are incurred, if and only if, there is objective evidence of impairment as a result of one or more events that occurred after

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tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang merugikan), dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan dari aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

Berikut adalah bukti objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai:

- (a) Kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- (b) Pelanggaran kontrak, seperti terjadinya gagal bayar atau tunggakan pembayaran pokok atau bunga;
- (c) Terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- (d) Terdapat data yang dapat diobservasi yang mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa depan dari kelompok aset keuangan sejak pengakuan awal aset, seperti memburuknya status pembayaran pihak peminjam atau kondisi ekonomi yang berkorelasi dengan gagal bayar.

Untuk investasi pada instrumen ekuitas, penurunan yang signifikan atau penurunan jangka panjang dalam nilai wajar instrumen ekuitas di bawah biaya perolehannya merupakan bukti objektif terjadinya penurunan nilai.

Jika terdapat bukti objektif bahwa kerugian penurunan nilai telah terjadi atas pinjaman yang diberikan dan piutang atau investasi dimiliki hingga jatuh tempo yang dicatat pada biaya perolehan diamortisasi, maka jumlah kerugian tersebut diukur sebagai selisih antara jumlah tercatat aset dan nilai kini estimasi arus kas masa depan yang didiskonto menggunakan suku bunga efektif awal dari aset tersebut dan diakui pada laba rugi.

Jika penurunan dalam nilai wajar atas aset keuangan tersedia untuk dijual telah diakui dalam penghasilan komprehensif lain dan terdapat bukti objektif bahwa aset tersebut mengalami penurunan nilai, maka kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi meskipun aset keuangan tersebut belum dihentikan pengakuannya. Jumlah kerugian kumulatif yang direklasifikasi adalah

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the initial recognition of the asset (loss event), and that loss event has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

The following are objective evidence that a financial asset or group of financial assets is impaired:

- (a) Significant financial difficulty of the issuer or obligor;*
- (b) A breach of contract, such as default or delinquency in interest or principal payments;*
- (c) It becoming probable that the borrower will enter bankruptcy or other financial reorganization;*
- (d) Observable data indicating that there is a measurable decrease in the estimated future cash flows from a group of financial assets since the initial recognition, such as adverse changes in the payment status of borrowers or economic condition that correlate with defaults.*

For investment in equity instrument, a significant and prolonged decline in the fair value of the equity instrument below its cost is an objective evidence of impairment.

If there is objective evidence that an impairment loss has been incurred on loans and receivable or held-to-maturity investments carried at amortized cost, the amount of impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate and recognized in profit or loss.

When a decline in the fair value of an available-for-sale financial asset has been recognized in other comprehensive income and there is objective evidence that the asset is impaired, the cumulative loss that had been recognized in other comprehensive income shall be reclassified from equity to profit or loss as a reclassification adjustment even though the financial assets has not been derecognized. The amount of the cumulative loss that is reclassified are the difference between the

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selisih antara biaya perolehan (setelah dikurangi pelunasan pokok dan amortisasi) dan nilai wajar kini, dikurangi kerugian penurunan nilai aset keuangan yang sebelumnya telah diakui dalam laba rugi.

Perlakuan akuntansi sejak 1 Januari 2020

Aset keuangan dinilai apakah terdapat indikasi Grup mereklasifikasi aset keuangan ketika Grup mengubah tujuan model bisnis untuk pengelolaan aset keuangan sehingga penilaian sebelumnya menjadi tidak dapat diterapkan.

Jika Grup mereklasifikasi aset keuangan, maka diperlukan untuk menerapkan reklasifikasi secara prospektif sejak tanggal reklasifikasi. Keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai) atau bunga yang sebelumnya diakui tidak disajikan kembali

Ketika Grup mereklasifikasi aset keuangan dari biaya perolehan diamortisasi menjadi FVTPL, maka nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari perbedaan antara biaya perolehan diamortisasi sebelumnya dan nilai wajarnya diakui dalam laporan laba rugi. Sebaliknya, jika Grup mereklasifikasi aset keuangannya dari FVTPL menjadi biaya perolehan diamortisasi, maka nilai wajarnya pada tanggal reklasifikasi menjadi nilai tercatat bruto baru.

Ketika Grup mereklasifikasi aset keuangan dari biaya perolehan diamortisasi menjadi FVTOCI, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar diakui pada penghasilan komprehensif lain. Tingkat suku bunga efektif dan pengukuran kerugian kredit yang diharapkan tidak disesuaikan sebagai hasil dari reklasifikasi. Sebaliknya, ketika Grup mereklasifikasi aset keuangannya dari FVTOCI menjadi biaya perolehan diamortisasi, aset keuangan tersebut direklasifikasi ke nilai wajarnya pada tanggal reklasifikasi. Namun, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dihilangkan dari ekuitas dan disesuaikan dengan nilai wajar aset keuangan pada tanggal reklasifikasi. Akibatnya, pada tanggal reklasifikasi, aset keuangan diukur dengan cara yang sama seperti biaya perolehan diamortisasi.

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acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss on that financial asset previously recognized in profit or loss.

Accounting treatment since January 1, 2020

The Group reclassifies a financial asset if and only if the Group's business model objective for its financial assets changes so its previous model assessment would no longer apply.

If the Group reclassifies a financial asset, it is required to apply the reclassification prospectively from the reclassification date. Previously recognized gains, losses (including impairment gains or losses) or interest are not restated.

When the Group reclassifies its financial asset out of the amortized cost into FVTPL, then its fair value is measured at reclassification date. Any gains or losses resulted from the difference between previous amortized cost and its fair value is recognized in profit or loss. Otherwise, if the Group reclassifies its financial asset from FVTPL into amortized cost, then its fair value at the date of reclassification becomes new gross carrying amount.

When the Group reclassifies its financial asset out of the amortized cost into FVTOCI, its fair value is measured at the reclassification date. Any gains or losses resulted from the difference between previous amortized cost and fair value is recognized in other comprehensive income. Effective interest rate and expected credit loss measurement are not adjusted as a result of the reclassification. Otherwise, when the Group reclassifies its financial asset out of the FVTOCI into amortized cost, the financial asset is reclassified by its fair value at the reclassification date. However, any cumulative gains or losses previously recognized in other comprehensive income are omitted from equity and adjusted to the financial asset's fair value at the date of reclassification. Consequently, at the reclassification date, the financial asset is measured the same way as if it were amortized cost.

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Penyesuaian ini memengaruhi penghasilan komprehensif lain tetapi tidak memengaruhi laba rugi, dan karenanya bukan merupakan penyesuaian reklasifikasi. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi.

Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran FVTPL menjadi kategori pengukuran FVTOCI, aset keuangan tetap diukur pada nilai wajarnya. Sama halnya, ketika Grup mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori pengukuran FVTPL, aset keuangan tetap diukur pada nilai wajarnya. Keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi pada tanggal reklasifikasi.

Pengukuran selanjutnya liabilitas keuangan

Perlakuan akuntansi sejak 1 Januari 2020

Grup mengklasifikasikan seluruh liabilitas keuangan sehingga setelah pengakuan awal liabilitas keuangan diukur pada biaya perolehan diamortisasi, kecuali:

- a) Liabilitas keuangan pada nilai wajar melalui laba rugi. Liabilitas dimaksud, termasuk derivatif yang merupakan liabilitas, selanjutnya akan diukur pada nilai wajar.
- b) Liabilitas keuangan yang timbul Ketika pengalihan aset keuangan yang tidak memenuhi kualifikasi penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan.
- c) Kontrak jaminan keuangan dan komitmen untuk menyediakan pinjaman dengan suku bunga dibawah pasar. Setelah pengakuan awal, penerbit kontrak dan penerbit komitmen selanjutnya mengukur kontrak tersebut sebesar jumlah yang lebih tinggi antara:
 - (i) Jumlah penyisihan kerugian dan
 - (ii) Jumlah yang pertama kali diakui dikurangi dengan, jika sesuai, jumlah kumulatif dari penghasilan yang diakui sesuai dengan prinsip PSAK 72.
- d) Imbalan kontijensi yang diakui oleh pihak pengakusisi dalam kombinasi bisnis Ketika PSAK 22 diterapkan. Imbalan kontijensi selanjutnya diukur pada nilai wajar dan selisihnya dalam laba rugi

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This adjustment affects other comprehensive income but not profit or loss, and hence it is not a reclassification adjustment. Effective interest rate and expected credit loss are no longer adjusted as a result of the reclassification.

When the Group reclassifies its financial asset out of the FVTPL into FVTOCI, the financial asset is measured at its fair value. Similarly, when the Group reclassifies its financial asset out of the FVTOCI into FVTPL the financial asset is measured at its fair value. Any gains or losses previously recognized in other comprehensive income are reclassified out of the equity to profit or loss as a reclassification adjustment at the date of reclassification.

Subsequent measurement of financial liabilities

Accounting treatment since January 1, 2020

The Group shall classify all financial liabilities as subsequently measured at amortised cost, except for:

- a) *financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.*
- b) *financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies.*
- c) *financial guarantee contracts and commitments to provide a loan at a below-market interest rate. After initial recognition, an issuer of such a contract and an issuer of such a commitment shall subsequently measure it at the higher of*
 - (i) the amount of the loss allowance*
 - (ii) the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of PSAK 72.*
- d) *Contingent consideration recognised by an acquirer in a business combination to which PSAK 22 applies. Such contingent consideration shall subsequently be measured at fair value with changes recognised in profit or loss.*

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Saat pengakuan awal Grup dapat membuat penetapan yang takterbatalkan untuk mengukur liabilitas keuangan pada nilai wajar melalui laba rugi, jika diizinkan oleh standar atau jika penetapan akan menghasilkan informasi yang lebih relevan, karena:

- a) mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "accounting mismatch") yang dapat timbul dari pengukuran aset atau liabilitas atau pengakuan keuntungan dan kerugian atas aset atau liabilitas dengan dasar yang berbeda beda; atau
- b) sekelompok liabilitas keuangan atau aset keuangan dan liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar, sesuai manajemen risiko atau strategi investasi yang terdokumentasi, dan informasi dengan dasar nilai wajar dimaksud atas kelompok tersebut disediakan secara internal untuk personil manajemen kunci Grup.

Penghentian pengakuan aset dan liabilitas keuangan

Grup menghentikan pengakuan aset keuangan, jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir atau Grup mengalihkan hak kontraktual untuk menerima kas yang berasal dari aset keuangan atau tetap memiliki hak kontraktual untuk menerima kas tetapi juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan. Jika Grup secara substansial mengalihkan seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup menghentikan pengakuan aset keuangan dan mengakui secara terpisah sebagai aset atau liabilitas untuk setiap hak dan kewajiban yang timbul atau yang masih dimiliki dalam pengalihan tersebut. Jika Grup secara substansial tidak mengalihkan dan tidak memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut dan masih memiliki pengendalian, maka Grup mengakui aset keuangan sebesar keterlibatan berkelanjutan dengan aset keuangan tersebut. Jika Grup secara substansial masih memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup tetap mengakui aset keuangan tersebut.

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An entity may, at initial recognition, irrevocably designate a financial liability as measured at fair value through profit or loss when permitted by the standard or when doing so results in more relevant information, because either:

- a) *it eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as 'an accounting mismatch') that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases; or*
- b) *a group of financial liabilities or financial assets and financial liabilities is managed and its performance is evaluated on a fairvalue basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the Group's key management personnel.*

Derecognition of financial assets and liabilities

The Group derecognizes a financial asset when, and only when the contractual rights to the cash flows from the financial asset expire or the Group transfers the contractual rights to receive the cash flows of the financial asset or retains the contractual rights to receive the cash flows but assumes a contractual obligation to pay the cash flows to one or more recipients in an arrangement. If the Group transfers substantially all the risks and rewards of ownership of the financial asset, the Group derecognizes the financial asset and recognizes separately as asset or liabilities any rights and obligation created or retained in the transfer. If the Group neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset and has retained control, the Group continues to recognize the financial asset to the extent of its continuing involvement in the financial asset. If the Group retains substantially all the risks and rewards of ownership of the financial asset, the Group continues to recognize the financial asset.

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Grup menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas keuangan tersebut berakhir, yaitu ketika kewajiban yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kedaluwarsa.

Reklasifikasi

Perlakuan akuntansi sebelum 1 Januari 2020

Grup tidak mereklasifikasi derivatif dari diukur pada nilai wajar melalui laba rugi selama derivatif tersebut dimiliki atau diterbitkan dan tidak mereklasifikasi setiap instrumen keuangan dari diukur melalui laba rugi jika pada pengakuan awal instrumen keuangan tersebut ditetapkan oleh Grup sebagai diukur pada nilai wajar melalui laba rugi. Grup dapat mereklasifikasi aset keuangan yang diukur pada nilai wajar melalui laba rugi, jika aset keuangan tidak lagi dimiliki untuk tujuan penjualan atau pembelian kembali aset keuangan tersebut dalam waktu dekat.

Grup tidak mereklasifikasi setiap instrumen keuangan diukur pada nilai wajar melalui laba rugi setelah pengakuan awal.

Jika, karena perubahan intensi atau kemampuan Grup, instrumen tersebut tidak tepat lagi diklasifikasikan sebagai investasi dimiliki hingga jatuh tempo, maka investasi tersebut direklasifikasi menjadi tersedia untuk dijual dan diukur kembali pada nilai wajar. Jika terjadi penjualan atau reklasifikasi atas investasi dimiliki hingga jatuh tempo dalam jumlah yang lebih dari jumlah yang tidak signifikan, maka sisa investasi dimiliki hingga jatuh tempo direklasifikasi menjadi tersedia untuk dijual, kecuali penjualan atau reklasifikasi tersebut dilakukan ketika aset keuangan sudah mendekati jatuh tempo atau tanggal pembelian kembali, terjadi setelah seluruh jumlah pokok telah diperoleh secara substansial sesuai jadwal pembayaran atau telah diperoleh pelunasan dipercepat; atau terkait dengan kejadian tertentu yang berada di luar kendali, tidak berulang, dan tidak dapat diantisipasi secara wajar.

Perlakuan akuntansi sejak 1 Januari 2020

Grup mereklasifikasi aset keuangan ketika Grup mengubah tujuan model bisnis untuk pengelolaan aset keuangan sehingga penilaian sebelumnya menjadi tidak dapat diterapkan.

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The Group removes a financial liability from its statement of financial position when, and only when, it is extinguished, ie when the obligation specified in the contract is discharged or cancelled or expires.

Reclassification

Accounting treatment before January 1, 2020

The Group shall not reclassify a derivative out of the fair value through profit or loss category while it is held or issued and not reclassify any financial instrument out of the fair value through profit or loss category if upon initial recognition it was designated by the Group as at fair value through profit or loss. The Group may reclassify that financial asset out of the fair value through profit or loss category if a financial asset is no longer held for the purpose of selling or repurchasing it in the near term.

The Group shall not reclassify any financial instrument into the fair value through profit or loss category after initial recognition.

If, as a result of a change in Group's intention or ability, it is no longer appropriate to classify an investment as held to maturity, it shall be reclassified as available for sale and remeasured at fair value. Whenever sales or reclassification of more than an insignificant amount of held-to-maturity investments, any remaining held-to-maturity investments shall be reclassified as available for sale, other than sales or reclassification that are so close to maturity or the financial asset's call date, occur after all the financial asset's original principal has been collected substantially through scheduled payments or prepayments, or are attributable to an isolated event that is beyond control, non-recurring, and could not have been reasonably anticipated.

Accounting treatment since January 1, 2020

The Group reclassifies a financial asset if and only if the Group's business model objective for its financial assets changes so its previous model assessment would no longer apply.

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Ketika Grup mereklasifikasi aset keuangan, maka Grup menerapkan reklasifikasi secara prospektif dari tanggal reklasifikasi. Grup tidak menyajikan kembali keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai), atau bunga yang diakui sebelumnya.

Ketika Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTPL, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam laba rugi. Pada saat Grup melakukan reklasifikasi sebaliknya, yaitu dari aset keuangan kategori FVTPL menjadi kategori pengukuran biaya perolehan diamortisasi, maka nilai wajar pada tanggal reklasifikasi menjadi jumlah tercatat bruto yang baru.

Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTOCI, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam penghasilan komprehensif lain. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi. Ketika Grup mereklasifikasi aset keuangan sebaliknya, yaitu keluar dari kategori FVTOCI menjadi kategori pengukuran biaya perolehan diamortisasi, aset keuangan direklasifikasi pada nilai wajarnya pada tanggal reklasifikasi. Akan tetapi keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dihapus dari ekuitas dan disesuaikan terhadap nilai wajar aset keuangan pada tanggal reklasifikasi. Akibatnya, pada tanggal reklasifikasi aset keuangan diukur seperti halnya jika aset keuangan tersebut selalu diukur pada biaya perolehan diamortisasi. Penyesuaian ini memengaruhi penghasilan komprehensif lain tetapi tidak memengaruhi laba rugi, dan karenanya bukan merupakan penyesuaian reklasifikasi. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi.

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If the Group reclassifies a financial asset, it is required to apply the reclassification prospectively from the reclassification date. Previously recognized gains, losses (including impairment gains or losses) or interest are not restated.

When the Group reclassifies its financial asset out of the amortized cost into fair value through profit or loss, then its fair value is measured at reclassification date. Any gains or losses resulted from the difference between previous amortized cost and its fair value is recognized in profit or loss. Otherwise, if the Group reclassifies its financial asset from FVTPL into amortized cost, then its fair value at the date of reclassification becomes new gross carrying amount.

When the Group reclassifies its financial asset out of the amortized cost into fair value through other comprehensive income, its fair value is measured at the reclassification date. Any gains or losses resulted from the difference between previous amortized cost and fair value is recognized in other comprehensive income. Effective interest rate and expected credit loss measurement are not adjusted as a result of the reclassification. Otherwise, when the Group reclassifies its financial asset out of the fair value through other comprehensive income into amortized cost, the financial asset is reclassified by its fair value at the reclassification date. However, any cumulative gains or losses previously recognized in other comprehensive income are omitted from equity and adjusted to the financial asset's fair value at the date of reclassification. Consequently, at the reclassification date, the financial asset is measured the same way as if it were amortized cost. This adjustment affects other comprehensive income but not profit or loss, and hence it is not a reclassification adjustment. Effective interest rate and expected credit loss are no longer adjusted as a result of the reclassification.

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Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran FVTPL menjadi kategori pengukuran FVTOCI, aset keuangan tetap diukur pada nilai wajarnya. Sama halnya, ketika Grup mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori pengukuran FVTPL, aset keuangan tetap diukur pada nilai wajarnya. Keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi pada tanggal reklasifikasi.

Pengukuran nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

Nilai wajar dikategorikan dalam level yang berbeda dalam suatu hirarki nilai wajar berdasarkan pada apakah input suatu pengukuran dapat diobservasi dan signifikansi input terhadap keseluruhan pengukuran nilai wajar:

- (i) Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran (Level 1);
- (ii) Input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung maupun tidak langsung (Level 2);
- (iii) Input yang tidak dapat diobservasi untuk aset atau liabilitas (Level 3).

Dalam mengukur nilai wajar aset atau liabilitas, Grup sebisa mungkin menggunakan data pasar yang dapat diobservasi. Apabila nilai wajar aset atau liabilitas tidak dapat diobservasi secara langsung, Grup menggunakan teknik penilaian yang sesuai dengan keadaannya dan memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Perpindahan antara level hirarki wajar diakui oleh Grup pada akhir periode pelaporan dimana perpindahan terjadi.

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When the Group reclassifies its financial asset out of the fair value through profit or loss into fair value through other comprehensive income, the financial asset is measured at its fair value. Similarly, when the Group reclassifies its financial asset out of the fair value through other comprehensive income into fair value through profit or loss, the financial asset is measured at its fair value. Any gains or losses previously recognized in other comprehensive income are reclassified out of the equity to profit or loss as a reclassification adjustment at the date of reclassification.

Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Fair values are categorized into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

- (i) Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1);*
- (ii) Inputs other than quoted prices included in Level 1 that are observable for the assets or liabilities, either directly or indirectly (Level 2);*
- (iii) Unobservable inputs for the assets or liabilities (Level 3).*

When measuring the fair value of an asset or a liability, the Group uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly observable, the Group uses valuation techniques that appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Transfers between levels of the fair value hierarchy are recognised by the Group at the end of the reporting period during which the change occurred.

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Pengukuran selanjutnya liabilitas keuangan

Pengukuran selanjutnya liabilitas keuangan tergantung pada klasifikasinya pada saat pengakuan awal. Grup mengklasifikasikan liabilitas keuangan dalam salah satu dari kategori berikut:

- (i) Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi (FVPTL)
Liabilitas keuangan yang diukur pada FVTPL adalah liabilitas keuangan yang dimiliki untuk diperdagangkan atau yang pada saat pengakuan awal telah ditetapkan untuk diukur pada nilai wajar melalui laba rugi. Liabilitas keuangan diklasifikasikan dalam kelompok diperdagangkan jika diperoleh atau dimiliki terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat, atau bagian dari portfolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek aktual saat ini, atau merupakan derivatif, kecuali derivatif yang ditetapkan dan efektif sebagai instrumen lindung nilai.

Setelah pengakuan awal, liabilitas keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar diakui dalam laba rugi.

- (ii) Liabilitas keuangan lainnya
Liabilitas keuangan yang tidak diklasifikasikan sebagai liabilitas keuangan yang diukur pada FVTPL dikelompokkan dalam kategori ini dan diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Saling hapus aset keuangan dan liabilitas keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan, jika dan hanya jika, Grup saat ini memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut; dan berintens untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

j. Kas dan bank

Kas dan bank terdiri dari saldo kas dan kas di bank (rekening giro) dan tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

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Subsequent measurement of financial liabilities

Subsequent measurement of financial liabilities depends on their classification on initial recognition. The Group classifies financial liabilities into one of the following categories:

- (i) *Financial liabilities at fair value through profit or loss (FVPTL)*
Financial liabilities at FVTPL are financial liabilities held for trading or upon initial recognition. It is designated as at fair value through profit or loss. Financial liabilities classified as held for trading if it is acquired or incurred principally for the purpose of selling and repurchasing it in the near term, or it is a part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit taking, or it is a derivative, except for a derivative that is a designated and effective hedging instrument.

After initial recognition, financial liabilities at FVTPL are measured at its fair value. Gains or losses arising from a change in the fair value are recognized in profit or loss.

- (ii) *Other financial liabilities*
Financial liabilities that are not classified as financial liabilities at FVTPL are grouped in this category and are measured at amortized cost using the effective interest method.

Offsetting a financial asset and a financial liability

A financial asset and financial liability shall be offset when and only when, the Group currently has a legally enforceable right to set off the recognized amount; and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

j. Cash on hand and in banks

Cash on Hand and in banks consist of cash on hand and cash in banks (demand deposits) that are not used as collateral or are not restricted.

k. Persediaan

Persediaan mineral dan produk mineral terdiri dari barang jadi, barang dalam proses dan bijih di *stockpiles* yang dinilai berdasarkan nilai realisasi bersih. Nilai realisasi bersih adalah estimasi harga jual dalam kegiatan usaha normal dikurangi estimasi biaya penyelesaian dan taksiran biaya yang diperlukan untuk melaksanakan penjualan.

l. Pengaturan bersama

Investasi pada pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama tergantung pada hak dan kewajiban kontraktual dari setiap investor. Grup telah menelaah sifat dari pengaturan bersamanya dan menyimpulkan bahwa pengaturan bersama tersebut adalah ventura bersama.

Ventura bersama dicatat dengan metode ekuitas. Berdasarkan metode akuntansi ekuitas, kepentingan pada ventura bersama awalnya diakui sebesar nilai perolehan dan disesuaikan setelahnya untuk mengakui bagian Grup atas keuntungan atau kerugian entitas ventura bersama pasca akuisisi dan perubahan di penghasilan komprehensif lainnya setelah akuisisi. Ketika bagian Grup atas kerugian di ventura bersama menyamai atau melebihi kepentingan di ventura bersama, Grup tidak lagi mengakui kerugian, kecuali jika Grup memiliki kewajiban atau melakukan pembayaran atas nama ventura bersama.

m. Aset tetap

Aset tetap yang dimiliki untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif dicatat berdasarkan biaya perolehan setelah dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai (Catatan 2.o). Harga perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung atas perolehan aset tersebut. Biaya perolehan juga termasuk estimasi biaya pembongkaran, dan pemindahan aset tetap, dan restorasi lokasi aset.

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Grup mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari komponen yang diganti dihapuskan. Biaya

k. Inventories

Minerals and mineral products inventories which consist of finished good, work in process and ore in stockpiles are stated at net realizable value. The net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

l. Joint arrangement

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures.

Joint ventures are accounted for using the equity method. Under the equity method, interests in joint ventures are initially recognized at cost and adjusted thereafter to recognize the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. When the Group's share of losses in a joint venture equals or exceeds its interest in the joint ventures), the Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

m. Fixed assets

Fixed assets held for use in the production or supply of goods or services, or for administrative purposes, are stated at cost, less accumulated depreciation and any accumulated impairment losses (Note 2.o). Historical cost includes expenditure that is directly attributable to the acquisition of the items. Such cost also includes estimated costs of dismantling and removing of the item and restoring the site on which the asset is located.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All other repairs and maintenance are charged to

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perbaikan dan pemeliharaan dibebankan ke dalam laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

the profit or loss during the financial period in which they are incurred.

Biaya legal awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah, biaya-biaya tersebut tidak didepresiasi. Biaya terkait dengan pembaruan hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak.

Initial legal costs incurred to obtain legal rights are recognised as part of the acquisition cost of the land, and these costs are not depreciated. Costs related to renewal of land rights are recognised as intangible assets and amortised during the period of the land rights.

Suku cadang utama dan peralatan siap pakai diklasifikasikan sebagai aset tetap bila diperkirakan akan digunakan dalam operasi selama lebih dari satu tahun.

Major spare parts and stand-by equipment are classified as fixed assets when they are expected to be used in operations during more than one year

Tanah diakui sebesar harga perolehannya dan tidak disusutkan.

Lands are recognized at its cost and are not depreciated.

Penyusutan aset tetap dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomis aset yang bersangkutan sebagai berikut:

Depreciation of fixed assets starts when its available for use and its computed by using straight-line method based on the estimated useful lives of assets as follows:

Jenis Aset Tetap	Masa Manfaat/Usefulness	Fixed Assets
Bangunan dan Infrastruktur	2-50 tahun / years	Buildings and Infrastructures
Mesin	2-50 tahun / years	Machinery
Peralatan Berat	2-20 tahun / years	Heavy Equipments
Peralatan Kantor	2-4 tahun / years	Office Equipments
Kendaraan Bermotor	4-8 tahun / years	Vehicles

Nilai sisa aset, masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan dan pengaruh dari setiap perubahan estimasi tersebut berlaku prospektif.

The assets' residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at the end of each reporting period with the effect of any changes in estimate accounted for on a prospective basis.

Tanah pertambangan didepleksi dengan menggunakan metode unit produksi berdasarkan estimasi cadangan.

Mining properties are depleted using the unit of production method based on estimated reserves.

Aset tetap yang dikonstruksi sendiri disajikan dalam pos Aset dalam Penyelesaian dan digolongkan ke dalam Aset Tetap dan diukur dengan biaya perolehannya. Semua biaya, termasuk biaya pinjaman selama masa konstruksi, yang terjadi dan terkait dengan konstruksi aset dikapitalisasi dan menjadi bagian dari biaya perolehan Aset dalam Penyelesaian.

Self-constructed fixed assets are presented as Asset in Construction and classified as Fixed Asset and measured at its cost. All costs, including borrowing costs, incurred in relation with the construction of these assets are capitalized and become as part of the cost of Construction in Progress.

Nilai tercatat dari suatu aset tetap dihentikan pengakuannya pada saat penghentian pemakaiannya karena tidak terdapat lagi

The carrying amount of an item of fixed assets is derecognized when the termination of its use since there is no future economic benefits. Any

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manfaat ekonomik masa depan. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut disajikan dalam laporan laba rugi dan penghasilan komprehensif lain.

Pada setiap akhir tahun, Grup melakukan revaluasi atas masa manfaat, nilai residu, metode penyusutan, dan sisa umur pemakaian berdasarkan kondisi teknis dan ekonomisnya untuk menentukan adanya penurunan nilai aset tetap.

Akumulasi biaya konstruksi bangunan, jalan, jembatan, pelabuhan, pembangkit tenaga listrik dan pabrik semen serta pemasangan mesin dikapitalisasi sebagai aset dalam pembangunan. Biaya bunga dan biaya pinjaman lain, seperti pinjaman yang digunakan untuk mendanai proses pembangunan aset tertentu, dikapitalisasi sampai dengan saat proses pembangunan tersebut selesai. Biaya-biaya ini direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai. Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan, yaitu pada saat aset tersebut berada pada lokasi dan kondisi yang diinginkan agar aset siap digunakan sesuai dengan keinginan dan maksud manajemen.

Biaya bunga dan biaya pinjaman lainnya yang digunakan baik secara langsung atau tidak langsung untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai secara substansial dan siap untuk digunakan. Untuk pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

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gain or loss arising from derecognition is presented in statements of profit or loss and other comprehensive income.

At the end of each year, the Group made regular review of the useful lives, residual values, depreciation method and residual life based on the technical and economic conditions to determine the impairment of fixed assets.

The accumulated costs of the construction of buildings, roads, bridges, harbors, power and cement plants and the installation of machinery are capitalized as construction in progress. Interest and other borrowing costs, such as fees on loans used in financing the construction of a qualifying asset, are capitalized up to the date when the construction is completed. These costs are reclassified into fixed asset accounts when the construction or installation is complete. Depreciation of an asset begins when it is available for use, i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Interest and other borrowing costs either directly or indirectly used in financing the construction of a qualifying asset, are capitalised up to the date the assets are substantially completed and are ready for its intended use. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount expended on the qualifying assets. The capitalisation rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

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n. Aset eksplorasi dan evaluasi

Aktivitas eksplorasi dan evaluasi meliputi pencarian sumber daya mineral setelah Grup memperoleh hak hukum untuk mengeksplorasi *area of interest* tertentu, menentukan kelayakan teknis dan menilai aspek komersial sumber daya mineral yang teridentifikasi.

Pengeluaran eksplorasi dan evaluasi meliputi biaya yang berhubungan langsung dengan perolehan hak untuk eksplorasi, kajian topografi, geologi, geokimia dan geofisika, pengeboran eksplorasi, pamaritan dan pengambilan contoh, serta aktivitas lainnya yang terkait dengan evaluasi kelayakan teknis dan komersial atas penambangan sumber daya mineral yang bersangkutan.

Pengeluaran eksplorasi dan evaluasi yang berhubungan dengan suatu *area of interest* dibebankan pada saat terjadinya. Pengeluaran eksplorasi dan eksploitasi dikapitalisasi apabila memenuhi salah satu dari keadaan berikut ini:

- (i). Hak untuk mengeksplorasi dan mengevaluasi suatu *area of interest* masih berlaku dan pengeluaran tersebut diharapkan dapat diperoleh kembali melalui keberhasilan pengembangan dan eksploitasi atau penjualan *area of interest* tersebut; atau
- (ii). Kegiatan eksplorasi dalam *area of interest* belum mencapai tahap yang memungkinkan penentuan adanya cadangan terbukti yang secara ekonomis dapat diperoleh. Di samping itu, aktivitas signifikan yang berkaitan dengan *area of interest* tersebut masih berlangsung.

Pengeluaran yang dikapitalisasi mencakup biaya-biaya yang berkaitan langsung dengan aktivitas eksplorasi dan evaluasi pada *area of interest* yang bersangkutan, kecuali perolehan aset berwujud yang dicatat sebagai aset tetap. Biaya umum dan administrasi diatribusikan sebagai aset eksplorasi atau evaluasi hanya jika biaya tersebut berkaitan langsung dengan aktivitas operasional pada *area of interest* yang bersangkutan.

Pengeluaran eksplorasi dan evaluasi yang dikapitalisasi dihapusbukukan ketika kondisi tersebut di atas tidak lagi terpenuhi.

Oleh karena aktivitas eksplorasi dan evaluasi belum memasuki tahapan eksploitasi, maka Aset Eksplorasi dan Evaluasi tidak diamortisasi.

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n. Exploration and evaluation assets

Exploration and evaluation activity involves the search for mineral resources after the Group has obtained legal rights to explore in a specific area of interest, determination of the technical feasibility and assessment of the commercial viability of an identified resource.

Exploration and evaluation expenditure comprises costs that are directly attributable to acquisition of rights to explore, topographical, geological, geochemical and geophysical studies, exploratory drilling, trenching and sampling, activities involved in evaluating the technical feasibility and commercial viability of extracting mineral resources.

Exploration and evaluation expenditure related to an area of interest is written off as incurred, unless it is capitalized and carried forward, on an area of interest basis, provided that one of the following conditions is met:

- (i). The rights of tenure of an area are current and it is considered probable that the costs will be recouped through successful development and exploitation of the area of interest or, alternatively, by its sale; or
- (ii). Exploration activities in the area of interest have not yet reached the stage which would permit a reasonable assessment of the existence or otherwise of economically recoverable reserves and active and significant operations in or in relation to the area of interest are continuing.

Capitalized costs include expenditures directly related to exploration and evaluation activities in the relevant area of interest and exclude physical assets, which are recorded in property, plant and equipment. General and administrative costs are allocated to an exploration or evaluation asset only to the extent that those expenditures can be related directly to operations activities in the relevant area of interest.

Capitalized exploration and evaluation expenditure is written off where the above conditions are no longer satisfied.

As exploration and evaluation activities has not entered the exploitation stage, the Exploration and Evaluation Assets are not amortized.

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Aset Eksplorasi dan Evaluasi diuji penurunan nilainya ketika fakta dan kondisi mengindikasikan adanya penurunan nilai. Aset ini juga diuji penurunan nilainya ketika terjadi penemuan cadangan komersial, sebelum ditransfer ke akun Properti Pertambangan - Tambang dalam Pengembangan.

Pengeluaran yang terjadi sebelum Grup memperoleh hak hukum untuk mengeksplorasi suatu *area of interest* tertentu dibebankan sebagai biaya pada saat terjadinya.

o. Properti pertambangan

Ketika keputusan pengembangan telah diambil, yaitu pada saat cadangan terpulihkan yang secara ekonomis dapat diidentifikasi, jumlah tercatat dalam akun Aset Eksplorasi dan Evaluasi pada *area of interest* tertentu dipindahkan ke akun Aset Tetap - Tanah Tambang dalam Pengembangan dan digabungkan dengan pengeluaran pengembangan selanjutnya.

Biaya pengembangan yang dikeluarkan oleh Grup dicatat secara terpisah untuk setiap *area of interest*. Biaya-biaya tersebut terdiri dari biaya-biaya yang dapat diatribusikan secara langsung pada konstruksi tambang dan infrastruktur terkait, tetapi tidak termasuk perolehan aset berwujud dan hak atas tanah yang dicatat sebagai Aset Tetap.

Aset Tetap - Tanah Tambang dalam Pengembangan dipindahkan ke Aset Tetap - Tanah Tambang pada akhir tahap *commissioning*, yaitu pada saat tambang tersebut mampu beroperasi sebagaimana yang direncanakan oleh manajemen.

Aset Tetap - Tanah Tambang dalam Pengembangan tidak diamortisasi sebelum jumlah tercatat pada akun tersebut dipindahkan ke Aset Tetap - Tanah Tambang.

Ketika terjadi biaya pengembangan lebih lanjut atas properti pertambangan setelah dimulainya produksi, maka biaya tersebut akan diperlakukan sebagai aset dan dicatat sebagai bagian dari akun Properti Pertambangan - Tambang yang Berproduksi apabila terdapat kemungkinan besar adanya tambahan manfaat ekonomis masa depan. Namun apabila tidak mempunyai manfaat ekonomis masa depan, biaya tersebut dibebankan sebagai biaya produksi.

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Exploration and Evaluation Assets are assessed for impairment if facts and circumstances indicate that impairment may exist. Exploration and evaluation assets are also tested for impairment once commercial reserves are found, before the assets are transferred to Mining Properties - Mines under Development.

Expenditure incurred before the Group has obtained the legal right to explore an area of interest is expensed as incurred.

o. Mining properties

Once a development decision has been taken, that is, when an economically recoverable reserve can be identified, the carrying amount of the Exploration and Evaluation assets in Fixed Assets - Mining Properties and aggregated with the subsequent development expenditure.

Development expenditure incurred by the Group is recorded separately for each area of interest in. Such expenditure comprises costs directly attributable to the construction of a mine and the related infrastructure and excludes physical assets and land rights, which are recorded as Fixed Assets.

Fixed Assets - Mining Properties are reclassified as Fixed Assets - Mining Properties at the end of the commissioning phase, when the mine is capable of operating in the manner intended by management.

No amortization is recognized for Fixed Assets - Mining Properties under Development until they are reclassified as Fixed Assets - Mining Properties.

When further development expenditure is incurred on a mining property after the commencement of production, the expenditure is carried forward as asset and as part of Mining Properties - Mines in Production when it is probable that additional future economic benefits associated with the expenditure will flow to the Group. Otherwise, such expenditure is classified as a cost of production.

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Properti pertambangan teridentifikasi yang diperoleh melalui suatu kombinasi bisnis pada awalnya diakui sebagai aset sebesar nilai wajarnya. Pengeluaran pengembangan yang terjadi setelah akuisisi properti pertambangan tersebut dicatat berdasarkan kebijakan akuntansi yang dijelaskan di atas.

Aset Tetap – Tanah Tambang dalam Pengembangan dan Aset Tetap- Tanah Tambang yang diuji penurunan nilainya dengan mengacu pada kebijakan akuntansi dalam Catatan 2.p.

p. Reklamasi tambang

Reklamasi tambang dicatat berdasarkan nilai kini taksiran biaya atas kewajiban hukum dan kewajiban konstruktif yang disyaratkan untuk memulihkan kondisi wilayah pertambangan akibat operasi pertambangan pada periode dimana kewajiban tersebut terjadi. Rehabilitasi tambang terdiri dari aktivitas reklamasi dan penutupan tambang yang meliputi aktivitas pembongkaran dan pemindahan bangunan, rehabilitasi pertambangan dan bendungan *tailing*, pembongkaran fasilitas operasi, penutupan pabrik dan lokasi penampungan limbah, dan restorasi, reklamasi dan penanaman kembali di lokasi-lokasi yang terganggu.

Kewajiban pada umumnya timbul pada saat suatu aset dipasang atau tanah/lingkungan terganggu di area operasi pertambangan. Pada saat pengakuan awal kewajiban, nilai kini dari estimasi biaya dikapitalisasi dengan meningkatkan nilai tercatat aset pertambangan terkait sepanjang biaya tersebut terjadi sebagai akibat aktivitas pengembangan dan konstruksi di area tambang.

Kewajiban reklamasi dan penutupan tambang yang timbul pada tahap produksi dibebankan saat terjadinya. Dengan berlalunya waktu, kewajiban yang didiskonto akan meningkat karena perubahan nilai kini berdasarkan tingkat diskonto yang mencerminkan nilai pasar saat ini dan risiko yang melekat pada kewajiban tersebut. Peningkatan kewajiban yang mencerminkan berlalunya waktu diakui dalam Laporan Laba Rugi dan Komprehensif Lain Konsolidasian.

Perubahan biaya reklamasi dan penutupan tambang diakui sebagai penambahan pada Provisi Rehabilitasi Tambang pada saat terjadinya.

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Identifiable mining properties acquired in a business combination are initially recognized as assets at their fair value. Development expenses incurred subsequent to the acquisition of the mining properties are accounted for in accordance with the policy outlined above.

Fixed Asset – Mining Properties under Development and Fixed Asset - Mining Properties are tested for impairment in accordance with the accounting policy in Note 2.p.

p. Mine reclamation

Mine reclamation recorded the present value of estimated costs of legal and constructive obligations required to restore the condition of mining area caused by mining operations in the period in which the obligation is incurred. Mine rehabilitation include activities for dismantling and removing structures, rehabilitating mines and tailings dams, dismantling operating facilities, closure of plant and waste site, and restoration, reclamation and re-vegetation of affected areas.

The obligation normally arises when the asset is installed or the ground/environment is disturbed by mining operations. At the initial recognition of the liability, the present value of the estimated costs is capitalized by increasing the carrying amount of the related mining assets to the extent that it was incurred as a result of the development and construction activities in the mining areas.

Any reclamation and mine closure obligations that arise through the production phase are expensed as incurred. Over time, the discounted liability is increased for the change in present value based on the discount rates that reflect current market assessments and the risk specific to the liability. The periodic unwinding of the discount is recognized in the Consolidated Statement of Other Comprehensive Income.

Changes in reclamation and mine closure costs are recognized as additions in Provision for Mine Rehabilitation when they occur.

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q. Penurunan nilai aset

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat indikasi bahwa aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, Grup mengestimasi jumlah terpulihkan dari aset tersebut. Jumlah yang terpulihkan ditentukan untuk setiap aset secara individual, dan jika hal ini tidak dimungkinkan, Grup menentukan jumlah terpulihkan dari unit penghasil kas aset tersebut.

Jumlah terpulihkan adalah jumlah yang lebih tinggi antara nilai wajar dikurangi biaya pelepasan dibandingkan dengan nilai pakainya. Nilai pakai adalah nilai kini dari arus kas yang diharapkan akan diterima dari aset atau unit penghasil kas yang bersangkutan. Nilai kini dihitung dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan nilai waktu uang dan risiko spesifik atas aset atau unit penghasil kas aset tersebut.

Jika jumlah terpulihkan suatu aset lebih kecil dari jumlah tercatatnya, maka jumlah tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya. Penurunan tersebut segera diakui dalam laba rugi.

Rugi penurunan nilai yang telah diakui dalam periode sebelumnya, selain *goodwill*, akan dikembalikan jika terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai yang terakhir diakui. Jika hal ini yang terjadi, maka jumlah tercatat aset tersebut dinaikkan ke jumlah terpulihkannya. Kenaikan ini merupakan pembalikan dari rugi penurunan nilai sebelumnya.

r. Pajak penghasilan

Manfaat atau beban pajak adalah jumlah keseluruhan pajak penghasilan baik kini maupun tangguhan yang diperhitungkan dalam menentukan laba rugi untuk suatu periode. Pajak kini dan pajak tangguhan diakui dalam laporan laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Jika hal ini yang terjadi, pajak tersebut diakui dalam penghasilan komprehensif lain atau ekuitas.

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak

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q. Impairment of assets

At the end of each reporting period, the Group assess whether there is any indication that an asset may be impaired. If any such indication exists, the Group shall estimate the recoverable amount of the asset. Recoverable amount is determined for an individual asset, if its is not possible, the Group determines the recoverable amount of the asset's cash-generating unit.

The recoverable amount is the higher of fair value less costs to sell and its value in use. Value in use is the present value of the estimated future cash flows of the asset or cash generating unit. Present values are computed using pre-tax discount rates that reflect the time value of money and the risks specific to the asset or cash generating unit of the assets.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset shall be reduced to its recoverable amount. The reduction is recognized immediately in profit or loss.

An impairment loss recognized in prior period for an asset other than goodwill is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If this is the case, the carrying amount of the asset shall be increased to its recoverable amount. That increase is a reversal of an impairment loss.

r. Income tax

Tax benefit or expense are the aggregate amount included in the determination of profit or loss for the period in respect of current tax and deferred tax. Current tax and deferred tax is recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Current tax for current and prior periods shall, to the extent unpaid, be recognized as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be

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yang terutang, maka kelebihanannya diakui sebagai aset. Liabilitas atau aset pajak kini untuk periode berjalan dan periode sebelumnya diukur dengan jumlah yang diperkirakan akan dibayar kepada atau direstitusi dari otoritas perpajakan, yang dihitung dengan menggunakan tarif pajak yang berlaku.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia untuk dimanfaatkan, kecuali jika aset pajak tangguhan itu timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak atau rugi pajak.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak, kecuali perbedaan temporer kena pajak yang berasal dari:

- a) pengakuan awal *goodwill*; atau
- b) pengakuan awal aset atau liabilitas dari transaksi yang bukan kombinasi bisnis dan yang pada saat transaksi tidak mempengaruhi laba akuntansi, atau laba kena pajak atau rugi pajak.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset itu dipulihkan atau pada saat liabilitas diselesaikan, berdasarkan tarif pajak yang berlaku pada akhir periode pelaporan.

Jumlah tercatat aset pajak tangguhan direvisi pada setiap akhir periode pelaporan untuk memastikan bahwa tersedia jumlah pajak penghasilan dari laba kena pajak masa depan dalam jumlah yang memadai untuk mengkompensasi jumlah tercatat aset pajak tangguhan.

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recognized as an asset. Current tax liabilities or assets for the current and prior periods shall be measured at the amount expected to be paid to or recovered from the taxation authorities, using the tax rates that have been enacted.

Tax benefits relating to tax loss that can be carried back to recover current tax of a previous periods is recognized as an asset. Deferred tax asset is recognized for the carry forward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

A deferred tax asset shall be recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available to be utilized, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit or tax loss.

A deferred tax liability shall be recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

- a) the initial recognition of goodwill; or*
- b) the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit or tax loss.*

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates that have been enacted by the end of the reporting period.

The carrying amount of a deferred tax asset reviewed at the end of each reporting period to ensure that the available amount of income tax of future taxable income is sufficient to compensate the carrying amount of deferred tax assets.

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Grup melakukan saling hapus atas aset pajak tangguhan dan liabilitas pajak tangguhan serta aset pajak kini dan liabilitas pajak kini, jika Grup:

- a) memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan
- b) bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan. Sedangkan untuk aset dan liabilitas pajak tangguhan jika dikenakan oleh otoritas pajak yang sama, baik atas entitas kena pajak yang sama ataupun berbeda.

s. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui ketika seorang karyawan telah bekerja dalam suatu periode akuntansi. Jumlah imbalan kerjanya diukur berdasarkan nilai nominal tanpa memperhitungkan nilai tunainya.

Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

Imbalan pascakerja

Imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Undang-Undang Ketenagakerjaan No.13 Tahun 2003.

Jumlah Imbalan Kerja Jangka Pendek dan Pascakerja diakui dan diukur dengan mengacu pada PSAK No.24 tentang Imbalan Kerja.

Grup memiliki program imbalan pascakerja imbalan pasti dan iuran pasti. Grup mengakui jumlah liabilitas imbalan dan iuran pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program yang dihitung oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut.

Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian pada saat penyelesaian, termasuk biaya bunga atas liabilitas imbalan pasti diakui dalam laporan laba rugi.

Pengukuran kembali atas liabilitas imbalan pasti yang terdiri dari keuntungan atau kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

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The Group offsets deferred tax assets and deferred tax liabilities and current tax assets and current tax liabilities if the Group:

- a) has legally enforceable right to set off the recognized amounts; and*
- b) intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously. Whereas for deferred tax assets and liabilities if levied by the same taxation authority, both the same taxable entity or different taxable entities.*

s. Employee benefit

Short-term employee benefits

Short-term employee benefits are recognized when an employee has rendered service during accounting period. The amount of employee benefits is measured at the nominal amount without calculating the cash value.

Short-term employee benefits include such as wages, salaries, bonus and incentive.

Post-employment benefits

Post-employment benefits such as retirement, severance and service payments are calculated based on Labor Law No. 13 Tahun 2003.

The amount of Short-Term and Post-Employment Employee Benefits is recognized and measured with reference to PSAK No.24 on Employee Benefits.

The Group has defined post-employment benefits and defined contribution plans. The Group recognizes the amount of the net defined benefit liability at the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets which calculated by independent actuaries using the Projected Unit Credit method. Present value benefit obligation determined by discounting the benefit.

Current service cost, past service cost and gain or loss on settlement, and net interest on the net defined benefit liability are recognized in profit or loss.

The remeasurement of the net defined benefit liability comprises actuarial gains and losses, the return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

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Pesangon

Pesangon pemutusan hubungan kerja terutang ketika Grup memberhentikan hubungan tersebut sebelum usia pensiun normal yaitu ketika seorang karyawan mengajukan pengunduran diri dengan sukarela dan Grup menerimanya atau pada waktu Grup memutuskan hubungan kerja karena restrukturisasi yang disertai dengan kompensasi imbalan pesangon. Pesangon pemutusan hubungan kerja diakui saat yang mana yang lebih cepat antara ketika Grup menerima pengajuan pengunduran diri karyawan dan ketika Grup mengakui biaya restrukturisasi yang bersangkutan.

Pada kasus dimana suatu penawaran diajukan agar karyawan mengundurkan diri secara sukarela, pesangon pemutusan hubungan kerja diukur berdasarkan jumlah karyawan yang diharapkan menerima penawaran tersebut. Imbalan yang jatuh tempo lebih dari dua belas bulan setelah periode pelaporan didiskontokan ke nilai masa kini.

t. Provisi

Provisi diakui bila Grup memiliki kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu dan kemungkinan besar penyelesaian kewajiban menyebabkan arus keluar sumber daya serta jumlah kewajiban tersebut dapat diestimasi secara andal.

Jumlah yang diakui sebagai provisi merupakan estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan mempertimbangkan berbagai risiko dan ketidakpastian yang selalu mempengaruhi berbagai peristiwa dan keadaan. Apabila suatu provisi diukur menggunakan arus kas yang diperkirakan untuk menyelesaikan kewajiban kini, maka nilai tercatatnya adalah nilai kini dari arus kas.

Jika sebagian atau seluruh pengeluaran untuk menyelesaikan provisi diganti oleh pihak ketiga, maka penggantian itu diakui hanya pada saat timbul keyakinan bahwa penggantian pasti akan diterima jika Grup menyelesaikan kewajiban. Penggantian tersebut diakui sebagai aset yang terpisah. Jumlah yang diakui sebagai penggantian tidak boleh melebihi provisi.

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Termination benefits

Termination benefits are payable when the Group terminates the relationship before the normal retirement age when an employee submits voluntary resignation and the Group receives it or when the Group terminates the employment relationship due to restructuring accompanied by severance compensation benefits. Termination benefits are recognized when that which is faster between when the Group is accepting submissions for the resignation of the employee and when the Group recognizes the restructuring costs are concerned.

In cases where an offer is submitted for employees to voluntarily resign, termination benefits are measured based on the number of employees expected to receive the offer. Rewards due more than twelve months after the reporting period are discounted to present value.

t. Provision

A provision is recognized when Group has a present obligation (legal or constructive) as a result of past event and it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

The amount recognized as a provision shall be the best estimate of the expenditure required to settle the present obligation at the end of the reporting period, by taking into account the risks and uncertainties that inevitably surround many events and circumstances. Where a provision is measured using the estimated cash flows to settle the present obligation, its carrying amount is the present value of those cash flows.

Where some or all of the expenditure to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognized when, it is virtually certain that reimbursement will be received when the Group settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognized for the reimbursement shall not exceed the amount of the provisions.

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Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

u. Pengakuan pendapatan dan beban

Pendapatan diukur pada nilai wajar pembayaran yang diterima atau dapat diterima dari penjualan barang atau penyerahan jasa, tidak termasuk diskon, rabat dan Pajak Pertambahan Nilai (PPN).

Perlakuan akuntansi sebelum 1 Januari 2020

Pendapatan diakui bila besar kemungkinan manfaat ekonomi akan diperoleh oleh Grup dan jumlahnya dapat diukur secara handal.

Pendapatan atas penjualan persediaan pertambangan dan penyediaan jasa diakui pada saat pelanggan memperoleh kendali atas barang atau jasa tersebut.

Beban Pokok Pendapatan dan Beban diakui pada saat terjadinya dengan dasar akrual.

Perlakuan akuntansi sejak 1 Januari 2020

Pendapatan dari kontrak dengan pelanggan
Perusahaan mengakui pendapatan sesuai dengan PSAK 72, "Pendapatan dari Kontrak dengan Pelanggan", dengan melakukan analisis transaksi melalui metode lima langkah pengakuan pendapatan sebagai berikut:

1. Identifikasi kontrak dengan pelanggan dengan kriteria sebagai berikut;
 - Kontrak telah disetujui oleh pihak-pihak terkait dalam kontrak
 - Grup bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan
 - Kontrak memiliki substansi komersial
 - Besar kemungkinan entitas akan menerima imbalan atas barang atau jasa yang dialihkan
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.

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Provisions are reviewed at each reporting date and adjusted to reflect the most current best estimate. If it is no longer probable that an outflow of resources will be required to settle the obligation, the provision is reversed.

u. Revenues and expenses recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and rendering services, excluding discounts, rebates and Value Added Tax (VAT).

Accounting treatment before January 1, 2020

Revenue is recognized when it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably.

Revenue from services shall be recognized by reference to the stage of completion of the transaction.

Cost of Revenues and Expenses are recognized as incurred on an accruals basis.

Accounting treatment since January 1, 2020

Revenue from contracts with customers
The Company recognizes revenues in accordance with PSAK 72, "Revenue from Contracts with Customers", by performing transaction analysis through the five steps of income recognition model as follows:

1. Identify contract(s) with a customer with certain criteria as follows:
 - The contract has been agreed by the parties involved in the contract
 - The Group can identify the rights of relevant parties and the term of payment for the goods or services to be transferred
 - The contract has commercial substance
 - It is probable that the Group will receive benefits for
2. Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.

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3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak.
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Pendapatan dari penjualan barang diakui ketika pengendalian dialihkan kepada pelanggan. Terdapat kondisi di mana pertimbangan diperlukan berdasarkan lima indikator pengendalian di bawah ini:

1. Pelanggan telah memiliki risiko dan manfaat signifikan atas kepemilikan aset dan memperoleh kemampuan untuk mengarahkan penggunaan atas, dan memperoleh secara substansial seluruh sisa manfaat dari barang.
2. Pelanggan memiliki kewajiban kini untuk membayar sesuai dengan syarat dan ketentuan dalam kontrak penjualan.
3. Pelanggan telah menerima barang. Penjualan barang dapat tergantung pada penyesuaian berdasarkan inspeksi terhadap pengiriman oleh pelanggan. Dalam hal ini, penjualan diakui berdasarkan estimasi terbaik Grup terhadap kualitas dan/atau kuantitas saat pengiriman, dan penyesuaian kemudian dicatat dalam akun pendapatan. Secara historis, perbedaan antara kualitas dan kuantitas, estimasi dan/atau *actual* tidak signifikan.

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3. Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period.
4. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. Where these are not directly observable, the relative standalone selling price are estimated based on expected cost plus margin.
5. Recognize revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services).

Revenue from sales of goods is recognized when control transfers to the customer. There may be circumstances when judgement is required based on the five indicators of control below:

1. The customer has the significant risks and rewards of ownership and has the ability to direct the use of, and obtain substantially all of the remaining benefits from, the goods.
2. The customer has a present obligation to pay in accordance with the terms of the sales contract.
3. The customer has accepted the goods. Sales revenue may be subject to adjustment based on the inspection of shipments by the customer. In these cases, sales are recognised based on the Group's best estimate of the grade and/or quantity at the time of shipment, and any subsequent adjustments are recorded against revenue. Historically, the differences between estimated and actual grade and/or quantity are not significant.

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4. Pelanggan telah memiliki hak kepemilikan legal atas barang.
5. Pelanggan telah menerima kepemilikan fisik atas barang.

Grup mengalihkan pengendalian atas barang atau jasa sepanjang waktu, jika satu dari kriteria berikut terpenuhi:

- Pelanggan secara simultan menerima dan mengkonsumsi manfaat yang dihasilkan dari pelaksanaan Grup selama Grup melaksanakan kewajiban pelaksanaannya;
- Pelaksanaan Grup menimbulkan atau meningkatkan aset (sebagai contoh, pekerjaan dalam proses) yang dikendalikan pelanggan selama aset tersebut ditimbulkan atau ditingkatkan; atau
- Pelaksanaan Grup tidak menimbulkan suatu aset dengan penggunaan alternatif bagi Grup dan Grup memiliki hak atas pembayaran yang dapat dipaksakan atas pelaksanaan yang telah diselesaikan sampai tanggal pelaporan.
- Untuk setiap kewajiban pelaksanaan yang dipenuhi sepanjang waktu, Grup mengakui pendapatan sepanjang waktu dengan mengukur kemajuan terhadap penyelesaian penuh atas kewajiban pelaksanaan

Grup menerapkan metode *output* untuk mengukur kemajuan entitas. Grup mengecualikan dari pengukuran kemajuan setiap barang atau jasa di mana Grup tidak mengalihkan pengendalian kepada pelanggan.

Grup mengakui pendapatan atas kewajiban pelaksanaan yang dipenuhi sepanjang waktu hanya jika entitas dapat mengukur kemajuan secara wajar terhadap penyelesaian penuh atas kewajiban pelaksanaan. Dalam beberapa keadaan, Grup mungkin tidak dapat mengukur hasil kewajiban pelaksanaan secara wajar, tetapi Grup memperkirakan untuk memulihkan biaya yang terjadi dalam memenuhi kewajiban pelaksanaan. Dalam keadaan tersebut, Grup mengakui pendapatan hanya sejumlah biaya yang terjadi sampai waktu tertentu di mana Grup dapat mengukur hasil kewajiban pelaksanaan secara wajar.

v. Biaya pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan atau pembuatan aset kualifikasian,

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4. The customer has legal title to the goods.
5. The customer has physical possession of the goods.

The Group transfers control of a good or service overtime, if one from the following criteria is met:

- The customer simultaneously receives and consumes the benefits provided by the entity's performance as the Group perform;
- The Group's performance creates or enhances an asset (for example, work in progress) that the customer controls as the asset is created or enhanced; or
- The Group's performance does not create an asset with alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.
- For each performance obligation satisfied over time, the Group recognises revenue over time by measuring the progress towards complete satisfaction of that performance obligation.

The Group applies the output method for measuring progress. The Group excludes from the measure of progress any goods or services for which the Group does not transfer control to a customer.

The Group recognises revenue for a performance obligation satisfied overtime only if the Group can reasonably measure its progress towards complete satisfaction of the performance obligation. In some circumstances, the Group may not be able to reasonably measure the outcome of a performance obligation, but the Group expects to recover the costs incurred in satisfying the performance obligation. In those circumstances, the Group recognises revenue only to the extent of the costs incurred until such time that it can reasonably measure the outcome of the performance obligation.

v. Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, are capitalized as part

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dikapitalisasi sebagai bagian biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadinya. Biaya pinjaman mencakup beban bunga, beban keuangan dalam sewa pembiayaan atau selisih kurs yang berasal dari pinjaman dalam mata uang bukan dolar Amerika sepanjang selisih kurs tersebut diperlakukan sebagai penyesuaian atas biaya bunga.

Kapitalisasi biaya pinjaman dimulai pada saat Grup telah melakukan aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan atau dijual sesuai dengan intensinya serta pengeluaran untuk aset dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan ketika seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan atau dijual sesuai dengan intensinya secara substansial telah selesai.

w. Biaya emisi saham

Biaya emisi saham dicatat sebagai pengurang modal disetor dan disajikan sebagai bagian dari ekuitas dalam akun Tambahan Modal Disetor.

x. Laba per saham

Labanya per saham dasar dihitung dengan membagi laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar dalam suatu periode.

Untuk tujuan penghitungan laba per saham dilusian, Grup menyesuaikan laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk dan jumlah rata-rata tertimbang saham yang beredar, atas dampak dari seluruh instrument berpotensi saham biasa yang bersifat dilutif.

y. Segmen operasi

Grup menyajikan segmen operasi berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasional dalam menilai kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya. Segmentasi berdasarkan aktivitas dari setiap kegiatan operasi entitas legal di dalam Grup.

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of the cost of that asset. Other borrowing costs are recognized as an expense when incurred. Borrowing costs may include interest expense, finance charges in respect of finance leases, or exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

Capitalization of borrowing costs commences when the Group undertakes activities necessary to prepare the asset for its intended use or sale and expenditures for the asset and its borrowing costs has been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets for its intended use or sale are complete.

w. Stock issuance cost

The stock issuance cost is recorded as a deduction of proceed from paid in capital and presented as part of stockholders' equity under Additional Paid in Capital account.

x. Earnings per share

Basic earnings per share is computed by dividing the profit or loss attributable to ordinary equity holders of the parent entity by the weighted average number of ordinary shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the Group shall adjust profit or loss attributable to ordinary equity holders of the parent entity, and the weighted average number of shares outstanding, for the effect of all dilutive potential ordinary shares.

y. Operating segment

Group presented operating segments based on the financial information used by the chief operating decision maker in assessing the performance of segments and in the allocation of resources. The segments are based on the activities of each of the operating legal entities within the Group.

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z. Sewa

Perlakuan akuntansi sebelum 1 Januari 2020

Penentuan apakah suatu perjanjian mengandung suatu sewa
Sebelum penerapan PSAK 73: Sewa, Grup menerapkan PSAK 30 (Revisi 2011): Sewa.

Berdasarkan PSAK 30, sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset kepada penyewa. Sewa lainnya, yang tidak memenuhi kriteria tersebut diklasifikasikan sebagai sewa operasi.

Pembayaran atas sewa pembiayaan harus dipisahkan antara bagian yang merupakan beban keuangan dan bagian yang merupakan pengurangan dari utang sewa sehingga mencapai suatu tingkat bunga konstan atas saldo utang. Rental kontinjen dibebankan pada periode terjadinya.

Sedangkan pembayaran atas sewa operasi (dikurangi dengan insentif yang diterima dari pesewa) diakui sebagai beban dengan dasar garis lurus selama masa sewa, kecuali terdapat dasar sistematis lain yang lebih mencerminkan pola waktu dari manfaat aset yang dinikmati pengguna. Rental kontinjen diakui dalam sewa operasi sebagai beban di dalam periode terjadinya.

Perlakuan akuntansi sejak 1 Januari 2020

Pada tanggal insepasi suatu kontrak, Grup menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasian, Grup menilai apakah:

- a. Kontrak melibatkan penggunaan suatu aset identifikasian – ini dapat ditentukan secara eksplisit atau implisit dan secara fisik dapat dibedakan atau mewakili secara substansial seluruh kapasitas aset yang secara fisik dapat dibedakan. Jika pemasok memiliki hak substitusi substansial, maka aset tersebut tidak teridentifikasi;

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z. Leases

Accounting treatment before January 1, 2020

Determining whether an arrangement contains a lease
Prior to the implementation of PSAK 73: Leases, the Group applied PSAK 30 (Revised 2011): Leases.

Under PSAK 30, leases are classified as finance leases if the lease transfers substantially all the risks and benefits related to ownership of assets to the lessee. Other leases, which do not meet these criteria, are classified as operating leases.

Finance lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Contingent rents are recognized as expenses in the periods in which they are incurred.

On the other hand, operating lease payments (net of any incentives received from the lessor) are recognized as expenses on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rents arising under operating leases are recognized as expenses in the period in which they are incurred.

Accounting treatment since January 1, 2020

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- a. The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive substitution right, then the asset is not identified;

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- b. Grup memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomik dari penggunaan aset selama periode penggunaan; dan
- c. Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan. Dalam kondisi tertentu di mana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Grup memiliki hak untuk mengarahkan penggunaan aset tersebut jika:
- Grup memiliki hak untuk mengoperasikan aset; atau
 - Grup mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan.

Pada tanggal inepsi atau pada saat penilaian kembali suatu kontrak yang mengandung suatu komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa.

Pembayaran sewa yang termasuk dalam indeks utang sewa meliputi: pembayaran sewa tetap, sewa variabel yang bergantung pada indeks, jumlah yang akan dibayarkan dalam jaminan nilai residu dan harga eksekusi opsi beli, opsi perpanjangan atau penalti penghentian jika Perusahaan cukup pasti akan mengeksekusi opsi tersebut.

Grup mengakui aset hak-guna dan utang sewa pada tanggal dimulainya sewa. Aset hak-guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari utang sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan, dan estimasi biaya untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar atau tempat di mana aset berada, dikurangi insentif sewa yang diterima.

Jika sewa mengalihkan kepemilikan aset pendasar pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan penyewa akan mengeksekusi opsi beli, maka penyewa menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat

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- b. The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- c. The Group has the right to direct the use of the identified asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, the Group has the right to direct the use of the asset if either:
- The Group has the right to operate the asset; or
 - The Group designed the asset in a way that predetermines how and for what purpose the asset will be used.

At inception date or on reassessment of a contract that contains a lease component, the Group allocates consideration in the contract to each lease component on the basis of their relative stand-alone prices.

Lease payments included in the measurement of the lease liability comprise the following: fixed payments, variable lease payments that depend on an index, amounts expected to be payable under a residual value guarantee and the exercise price under a purchase option, optional renewal period or penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

If the lease transfers the ownership of the underlying asset at the end of the lease term, then the asset will be depreciated from the beginning of the lease term to the end of the underlying asset's useful life. The depreciation periods for the right-of use assets with buy

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aset pendasar. Periode penyusutan untuk aset hak-guna dengan opsi beli yang dieksekusi tersebut mengacu pada ketentuan masa manfaat aset tetap.

Utang sewa awalnya diukur pada nilai kini atas pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan menggunakan suku bunga implisit dalam sewa atau, jika suku bunga tersebut tidak dapat ditentukan, digunakan suku bunga pinjaman inkremental Perusahaan dan entitas anak. Umumnya, Perusahaan dan entitas anak menggunakan suku bunga pinjaman inkremental sebagai suku bunga diskonto.

Setelah pengakuan awal utang sewa diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif. Utang sewa diukur kembali ketika ada perubahan pembayaran sewa masa depan yang timbul dari perubahan indeks atau suku bunga, jika ada perubahan estimasi Grup atas jumlah yang diperkirakan akan dibayar dalam jaminan nilai residual, atau jika Grup mengubah penilaiannya apakah akan mengeksekusi opsi beli, perpanjangan atau penghentian.

Ketika utang sewa diukur kembali dengan cara ini, penyesuaian terkait dilakukan terhadap jumlah tercatat aset hak-guna, atau dicatat dalam laba rugi jika jumlah tercatat aset hak-guna telah berkurang menjadi nol.

Grup menerapkan pengecualian untuk sewa jangka pendek dan sewa aset bernilai rendah berdasarkan sewa-per-sewa.

Selanjutnya, pembayaran atas kontrak yang termasuk ke dalam pengecualian, yakni pembayaran atas sewa jangka pendek dan sewa aset bernilai rendah diakui pada metode garis lurus dan dibebankan pada laba rugi. Pembayaran sewa terkait dengan sewa yang dikecualikan tersebut diakui sebagai beban dengan menggunakan metode garis lurus selama masa sewa.

3. Sumber Ketidakpastian Estimasi, Asumsi, dan Pertimbangan Akuntansi yang Penting

Penyusunan laporan keuangan konsolidasian Grup pada akhir periode pelaporan mengharuskan manajemen untuk membuat berbagai estimasi, asumsi dan pertimbangan

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options executed should refer to the policy for the fixed assets.

The lease liability is initially measured at the present value of the lease payments that are not yet paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company and subsidiary incremental borrowing rate. Generally, The Company and subsidiary uses its incremental borrowing rate as the discount rate.

After the initial acquisition of a lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right of use assets, or is recorded in profit or loss if the carrying amount of the right of use asset has been reduced to zero.

The Group apply the exemption for low-value assets on a lease-by-lease basis; and for all other leases of low value asset.

Furthermore, payments associated with contracts included in the exception, which are payments associated with all short-term leases and certain leases of all low value assets are recognized on a straightline basis as an expense in profit or loss. The lease payments associated with those leases will be recognized as an expense on a straight-line basis over the lease term.

3. Source of Estimation Uncertainty, Assumptions, and Critical Accounting Judgments

The preparation of the Group's consolidated financial statements requires management to make estimates, assumptions, and judgments that affect the reported amounts of revenues,

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yang dapat mempengaruhi jumlah yang dilaporkan pada laporan keuangan konsolidasian. Adanya ketidakpastian dalam estimasi, asumsi, dan pertimbangan tersebut dapat mengakibatkan penyesuaian material atas jumlah tercatat aset dan liabilitas yang terdampak dalam periode pelaporan yang akan datang.

Estimasi dan asumsi akuntansi

Grup membuat asumsi dan estimasinya berdasarkan parameter yang tersedia pada tanggal laporan keuangan konsolidasian disusun. Asumsi dan keadaan mengenai perkembangan masa depan dapat berubah sebagai akibat dari perubahan pasar atau keadaan yang di luar kendali Grup. Hasil operasi di masa depan dapat dipengaruhi secara material oleh perubahan estimasi yang timbul dari perubahan parameter. Berikut adalah berbagai estimasi dan asumsi yang dapat mempengaruhi angka-angka dalam laporan keuangan konsolidasian Grup:

Masa manfaat aset tetap

Grup melakukan penelaahan berkala atas masa manfaat ekonomis aset tetap berdasarkan faktor-faktor seperti spesifikasi teknis dan perkembangan teknologi di masa depan, serta estimasi masa ekonomis cadangan mineral yang mengandung ketidakpastian.

Imbalan pascakerja

Nilai kini liabilitas imbalan pascakerja tergantung dari beberapa faktor yang ditentukan berdasarkan berbagai asumsi, yang antara lain terdiri dari: tingkat diskonto, tingkat kenaikan gaji, tingkat mortalitas, tingkat kemungkinan cacat, dan tingkat pengunduran diri. Perubahan dalam asumsi dapat mempengaruhi jumlah tercatat imbalan pascakerja.

Penyisihan Kerugian Penurunan Nilai Aset Keuangan

Penyisihan kerugian penurunan nilai untuk instrumen keuangan telah diukur sejumlah sepanjang umur kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit meningkat secara signifikan sejak pengakuan awal. *Expected Credit Loss* pada instrumen keuangan diestimasi berdasarkan matriks provisi dengan mengacu pada pengalaman gagal bayar pelanggan di masa lalu dan analisis posisi keuangan pelanggan saat ini, disesuaikan dengan faktor-faktor yang spesifik

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expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these estimates, assumptions and judgements could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future periods.

Accounting estimates and assumptions

The Group makes its assumptions and estimates based on the parameters available at the date of the consolidated financial statements are prepared. Assumptions and circumstances regarding the future may change as a result of market changes or circumstances that are beyond the control of the Group. The results of future operations can be materially influenced by changes in estimates arising from changes in parameters. The following are various estimates and assumptions that can affect the figures in the Group's consolidated financial statements:

Useful lives of fixed assets

The Group periodically reviews the economic useful lives of fixed assets based on factors such as technical specifications and future technological developments, as well as estimation of the economic life of mineral reserves containing uncertainty.

Post-employment benefits

The present value of the post-employment benefits obligation depends on several factors determined based on various assumptions, which consist of, among other things: discount rate, salary growth rate, mortality rate, disability rate, and resignation rate. Changes in assumptions can affect the carrying amount of post-employment benefits.

Allowance for Impairment Losses of Financial Assets

Allowance for impairment losses for financial instruments has been measured at an amount equal to lifetime expected credit loss if the credit risk of the financial instrument has increased significantly since its initial recognition. The Expected Credit Loss on financial instruments are estimated using a provision matrix refer to past default history of the customers and an analysis of the customers current financial position, and adjusted for specific factors to the customers,

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dari pelanggan, kondisi ekonomi umum industri di mana pelanggan beroperasi. Grup telah mengakui penyisihan kerugian sebesar 100% atas seluruh piutang yang telah tertunggak lebih dari 12 bulan karena pengalaman historis mengindikasikan bahwa instrumen keuangan tersebut umumnya tidak dapat dipulihkan.

Instrumen keuangan dihapuskan ketika terdapat informasi yang mengindikasikan bahwa pelanggan dalam kesulitan keuangan yang buruk dan tidak ada prospek pemulihan yang realistis.

Tidak ada perubahan dalam teknik estimasi atau asumsi signifikan yang dibuat selama periode pelaporan berjalan.

Pertimbangan dalam penentuan kebijakan akuntansi

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh signifikan pada angka-angka dalam laporan keuangan konsolidasian Grup:

Penentuan estimasi cadangan mineral

Penentuan estimasi cadangan mineral menimbulkan ketidakpastian dalam penentuan angka-angka di laporan keuangan. Estimasi cadangan mineral terbukti dan terkira menjadi dasar dalam penentuan berbagai angka di laporan posisi keuangan dan laporan laba rugi dan penghasilan komprehensif lain Grup. Cadangan mineral terbukti dan terkira merupakan estimasi jumlah hasil yang dapat dieksploitasi secara ekonomis dan legal dari properti pertambangan Grup. Grup menentukan dan melaporkan cadangan mineral berdasarkan prinsip-prinsip yang ditetapkan oleh Komite Cadangan Mineral Indonesia (KCMI). Dalam mengestimasi cadangan mineral, diperlukan berbagai asumsi seperti faktor geologi, teknis dan ekonomi, termasuk jumlah, teknik produksi, rasio pengupasan tanah, biaya produksi, biaya transportasi, permintaan dan harga komoditas yang bersangkutan, serta nilai tukar mata uang.

Estimasi jumlah dan nilai kandungan cadangan mineral memerlukan ukuran, bentuk dan kedalaman dari mineral yang bersangkutan yang penentuannya dilakukan dengan analisis atas data geologis, yang diperoleh dari sampel pengeboran. Proses ini mungkin memerlukan pertimbangan yang kompleks dan sulit dalam menginterpretasikan data.

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general economic conditions of the industry in which the customers operate. The Group has recognized a loss allowance of 100% against all receivables over 12 months past due because historical experience has indicated that financial instruments aren't generally recoverable.

Financial instrument is written off when there is information indicating that the customers is in severe financial difficulty and there is no realistic prospect of recovery.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Judgments in applying the accounting policies

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

Determining mineral reserve estimates

Determination of estimated mineral reserves creates uncertainty in determining the numbers in the financial statements. Estimates of proven and probable reserves form the basis for determining various figures in the statement of financial position and statement of profit or loss and other comprehensive income of the Group. Proven and probable mineral reserves are estimates of the amount of results that can be economically and legally exploited from the Group's mining properties. The Group determines and reports mineral reserves based on the principles set by the Indonesian Mineral Reserves Committee (KCMI). In order to estimate mineral reserves, assumptions are required about a range of geological, technical and economic factors, including quantities, production techniques, stripping ratio, production costs, transportation costs, commodity demand, commodity prices and exchange rates.

Estimating the quantity and/or mineral content of mineral reserves requires the size, shape and depth of mineral bodies or fields to be determined by analyzing geological data such as drilling samples. This process may require complex and difficult geological judgements to interpret the data.

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Karena asumsi-asumsi ekonomi yang digunakan untuk membuat estimasi atas jumlah cadangan dapat berubah dari waktu ke waktu dan karena adanya data geologi tambahan yang dihasilkan selama periode operasi, maka jumlah estimasi cadangan dapat juga berubah dari waktu ke waktu. Perubahan cadangan yang dilaporkan dapat mempengaruhi hasil keuangan dan posisi keuangan Grup, di antaranya:

- a. Nilai aset tercatat dapat terpengaruh akibat perubahan estimasi arus kas masa depan;
- b. Penyusutan, deplesi dan amortisasi yang dibebankan dalam laporan laba rugi dan penghasilan komprehensif lain dapat berubah jika biaya tersebut ditentukan berdasarkan basis satuan unit produksi, atau jika terdapat perubahan dalam masa manfaat ekonomis aset;
- c. Pencadangan untuk biaya pembongkaran, restorasi lokasi dan lingkungan dapat berubah karena adanya perubahan dalam estimasi waktu dan besarnya biaya untuk melakukan kegiatan-kegiatan tersebut.

Penentuan kapitalisasi biaya eksplorasi dan evaluasi serta biaya pengembangan

Kebijakan akuntansi yang ditetapkan oleh Grup untuk aset eksplorasi dan evaluasi serta properti pertambangan - tambang dalam pengembangan memerlukan pertimbangan manajemen dalam menentukan manfaat ekonomis masa depan dari aktivitas eksploitasinya di masa yang akan datang. Jika tidak terdapat manfaat ekonomis dari aktivitas eksploitasi di masa depan, aktivitas eksplorasi, evaluasi, dan pengembangan harus dihentikan, dan seluruh biaya-biaya yang terkait harus dibebankan sebagai biaya eksplorasi dan evaluasi atau biaya properti pertambangan - tambang dalam pengembangan. Dengan demikian, terdapat ketidakpastian yang signifikan tentang kapitalisasi atau pembebanan dari biaya-biaya ini.

Penentuan provisi rehabilitasi tambang

Grup menilai provisi rehabilitasi tambang secara tahunan. Estimasi dan asumsi signifikan yang digunakan dalam menentukan provisi rehabilitasi tambang, antara lain adalah biaya aktivitas rehabilitasi, perubahan teknologi dan perubahan peraturan. Ketidakpastian estimasi dan asumsi tersebut dapat mengakibatkan perbedaan antara jumlah yang sudah diprovisikan dengan biaya aktual dimasa depan.

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Because the economic assumptions used to estimate reserves change from period to period and because additional geological data are generated during the course of operations, estimates of reserves may change from period to period. Changes in the reported reserves may affect the Group's financial results and financial position in a number of ways, including the following:

- a. Assets carrying values may be affected due to changes in the estimated future cash flows;*
- b. Depreciation, depletion and amortization charged to profit or loss may change where such charges are determined on the units-of-production basis, or where the useful economic lives of assets change;*
- c. Decommissioning, site restoration and environmental provisions may change where changes in estimated reserves affect expectations about the timing or cost of these activities.*

Determining capitalization of exploration and evaluation costs and development costs

The accounting policies established by the Group for exploration and evaluation assets and mining properties - mines under development require management consideration in determining the future economic benefits of their exploitation activities in the future. If there are no economic benefits from future exploitation activities, exploration, evaluation and development activities must be stopped, and all related costs must be charged as exploration and evaluation costs or mining property - mines under development cost. Accordingly, there is significant uncertainty about the capitalization or imposition of these costs.

Determining provision for mine rehabilitation

The Group assess its provision for mine rehabilitation on an annual basis. Significant estimates and assumptions are used in determining the provision for mine rehabilitation, such as the cost for rehabilitation activities, technological changes and regulatory changes. The uncertainty of estimates and assumptions may cause difference between the amount that has been projected and the actual costs in the future.

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Penentuan mata uang fungsional

Dalam proses penentuan kebijakan akuntansi Grup, manajemen harus membuat pertimbangan dalam menentukan mata uang fungsional yang digunakan oleh setiap entitas dalam Grup, yang memiliki pengaruh signifikan terhadap jumlah yang dicatat dalam laporan keuangan konsolidasian.

Mata uang fungsional di setiap entitas dalam Grup adalah mata uang di lingkungan ekonomi utama tempat entitas itu beroperasi. Mata uang tersebut antara lain adalah, mata uang yang diperoleh dari pendanaan operasi entitas dan mata uang yang digunakan untuk membiayai operasional entitas yang bersangkutan.

Determining of functional currency

In the process of applying the Group's accounting policies, the management has to make a judgement on the determination of the functional currency of each of the Group's entities which have significant effects on the amounts recognized in the consolidated financial statements.

The functional currency in each entity in the Group is the currency in the main economic environment in which the entity operates. The currency includes, among other things, the currency obtained from funding the entity's operations and the currency used to finance the operations of the entity concerned.

4. Kas dan Setara Kas

4. Cash and Cash Equivalents

	2020 Rp	2019 Rp	
Kas	595,598	224,161	Cash on Hand
Kas di Bank	123,873,503	114,424,685	Cash on Banks
Deposito Berjangka	238,000,000	71,000,000	Time Deposits
Total	362,469,101	185,648,846	Total

a. Kas

a. Cash on Hand

	2020 Rp	2019 Rp	
Rupiah	595,598	224,161	Rupiah

b. Kas di Bank

b. Cash in Bank

	2020 Rp	2019 Rp	
Pihak Berelasi (Catatan 37)	96,676,368	77,529,868	Related Parties (Note 37)
Pihak Ketiga			Third Parties
<u>Rupiah</u>			<u>Rupiah</u>
PT Bank Permata Unit Usaha Syariah	16,743,776	17,408,879	PT Bank Permata Unit Usaha Syariah
PT Bank Mega Syariah	8,336,647	--	PT Bank Mega Syariah
PT Bank Central Asia Tbk	2,037,833	6,401,056	PT Bank Central Asia Tbk
PT Bank CIMB Niaga Tbk - Unit Usaha Syariah	--	7,434,710	PT Bank CIMB Niaga Tbk - Syaria Business Unit
PT Bank Permata Tbk	--	30,987	PT Bank Permata Tbk
<u>USD</u>			<u>USD</u>
PT Bank Permata Unit Usaha Syariah	78,879	5,619,185	PT Bank Permata Unit Usaha Syariah
Total	123,873,503	114,424,685	Total

c. Deposito berjangka dan call deposits

c. Time and call deposits

	<u>2020</u> Rp	<u>2019</u> Rp	
Pihak Berelasi (Catatan 37)	213,000,000	45,000,000	Related Parties (Note 37)
Pihak Ketiga			Third Parties
<u>Rupiah</u>			<u>Rupiah</u>
PT Bank Mega Syariah	20,000,000	--	PT Bank Mega Syariah
PT Bank Permata Tbk - Unit Usaha Syariah	5,000,000	--	PT Bank Permata Tbk - Syaria Business Unit
PT Bank BTPN Syariah	--	26,000,000	PT Bank BTPN Syariah
Total	<u>238,000,000</u>	<u>71,000,000</u>	Total

Kisaran tingkat bunga kontraktual per tahun dan jangka waktu deposito berjangka adalah sebagai berikut:

The range of contractual interest rates per annum and maturity period of time deposits are as follows:

	<u>2020</u> %	<u>2019</u> %	
Rupiah	3.5% - 5.75%	6% - 8.75%	Rupiah
Jangka waktu	1 bulan - 3 bulan/ 1 month - 3 months	1 bulan - 3 bulan/ 1 month - 3 months	Maturity period

5. Piutang Usaha

5. Trade Receivables

Saldo piutang usaha merupakan tagihan atas penjualan semen kepada para distributor semen:

Balance of trade receivable presents receivable for sales to distributors:

	<u>2020</u> Rp	<u>2019</u> Rp	
Pihak Berelasi (Catatan 37)	7,081,985	3,966,196	Related Parties (Note 37)
Cadangan Kerugian Penurunan Nilai	(315,759)	--	Allowance for Impairment Losses
Subtotal	6,766,226	3,966,196	Subtotal
Pihak Ketiga	526,489,910	484,724,376	Third Parties
Cadangan Kerugian Penurunan Nilai	(83,033,967)	(8,056,834)	Allowance for Impairment Losses
Subtotal	443,455,943	476,667,542	Subtotal
Total	<u>450,222,169</u>	<u>480,633,738</u>	Total

Proses pengangkatan distributor menggunakan sistem penilaian internal untuk menilai potensi distributor. Perusahaan dan entitas anak melakukan evaluasi terhadap kinerja distributor yang dilakukan setiap tahun.

The distributors appointment process uses an internal assessment system to assess the potential customer. The Company and subsidiary evaluates distributors performance annually.

Pada tanggal 31 Desember 2020 dan 2019, Grup melakukan perjanjian dengan PT Bank Mandiri (Persero) Tbk, PT Bank Pembangunan Daerah Sumsel Babel, PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Rakyat Indonesia (Persero) Tbk, terkait dengan penerapan sistem penjualan dengan metode distributor *financing*, dimana distributor

As of December 31, 2020 and 2019, the Group entered into an agreement with PT Bank Mandiri (Persero) Tbk, PT Bank Pembangunan Daerah Sumsel Babel, PT Bank Negara Indonesia (Persero) Tbk and PT Bank Rakyat Indonesia (Persero) Tbk, related to the implementation of sales system using distributor financing method, in which

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diberikan fasilitas pembiayaan untuk pelunasan faktur penjualan, sehingga Perusahaan mendapatkan kepastian pelunasan piutang usaha pada saat jatuh tempo.

Pada tanggal 31 Desember 2020 dan 2019 jumlah fasilitas pembiayaan untuk pelunasan faktur penjualan adalah masing-masing sebesar Rp147.568.613 dan Rp292.646.204

Rincian piutang yang melebihi 5% dari jumlah piutang usaha untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

distributors have been given the loan facility to paid the sales invoice, so then the Company would have gained the assurance of receivable payment on the due date.

As of December 31, 2020 and 2019, the total financing facilities for settlement of sales invoices amounted to Rp147,568,613 and Rp292,646,204, respectively.

Details of receivables who supplied more than 5% of trade receivables for the year ended December 31, 2020 and 2019 are as follows:

	2020		
	Rp	%	
PT Maju Mix Bersama Abadi	121,779,430	27.05%	PT Maju Mix Bersama Abadi
PT Matra Agung Persada	110,979,897	24.65%	PT Matra Agung Persada
PT Kapuas Musi Madelyn	77,514,272	17.22%	PT Kapuas Musi Madelyn
PT Zaza Anugerah Mandiri			PT Zaza Anugerah Mandiri
Perkasa	36,842,774	8.18%	Perkasa
Lie Otto Pratama	22,754,053	5.05%	Lie Otto Pratama
Total	369,870,426	82.15%	Total

	2019		
	Rp	%	
PT Maju Mix Bersama Abadi	115,065,571	23.94%	PT Maju Mix Bersama Abadi
PT Matra Agung Persada	93,940,993	19.54%	PT Matra Agung Persada
PT Kapuas Musi Madelyn	80,919,382	16.83%	PT Kapuas Musi Madelyn
CV Serasan Sekundang Mandiri	52,005,602	10.82%	CV Serasan Sekundang Mandiri
CV Amelia Putra Mandiri	39,914,286	8.30%	CV Amelia Putra Mandiri
PT Zaza Anugerah Mandiri			PT Zaza Anugerah Mandiri
Perkasa	38,438,554	8.00%	Perkasa
PT Triwindu Kencana Abadi	34,266,383	7.13%	PT Triwindu Kencana Abadi
CV Sumber Niaga	24,733,583	5.15%	CV Sumber Niaga
Total	479,284,354	99.72%	Total

Umur piutang usaha berdasarkan jatuh tempo adalah sebagai berikut:

The aging of trade receivables based on due date is as follows:

	2020	2019	
	Rp	Rp	
Lancar	197,213,774	208,933,392	Current
0-120 Hari	88,734,969	83,277,282	0-120 Days
121-240 Hari	27,699,182	46,239,442	121-240 Days
241-360 Hari	111,574,474	71,923,188	241-360 Days
> 360 Hari	108,349,496	78,317,268	>360 Days
Subtotal	533,571,895	488,690,572	Subtotal
Cadangan Kerugian Penurunan Nilai	(83,349,726)	(8,056,834)	Allowance for Impairment Losses
Total	450,222,169	480,633,738	Total

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Mutasi penyisihan penurunan nilai piutang adalah sebagai berikut:

The movement of allowance for impairment of receivables is as follows:

	2020	2019	
	Rp	Rp	
Saldo Awal Tahun	(8,056,834)	(3,929,654)	<i>Beginning of Year</i>
Penyesuaian Sehubungan dengan Penerapan PSAK 71	(75,123,250)	--	<i>Adjustment in Relation to Implementation of PSAK 71</i>
Penambahan Penyisihan Bersih Setelah Pemulihan	(169,642)	(4,127,180)	<i>Increase in Provision, Net of Amount Recovered</i>
Saldo Akhir	(83,349,726)	(8,056,834)	<i>Ending Balance</i>

Pada tanggal 31 Desember 2020, dalam melakukan perhitungan penyisihan piutang, Perusahaan memperhitungkan jaminan pelanggan sebagai pengurang beban penyisihan piutang sebesar Rp223.616.684.

As of December 31, 2020, in calculating the allowance for impairment, the Company takes into account the customer guarantee as a deduction of allowance for impairment expenses amounting to Rp223,616,684.

Dalam menentukan pemulihan piutang usaha, Grup dan entitas anak mempertimbangkan setiap perubahan dalam kualitas kredit dari piutang usaha dari tanggal awal kredit diberikan sampai dengan akhir periode pelaporan.

In determining the recoverability of a trade receivables, the Group and subsidiary considers any changes in the credit quality of trade receivables from the date credit was initially granted up to the end of reporting period.

Berdasarkan hasil penelaahan keadaan piutang masing-masing pelanggan pada akhir periode pelaporan, manajemen Grup dan entitas anak berkeyakinan bahwa penyisihan penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

Based on a the review of the status of the individual receivable accounts at end of reporting period, the management of the Group and subsidiary believes that the allowance for impairment is adequate to cover possible losses from uncollectible receivables.

Piutang usaha Grup digunakan sebagai jaminan atas pinjaman dari PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Rakyat Indonesia (Persero) Tbk (Catatan 38).

The Group's trade receivables are pledge as collateral of loan facility obtained from PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Rakyat Indonesia (Persero) Tbk (Note 38).

Piutang usaha yang diungkapkan di atas termasuk jumlah yang telah lewat jatuh tempo pada akhir periode pelaporan dimana Grup dan entitas anak telah mengakui cadangan kerugian penurunan nilai piutang karena belum ada perubahan kualitas kredit dan jumlah piutang masih dapat dipulihkan.

Trade receivables disclosed above include amount that are past due at the end of the reporting period for which the Group and subsidiary has not recognized an allowance for impairment losses because there has not been a significant change in credit quality and the amounts are still considered recoverable.

6. Piutang Lain-lain

6. Others Receivables

Saldo piutang lain-lain merupakan tagihan atas kompensasi pemanfaatan limbah B3:

Balance of other receivables represents for utilization of waste B3 compensations:

	2020 Rp	2019 Rp	
Pihak Berelasi (Catatan 37)	2,239,021	--	Related Parties (Note 37)
Cadangan Kerugian Penurunan Nilai	(236)	--	Allowance for Impairment Losses
Subtotal	2,238,785	--	Subtotal
Pihak Ketiga	6,133,539	3,069,629	Third Parties
Cadangan Kerugian Penurunan Nilai	(27,130)	--	Allowance for Impairment Losses
Subtotal	6,106,409	3,069,629	Subtotal
Total	8,345,194	3,069,629	Total

Rincian piutang lain-lain yang melebihi 5% dari jumlah piutang lain-lain untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Details of receivables who supplied more than 5% of others receivables for the year ended December 31, 2020 and 2019 are as follows:

	2020		
	Rp	%	
PT Bukit Pembangkit Inovatif	3,926,513	47.05%	PT Bukit Pembangkit Inovatif
PT Bukit Asam Tbk	2,221,353	26.62%	PT Bukit Asam Tbk
PT Semangat Baru Sejati	958,367	11.48%	PT Semangat Baru Sejati
PT Gema Putra Buana	814,476	9.76%	PT Gema Putra Buana
Total	7,920,709	94.91%	Total
	2019		
	Rp	%	
PT Gema Putra Buana	1,269,471	41.36%	PT Gema Putra Buana
PT Bukit Pembangkit Innovative	569,948	18.57%	PT Bukit Pembangkit Innovative
PT LDC Indonesia	423,071	13.78%	PT LDC Indonesia
PT Priamanaya Energi	375,579	12.24%	PT Priamanaya Energi
Total	2,638,069	85.95%	Total

Umur piutang lain-lain berdasarkan jatuh tempo adalah sebagai berikut:

The aging of other receivables based on due date is as follows:

	2020 Rp	2019 Rp	
Lancar	--	--	Current
0-120 Hari	6,649,924	2,050,256	0-120 Days
121-240 Hari	1,700,612	131,484	121-240 Days
241-360 Hari	14,049	372,583	241-360 Days
> 360 Hari	7,975	515,306	>360 Days
Total	8,372,560	3,069,629	Total
Cadangan Kerugian Penurunan Nilai	(27,366)	--	Allowance for Impairment Losses
Total	8,345,194	3,069,629	Total

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Rincian mutasi penurunan nilai piutang lain-lain adalah sebagai berikut:

The details of the mutation for impairment of other receivables are as follows:

	2020 Rp	2019 Rp	
Saldo awal	--	--	Beginning balance
(Penambahan) Pemulihan tahun berjalan	(27,366)	--	Current year (addition) Recovery
Saldo akhir	<u>(27,366)</u>	<u>--</u>	Ending Balance

Manajemen berpendapat bahwa cadangan penurunan nilai piutang lain-lain tersebut telah memadai untuk menutupi risiko tidak tertagihnya piutang lain-lain.

Management believes that the allowance for impairment losses is adequate to cover the risk of uncollectible others receivables.

7. Persediaan

7. Inventories

	2020 Rp	2019 Rp	
Bahan Baku dan Bahan			Raw Material and Supporting
Penolong			Material
Bahan Baku	8,299,773	17,762,962	Raw Material
Bahan Pembungkus	5,221,006	13,804,538	Packaging
Bahan Bakar	4,873,376	14,557,832	Fuel
Bahan Pelumas	3,870,128	3,659,989	Lubricants
Bahan Kimia	1,552,187	1,743,999	Chemicals
Subtotal	<u>23,816,470</u>	<u>51,529,320</u>	Subtotal
Barang Dalam Proses			Work in Process
Terak	25,031,680	52,749,739	Clinker
Batu Kapur	4,056,724	7,187,197	Limestone
Batubara	3,792,044	3,861,088	Coal
Tanah Liat	3,142,381	1,431,872	Clay
Raw Meal	2,898,084	2,632,949	Raw Meal
Subtotal	<u>38,920,913</u>	<u>67,862,845</u>	Subtotal
Persediaan Barang Jadi			Finished Goods
Semen Bungkus	17,322,388	18,450,910	Bagged Cement
Semen Curah	8,440,645	20,373,039	Bulk Cement
White Clay	443,776	411,046	White Clay
Subtotal	<u>26,206,809</u>	<u>39,234,995</u>	Subtotal
Suku Cadang	<u>161,646,821</u>	<u>187,480,462</u>	Spare Parts
Jumlah Persediaan	<u>250,591,013</u>	<u>346,107,622</u>	Total Inventories
Cadangan Keusangan/Kerugian Nilai	(771,896)	(5,245,556)	Allowance for Obsolescence/Losses
Total	<u>249,819,117</u>	<u>340,862,066</u>	Total

Pada tanggal 31 Desember 2020 dan 2019 seluruh persediaan diasuransikan pada PT Asuransi Jasa Indonesia (Persero) terhadap risiko kebakaran dengan nilai pertanggungan masing-masing sebesar Rp563.625.060 dan Rp161.466.570.

As of December 31, 2020 and 2019, all inventories were insured to PT Asuransi Jasa Indonesia (Persero) against risk of fire with the coverage value amounting Rp563,625,060 and Rp161,466,570.

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Manajemen berpendapat bahwa, nilai pertanggung jawaban asuransi tersebut telah memadai untuk menutupi kerugian yang mungkin timbul dari risiko-risiko tersebut.

Management believes that the insurance coverage is adequate to cover possible losses arising from such risks.

Mutasi cadangan persediaan usang dan bergerak lambat adalah sebagai berikut:

The movements of allowance for obsolete and slow moving inventories are as follows:

	2020	2019	
	Rp	Rp	
Saldo Awal Tahun	(5,245,556)	(5,016,918)	<i>Beginning of Year</i>
Pengurangan (Penambahan) Penyisihan	4,473,660	(228,638)	<i>Deduction (Addition) of Allowance</i>
Saldo Akhir	(771,896)	(5,245,556)	<i>Ending Balance</i>

Manajemen berpendapat bahwa cadangan/kerugian di atas adalah cukup untuk menurunkan nilai tercatat persediaan ke nilai realisasi bersihnya.

The management believes that the allowance for obsolescence/losses is sufficient to reduce the carrying amounts of inventories to their net realizable values.

Persediaan Grup digunakan sebagai jaminan atas pinjaman dari PT Bank Rakyat Indonesia (Persero) Tbk sebesar Rp52.913.000 dan PT Bank Mandiri (Persero) Tbk sebesar Rp38.336.306 untuk fasilitas pinjaman jangka pendek dan *letter of credit* (Catatan 38).

The Group's inventory are used as collateral for loan facility obtained from PT Bank Rakyat Indonesia (Persero) Tbk amounting to Rp52,913,000 and PT Bank Mandiri (Persero) Tbk amounting to Rp38,336,306 for short term loan facility and letter of credit facility (Note 38).

8. Biaya di Bayar di Muka

8. Prepaid Expenses

	2020	2019	
	Rp	Rp	
Asuransi	2,632,166	2,791,797	<i>Insurance</i>
Sewa Gedung	1,107,833	3,664,049	<i>Office Rent</i>
Sewa Tanah	--	2,506,445	<i>Land Rent</i>
Lain-lain	667,060	878,247	<i>Others</i>
Total	4,407,059	9,840,538	<i>Total</i>

9. Uang Muka

9. Advances

	2020	2019	
	Rp	Rp	
Uang Muka Pembelian	17,803,593	19,123,222	<i>Purchase Advance Payment</i>
Uang Muka Karyawan	1,749,003	724,920	<i>Employee Advance</i>
Total	19,552,596	19,848,142	<i>Total</i>

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10. Aset Keuangan Lancar Lainnya

10. Other Current Financial Assets

	2020 Rp	2019 Rp	
<u>Kas yang Dibatasi Penggunaannya</u>			<u>Restricted Cash</u>
Pihak Berelasi (Catatan 37)	20,408,397	16,694,485	Related Parties (Note 37)
Pihak Ketiga			Third Parties
PT Bank Mega Tbk Unit Usaha Syariah	8,860,148	--	PT Bank Mega Tbk Sharia Business Unit
<u>Pendapatan Bunga Deposito</u>	525,496	78,782	<u>Interest Income of Deposits</u>
Total	29,794,041	16,773,267	Total

Kas yang dibatasi penggunaannya

Pada tanggal 31 Desember 2020, kas yang dibatasi penggunaannya ditempatkan di PT Bank Mandiri (Persero) Tbk Rp99.885 sebagai jaminan biaya restorasi tanah tambang dan sebesar Rp344.000 sebagai bank garansi; ditempatkan di PT Bank Negara Indonesia (Persero) sebesar Rp50.000 digunakan sebagai jaminan tambang; ditempatkan di PT Bank Pembangunan Daerah Sumsel Babel sebesar Rp19.914.512 sebagai jaminan restorasi tanah tambang; dan ditempatkan di PT Bank Mega Syariah sebesar Rp8.860.148 sebagai jaminan atas fasilitas pinjaman Grup (Catatan 38).

Pada tanggal 31 Desember 2019, kas dan setara kas yang dibatasi penggunaannya dalam bentuk deposito berjangka pada PT Bank Pembangunan Daerah Sumsel Babel sebesar Rp16.200.600 digunakan sebagai jaminan pasca tambang; PT Bank Mandiri (Persero) Tbk sebesar Rp443.885 untuk penerbitan Bank Garansi dan Jaminan IUP Jambi; PT Bank Negara Indonesia (Persero) Tbk sebesar Rp50.000 digunakan sebagai jaminan tambang (Catatan 38).

Restricted cash

As at December 31, 2020, restricted cash placed at PT Bank Mandiri (Persero) Tbk amounting to Rp99,885 as a guarantee for the cost of mine land restoration and amounting to Rp344,000 as bank guarantee; placed at Bank BNI amounting to Rp50,000 are used as mining collateral; placed at PT Bank Pembangunan Daerah Sumsel Babel amounting to Rp19,914,512 as guarantee for the cost of mine land restoration; placed at PT Bank Mega Syariah amounting to Rp8,860,148 as guarantee for Group's loan facility (Note 38).

As of December 31, 2019, restricted cash and cash equivalents in form of time and call deposits on PT Bank Pembangunan Daerah Sumsel Babel amounting Rp16,200,600 are used as mining post collateral; PT Bank Mandiri (Persero) Tbk amounting Rp443,885 for issuance Bank Guarantees and Jambi IUP Guarantee; PT Bank Negara Indonesia (Persero) Tbk amounting Rp50,000, are used as mining collateral (Note 38).

11. Penyertaan Saham

11. Investment in Share

Entitas Anak

Subsidiary

	2020 Rp	2019 Rp	
Kepemilikan Saham Dibawah 20%			Share Ownership Less Than 20%
PT Baturaja Daya Insani	25,000	25,000	PT Baturaja Daya Insani
Total	25,000	25,000	Total

Berdasarkan Risalah Rapat Umum Pemegang Saham Luar Biasa (RUPS) luar biasa antara anak Perusahaan dan Dana Pensiunan Karyawan Semen Baturaja No.16 tanggal 2 Oktober 2018 yang diaktakan dengan akta notaries Akhmad Habriand, S.H.,M.H., para

Based on The Minutes of Extraordinary General Meeting of Shareholders (GMS) between the Company and Dana Pensiunan Karyawan Semen Baturaja No.16 dated October 2, 2018 which was notarized by Akhmad Habriand, S.H.,M.H., Notary, the

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	2019					Saldo Akhir/ Ending Balance	
	Saldo Awal/ Beginning Balance	Penyesuaian/ Adjustment	Penambahan/ Addition	Pengurangan/ Deductions	Reklasifikasi/ Reclassification		
Harga Perolehan							Acquisition Cost
Kepemilikan Langsung							Direct Ownership
Tanah	63,936,306	--	70,232,930	--	--	134,169,236	Land
Bangunan dan Infrastruktur	1,393,846,435	--	8,966,673	--	42,755,112	1,445,568,220	Buildings and Infrastructures
Mesin	3,312,864,935	--	71,615,977	--	3,374,151	3,387,855,063	Machinery
Peralatan Berat	108,486,075	--	13,569,996	--	--	122,056,071	Heavy Equipment
Peralatan Kantor	55,663,798	--	10,113,032	--	--	65,776,830	Furniture and Fixture
Kendaraan Bermotor	9,419,164	--	4,156,161	--	--	13,575,325	Vehicle
Subtotal	4,944,216,713	--	178,654,769	--	46,129,263	5,169,000,745	Subtotal
Aset dalam Pembangunan	63,808,250	--	96,345,719	--	(46,129,263)	114,024,706	Construction in Progress
Subtotal	5,008,024,963	--	275,000,488	--	--	5,283,025,451	Subtotal
Aset Sewa Pembiayaan							Leased Aset
Kendaraan Bermotor	126,197,835	--	15,530,000	--	--	141,727,835	Vehicle
Jumlah Harga Perolehan	5,134,222,798	--	290,530,488	--	--	5,424,753,286	Total Acquisition Cost
Akumulasi Penyusutan							Accumulated Depreciation
Bangunan dan Infrastruktur	201,767,272	--	37,503,424	--	--	239,270,696	Buildings and Infrastructures
Mesin	799,912,585	--	64,072,805	--	--	863,985,390	Machinery
Peralatan Berat	60,738,776	--	8,101,331	--	--	68,840,107	Heavy Equipment
Peralatan Kantor	40,781,894	--	7,196,036	--	--	47,977,930	Furniture and Fixture
Kendaraan Bermotor	7,298,110	--	2,230,993	--	--	9,529,103	Vehicle
Subtotal	1,110,498,637	--	119,104,589	--	--	1,229,603,226	Subtotal
Aset Sewa Pembiayaan							Leased Aset
Kendaraan Bermotor	11,165,183	--	12,017,968	--	--	23,183,151	Vehicle
Jumlah Akumulasi Penyusutan	1,121,663,820	--	131,122,557	--	--	1,252,786,377	Total Accumulated Depreciation
Nilai Buku	<u>4,012,558,978</u>					<u>4,171,966,909</u>	Net Book Value

Pada 31 Desember 2020, Grup melakukan reklasifikasi tanah untuk pengembangan ke tanah tambang sebesar Rp36.905.250 (Catatan 14).

As of December 31, 2020 Group reclassified land for development to mining properties amounting to Rp36,905,250 (Note 14).

Beban penyusutan yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai berikut:

Depreciation expense charged to the consolidated statements of profit or loss and other comprehensive income as follows:

	2020 Rp	2019 Rp	
Beban Pokok Penjualan	130,426,339	111,450,251	Cost of Sales
Beban Umum dan Administrasi	23,117,964	18,950,166	General and Administrative Expenses
Beban Penjualan	6,737,376	722,140	Selling Expenses
Total	160,281,679	131,122,557	Total

Rincian aset tetap dalam pembangunan pada tanggal 31 Desember 2020 dan 2019, adalah sebagai berikut:

The details of construction in progress as of December 31, 2020 and 2019 are follows:

Nama Proyek	2020			Estimasi Tahun Penyelesaian/ Estimated Completion Year	Project Names
	Biaya Kumulatif/ Accumulated Cost	Persentase Penyelesaian/ Completion Percentage			
Bangunan pabrik, non pabrik, sarana prasarana dan tanah	38,464,301	42.44%		2021-2024	Manufacturing buildings, non manufacturing, facilities and land
Mesin Pabrik	15,488,727	93.53%		2022	Machinations
Pabrik Baturaja III	4,008,661	2.71%		2024	Baturaja III Plant
Terminal Stasiun Jambi	7,579,456	1.66%		2024	Jambi Terminal Station
Akuisisi tambang batu kapur	5,171,737	28.90%		2021	Acquisition of limestone quarries
Lain-lain	940,257	1.50%		2024	Others
Total	71,653,139				Total

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Nama Proyek	2019			Project Names
	Biaya Kumulatif/ Accumulated Cost	Persentase Penyelesaian/ Completion Percentage	Estimasi Tahun Penyelesaian/ Estimated Completion Year	
Bangunan Pabrik, Non Pabrik, Sarana dan Prasarana	79,065,062	87.00%	2021	Manufacturing Buildings, Non Manufacturing and Facilities
Mesin	18,182,835	76.00%	2020	Machineries
Pabrik Baturaja III dan Terminal Stasiun Jambi	9,694,086	2.00%	2024	Baturaja III Plant and Jambi Terminal Station
Akuisisi Tambang Batu Kapur	5,171,737	29.00%	2020	Acquisition of Limestone Quarries
Dry Mortar Plant Skala Lab	1,601,467	90.00%	2020	Lab Scale Dry Mortar Plant
Proyek Puser Baturaja II	309,519	75.00%	2020	Project Puser Baturaja II
Total	114,024,706			Total

Hak atas tanah Grup berupa Sertifikat Hak Milik ("SHM") dan Sertifikat Hak Guna Bangunan ("SHGB"). SHGB memiliki masa berlaku antara tahun 2038 hingga 2044. Manajemen berpendapat bahwa SHGB tersebut dapat diperpanjang.

The Grup's land represents freehold land ("SHM") and land-use rights ("SHGB"). The SHGB will expire between 2038 until 2044. Management believes that the SHGB are extendable.

Pada tanggal 31 Desember 2020, aset tetap telah diasuransikan kepada PT Asuransi Jasa Indonesia (Persero) dalam *all risk, machinery breakdown, business interruption, public liability*, kendaraan bermotor, alat berat, *earthquake* dan risiko lainnya dengan jumlah pertanggungan sebesar Rp10.099.677.759.

As at 31 December 2020, fixed assets were insured to PT Asuransi Jasa Indonesia (Persero) in *all risk, machinery breakdown, business interruption, public liability, vehicles, heavy equipment, earthquake, and other risk* with total coverage of Rp10,099,677,759.

Manajemen berpendapat bahwa jumlah pertanggungan asuransi tersebut memadai untuk menutup kemungkinan kerugian atas aset yang dipertanggungjawabkan.

Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Aset tetap Grup digunakan sebagai jaminan atas fasilitas pinjaman dari pinjaman sindikasi PT Bank Negara Indonesia (Persero) Tbk (Catatan 20).

Group's fixed assets are pledge as collateral of loan obtained from syndicated loan PT Bank Negara Indonesia (Persero) Tbk (Note 20).

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan dan entitas anak berpendapat bahwa tidak diperlukan cadangan kerugian penurunan nilai aset. Untuk periode yang berakhir pada tanggal 31 Desember 2020 dan 2019, biaya perolehan aset dalam pembangunan termasuk biaya bunga pinjaman bank yang dikapitalisasi sebesar nihil dan Rp8.841.540.

As of December 31, 2020 and 2019, the Company and subsidiary believes that allowance for impairment losses is not required. For the year ended December 31, 2020 and 2019, the construction costs of construction in progress included capitalized interest expense on bank loan amounting to nil and Rp8,841,540.

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Pada tanggal 31 Desember 2020 dan 2019, jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan adalah sebagai berikut:

As of December 31, 2020 and 2019, gross carrying value of each fixed assets have been fully depreciated and still in used are as follows:

	2020 Rp	2019 Rp	
Harga Perolehan:			Acquisition cost:
Mesin	268,181,901	250,613,645	Machinery
Bangunan dan Infrastruktur	44,066,457	38,801,317	Buildings and Infrastructures
Peralatan Kantor	39,075,731	35,497,496	Furniture and Fixtures
Kendaraan Bermotor	6,150,257	5,990,093	Vehicles
Total	357,474,346	330,902,551	Total

13. Aset Takberwujud

13. Intangible Assets

Pada tanggal 31 Desember 2020 dan 2019, komposisi dan ikhtisar mutasi masing-masing aset takberwujud berikut akumulasi penyusutannya adalah sebagai berikut:

As of December 31, 2020 and 2019, the composition and summary of the movements of each intangible assets and its accumulated depreciation are as follows:

	2020				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan					Acquisition Cost
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	1,323,874	--	--	1,323,874	Landrights
Lisensi	5,800,159	--	--	5,800,159	Licenses
Piranti Perangkat Lunak	54,941,628	--	--	54,941,628	Computer Software
Pengembangan Tambang	27,119,413	99,919,804	3,203,752	130,242,969	Mine Development
Kajian dan Pengembangan	149,258,352	5,147,491	--	154,405,843	Research and Development
Subtotal	238,443,426	105,067,295	3,203,752	346,714,473	Subtotal
Aset Takberwujud Dalam Pembangunan					Intangible Assets in Progress
Piranti Perangkat Lunak	--	113,400	--	113,400	Computer Software
Pengembangan Tambang	3,203,752	--	(3,203,752)	--	Mine Development
Subtotal	3,203,752	113,400	(3,203,752)	113,400	Subtotal
Subtotal	241,647,178			346,827,873	Subtotal
Akumulasi Amortisasi					Accumulated Amortization
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	880,801	48,652	--	929,453	Landrights
Lisensi	3,836,430	553,999	--	4,390,429	Licenses
Piranti Perangkat Lunak	2,597,588	2,003,234	--	4,600,822	Computer Software
Kajian dan Pengembangan	12,761,525	10,028,320	--	22,789,845	Study and Development
Pengembangan Tambang	44,659,132	28,381,165	--	73,040,297	Mine Development
Subtotal	64,735,476	41,015,370	--	105,750,846	Subtotal
Nilai Buku	176,911,702			241,077,027	Book Value
	2019				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo akhir/ Ending Balance	
Harga Perolehan					Acquisition Cost
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	1,323,874	--	--	1,323,874	Landrights
Lisensi	4,279,766	1,520,393	--	5,800,159	Licenses
Piranti Perangkat Lunak	796,000	799,040	53,346,588	54,941,628	Computer Software
Pengembangan Tambang	27,119,413	--	--	27,119,413	Mine Development
Kajian dan Pengembangan	32,399,753	113,841,444	3,017,155	149,258,352	Research and Development
Subtotal	65,918,806	116,160,877	56,363,743	238,443,426	Subtotal
Aset Takberwujud Dalam Pembangunan					Intangible Assets in Progress
Piranti Perangkat Lunak	32,593,290	20,753,298	(53,346,588)	--	Computer Software
Pengembangan Tambang	--	3,203,752	--	3,203,752	Mine Development
Kajian Dan pengembangan	3,017,155	--	(3,017,155)	--	Study And Development
Subtotal	101,529,251	140,117,927	--	241,647,178	Subtotal

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	2019				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo akhir/ Ending Balance	
Akumulasi Amortisasi					Accumulated Amortization
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	831,719	49,082	--	880,801	Landrights
Lisensi	2,912,844	923,586	--	3,836,430	Licenses
Piranti Perangkat Lunak	580,417	2,017,171	--	2,597,588	Computer Software
Kajian Dan Pengembangan	4,381,138	8,380,387	--	12,761,525	Research and Development
Pengembangan Tambang	14,316,388	30,342,744	--	44,659,132	Mine Development
Subtotal	23,022,506	41,712,970	--	64,735,476	Subtotal
Nilai Buku	<u>78,506,745</u>			<u>176,911,702</u>	Book Value

Hak atas tanah

Merupakan biaya perpanjangan hak atas tanah di Baturaja, Palembang dan Lampung dan diamortisasi selama 30 (tiga puluh) tahun. Beban amortisasi tersebut dibukukan sebagai biaya produksi.

Lisensi

Merupakan biaya ijin penggunaan suatu perangkat lunak sistem informasi yang diamortisasi selama 5 (lima) tahun. Beban amortisasi tersebut dibukukan sebagai beban umum dan administrasi.

Piranti perangkat lunak

Merupakan biaya atas piranti perangkat lunak yang diamortisasi selama 4 (empat) tahun dan Perusahaan saat ini sedang melakukan tahap implementasi terhadap ERP (Enterprise Resource Planning) SAP (Systems Application and Products in Data Processing) bekerja sama dengan PT Telekomunikasi Indonesia (Persero) Tbk melalui perjanjian No.HK.01.015/293/2017 dengan total nilai pekerjaan sebesar Rp53.346.588 dan telah go live pada tanggal 2 Januari 2019 dan diamortisasi selama 30 (tiga puluh) tahun.

Pengembangan tambang

Merupakan biaya pengembangan lahan tambang yang dilakukan untuk menemukan cadangan Batu kapur, prosesnya terdiri dari pembersihan lahan dan pengupasan material penutup. Beban amortisasi tersebut dibukukan sebagai biaya produksi.

Kajian dan pengembangan

Kajian dan pengembangan merupakan adanya pengendalian dan keuntungan ekonomis di masa depan yang akan diperoleh dari program pemasaran untuk peningkatan dan pengembangan pasar baru.

Landright

Represent cost to extended the landright in Baturaja, Palembang, and Lampung and amortized for 30 (thirty) years. Amortization is charged to cost of production.

License

Represent a license fee for the use of an information system software which amortized over 5 (five) years. Amortization is charged to general and administration expenses.

Computer software

Represent a computer software which amortized over 4 (four) years and The Company is currently conducting a phase of implementation of the ERP (Enterprise Resource Planning) SAP (Systems Applications and Products in Data Processing) with PT Telekomunikasi Indonesia (Persero) Tbk through Treaty No. HK. 01.015/293/2017 with a total value of Rp53,346,588 and has go live early on January 2, 2019 and amortized over 30 (thirty) years.

Mine development

Represent cost of developing the mine site to find limestone reserves, the process consisting of land clearing and stripping the cover materials. Amortization is charged to cost of production.

Study and development

Study and development are the future economic controls and benefits that will be obtained from the marketing program to improve and develop new markets.

Beban amortisasi dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai berikut:

Amortization expense charged to consolidated statements of profit or loss and other comprehensive income as follows:

	2020 Rp	2019 Rp	
Beban Penjualan	28,381,166	30,342,744	<i>Selling Expenses</i>
Beban Pokok Penjualan	10,241,414	8,668,421	<i>Cost of Sales</i>
Beban Umum dan Administrasi	2,392,790	2,701,805	<i>General and Administrative Expenses</i>
Total	41,015,370	41,712,970	Total

Untuk periode yang berakhir pada tanggal 31 Desember 2019, biaya perolehan aset takberwujud termasuk biaya bunga pinjaman bank yang dikapitalisasi sebesar Rp3.542.250.

For the year ended December 31, 2019, the construction costs intangible assets capitalized interest expense on bank loan costs of Rp3,542,250.

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan dan entitas anak berpendapat bahwa tidak diperlukan cadangan kerugian penurunan nilai aset.

As of December 31, 2020 and 2019, the Company and subsidiary believes that allowance for impairment losses is not required.

14. Aset Tidak Lancar Lainnya

14. Other Non-Current Assets

	2020 Rp	2019 Rp	
Piutang Denda	28,991,985	5,015,877	<i>Penalty of Trade Receivable</i>
Cadangan Penurunan Nilai	(5,044,735)	(2,593,780)	<i>Allowance of Impairment</i>
Subtotal	23,947,250	2,422,097	<i>Subtotal</i>
Perlengkapan Pabrik	28,744,192	28,976,409	<i>Factory Equipment</i>
Klaim yang Masih Harus Diterima	24,424,293	24,424,293	<i>Claims That Still Has to be Accepted</i>
Uang Jaminan	17,752,500	17,752,500	<i>Cash Deposits</i>
Tanah untuk Pengembangan	24,991,739	61,896,989	<i>Land for Development</i>
Sewa Gedung Dibayar Dimuka	--	6,383,938	<i>Prepaid Building Rent</i>
Kas dan Setara Kas yang Dibatasi Penggunaannya - Lebih dari Satu Tahun	--	4,500,000	<i>Restricted Cash and Cash Equivalents with Due Date Period Over One Year</i>
Sewa Tanah Dibayar Dimuka	--	626,611	<i>Prepaid Land Rent</i>
Lain-lain	2,763,445	3,400,459	<i>Others</i>
Subtotal	98,676,169	147,961,199	<i>Subtotal</i>
Total	122,623,419	150,383,296	Total

Piutang denda

Piutang denda merupakan denda distributor sebagai akibat keterlambatan membayar pokok piutang atas pembelian semen.

Penalty of trade receivable

Penalty of trade receivable represents penalty charged the Company's customer as a result of the delay of the payment of receivables from purchasing cement transactions.

Perlengkapan pabrik

Perlengkapan pabrik merupakan pemakaian suku cadang dan pemakaian bahan tahan api dan pemakaian castable yang memiliki masa manfaat selama satu tahun.

Factory equipment

Factory equipment represent spareparts usage and the use of brick and castable which has a useful life of one year.

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Klaim mesin pabrik yang masih harus diterima

Klaim mesin pabrik yang masih harus diterima merupakan penggantian atas mesin dalam masa garansi kepada *Tianjin Cement Industry Design and Research Institute Co. Ltd* sesuai dengan kesepakatan kontrak kerja.

Uang jaminan

Merupakan uang jaminan kepada PT Perusahaan Listrik Negara (Persero).

Tanah untuk pengembangan

Tanah untuk pengembangan merupakan pembelian tanah dari masyarakat dan biaya perizinan untuk tujuan pengembangan lahan tambang Pabrik Baturaja di Bukit Pelawi Desa Puser, tanah pengembangan di daerah Sarolangun dan Muara Dua masih dalam tahap pengurusan izin ke Badan Pertanahan Nasional.

Pada 31 Desember 2020, Grup melakukan reklasifikasi tanah untuk pengembangan ke tanah sebesar Rp36.905.250 (Catatan 12).

Sewa gedung dibayar di muka

Merupakan pembayaran di muka atas sewa gedung Kantor Jakabaring Kepada PT Matra Agung Persada dan sewa Kantor Perwakilan Jakarta kepada PT Prima Mustika Candra. Pembayaran di muka ini direklasifikasi menjadi aset hak guna pada 1 Januari 2020 karena penerapan PSAK 73.

Lain-lain

Merupakan atas klaim jaminan pengupasan overburden tambang Baturaja II dan piutang karyawan.

Claims that factory still has to be accepted

The plant machinery claim that still needs to be received is a replacement of the machine within the warranty period to the *Tianjin Cement Industry Design and Research Institute Co. Ltd* in accordance with the work contract agreement.

Cash deposits

Represent cash deposits to PT Perusahaan Listrik Negara (Persero).

Land for development purpose

Land for development is the purchase of land from the community and licensing fees for purpose of development of land mines in the hills of Baturaja in Pelawi Factory Village, land development in the Desa Puser, Sarolangun area and Muara Dua still in the stage management of the permissions to Badan Pertanahan Nasional.

As of December 31, 2020 Group reclassified land for development to land amounting to Rp36,905,250 (Note 12).

Prepaid building rent

Represent prepayment for the rent of the Jakabaring Office building to PT Matra Agung Persada and the rent of the Jakarta Representative Office to PT Prima Mustika Candra. This prepayment reclassified to right of use asset as of January 1, 2020 due to implementation of PSAK 73.

Others

Represents a guarantee claim for the overburden of the Baturaja II mine overburden and employee receivables.

15. Utang Usaha

15. Trade Payables

	2020 Rp	2019 Rp	
Pihak Berelasi (Catatan 37)	64,214,407	93,580,486	Related Parties (Note 37)
Pihak Ketiga			Third Parties
Rupiah	194,464,446	201,042,860	Rupiah
USD	97,583	--	USD
Euro	--	5,511,342	Euro
Subtotal	194,562,029	206,554,202	Subtotal
Total	258,776,436	300,134,688	Total

Umur utang usaha adalah sebagai berikut:

The aging of trade payables is as follows:

	2020 Rp	2019 Rp	
Lancar	111,094,703	189,045,943	Current
30-120 Hari	97,740,249	53,559,380	30-120 Days
121-240 Hari	47,045,909	18,667,615	121-240 Days
241-360 Hari	901,571	38,382,919	241-360 Days
> 360 Hari	1,994,004	478,831	>360 Days
Total	258,776,436	300,134,688	Total

16. Perpajakan

16. Taxation

a. Pajak Dibayar di Muka

a. Prepaid Taxes

	2020 Rp	2019 Rp	
Perusahaan			The Company
Pajak Penghasilan			Income Tax
Pasal 22	287,833	1,124,882	Article 22
Pasal 23	478,844	98,568	Article 23
Subtotal	766,677	1,223,450	Subtotal
Entitas Anak			Subsidiary
Pajak Penghasilan			Income Tax
Pajak Pertambahan Nilai	2,331,639	1,553,503	Value Added Tax
Pasal 23	1,881,036	--	Article 23
Pasal 28a	1,120,781	1,120,781	Article 28a
Pasal 22	216,560	--	Article 22
Restitusi Pajak Pertambahan Nilai	--	11,409,337	Restitution of Value Added Tax
Subtotal	5,550,016	14,083,621	Subtotal
Total	6,316,693	15,307,071	Total

b. Utang Pajak

b. Taxes Payable

	2020 Rp	2019 Rp	
Perusahaan			The Company
Pajak Pertambahan Nilai Wapu	6,327,419	9,729,543	Collected Value Added Tax
Pajak Pertambahan Nilai	12,730,607	9,154,687	Value Added Tax
Pajak Penghasilan			Income Tax
Pasal 21	805,423	1,231,088	Article 21
Pasal 22	765,259	1,022,982	Article 22
Pasal 23/26	807,712	1,747,740	Article 23/26
Pasal 4 (ayat 2)	1,690	324,768	Article 4 (Paragraph 2)
Pajak Mineral Bukan Logam dan Batuan	1,110,751	1,333,039	Non Metal Mineral and - Rocks Tax
Denda atas pemeriksaan	2,928,342	--	Inspection Penalty
Subtotal	25,477,203	24,543,847	Subtotal
Entitas Anak			Subsidiary
Pajak Pertambahan Nilai	--	--	Value Added Tax
Pajak Penghasilan			Income Tax
Pasal 21	3,840	2,902	Article 21
Pasal 23/26	43,693	2,779	Article 23/26
Pasal 4 (Ayat 2)	18,334	--	Article 4 (Paragraph 2)
Pasal 25 (Badan)	--	38,908	Article 25 (Corporate)
Subtotal	65,867	44,589	Subtotal
Total	25,543,070	24,588,436	Total

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c. Beban Pajak Penghasilan

c. Income Tax Expenses

	2020 Rp	2019 Rp	
Perusahaan			The Company
Pajak Kini	--	--	Current Tax
Pajak Tangguhan	26,632,107	55,433,369	Deferred Tax
	<u>26,632,107</u>	<u>55,433,369</u>	
Entitas Anak			Subsidiary
Pajak Kini	--	265,889	Current Tax
Pajak Tangguhan	(1,146,179)	799,153	Deferred Tax
	<u>(1,146,179)</u>	<u>1,065,042</u>	
Konsolidasian			Consolidated
Pajak Kini	--	265,889	Current Tax
Pajak Tangguhan	25,485,929	56,232,521	Deferred Tax
Total	<u>25,485,929</u>	<u>56,498,410</u>	Total

Rekonsiliasi antara laba sebelum pajak penghasilan yang ditunjukkan dalam laporan keuangan konsolidasian dengan taksiran laba (rugi) fiskal:

A reconciliation between before corporate income tax in consolidated financial statement and estimate of fiscal taxable income (losses), is as follows:

	2020 Rp	2019 Rp	
Laba Konsolidasian Sebelum Pajak Penghasilan	36,467,602	86,572,265	Net Profit Corporate Income Before Tax
Dikurangi:			Less:
(Rugi) Laba Sebelum Pajak Penghasilan Entitas Anak	(5,791,040)	3,492,131	(Loss) Profit Before Subsidiary Income Tax
Laba Sebelum Pajak Penghasilan Perseroan	<u>42,258,642</u>	<u>83,080,134</u>	Profit Before Income Tax of The Company
Perbedaan Permanen:			Permanent Different:
Pendapatan Bunga yang Telah Dikenakan Pajak Final	(4,455,971)	(7,831,825)	Interest Income Charged With Final Come Tax
Beban Operasional yang Tidak Boleh Dikurangkan	12,600,257	33,972,855	Non Deductible Operating Expense
Beban Perpajakan	--	9,615,845	Tax Expense
Sumbangan	4,691,578	14,516,126	Donation
Penyusutan Aset Tetap yang Tidak Boleh Dikurangkan	7,918,743	7,518,107	Non Deductible Depreciation of Fixed Assets
Promosi	3,698,506	8,415,261	Promotions
Penyusutan Aset Hak Guna	13,485,312	--	Depreciation of Right of Use of Assets
Beban Bunga Sewa	8,653,591	--	Interest Rent Expense
Pembayaran Sewa Kendaraan	(1,777,174)	--	Vehicle Leasing Payment
Pembayaran Liabilitas Sewa	(13,590,557)	--	Lease Liability Payment
Lain-Lain	19,675,612	16,918,641	Others
Jumlah Perbedaan Permanen	<u>50,899,897</u>	<u>83,125,010</u>	Total Permanent Difference
Perbedaan Waktu:			Timing Difference:
Penyusutan Aset Tetap	(209,190,387)	(256,076,098)	Depreciation of Fixed Assets
Beban Imbalan Kerja	2,027,277	(1,271,091)	Employee Benefits Expenses
Penyisihan Piutang	2,549,867	3,296,782	Receivable Allowance
Penyisihan Persediaan	(4,473,660)	228,638	Impairment of Receivable
Penyisihan Reklamasi	1,256,240	406,789	Reclamation Allowance
Penyisihan Pasca Tambang	461,641	895,852	Post Mining Allowance
Jumlah Perbedaan Waktu	<u>(207,369,022)</u>	<u>(252,519,128)</u>	Total Timing Difference
Total	<u>(114,210,483)</u>	<u>(86,313,984)</u>	Total

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Perhitungan taksiran pajak penghasilan dan utang pajak penghasilan dengan tarif yang berlaku:

The calculation of estimated taxable income and income at payables using the prevailing rate:

	2020 Rp	2019 Rp	
Taksiran Pajak			Provision For Corporate
Penghasilan Dengan Tarif yang Berlaku	--	--	Income Tax Based On
Dikurangi:			Prevailing Rate
Pajak Penghasilan Dibayar Dimuka:			Less:
Pasal 22	287,833	1,124,882	Prepaid income tax:
Pasal 23	478,844	98,568	Article 22
			Article 23
Total	766,677	1,223,450	Total
Pajak Penghasilan Badan (Perseroan)			Corporate Income Tax (The Company)
(Lebih)/ Kurang Bayar	(766,677)	(1,223,450)	(Over) / Under Payment
Pajak Penghasilan Badan (Entitas Anak)			Corporate Income Tax (Subsidiary)
(Lebih) / Kurang Bayar	(3,218,377)	(1,120,781)	(Over) / Under Payment
Pajak Penghasilan Badan (Konsolidasian)			Corporate Income Tax (Consolidated)
(Lebih) / Kurang Bayar	(3,985,054)	(2,344,231)	(Over) / Under Payment

d. Pajak Tangguhan

d. Deferred Tax

	Saldo	Penyesuaian Pajak Tax Adjustment Rp	Penyesuaian PSAK 71/ PSAK 71 Adjustment Rp	Dikreditkan/ (Dibebankan) ke	Penghasilan Komprehensif Lain/ Other Comprehensive Income Rp	Saldo	Deferred Tax Liabilities (Assets)
	1 Januari 2020/ Balance January 1, 2020 Rp			Laporan Laba Rugi Tahun Berjalan/ Credited (Charged) to Statements of Profit or Loss Rp		31 Desember 2020/ Balance December 31, 2020 Rp	
Perusahaan							The Company
Penyusutan	136,935,294	(1,491,253)	-	46,021,885	--	181,465,926	Depreciation of Fixed Assets
Kompensasi Rugi Fiskal	(7,696,414)	923,570	-	(18,989,077)	--	(25,761,921)	Fiscal Loss Compensation
Liabilitas Imbalan Kerja	(15,390,221)	7,367,215	-	(446,001)	(2,852,989)	(11,321,996)	Employee Benefit Liabilities
Penyisihan Piutang	(1,806,945)	(353,503)	(15,804,462)	(560,971)	--	(18,525,881)	Allowance for Impairment
Penyisihan Persediaan	(1,311,389)	157,367	-	984,205	--	(169,817)	Allowance for Obsolescence/Losses
Reklamsi dan Pasca Tambang	(2,080,600)	265,086	-	(377,934)	--	(2,193,448)	Reclamation and Mine Clouser
Total	108,649,725	6,868,482	(15,804,462)	26,632,107	(2,852,989)	123,492,863	Total
Entitas Anak							The Subsidiary
Penyusutan	1,550,770	3,913,446	--	1,832,293	--	7,296,509	Depreciation of Fixed Assets
Kompensasi Rugi Fiskal	-	-	-	(2,878,229)	--	(2,878,229)	Compensation of Fiscal Losses
Liabilitas Imbalan Kerja	(221,339)	32,218	-	(78,662)	91,114	(176,669)	Employee Benefit Liabilities
Penyisihan Piutang	(254,742)	24,912	(722,653)	(21,581)	--	(974,065)	Allowance for Impairment
Total	1,074,689	3,970,576	(722,653)	(1,146,179)	91,114	3,267,546	Total

	Saldo	Dikreditkan/ (Dibebankan) ke	Penghasilan Komprehensif Lain/ Other Comprehensive Income	Saldo	Deferred Tax Liabilities (Assets)
	1 Januari 2019/ Balance January 1, 2019			Laporan Laba Rugi Tahun Berjalan/ Credited (Charged) to Statements of Profit or Loss	
Perusahaan					The Company
Penyusutan	72,916,269	64,019,025	--	136,935,294	Depreciation of Fixed Assets
Kompensasi Rugi Fiskal	-	(7,696,414)	--	(7,696,414)	Fiscal Loss Compensation
Liabilitas Imbalan Kerja	(14,947,791)	317,773	(760,203)	(15,390,221)	Employee Benefit Liabilities
Penyisihan Piutang	(982,750)	(824,196)	--	(1,806,945)	Allowance for Impairment
Penyisihan Persediaan	(1,254,229)	(57,160)	--	(1,311,389)	Allowance for Obsolescence/Losses
Reklamsi dan Pasca Tambang	(1,754,940)	(325,660)	--	(2,080,600)	Reclamation and Mine Clouser
Total	53,976,560	55,433,369	(760,203)	108,649,725	Total
Entitas Anak					The Subsidiary
Penyusutan	584,534	966,236	-	1,550,770	Depreciation of Fixed Assets
Liabilitas Imbalan Kerja	(94,680)	(59,970)	(66,689)	(221,339)	Employee Benefit Liabilities
Penyisihan Piutang	(147,629)	(107,113)	-	(254,742)	Allowance for Impairment
Total	342,225	799,153	(66,689)	1,074,689	Total

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Pada tanggal 31 Maret 2020 terbit Peraturan Pemerintah Pengganti Undang-Undang (Perpu) No 1 Tahun 2020 tentang "Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanganan Dampak Pandemi *Corona Virus Disease-19 (Covid 19)* dan atau Dalam Rangka Menghadapi Ancaman yang Membahayakan Perekonomian Nasional dan Stabilitas Keuangan Negara".

Penyesuaian tarif pajak penghasilan badan dalam negeri dan Bentuk Usaha Tetap berupa penurunan tarif pasal 17 ayat 1 huruf b Undang-Undang mengenai pajak penghasilan menjadi:

- a. Sebesar 22% yang berlaku pada Tahun Pajak 2020 dan tahun pajak 2021.
- b. Sebesar 20% yang berlaku pada Tahun Pajak 2022.

Terhadap aset pajak tangguhan diatas telah dilakukan kaji ulang dan kemudian disimpulkan bahwa tidak ada penurunan nilai yang belum diakui.

Rugi pajak dapat dikompensasikan dengan laba kena pajak pada masa lima tahun mendatang sejak kerugian fiskal terjadi.

e. Surat Ketetapan Pajak

Selama tahun 2020, Perusahaan telah membayar atas Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2015 sebesar Rp4.170.195 dan membayar Surat Tagihan Pajak Tahun 2019 sebesar Rp 14 serta Surat Tagihan Pajak Tahun 2020 sebesar Rp39.228. Perusahaan juga membayar biaya penagihan dengan Surat Paksa sebesar Rp150.

Selain itu, di Tahun 2020 Perusahaan mengajukan Pengembalian Pendahuluan Kelebihan Pajak "PPKB" Tahun Pajak 2019 sebesar Rp 1.223.450 yang disetujui oleh KPP WP Besar Tiga sesuai Keputusan DJP Nomor KEP-00072.PPH/WPJ.19/KP.03/2020 tanggal 22 Juli 2020 sebesar Rp1.219.852 untuk dikompensasikan dalam membayar Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2015. Selisih atas PPKB tersebut telah dibebankan pada tahun 2020.

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On March 31, 2020, the Government Regulation in Lieu of Law (Perpu) No.1 Year 2020 concerning "the State Financial Policy of Financial of System Stability for Handling the Effects of Pandemic Corona Virus Disease-19 (Covid 19) and/or in Order to Face Threats and Endanger the National Economy and State Financial Stability".

Adjustment of Domestic Corporate Income Tax rates and Permanent Forms in the form of rate reductions Article 17 paragraph 1 letter b of the law concerning Income Taxes becomes:

- a. 22% is valid in fiscal year 2020 and fiscal year 2021.
- b. 20% is valid in fiscal year 2022.

Against the deferred tax asset has been reviewed and then concluded that no impairment has not been recognized.

The tax loss can be utilized against the taxable income for a period of five years subsequent to the year the fiscal loss was incurred.

e. Tax Assessments

During 2020, the Company has paid the 2015 Tax Audit Assessment Tax Assessment Letter amounting to Rp4,170,195 and paid the 2019 Tax Collection Letter amounting to Rp 14, as well as the 2020 Tax Collection Letter amounting to Rp39,228. The company also paid a billing fee with a warrant of Rp150.

In addition, in 2020 the Company submitted a Preliminary Refund of Tax Excess "PPKB" for the 2019 Fiscal Year amounting to Rp1,223,450, which was approved by KPP WP Besar Tiga in accordance with DGT Decree Number KEP-00072.PPH / WPJ.19 / KP.03 / 2020 dated 22 July 2020 amounting to Rp1,219,852, to be compensated in paying the 2015 Tax Audit Tax Assessment Letter. The difference of the PPKB results has been expenses in 2020.

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Selama tahun 2019, Perusahaan telah membayarkan atas Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2014 sebesar Rp4.752.481 dan membayarkan sanksi administrasi atas Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2016 sebesar Rp4.789.927. Selain itu, Perusahaan menerima Surat Tagihan Pajak (STP) Tahun Pajak 2014 sampai dengan 2019 dan telah membayarkan sebesar Rp73.437.

Perusahaan mengajukan Pengembalian Pendahuluan Kelebihan Pajak sebesar Rp33.441.571 dimana atas pengembalian tersebut diperhitungkan dengan sanksi administrasi atas SKP Pemeriksaan Pajak Tahun 2014 sehingga Perusahaan menerima Surat Perintah Membayar Kelebihan Pajak (SPMKP) pada tanggal 25 Juni 2019 dan telah menerima restitusi pajak sebesar Rp30.821.206 setelah dikurangi dengan Utang Pajak dan/atau pajak yang terutang sebesar Rp2.620.365.

Pada tahun 2020, entitas anak telah menerima Surat Perintah Membayar Kelebihan Pajak (SPMKP) nomor surat KEP-00006.PPN/WPJ/03/KP/08/2020 tertanggal 16 Januari 2020 terkait pengembalian atas restitusi pajak sebesar Rp11.409.337.

Pada tahun 2019, entitas anak menerima surat dari Kantor Pelayanan Pajak Madya Palembang dengan nomor surat SPHP-00254/WPJ.03/KP.0805/RIKSIS/2019 tertanggal 29 November 2019 terkait restitusi Pajak Pertambahan Nilai sebesar Rp11.409.337.

During 2019, the Company paid the 2014 Tax Examination Tax Assessment Letter amounting to Rp4,752,481 and paid administrative sanctions on the 2016 Tax Examination Tax Assessment Letter of Rp4,789,927. In addition, the Company received a Tax Collection Letter (STP) for the 2014 Tax Year until 2019 and has paid amounting to Rp73,437.

The Company submitted an Introduction for Tax Excess Return in the amount of Rp33,441,571 where the refund was calculated with administrative sanctions for the 2014 Tax Examination SKP so that the Company received an Tax Overpayment Order (SPMKP) on June 25, 2019 and received a tax refund of Rp30,821,206 after deducting tax debt and / or tax payable of Rp2,620,365.

In 2020, the subsidiary received a Tax Overpayment Order (SPMKP) letter number KEP-00006.PPN/WPJ/ 03 / KP/ 08/2020 dated January 16, 2020 related to refunds of tax refunds of Rp11,409,337.

In 2019, a subsidiary received a letter from the Palembang Intermediate Tax Office with the letter number SPHP-00254/WPJ.03/KP.0805/RIKSIS/ 2019 dated November 29, 2019 related to Value Added Tax restitution of Rp11,409,337.

17. Beban Akrua

17. Accrued Expenses

	2020	2019	
	Rp	Rp	
Pengembangan Tambang	62,621,540	--	Mining Development
Listrik	16,688,765	21,353,976	Electricity
Bunga Kredit Investasi	11,471,355	10,296,949	Interest Credit Investment
Bunga <i>Medium Term Notes</i>	3,500,000	3,500,000	Interest on Medium Term Notes
Beban Bunga Lainnya	1,166,110	--	Other Interest Expenses
Jasa Profesional	747,350	386,000	Professional Fees
Jasa Sewa Alat Berat	--	1,863,456	Heavy Equipments Rent Services
Lain-lain	1,742,314	75,124	Others
Total	97,937,434	37,475,505	Total

18. Liabilitas Jangka Pendek Lainnya

18. Other Current Liabilities

	2020 Rp	2019 Rp	
Utang Dinas Operasional	1,012,382	748,344	<i>Debt to Operational</i>
Utang Perjalanan Dinas	573,456	647,285	<i>Debt for Cost of Business Trip</i>
Yayasan Dana Pensiun Karyawan	104,861	106,772	<i>Employees Pension Fund</i>
Badan Penyelenggara Jaminan Sosial (BPJS)	--	827,698	<i>Employees Social Security (BPJS)</i>
Asuransi Jiwa Bersama Bumiputera 1912	--	313,739	<i>Bumiputera Life Insurance 1912</i>
Lain-lain	232,941	--	<i>Others</i>
Total	1,923,640	2,643,838	Total

Utang dinas operasioal

Merupakan utang operasional untuk kegiatan Sumbangan Kepedulian Masyarakat (SKM), keperluan mess dan kantor dan keperluan umum lainnya.

Debt to operational

Represents of Community Care Contribution (SKM), mess and office operational and others general operational.

Utang perjalanan dinas

Merupakan utang kepada karyawan dalam rangka perjalanan dinas.

Debt to cost of business trip

Represent debt to employee for cost of business trip.

Yayasan dana pensiun karyawan

Merupakan jumlah yang harus dibayar oleh Perusahaan selaku pendiri kepada Yayasan Dana Pensiun Karyawan Semen Baturaja.

Employee retirement fund foundation

Represents the amount should be paid by the Company as the founder due to add of contribution for the current year.

Badan Penyelenggara Jaminan Sosial (BPJS)

Merupakan iuran tunjangan kesehatan karyawan, Jaminan Hari Tua (JHT), Jaminan Kecelakaan Kerja (JKK) dan Jaminan Kematian (JKM).

Employees Social Security (BPJS)

Represent employee health benefits, Provident Fund Benefits (JHT), Work-Related Accident Benefits (JKK), and Death Benefit (JKM).

Asuransi Jiwa Bersama Bumi Putera 1912

Merupakan iuran Tunjangan Hari Tua (THT) Asuransi Jiwa Bersama Bumiputera 1912.

Bumiputera Life Insurance 1912

Represent pensiun fund to Bumiputera Life Insurance 1912.

Lainnya

Antara lain merupakan angsuran pinjaman karyawan, iuran karyawan untuk Serikat Karyawan Semen Baturaja (SKSB), Ikatan Istri Karyawan Semen Baturaja (IIKSB), melalui mekanisme pemotongan gaji karyawan.

Others

Among others, includes installment loans to employees, employee contributions to Employees Union Cement Baturaja (SKSB), Employee's wife Baturaja Cement Association (IIKSB), through employee payroll deduction mechanism.

19. Instrumen Keuangan

19. Financial Instruments

Perusahaan dan entitas anak memiliki berbagai aset keuangan seperti kas dan setara kas, kas dan setara kas yang dibatasi penggunaannya, piutang usaha yang timbul secara langsung dari kegiatan usaha, Perusahaan dan entitas

The Company and subsidiary has various financial assets such as cash and cash equivalents, restricted cash and cash equivalent, trade receivables which arise directly from operations. The Company and

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anak juga memiliki kewajiban keuangan yang terdiri dari utang usaha, beban akrual, utang bank jangka pendek dan utang jangka panjang. Tujuan utama dari kewajiban keuangan tersebut adalah untuk membiayai kegiatan usaha Perusahaan dan entitas anak.

subsidiary also has financial liabilities consisting of trade payables, accrued expenses, short term bank loan and long term debt. The main purpose of the financial liabilities is to fund the Company and subsidiary's business activities.

Tabel berikut menyajikan aset dan liabilitas keuangan Perusahaan dan entitas anak pada tanggal 31 Desember 2020 dan 2019:

The following table presents assets and financial liabilities of the Company and subsidiary as of December 31, 2020 and 2019:

	2020 Rp	2019 Rp	
Aset Keuangan			Financial Assets
Kas dan Setara Kas	362,469,101	185,648,846	Cash and Equivalent Cash
Piutang Usaha	450,222,169	480,633,738	Trade Receivables
Piutang Lain-lain	8,345,194	3,069,629	Other Receivable
Penyertaan Saham	25,000	25,000	Investment In Share
Aset Keuangan Lancar Lainnya	29,794,041	16,773,267	Other Current Financial Assets
Kas dan Setara Kas yang Dibatasi Penggunaannya - Jatuh Tempo Lebih dari Satu Tahun	--	4,500,000	Restricted Cash and Cash Equivalents - Long Term Maturity
Jumlah Aset Keuangan	850,855,505	690,650,480	Total Financial Assets
Liabilitas keuangan			Financial Liabilities
Utang Bank Jangka Panjang	1,173,130,470	1,414,544,545	Long Term Bank Loan
Utang Bank Jangka Pendek	425,523,681	72,041,272	Short Term Bank Loan
Utang Usaha	258,776,436	300,134,688	Trade Payables
Beban Akrual	97,937,434	37,475,505	Accrual Expenses
Liabilitas Jangka Pendek Lainnya	1,923,640	2,643,838	Other Short Term Liabilities
Jumlah Liabilitas Keuangan	1,957,291,661	1,826,839,848	Total Financial Liabilities

Nilai wajar didefinisikan sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi jangka pendek antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, selain di dalam penjualan terpaksa atau penjualan likuidasi.

Fair value is defined as the amount which the instrument could be exchanged in a short-term transaction between willing parties, and have adequate knowledge through a fair transaction, other than in a forced sale or liquidation sale.

Nilai wajar didapatkan dari kuotasi harga pasar, model arus kas diskonto dan model penentuan harga opsi yang sewajarnya. Instrumen keuangan yang disajikan di dalam laporan posisi keuangan konsolidasian dicatat sebesar nilai wajar, atau sebaliknya, disajikan dalam jumlah tercatat apabila jumlah tersebut mendekati nilai wajarnya atau nilai wajarnya tidak dapat diukur secara handal.

Fair values are obtained from quoted market prices, discounted cash flow models and option pricing models as appropriate. Financial instruments presented in the consolidated statements of financial position are carried at fair value, or otherwise, they are presented at carrying values as either these are reasonable approximation of fair values or their fair values cannot be reliably measured.

Asumsi ini digunakan untuk mengestimasi nilai wajar untuk masing-masing kelas instrumen keuangan.

The assumptions are used to estimate the fair value of each class of financial instruments.

Instrumen keuangan jangka pendek dengan jatuh tempo satu tahun atau kurang (kas dan setara kas, kas dan setara kas yang dibatasi penggunaannya, piutang usaha, piutang lain-

Short-term financial instrument with maturities of one year or less (cash and cash equivalents, cash and cash equivalents which are restricted, trade receivables, other trade

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lain, utang usaha, utang bank jangka pendek, liabilitas imbalan kerja jangka pendek, liabilitas jangka pendek lainnya dan beban akrual) mendekati nilai wajar karena bersifat jangka pendek.

receivables, trade payables, short term bank loan, short term employee benefit liabilities, other current liabilities, and accrual expenses) approximate their carrying values due to their short-term nature.

Nilai wajar dari kas dan setara kas jangka panjang mendekati nilai tercatat karena tingkat suku bunganya dinilai ulang secara berkala.

The fair value of restricted cash and cash equivalents - long term maturity approximate their carrying amounts largely due to their interest rate are frequently repriced.

Jumlah tercatat dari pinjaman jangka panjang dengan suku bunga mengambang mendekati nilai wajarnya karena selalu dinilai ulang secara berkala.

The carrying amount of long-term loans with floating interest rates approximate to their fair values as they are re-priced frequently.

20. Pinjaman Bank

20. Bank Loans

	2020	2019	
	Rp	Rp	
Kredit Investasi/Sindikasi			Credit Investment/Syndicated
PT Bank Negara Indonesia (Persero) Tbk	945,250,000	1,016,946,299	PT Bank Negara Indonesia (Persero) Tbk
Bank Sindikasi			Syndicated Bank
PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk	69,650,000	--	PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk
PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung	99,500,000	72,677,938	PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung
PT Bank Pembangunan Daerah Maluku Malut	49,750,000	--	PT Bank Pembangunan Daerah Maluku Malut
PT Bank Pembangunan Daerah Bengkulu	49,750,000	--	PT Bank Pembangunan Daerah Bengkulu
Subtotal	1,213,900,000	1,089,624,237	Subtotal
Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun	(25,620,000)	(72,041,272)	Less Current Maturities
Biaya Transaksi yang Belum Di Amortisasi	(15,149,530)	(1,786,267)	Unamortized Transaction Cost
Kredit Investasi/Sindikasi Bagian Jangka Panjang	1,173,130,470	1,015,796,698	Credit Investment /Syndicated Long Term Portion
Surat Utang Jangka Menengah			Medium Term Note
PT Bank Negara Indonesia (Persero) Tbk	400,000,000	400,000,000	PT Bank Negara Indonesia (Persero) Tbk
Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun	(399,903,681)	--	Less Current Maturities
Subtotal	96,319	400,000,000	Subtotal
Biaya Transaksi yang Belum Di Amortisasi	(96,319)	(1,252,153)	Unamortized Transaction Cost
Surat Utang Jangka Menengah Bagian Jangka Panjang	--	398,747,847	Medium Term Note Long Term Portion
Jumlah Utang Bank Jangka Panjang	1,173,130,470	1,414,544,545	Total Bank Loan Long Term Portion

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Kredit Investasi/Sindikasi

Berdasarkan Surat Keputusan Kredit No LMC1/2/107/R pada tanggal 10 Maret 2016, Perusahaan memperoleh fasilitas kredit dari PT Bank BNI (Persero) Tbk ("**BNI**") dan PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung ("**Bank Sumsel Babel**") berupa kredit investasi dengan batas maksimum sebesar Rp1.500.000.000. Pinjaman ini bertujuan untuk pembangunan pabrik Semen Baturaja II dengan kapasitas 1.850.000 ton/tahun. Pinjaman ini mendapatkan masa tenggang pembayaran pokok hingga 36 bulan terhitung sejak pencairan pertama. Pinjaman ini dikenakan bunga 9,45% per tahun dengan jangka waktu hingga 25 Agustus 2025. Pinjaman ini dijamin dengan Sertifikat Hak Guna Bangunan nomor 08/Desa Sukajadi tanggal 31 Oktober 2000 Surat Ukur nomor 77/SKJ/2000 tanggal 27 Oktober 2000 seluas 3,807,100 m², serta mesin dan peralatan senilai Rp1.010.219.388 (Catatan 12).

Pada tanggal 25 Agustus 2020, Perusahaan melakukan pelunasan senilai Rp1.053.603.598 atas pinjaman Kredit Investasi No LMC1/2/107/R. Perusahaan melakukan pembaharuan pada perjanjian Kredit Investasi No LMC1/2/107/R tanggal 10 Maret 2016 menjadi Perjanjian Kredit Investasi No SSK/2.2/2670 tanggal 13 Agustus 2020.

Berdasarkan Perjanjian Kredit Investasi No SSK/2.2/2670 tanggal 13 Agustus 2020, Perusahaan memperoleh fasilitas kredit dari PT Bank BNI (Persero) Tbk ("**BNI**"), PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung ("**Bank Sumsel Babel**"), PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("**BJB**"), PT Bank Pembangunan Daerah Maluku dan Maluku Utara ("**Bank Maluku Malut**"), PT Bank Pembangunan Daerah Bengkulu ("**Bank Bengkulu**") dengan batas maksimum sebesar Rp1.700.000.000 dengan total nilai komitmen dari Kreditur sebesar Rp1.220.000.000. Pinjaman ini bertujuan untuk pembiayaan kembali proyek Pabrik Semen Baturaja II yang telah dibiayai melalui fasilitas kredit sindikasi dan sebagian porsi *self financing*. Pinjaman ini dikenakan bunga 9,45% per tahun dengan jangka waktu hingga 25 Agustus 2031. Pinjaman ini dijamin dengan tanah, bangunan, sarana pelengkap, mesin dan peralatan dengan nilai Rp2.803.669.000 (Catatan 12).

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Credit investment/Syndicated

Based on Credit Letter No. LMC1/2/107/R dated March 10, 2016, the Company obtained a credit facilities from PT Bank BNI (Persero) Tbk ("**BNI**") and PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung ("**Bank Sumsel Babel**") in the form of investment credit with a plafond of Rp1,500,000,000. This loan aims to build Semen Baturaja II factory with a capacity of 1,850,000 tons / year. This loan has a grace period for principal repayment until 36 months from the first disbursement. This loan bears interest of 9.45% per annum with maturity date until August 25, 2025. This loan has collateral asset in the form of Right to Use Building Certificate No 08/Desa Sukajadi dated October 31, 2000 Letter of Measurement number 77/SKJ/2000 dated 27 October 2000 covering an area of 3,807,100 m², machinery and equipment valued at Rp1,010,219,388 (Note 12).

On August 25, 2020, the Company made repayment amounting to Rp1,053,603,598 for the Investment Credit Agreement No LMC1/2/107/R. The company renewed its Investment Credit Agreement No. LMC1/2/107/R dated March 10, 2016 to Investment Credit Agreement No SSK/2.2/2670 dated August 13, 2020.

Based on Investment Credit Agreement No SSK/2.2/2670 dated August 13, 2020, the Company obtained a credit facility from PT Bank BNI (Persero) Tbk ("**BNI**"), PT Bank Pembangunan Daerah Sumatra Selatan and Bangka Belitung ("**Bank Sumsel Babel**"), PT Bank Pembangunan Daerah Jawa Barat and Banten Tbk ("**BJB**"), PT Bank Pembangunan Daerah Maluku and North Maluku ("**Bank Maluku Malut**"), PT Bank Pembangunan Daerah Bengkulu ("**Bank Bengkulu**") with a maximum limit of Rp1,700,000,000 in total commitment value from the creditor is Rp1,220,000,000. This loan aims to refinance the Semen Baturaja II Plant project which has been financed through a syndicated credit facility and a portion of self-financing. This loan bears interest of 9.45% per annum with maturity date until August 25, 2031. This loan has collateral asset in the form of land, buildings, complementary facilities, machinery and equipment with a value of Rp2,803,669,000 (Note 12).

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Selama periode fasilitas tanpa persetujuan tertulis dari pemberi pinjaman, Perusahaan tidak dapat diperbolehkan untuk, antara lain:

1. Mengadakan penggabungan usaha (merger) atau konsolidasi dengan perusahaan lain.
2. Melakukan akuisisi/pengambilalihan aset milik pihak ketiga.
3. Mengubah susunan pengurus, Direksi, Komisaris, dan kepemilikan saham Perusahaan.
4. Mengubah susunan pengurus, Direksi, Komisaris, dan kepemilikan saham Perusahaan.
5. Membagikan deviden kepada pemegang saham kecuali yang telah mendapat persetujuan dari Kementerian BUMN.
6. Mengubah bidang usaha.

Sesuai dengan perjanjian pinjaman, Perusahaan wajib mempertahankan atau meningkatkan kinerja keuangan dengan indikator rasio keuangan sebagai berikut:

- a. Rasio aset lancar terhadap utang lancar minimal 1 kali.
- b. Rasio total utang terhadap total ekuitas maksimal 2,5 kali.
- c. Rasio DSCR (*Debt Service Coverage Ratio*) minimal 100%.

Pada tanggal 31 Desember 2020, Perusahaan telah memenuhi rasio keuangan tersebut.

Surat Utang Jangka Menengah

Berdasarkan Surat Distribusi MTN No KSEI-2812/DIR/2018 tanggal 22 Februari 2018, Perusahaan menerbitkan *Medium Term Notes (MTN)* dengan jumlah pokok Rp400.000.000 dan tingkat suku bunga 9% per tahun. *Medium Term Notes* tersebut jatuh tempo pada tanggal 23 Februari 2021. Pinjaman ini bertujuan untuk pembangunan pabrik Semen Baturaja II.

During the period of loan facilities, without the written consent from the lenders, the Company does not allowed for, among others:

1. Enter into a business merger (merger) or consolidation with other companies;
2. Acquire assets owned by third parties.
3. Change composition of the management, Directors, Commissioners, and share ownership of the Company.
4. Changing the composition of the management, Directors, Commissioners, and share ownership of the Company.
5. Distribute dividends to shareholders except those that have received approval from the Ministry of BUMN.
6. Change line of business.

As specified by the loan agreement, the Company is required to comply with certain financial covenants, as follows:

- a. Current ratio minimum 1 times.
- b. Debt Equity Ratio minimum 2.5 times.
- c. Debt Service Coverage Ratio minimum 100%.

As of December 31, 2020, the Company has complied with these financial ratio.

Medium Term Note

Based on the MTN Distribution Letter No. KSEI-2812/DIR/2018 dated February 22, 2018, the Company issued *Medium Term Notes (MTN)* with a principal amount of Rp400,000,000 and an interest rate of 9% per annum. *Medium Term Notes* has maturity date until February 23, 2021. This loan aims to build Semen Baturaja II factory.

21. Liabilitas Sewa

Liabilitas sewa yang terdiri dari:

<u>Perusahaan</u>	<u>2020</u> <u>Rp</u>	<u>2019</u> <u>Rp</u>
Liabilitas Sewa - Bruto		
Tidak Lebih dari 1 Tahun	13,712,068	--
Lebih dari 1 Sampai 5 Tahun	51,890,433	--
Lebih dari 5 Tahun	104,568,399	--
Total	170,170,900	--
Beban Bunga Keuangan di Masa Depan	(90,927,739)	--
Nilai Kini Liabilitas Sewa	79,243,161	--

21. Lease Liabilities

Finance lease liabilities is as follows:

<u>The Company</u>
Gross Lease Liabilities
Not Later than a Year
More than a Year up to 5 Years
More than 5 Years
Total
Future Charges on Lease
Present Value of Lease Liabilities

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<u>Perusahaan</u>	<u>2020</u> <u>Rp</u>	<u>2019</u> <u>Rp</u>	<u>The Company</u>
Entitas Anak			Subsidiary
Liabilitas Sewa - bruto			Gross Lease Liabilities
Tidak Lebih dari 1 Tahun	36,918,066	31,642,590	Not Later than a Year
Lebih dari 1 Sampai 5 Tahun	17,365,473	82,029,950	More than a Year up to 5 Years
Lebih dari 5 Tahun	--	--	More than 5 Years
Total	54,283,539	113,672,540	Total
Beban Bunga Keuangan di Masa Depan	(4,213,586)	(12,735,417)	Future Charges on Lease
Nilai Kini Liabilitas Sewa	50,069,953	100,937,123	Present Value of Lease Liabilities
	<u>2020</u> <u>Rp</u>	<u>2019</u> <u>Rp</u>	<u>Consolidation</u>
Liabilitas Sewa - bruto			Gross Lease Liabilities
Pembayaran Sewa Minimum			Minimum Lease Payment
Tidak lebih dari 1 tahun	50,630,134	31,642,590	No later than 1 year
Lebih dari 1 sampai 5 tahun	69,255,906	50,387,360	More than 1 year and up to 5 years
Lebih dari 5 tahun	104,568,399	--	More than 5 years
Total	224,454,439	82,029,950	Total
Beban Bunga Keuangan di Masa Depan	(95,141,325)	--	Future Charges on Leases
Nilai Kini Liabilitas Sewa	129,313,114	82,029,950	Present Value Of Lease Liabilities
Dikurangi Bagian yang			Minus the Portion
Jatuh Tempo Dalam Satu Tahun	(39,886,205)	(31,642,590)	That Is Due Within A Year
Liabilitas Sewa			Finance Lease Liabilities
Jangka Panjang	89,426,909	50,387,360	Long Term

Grup menyewa tanah dari PT Kereta Api Indonesia (Persero) dan PT Pelabuhan Indonesia (Persero), gedung dari PT Kereta Api Indonesia (Persero), serta kendaraan dari PT Energitama Solusindo, PT Surya Darma Perkasa, CV Lakshmi Motor, PT Mandiri Tunas Finance, PT BRI Finance, PT Dipo Star Finance, PT Toyota Auto Finance, PT Chandra Sakti Utama Leasing, PT Bank Mega Syariah.

Group lease land from PT Kereta Api Indonesia (Persero) and PT Pelabuhan Indonesia (Persero), buildings from PT Kereta Api Indonesia (Persero), and vehicles from PT Energitama Solusindo, PT Surya Darma Perkasa, CV Lakshmi Motor, PT Mandiri Tunas Finance, PT BRI Finance, PT Dipo Star Finance, PT Toyota Auto Finance, PT Chandra Sakti Utama Leasing, PT Bank Mega Syariah.

Pada tanggal 29 Desember 2020, Grup menandatangani perjanjian sewa kendaraan dengan PT Bank Mega Syariah dengan jangka waktu sewa selama 3 tahun.

On December 29, 2020, Group enter into a vehicle lease agreement with PT Bank Mega Syariah with lease term for 3 years.

22. Liabilitas Imbalan Kerja

22. Employee Benefit Liabilities

<u>Perusahaan</u>	<u>2020</u> <u>Rp</u>	<u>2019</u> <u>Rp</u>	<u>The Company</u>
Imbalan Kerja Jangka Pendek	548,170	--	Short - Term Employee Benefit
Imbalan Kerja Jangka Panjang	51,463,619	36,468,209	Long - Term Employee Benefit
Entitas Anak			Subsidiary
Imbalan Kerja Jangka Pendek	--	--	Short - Term Employee Benefit
Imbalan Kerja Jangka Panjang	1,017,317	1,073,918	Long - Term Employee Benefit
Total	53,029,106	37,542,127	Total

Imbalan Kerja Jangka Pendek

Short-term Benefit Employee

	2020 Rp	2019 Rp	
Perusahaan			The Company
Pemeriksaan Kesehatan	548,170	--	Medical Check-Up
Total	548,170	--	Total
Entitas Anak			Subsidiary
Insentif	--	--	Incentive
Total	--	--	Total

Perusahaan

Imbalan Kerja Jangka Panjang

Perusahaan memperoleh persetujuan dari Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. Kep400/KM.17/1999 tanggal 15 November 1999 untuk mendirikan Dana Pensiun Karyawan Semen Baturaja yang merupakan dana pensiun manfaat pasti yang dikelola oleh pengurus yang terpisah, yang memberikan manfaat pasti bagi karyawan yang masuk kerja sebelum tahun 2007 dan telah memenuhi persyaratan tertentu apabila karyawan tersebut pensiun, cacat atau meninggal dunia.

The Company

Long-term Employee Benefit

The Company received an approval from the Minister of Finance of the Republic of Indonesia in Decision Letter No. Kep400/KM.17/1999 dated November 15, 1999 to establish Employee Pension of PT Semen Baturaja which represents defined benefit pension fund managed by separate trustee administered, that give defined benefit for employees start working before year 2007, after serving a qualifying period, are entitled to defined benefits on retirement, disability or death.

Estimasi liabilitas aktuarial pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

The estimated actuarial liabilities as of December 31, 2020 and 2019 are as follows:

	2020 Rp	2019 Rp	
Liabilitas Imbalan Pensiun	9,361,154	3,811,714	Pension Benefits Liabilities
Liabilitas Imbalan Pesangon	26,522,182	18,133,408	Retirement Benefits Liabilities
Liabilitas Imbalan Cuti dan Penghargaan Masa Kerja	15,580,283	14,523,087	Leave and Services Rewards Benefits Liabilities
Total	51,463,619	36,468,209	Total

Beban bersih aktuarial untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

The net actuarial expenses as for the year ended December 31, 2020 and 2019 are as follows:

	2020 Rp	2019 Rp	
Liabilitas Imbalan Pensiun	627,578	579,069	Pension Benefits Liabilities
Liabilitas Imbalan Pesangon	3,674,375	3,636,314	Retirement Benefits Liabilities
Liabilitas Imbalan Cuti dan Penghargaan Masa Kerja	11,458,153	5,525,900	Leave and Services Rewards Benefits Liabilities
Total	15,760,106	9,741,283	Total

Program Pensiun Manfaat Pasti

Asumsi aktuarial utama yang digunakan untuk menentukan estimasi liabilitas imbalan kerja karyawan dalam program imbalan pasti, berdasarkan laporan aktuarial independen PT Padma Radya Aktuarial. Untuk tahun yang

Defined Benefit Pension Program

The principal actuarial assumptions used to estimate liabilities for employee benefits under defined benefits plans are based on independent actuarial report of PT Padma Radya Aktuarial. For the year ended of

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berakhir pada tanggal 31 Desember 2020 dan 2019 berdasarkan laporan aktuarial masing-masing tanggal 3 Februari 2021 dan 7 Februari 2020, dengan rincian sebagai berikut:

December 31, 2020 and 2019 are based on actuarial report dated February 3, 2020 and February 7, 2020, with details are as follows:

Tingkat Mortalita		Mortality Rate
- Program Pensiun	Tabel Mortalitas Indonesia Tahun 2011 (Pria)/ Indonesian Mortality Table Year 2011 (Male)	Pension Plan -
- Imbalan Kerja Lainnya	Tabel Mortalitas Indonesia Tahun 2011 (Pria)/ Indonesian Mortality Table Year 2011 (Male)	Other Employee Benefits -
Usia Pensiun Normal	56 Tahun/Years	Normal Retirement Age
Tingkat Cacat	1% - 5% Dari Tingkat Mortalita/of Mortality Rate	Disability Rate
Tingkat Kenaikan Gaji	5% (2019: 5%) Per Tahun/Per Annum	Rate of Salary Increase
Tingkat Diskonto Tahunan		Annual Discount Rate
- Program Pensiun	6,75% (2019: 8%) Per Tahun/Per Annum	Pension Plan -
- Imbalan Kerja Lainnya	6,75% (2019: 8%) Per Tahun/Per Annum	Other Employee Benefits -
Tingkat Kenaikan Harga Emas	8% (2019: 8%) Per Tahun/Per Annum	Gold Price Increase Rate
Tingkat Pengunduran Diri	1% Pada Usia 20 Tahun dan Menurun Secara Linear Sampai Dengan 0 (Nol) Pada Usia Pensiun Normal/ 1% At 20 Years of Age And Reducing Linearly Down To 0 (Zero) At Normal Retirement Age	Resignation Rate
Tingkat Diskonto	6,75% Per Tahun/ Per Year	Discount Rate
Tingkat Kenaikan Upah	10% Per Tahun/ Per Year	Wages Increment Rate
Tabel Mortalita	100% TMI IV	Mortality Table
Tingkat Kecacatan	1% - 5% TMI IV	Disability Rate
Tingkat Pengunduran Diri	1% Pada Usia 20 Tahun dan Menurun Secara Linear Sampai Dengan 0 (Nol) Pada Usia Pensiun Normal/ 1% At 20 Years of Age And Reducing Linearly Down To 0 (Zero) At Normal Retirement Age	Withdrawal Rate

Aset dana pensiun terutama terdiri dari deposito berjangka, surat-surat berharga dan investasi jangka panjang dalam bentuk saham, reksadana, obligasi, tanah dan bangunan.

Pension fund assets mainly consist of time deposits, marketable securities, and long-term investments in shares of stock, mutual funds, bonds and land and buildings.

Beban imbalan kerja yang dibebankan pada laporan laba rugi merupakan jumlah bersih dari:

Employee benefits expense recognized profit or loss consists of the net total of the following amounts:

	2020 Rp	2019 Rp	
Biaya Jasa Kini	326,796	284,511	Current Service Cost
Biaya Bunga	300,782	294,558	Interest Cost
Total	627,578	579,069	Total

Liabilitas bersih imbalan pensiun yang diakui di laporan posisi keuangan adalah sebagai berikut:

The net liability for pension benefits recognized in the statement of financial position are as follows:

	2020 Rp	2019 Rp	
Nilai Kini dari Liabilitas	71,206,879	65,495,669	Present Value of the Obligations
Nilai Wajar Aset	(61,845,725)	(61,683,955)	Fair Value of Plan Assets
Liabilitas Bersih	9,361,154	3,811,714	Net Liability

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Rekonsiliasi perubahan liabilitas bersih selama tahun berjalan yang diakui di laporan posisi keuangan adalah sebagai berikut:

Reconciliation of the movement of the net liability recognized in the statement of financial position is as follows:

	2020 Rp	2019 Rp	
Liabilitas Bersih Pada			Net Liability At the Beginning
Awal Tahun	3,811,714	3,626,242	of the Year
Beban Bersih	627,578	579,069	Expense Net
Pembayaran Imbalan Kerja	(1,408,487)	(2,717,979)	Employee Benefits Paid
Pengukuran Kembali Liabilitas (Aset) Pensiun	6,330,349	2,324,382	Remeasurement of Liabilities (Assets) Pension
Liabilitas Bersih Pada Akhir Tahun	9,361,154	3,811,714	Net Liability at the End of The Year

Pengukuran kembali atas liabilitas (aset) pensiun masing-masing pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Remeasurement of liabilities (assets) pension respectively as of December 31, 2020 and 2019 are as follows:

	2020 Rp	2019 Rp	
Saldo Awal	24,378,505	22,054,123	Beginning Balance
Keuntungan (Kerugian) Aktuarial	6,330,349	2,324,382	Actuarial Gain (Loss)
Jumlah Pengukuran Kembali Atas Liabilitas Program Pensiun Manfaat Pasti	30,708,854	24,378,505	Total Remeasurement on Liabilities Defined Benefit Pension Plan

Pada tanggal 31 Desember 2020, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2020, sensitivity analysis for actuarial assumptions are as follows:

	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases		
	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Present Value of Benefits Obligation	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Present Value of Benefits Obligation	
Kenaikan	0.5%	62,967,355	0.5%	66,232,971	Increase
Pernurunan	0.5%	68,225,261	0.5%	64,798,398	Decrease

Imbalan Pesangon

Liabilitas bersih imbalan pesangon yang diakui di laporan posisi keuangan adalah sebagai berikut:

Severance Benefits

The net liability for severance benefits obligations recognized in the statement of financial position are as follows:

	2020 Rp	2019 Rp	
Nilai Kini dari Liabilitas	40,568,409	31,690,117	Present Value of the Obligations
Nilai Wajar Aset	(14,046,227)	(13,556,709)	Fair Value of Plan Assets
Liabilitas Bersih	26,522,182	18,133,408	Net Liability

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Beban imbalan kerja yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain merupakan jumlah bersih dari:

	2020 Rp	2019 Rp	
Biaya Jasa Kini	2,251,168	2,138,067	Current Service Cost
Biaya Bunga	1,423,207	1,498,247	Interest Cost
Beban Bersih	3,674,375	3,636,314	Net Expense

Severance benefits expense recognized in the consolidated statements of profit or loss and other comprehensive income consists of the net total:

Perusahaan memiliki perjanjian pengelolaan program imbalan pascakerja untuk karyawan dan karyawan di bawah tahun 2007 dengan PT Asuransi Jiwasraya (Persero). Perusahaan juga telah membayarkan premi awal untuk mendanai program ini.

The Company has been agreement with PT Asuransi Jiwasraya (Persero) to Management of Post-Employment Benefits Program Commitment for the Company Employee within 2007. The Company had been paid initial premium for funding this program.

Pengukuran kembali atas liabilitas (aset) pesangon masing-masing pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Remeasurement of liabilities (assets) severance benefits respectively as of December 31, 2020 and 2019 are as follows:

	2020 Rp	2019 Rp	
Saldo Awal	41,400,351	40,683,915	Beginning Balance
Keuntungan (Kerugian) Aktuarial	6,637,783	716,436	Gain (Losses) On Actuarial
Jumlah Pengukuran Kembali Atas Liabilitas Pesangon	48,038,134	41,400,351	Total Remeasurement on Liabilities Severance Benefits

Rekonsiliasi perubahan selama tahun berjalan atas liabilitas bersih yang diakui di laporan posisi keuangan adalah sebagai berikut:

Reconciliation of the movement of the liability recognized in the statement of financial position is as follows:

	2020 Rp	2019 Rp	
Liabilitas Bersih Pada Awal Tahun	18,133,408	20,589,549	Net Liability at the Beginning of the Year
Pengukuran Kembali Liabilitas (Aset) Pesangon	6,637,783	716,436	Remeasurement of Liabilities (Assets) Severance Benefits
Beban/(Pembalikan), Bersih	3,674,375	3,636,314	Expense/(Reversal of Expense), Net
Pembayaran iuran	(1,515,951)	(4,950,353)	Payment of Dues
Pembayaran Imbalan Kerja	(407,433)	(1,858,538)	Employee Benefits Paid
Liabilitas Bersih Pada Akhir Tahun	26,522,182	18,133,408	Net Liability at the End of the Year

Pada tanggal 31 Desember 2020, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2020, sensitivity analysis for actuarial assumptions are as follows:

	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases		
	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	
Kenaikan	0.5%	30,104,575	0.5%	33,505,657	Increase
Pernurunan	0.5%	33,387,242	0.5%	29,984,703	Decrease

Berikut estimasi pembayaran imbalan yang akan jatuh tempo:

The following estimates of the payment of benefits that are due:

	2020 Rp	2019 Rp	
1 Tahun	823,807	1,707,704	1 Year
1 - 2 Tahun	1,195,981	666,038	1 - 2 Years
2 - 5 Tahun	5,122,332	3,798,031	2 - 5 Years
Lebih dari 10 Tahun	153,238,586	141,774,973	More than 10 Years
Total	160,380,706	147,946,746	Total

Cuti Besar dan Penghargaan Masa Kerja

Beban cuti besar dan penghargaan masa kerja yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian merupakan jumlah bersih dari:

Leaves and Gratuity

Leaves and Gratuity expense recognized in the consolidated statements of profit or loss and other comprehensive income consists of the net total of the following amounts:

	2020 Rp	2019 Rp	
Biaya Jasa Kini	6,928,122	5,104,878	Current Service Cost
Biaya Bunga	1,158,777	1,011,698	Interest Cost
Amortisasi Dari:			Amortization Of:
Keuntungan Aktuarial yang Belum Diakui	3,371,254	(590,676)	Unrecognized Actuarial Losses
Beban Bersih	11,458,153	5,525,900	Net Expense

Liabilitas bersih cuti besar dan penghargaan masa kerja yang diakui di laporan posisi keuangan adalah sebagai berikut:

The net liability for other employee benefits obligations recognized in the consolidated statement of financial position is as follows:

	2020 Rp	2019 Rp	
Nilai Kini dari Liabilitas	15,580,283	14,523,087	Present Value of the Obligations
Liabilitas Bersih	15,580,283	14,523,087	Net Liability

Rekonsiliasi perubahan selama tahun berjalan atas liabilitas bersih yang diakui di laporan posisi keuangan adalah sebagai berikut:

Reconciliation of the movement of the liability recognized in the statements of financial position is as follows:

	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases		
	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	
Kenaikan	0.5%	14,199,716	0.5%	14,905,354	Increase
Pemurunan	0.5%	14,869,511	0.5%	14,163,060	Decrease

Pada tanggal 31 Desember 2020, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2020, sensitivity analysis for actuarial assumptions are as follows:

	2020 Rp	2019 Rp	
Liabilitas Bersih Pada Awal Tahun	14,523,087	12,291,407	Net Liability at the Beginning of the Year
Beban/(Pembalikan), Bersih	11,458,153	5,525,900	Expense/(Reversal of Expense), Net
Pembayaran Imbalan Kerja	(10,400,957)	(3,294,220)	Employee Benefits Paid
Liabilitas Bersih Pada Akhir Tahun	15,580,283	14,523,087	Net Liability at the End of the Year

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Berikut estimasi pembayaran imbalan yang akan jatuh tempo:

The following estimates of the payment of benefits that are due:

	2020 Rp	2019 Rp	
1 Tahun	4,322,578	8,339,887	1 Year
1 - 2 Tahun	7,092,078	3,736,164	1 - 2 Years
2 - 5 Tahun	22,070,917	16,398,794	2 - 5 Years
Lebih dari 10 Tahun	233,118,731	206,615,365	More than 10 Years
Total	266,604,304	235,090,210	Total

Program Iuran Pasti

a. Program Pensiun Iuran Pasti

Karyawan Perusahaan mengikuti program pensiun iuran pasti yang meliputi karyawan tetap yang masuk mulai tahun 2007. Program ini dikelola oleh Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK BNI) yang akta pendiriannya telah disahkan oleh Menteri Keuangan Republik Indonesia dengan Surat Keputusan masing-masing No. KEP-106/KM.10/2009 tanggal 13 Mei 2009. Imbalan pensiun akan diberikan apabila karyawan tersebut pensiun, cacat atau meninggal dunia. Iuran untuk program pensiun tersebut adalah sebesar 6% dari gaji bulanan karyawan dan menjadi beban Perusahaan.

Jumlah beban sehubungan dengan program ini untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 31 Desember 2019 masing-masing sebesar Rp4.371.971 dan Rp3.819.072.

b. Program Tunjangan Kesejahteraan Hari Tua

Perusahaan memberikan imbalan pasca-kerja dalam bentuk Program Tunjangan Kesejahteraan Hari Tua (TKHT) bekerja sama dengan Asuransi Jiwa Bersama Bumiputera 1912 (AJB BP). Berdasarkan perjanjian kerja sama tersebut, Perusahaan membayar premi asuransi kepada AJB BP masing-masing sebesar 10% dari gaji dasar asuransi karyawan, dimana tingkat kenaikan tahunan gaji dibatasi maksimum sebesar 7,5% per tahun. AJB BP harus membayar manfaat program tersebut kepada karyawan yang berhak atau kepada tanggungan mereka pada saat karyawan mencapai usia 56 tahun, mengundurkan diri, atau meninggal atau cacat berdasarkan perkalian tertentu dari gaji dasar asuransi pada saat manfaat program tersebut terutang.

Defined Benefit Program

1. Defined Contribution Pension Plans

The Company's employees joined a defined contribution plan covering all permanent employees whose join since 2007. The plan is managed by Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK BNI), for which the deed of establishments were approved by the Minister of Finance of the Republic of Indonesia in Decision Letters No. KEP-106/KM.10/2009, respectively, dated May 13, 2009. Employees, after serving a qualifying period, are entitled to benefits on retirement, disability or death. Pension fund contributions are 6% of the employees' monthly salaries, which are borne by the Company.

The total expense in relation to these programs during the years ended December 31, 2019 and December 31, 2018 amounted to Rp4,371,971 and Rp3,819,072, respectively.

2. Old-age Benefit Program

The Company provide post-employment benefits under old-age benefit programs. The Company have entered into agreements with Asuransi Jiwa Bersama Bumiputera 1912 (AJB BP) under which the Company (SP and ST) pay insurance premiums to AJB BP at rates of 10%, respectively, of employees' insurable salaries, which salaries are subject to a maximum annual increase of 7.5% per annum. AJB BP is obligated to pay program benefits to eligible employees or their dependants upon employees attaining 56 years of age, upon resignation, or in event of death or disability of the employees, based on specified multiples of employees' insurable salaries at the time benefits are due to be paid.

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Jumlah beban sehubungan dengan program ini untuk periode yang berakhir pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp205.738 dan Rp197.605.

The total expense in relation to these programs during the years ended December 31, 2020 and 2019 amounted to Rp205,738 and Rp197,605, respectively.

Perusahaan tidak mengakui kewajiban atas selisih nilai kini liabilitas dengan nilai wajar kekayaan karena manajemen Perusahaan berkeyakinan AJB BP akan dapat memenuhi kewajiban tersebut pada saat jatuh tempo.

The Company do not recognize any liabilities corresponding to the amount of the program assets, since management of the Company believe that AJB BP will be able to fulfill its obligations under these programs on the due dates.

Entitas Anak

Imbalan Kerja Jangka Panjang

Entitas anak mengakui penyisihan imbalan kerja yang tidak didanai untuk karyawan yang mencapai usia pensiun sesuai dengan UU No.13/2003 tanggal 25 Maret 2003. Perhitungan liabilitas estimasi atas imbalan kerja pada tanggal 31 Desember 2019 dan 2020 didasarkan pada perhitungan aktuaris independen dengan mempertimbangkan asumsi-asumsi sebagai berikut:

Subsidiary

Long-term Employee Benefit

Subsidiary recognize allowance for unfunded employee benefits for employees who reach retirement age in accordance with Law No.13/2003 dated March 25, 2003. Calculation of estimated liability for employee benefits as of December 31, 2019 and 2020 is based on an independent actuary calculation by considering the following assumptions:

Tingkat Diskonto	6,75% Per Tahun/ Per Year	Discount Rate
Tingkat Kenaikan Upah	10% Per Tahun/ Per Year	Wages Increment Rate
Tabel Mortalita	100% TMI IV	Mortality Table
Tingkat Kecacatan	1% - 5% TMI IV	Disability Rate
Tingkat Pengunduran Diri	1% Pada Usia 20 Tahun dan Menurun Secara Linear Sampai Dengan 0 (Nol) Pada Usia Pensiun Normal/ 1% At 20 Years of Age And Reducing Linearly Down To 0 (Zero) At Normal Retirement Age	Withdrawal Rate
Proporsi Pengembalian Pensiun Dini	N/A	Proportion of Early Retirement Taking
Proporsi Pengembalian Pensiun Normal	100% Per Tahun/ Per Year	Proportion of Normal Retirement Taking
Tingkat PHK Karena Alasan Lain	Nihil / Nil	Layoff Rates For Other Reasons
Usia Pensiun Normal	56 Tahun/ Per Year	Normal Retirement Age

Beban imbalan pasca kerja yang diakui di laporan laba rugi dan penghasilan komprehensif lain adalah:

Expenses recognized in the statement of profit or loss and other comprehensive income as follows:

	2020 Rp	2019 Rp	
Beban Jasa Kini	335,362	380,445	Current Service Cost
Beban Bunga	59,318	48,003	Interest Expense
Beban Tahun Berjalan	394,680	428,448	Expense for the Year

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Liabilitas imbalan pasca kerja di laporan posisi keuangan yang timbul sehubungan dengan imbalan pasca kerja adalah sebagai berikut:

The amounts included in the statements of financial position arising from obligation in respect of these post-employment benefits are as follows:

	2020 Rp	2019 Rp	
Nilai Kini Liabilitas yang Tidak Didanai	<u>1,017,317</u>	<u>1,073,918</u>	Present Value of Defined Benefit Obligation

Beban imbalan pasca kerja yang diakui di laporan laba rugi dan penghasilan komprehensif lain adalah:

Expenses recognized in the statement of profit or loss and other comprehensive income as follows:

	2020 Rp	2019 Rp	
Saldo Awal	1,073,918	378,718	Beginning Balance
Penambahan Tahun Berjalan	357,553	428,448	Addition for the Current Year
Penghasilan Komprehensif Lain	(414,154)	266,752	Other Comprehensive Income
Saldo Akhir	<u>1,017,317</u>	<u>1,073,918</u>	Ending Balance

Pada tanggal 31 Desember 2020, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2020, sensitivity analysis for actuarial assumptions are as follows:

	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases		
	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	
Kenaikan	1%	1,013,517	1%	1,135,925	Increase
Pemurunan	1%	1,141,010	1%	1,016,818	Decrease

Analisa sensitivitas di atas dihitung menggunakan metode ekstrapolasi atas pengaruh terhadap kewajiban imbalan kerja sebagai hasil dari perubahan yang beralasan atas asumsi utama yang mungkin terjadi pada tanggal pelaporan.

The sensitivity analysis above have been determined based on a method that extrapolates the impact on benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada periode mendatang adalah sebagai berikut:

The following payments are expected contributions to the benefits obligations in the future years:

	2020 Rp	2019 Rp	
1 Tahun	61,407	60,306	1 Year
1 - 2 Tahun	65,705	64,979	1 - 2 Years
2 - 5 Tahun	226,022	226,744	2 - 5 Years
6 - 10 Tahun	495,288	511,287	6 - 10 Years
Lebih dari 10 Tahun	1,522,621	2,532,077	More than 10 Years
Total	<u>2,371,043</u>	<u>3,395,393</u>	Total

23. Utang Development, Provisi Reklamasi dan Pasca Tambang

23. Development Liability, Provisi For Reclamation and Mine Clouser

	2020 Rp	2019 Rp	
Provisi Reklamasi Dan Pasca Tambang	9,970,217	8,252,337	Provisi For Reclamation and Mine Clouser
Utang Pengembangan Tambang	27,379,376	-	Mining Development Liability
Total	37,349,593	8,252,337	Total

Provisi Reklamasi dan Pasca Tambang

Merupakan provisi reklamasi dan pasca tambang batu kapur dan tanah liat. Adapun peraturan yang mendasari timbulnya liabilitas hukum ini adalah Undang-Undang No. 4 Tahun 2009 tentang Mineral dan Batubara, Peraturan Pemerintah No. 78 Tahun 2010 dan Peraturan Menteri ESDM No. 18 Tahun 2008.

Utang Pengembangan Tambang

Biaya Development Tambang merupakan biaya pengembangan lahan tambang yang dilakukan untuk menemukan cadangan Batukapur, prosesnya terdiri dari pembersihan lahan dan pengupasan material penutup. Beban amortisasi tersebut dibukukan sebagai biaya produksi. Di tahun 2020, lahan tambang Pelawi area 1 dengan luas 93,67 hektar telah beroperasi, namun proses pengupasan lahan di area 1 belum selesai 100%, tetapi Perusahaan telah melakukan estimasi dari kegiatan pengupasan tersebut.

Provisi for Reclamation and Mine Clouser

Provision of lime and clay mines. The rules that underlie the emergence of this legal obligation are the Law No. 4 Year 2009 regarding Mineral and Coal, the Government Regulation No. 78 Year 2010 and Energy and Human Resources Minister Regulation No. 18 Year 2008.

Mining Development Liability

The cost of Mining Development is the cost of developing the mine area which is carried out to find the Batukapur reserves, the process consists of land clearing and stripping the cover material. The amortization expense is recorded as production costs. In 2020, Pelawi mining area 1 with an area of 93.67 hectares has been operated, but the process of stripping land in area 1 has not been 100% complete, but the Company has estimated the stripping activities.

24. Modal Saham

24. Share Capital

Modal dasar Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Authorized capital of the Company as of December 31, 2020 and 2019 are as follows:

	2020 dan/and 2019 Nilai Nominal/Par Value Rp100 (dalam Rupiah Penuh/ in full Rupiah)					%	
	Lembar Saham/per Shares						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Saldo Akhir/ Ending Balance	Total / Total	Kepemilikan/ Ownership		
Modal Dasar							Authorized Capital
Saham Seri A (Dwiwarna)	1	--	1	100			Series A (Dwiwarna) Shares
Saham Seri B	29,999,999,999	--	29,999,999,999	2,999,999,999,900			Series B Shares
Modal Ditempatkan dan Disetor Penuh	30,000,000,000	--	30,000,000,000	3,000,000,000,000			Issued And Fully Paid Up Capital
Negara Republik Indonesia							Republic of Indonesia
Saham Seri A (Dwiwarna)	1	--	1	100			Series A (Dwiwarna) Shares
Saham Seri B	7,499,999,999	--	7,499,999,999	749,999,999,900	75.51%		Series B Shares
Masyarakat - Saham Seri B	2,432,534,336	--	2,432,534,336	243,253,433,600	24.49%		Public - Series B Share
Jumlah Modal Ditempatkan dan Disetor Penuh	9,932,534,336	--	9,932,534,336	993,253,433,600	100.00%		Total Issued And Fully Paid Up Capital
Jumlah Saham Dalam Portapel	20,067,465,664	--	20,067,465,664	2,006,746,566,400			Total Share in Portfolio

Berdasarkan RUPS Luar Biasa tanggal 14 Maret 2013, yang diaktakan dengan Akta Notaris Fathiah Helmi, S.H., No. 20 tanggal 14 Maret 2013 mengenai Perubahan Anggaran Dasar Perusahaan, Modal Dasar dan

Based on the General Meeting of Shareholders-Extraordinary on March 14, 2013 that covered by Notarial Deed Fathiah Helmi, S.H, No. 20 dated March 14, 2013, related to the changes of the Article of Association, the

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Modal Ditempatkan Perusahaan mengalami peningkatan menjadi masing-masing sebesar Rp3.000.000.000 dan Rp750.000.000 dengan rincian sebagai berikut:

1. Modal dasar Perusahaan semula sejumlah Rp2.560.000.000 terbagi atas 2.560.000 saham dengan nilai nominal sebesar Rp1.000, menjadi Rp3.000.000.000 terbagi atas 30.000.000.000 lembar saham yang terdiri atas satu saham Seri A Dwiwarna dan 29.999.999.999 saham biasa Seri B dengan nilai masing-masing nominal sebesar Rp100.
2. Modal dasar tersebut telah ditempatkan dan diambil bagian oleh Negara Republik Indonesia sebanyak 7.500.000.000 lembar saham atau seluruhnya sebesar Rp750.000.000 terbagi atas sebanyak 7.500.000.000 lembar saham yang terdiri atas satu saham Seri A Dwiwarna dan 7.499.999.999 saham biasa Seri B dengan nilai masing-masing nominal sebesar Rp100.
3. Setiap modal saham yang ditempatkan tersebut diatas, atau seluruhnya berjumlah Rp750.000.000 telah disetor penuh oleh Negara Republik Indonesia (pemegang saham) dengan cara sebagai berikut:
 - Sebesar Rp60.414.000 merupakan setoran modal lama sesuai dengan akta No. 4 tanggal 13 Juni 2008 yang dibuat dihadapan Notaris Rumonda Kesuma Lubis, S.H., yang telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-50057.AH.01.02 tahun 2008.
 - Sebesar Rp979.432 berasal dari kapitalisasi cadangan penyertaan modal Pemerintah.
 - Sebesar Rp579.585.020.568 berasal dari kapitalisasi laba ditahan sampai dengan tanggal 31 Desember 2011.
 - Sebesar Rp110.000.000 berasal dari kapitalisasi laba ditahan sampai dengan tanggal 31 Desember 2012.

Pada tanggal 28 Desember 2013, Perusahaan telah melakukan penawaran umum perdana melalui pencatatan Bursa Efek Indonesia sebanyak 2.337.678.500 saham biasa Seri B dengan harga nominal Rp100 (dalam Rupiah penuh) per saham.

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Company's Authorized Capital and Issued and Fully Paid up Capital has been increased, becoming Rp3,000,000 and Rp750,000,000 with details are as follows:

1. *The authorized capital of the Company was originally amounting to Rp2,560,000,000 divided into 2,560,000 shares, to be Rp3,000,000,000 divided into 30,000,000,000 shares consist of one Series A Dwiwarna Share and 29,999,999,999 Series B Shares with each nominal value of Rp100.*
2. *Capital had been placed and taken part by the Republic of Indonesia as many as 7,500,000,000 shares or a total of Rp750,000,000 divided into 7,500,000,000 shares consist of one Series A Dwiwarna Share and 7,499,999,999 Series B Shares with each nominal value of Rp100.*
3. *Each of above allocated share capital, or the whole is totally amounting Rp750,000,000 have been fully paid by of the Republic of Indonesia (shareholders) in the following way:*
 - *Amounting to Rp60,414,000 a capital contribution in accordance with the Deed No. 4 dated June 13, 2008, made before Notary Rumonda Kesuma Lubis, S.H., which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-50057.AH.01.02 in 2008.*
 - *Amounting Rp979,432 sources from the reserve capitalization of government capital equity.*
 - *Amounting of Rp579,585,020,568 from capitalization of retained earnings as of December 31, 2011.*
 - *Amounting of Rp110,000,000 derived from capitalization of retained earnings as of December 31, 2012.*

On December 28, 2013, the Company represent to Initial Public Offering through a listing shares on Indonesia Stock Exchange as much as 2,337,678,500 Series B Shares with a nominal price of Rp100 (in full Rupiah) per share.

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Berdasarkan RUPS Luar Biasa tanggal 14 Maret 2013, yang diaktakan dengan Akta Notaris Fathiah Helmi, S.H., No. 20 tanggal 14 Maret 2013, Perusahaan menerbitkan Program *Management Employee Stock Option Plan* (MESOP) dengan hak opsi untuk membeli saham baru Perusahaan sebanyak-banyaknya 162.321.500 lembar saham Seri B dengan nilai nominal Rp100 (dalam Rupiah penuh) per saham.

Hak Opsi tersebut akan diberikan dalam 2 (dua) tahapan:

- Tahap I (pertama) Sebesar 40% (empat puluh persen) dari jumlah hak Opsi yang diterbitkan dalam Program MESOP.
- Tahap II (kedua) Sebesar 60% (empat puluh persen) dari jumlah hak Opsi yang diterbitkan dalam Program MESOP.

Perusahaan memberikan hak Opsi untuk Program MESOP ini kepada Direksi, Dewan Komisaris (kecuali Komisaris Independen) dan karyawan tetap yang tercatat di Perusahaan pada saat Pemberian Opsi dengan persyaratan yang telah ditetapkan.

Hak Opsi yang diterbitkan memiliki masa laku (*Option Life*) selama 5 (lima) tahun dihitung sejak tanggal penerbitannya, dan baru dapat digunakan untuk membeli saham setelah melewati periode vesting yakni 1 (satu) tahun dihitung sejak tanggal penerbitannya.

Hak Opsi pembelian saham di terbitkan Perusahaan dalam 3 (tiga) tahapan yaitu:

- Tahap pertama dilakukan pada tahun 2017, yaitu *Windows Exercise I* periode Mei 2017 dan *Windows Exercise II* periode Oktober 2017.
- Tahap kedua dilakukan pada tahun 2018, yaitu *Windows Exercise I* periode Mei 2018 dan *Windows Exercise II* periode Oktober 2018.
- Tahap ketiga dilakukan pada tahun 2019, yaitu *Windows Exercise I* periode Mei 2019.

Pada tahun 2018, Perusahaan telah melakukan penawaran saham Program MESOP tahap pertama yaitu *Windows Exercise I* yang telah dilakukan tanggal 2 Mei 2018 melalui Bursa Efek Indonesia. Pada *Windows Exercise I* jumlah saham yang telah terbit adalah sebanyak 7.737.053 lembar saham dengan harga nominal Rp100 (dalam Rupiah penuh) per lembar saham.

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Based on the General Meeting of Shareholders - Extraordinary on March 14, 2013 that covered by Notarial Deed Fathiah Helmi, S.H., No. 20 dated March 14, 2013, the Company Issued Management Employee Stock Option Plan (MESOP) Program with option right to purchase the Company's new shares as much as possible 162,321,500 series B shares with nominal value of Rp100 (in full Rupiah) per share.

That option right will be given in 2 (two) stages:

- Stage I (first) Amount 40% (forty percent) from of the number of option rights issued in the MESOP Program.
- Stage II (second) Amount 60% (sixty percent) from of the number of option rights issued in the MESOP Program.

The Company grants option right of this MESOP Program to Directors, board of Commissioners (except Independent Commissioners) and Employees that recorded in the Company at the time of option grant with the conditions specified.

The option right that issued has lifetime (*Option Life*) for 5 (five) years commencing from the date of issuance, and may only be used to purchase shares after the vesting period of 1 (one) year from the date of its issuance.

That option right purchase share will be issuance of the Company in 3 (three) stages:

- The first stage is done in 2017, which is *Windows Exercise I* period of May 2017 and *Windows Exercise II* period of October 2017.
- The second stage is done in 2018, which is *Windows Exercise I* period of May 2018 and *Windows Exercise II* period of October 2018.
- The third stage is done in 2019, which is *Windows Exercise I* period of May 2019.

On 2018, the Company represent to offering shares of the MESOP Program First Stage which is *Windows Exercise I* has been done on May 02, 2018 through of the Indonesia Stock Exchange listed. In *Windows Exercise I* the number of shares that have been issued is 7,737,053 shares with the nominal price of Rp100 (in full Rupiah) per share.

Selisih antara harga jumlah modal yang disetor oleh Pemerintah Republik Indonesia dengan nominal saham yang telah ditetapkan, dibukukan sebagai Agio Saham.

The difference between the total paid up capital value of the Government of the Republic of Indonesia and the nominal value of the shares is recorded as Agio Shares.

25. Tambahan Modal Disetor

Tambahan modal disetor Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Tambahan Modal Disetor/Additional Paid in Capital			
31 Desember 2019/ December 31, 2019	Penambahan/ Addition	31 Desember 2020/ December 31, 2020	
Agio Saham	1,312,128,287	--	1,312,128,287
Biaya Emisi Efek Ekuitas	(41,521,502)	--	(41,521,502)
Bersih	1,270,606,785	--	1,270,606,785
			<i>Share Premium Emission Fee Net</i>

Pada tahun 2018, Perusahaan telah melakukan penawaran saham Program MESOP Tahap Pertama *Windows Exercise I* melalui pencatatan di Bursa Efek Indonesia sebanyak 7.737.053 saham. Saham yang telah terbit pada *Windows Exercise I* adalah sebanyak 7.737.053 lembar saham dengan harga nominal Rp2.990 per lembar saham. Hasil Penjualan adalah Rp23.907.494, Perusahaan mencatat modal saham Rp773.705 dan jumlah tambahan modal disetor sebesar Rp23.133.788.

25. Tambahan Modal Disetor

Additional paid in capital of the Company as of December 31, 2020 and 2019 are as followed:

On 2018, the Company represent to offered shares of the MESOP Program of First Phase *Windows Exercise I* through the listing of the Indonesia Stock Exchange of 7,737,053 shares. Shares that have been issued in *Windows Exercise I* is 7,737,053 shares with nominal price of Rp2,990 per share. Result of the offering Rp23,907,494, Rp773,705 is share capital and Rp23,133,788 is additional paid in capital.

26. Penggunaan Saldo Laba

Berdasarkan Rapat Umum Pemegang Saham tanggal 8 Agustus 2020 dan 16 Mei 2019, pemegang saham menyetujui pembagian laba bersih sebagai berikut:

	2020 Rp	2019 Rp	
Dividen Pemerintah Republik Indonesia	4,650,521	14,325,000	<i>Dividend of the Government of the Republic of Indonesia</i>
Dividen Publik	1,508,340	4,646,143	<i>Public Dividend</i>
Cadangan	23,913,478	57,100,834	<i>Reserve</i>
Total	30,072,339	76,071,977	Total

Penggunaan saldo laba yang belum dicadangkan pada tanggal 31 Desember 2020 dan 2019 berdasarkan Rapat Umum Pemegang Saham tanggal 5 Agustus 2020 dan 16 Mei 2019 masing-masing sebesar Rp23.913.478 dan Rp57.100.834, yang diaktakan dengan akta notaris Fathiah Helmi, S.H., No. 02 tanggal 5 Agustus 2020 dan No. 13 tanggal 16 Mei 2019.

26. Distribution of Retained Earnings

Based on the Shareholders General Meeting dated August 8, 2020 and May 16, 2019, the Shareholders agreed to distributed net profit as follows:

The allocation of unappropriated retained earnings as of December 31, 2020 and 2019, based on the Shareholders General Meeting dated August 5, 2020 and May 16, 2019 amounting Rp23,913,478 and Rp57,100,834 respectively, notarized by Fathiah Helmi, S.H., No. 02 dated August, 2020 anda No. 13 dated May 16, 2019.

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27. Kepentingan Non-pengendali

27. Non-controlling Interests

- a. Kepentingan nonpengendali atas ekuitas entitas anak

	2020 Rp	2019 Rp	
PT Baturaja Multi Usaha	35,016	37,715	PT Baturaja Multi Usaha
Total	35,016	37,715	Total

- b. Bagian laba (rugi) yang diatribusikan kepada kepentingan nonpengendali

	2020 Rp	2019 Rp	
PT Baturaja Multi Usaha	(2,901)	1,516	PT Baturaja Multi Usaha
Total	(2,901)	1,516	Total

28. Pendapatan

28. Revenue

	2020 Rp	2019 Rp	
Penjualan Pada Pihak Ketiga			Sales to Third Parties
Penjualan Semen Bungkus	1,473,506,830	1,581,795,993	Sales of Bagging Cement
Penjualan Semen Curah	223,035,543	386,230,767	Sales of Bulk Cement
Jasa Pengangkutan	2,707,092	5,419,899	Transportation Services
Penjualan Terak	--	14,443,412	Sales of Clinker
Penjualan White Clay	--	3,172,165	Sales of White Clay
Lain-Lain	3,033,765	1,630,580	Others
Subtotal	1,702,283,230	1,992,692,816	Subtotal
Penjualan Pada Pihak Berelasi			Sales to Related Parties
Penjualan Semen			Sales of Bagging Cement
PT Perusahaan Perdagangan Indonesia (Persero)	--	8,245	PT Perusahaan Perdagangan Indonesia (Persero)
Penjualan Semen Curah			Sales of Bulk Cement
PT Varia Usaha Beton	--	6,815,710	PT Varia Usaha Beton
PT Wijaya Karya Beton	--	--	PT Wijaya Karya Beton
Subtotal	--	6,823,955	Subtotal
Penjualan White Clay			Sales of White Clay
PT Pupuk Sriwijaya	19,623,920	--	PT Pupuk Sriwijaya
Total	1,721,907,150	1,999,516,771	Total

Penjualan lain-lain merupakan penjualan entitas anak yang terdiri dari penjualan angkutan limbah B3 dan penjualan barang umum seperti penjualan bata ringan, pipa, mortar dan asbes.

Other sales represent sales of subsidiary consisting of sales of hazardous waste transportation and general goods sales such as light bricks, pipes, mortar and asbes.

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Rincian penjualan yang melebihi 10% dari jumlah penjualan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Details of distributors who supplied more than 10% of selling for the years ended December 31, 2020 and 2019 are as follows:

	<u>2020</u> Rp	<u>2019</u> Rp	
PT Mitra Agung Persada	166,112,342	222,490,796	<i>PT Mitra Agung Persada</i>
CV Serasan Sekundang Mandiri	149,071,667	200,785,739	<i>CV Serasan Sekundang Mandiri</i>
Total	315,184,009	423,276,535	Total
% dari Total Penjualan	18.22%	21.17%	% of Total Sales

29. Beban Pokok Penjualan

29. Cost Of Goods Sold

	<u>2020</u> Rp	<u>2019</u> Rp	
Bahan Bakar & Listrik	279,480,097	384,367,741	<i>Fuel & Electricity</i>
Bahan Baku & Penolong	258,966,101	255,255,714	<i>Raw Material and Supplies</i>
Depresiasi dan Amortisasi	140,667,753	120,118,672	<i>Depreciation and Amortization</i>
Tenaga Kerja	100,491,796	101,767,580	<i>Labor Costs</i>
Pabrikasi Lainnya	180,173,495	187,682,502	<i>Other Manufacture Expenses</i>
Subtotal	959,779,242	1,049,192,209	<i>Subtotal</i>
Persediaan Barang Dalam Proses			Work in Process
Persediaan Awal	67,862,845	99,536,793	<i>Beginning Balance</i>
Pembelian	--	52,549,155	<i>Purchase</i>
Persediaan Akhir	(38,920,913)	(67,862,845)	<i>Ending Balance</i>
Beban Pokok Produksi	988,721,174	1,133,415,312	<i>Cost of Goods Manufacture</i>
Persediaan Barang Jadi			Finished Goods
Persediaan Awal	39,234,995	30,447,677	<i>Beginning Balance</i>
Persediaan Akhir	(26,206,809)	(39,234,995)	<i>Ending Balance</i>
Beban Pokok Penjualan	1,001,749,360	1,124,627,994	Cost of Goods Sold

Rincian pemasok yang melebihi 10% dari jumlah pembelian untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Details of suppliers who supplied more than 10% of purchasing for the of years ended December 31, 2020 and 2019 are as follows:

	<u>2020</u> Rp	<u>2019</u> Rp	
PT Perusahaan Listrik Negara (Persero)	166,419,303	217,293,507	<i>PT Perusahaan Listrik Negara (Persero)</i>
PT Bukit Asam (Persero) Tbk	111,278,518	94,181,858	<i>PT Bukit Asam (Persero) Tbk</i>
Total	277,697,821	311,475,365	Total
% dari Jumlah Pembelian	25.85%	18,05%	% of Total Purchase

30. Beban Penjualan

30. Selling Expenses

	2020 Rp	2019 Rp	
Pengangkutan dan Distribusi	236,155,286	256,836,504	Freight and Distribution
Penyusutan dan Amortisasi	35,118,542	31,064,885	Depreciation and Amortization
Gaji, Upah dan Tunjangan	28,949,321	25,003,018	Salaries, Wages and Allowances
Jasa Profesional	8,523,397	11,973,341	Professional Services
Promosi	3,467,489	7,517,099	Promotion
Perjalanan Dinas	1,625,207	5,221,496	Business Trip
Beban Pemeliharaan	852,253	736,426	Maintenance Expenses
Telekomunikasi dan Alat Tulis Kantor	312,794	309,285	Telecommunication and Stationery
Keamanan	97,191	155,002	Security
Sewa	46,870	2,437,904	Rent
Lain-lain	276,997	447,537	Others
Total	315,425,347	341,702,497	Total

Beban penjualan lain lain merupakan beban jamuan tamu, jamuan rapat, dan biaya koordinasi lainnya.

Other selling expenses represents dining expenses, meeting expenses, and other coordination costs.

31. Beban Umum dan Administrasi

31. General and Administrative Expenses

	2020 Rp	2019 Rp	
Gaji, Upah dan Tunjangan	113,633,439	118,708,076	Salaries, Wages and Allowance
Jasa Profesional	31,749,745	27,489,620	Professional Fee
Penyusutan dan Amortisasi	25,510,754	21,651,971	Depreciation and Amortization
Denda Pajak, Asuransi dan Sewa	21,006,166	37,547,083	Taxes Penalty, Insurance and Rent
Beban Pemeliharaan	10,096,001	20,375,515	Maintenance
Telekomunikasi dan Koordinasi	7,409,341	15,481,965	Telecommunication and Coordination
Perjalanan Dinas	5,962,778	19,259,173	Business Trip
Sumbangan	4,668,968	14,746,118	Donation
Listrik dan Air	7,549,942	8,777,113	Electricity and Water
Alat Tulis Kantor	3,263,274	5,066,375	Stationery
Keamanan	2,767,745	2,288,575	Security
Penelitian dan Pengembangan	2,070,433	3,037,711	Research and Development
Diklat dan Pengadaan Pegawai	1,883,824	3,532,135	Training and Recruitment
Rapat Dinas	2,324,460	5,202,211	Meeting
Pembinaan Jasmani dan Rohani	1,053,279	2,892,131	Mental and Physical Development
Lain-lain	3,722,985	3,866,629	Others
Total	244,673,134	309,922,401	Total

Beban umum dan administrasi - lainnya, antara lain merupakan beban kebutuhan rumah tangga, kebutuhan mess, langganan TV Kabel dan pengiriman dokumen.

General and administrative - other expenses, represent household needs, guesthouse, cable TV and document delivery.

32. Pendapatan (Beban) Operasi Lainnya

32. Others Operating Income (Expense)

	2020 Rp	2019 Rp	
Pendapatan Jasa Pengelolaan Limbah B3	29,934,980	8,237,711	Income From B3 Waste Management Services
Pendapatan Klaim dan Denda	26,233,958	7,961,824	Claim Revenue and Penalties
Pendapatan (Beban) Lainnya	3,921,312	(1,732,276)	Other Revenue (Expenses)
Beban Operasi Lainnya	(4,426,391)	(6,540,886)	Others Operating Expenses
Laba (Rugi) Selisih Kurs Transaksi - Bersih	(585,796)	2,754,062	Gain (Losses) from Foreign Exchange Rate Transactions
Total	55,078,063	10,680,435	Total

33. Pendapatan Keuangan

33. Financial Income

	2020 Rp	2019 Rp	
Pendapatan Jasa Giro	2,581,804	4,505,387	Income on Current Accounts
Pendapatan Bunga Deposito	2,505,620	3,461,620	Interest Income from Deposits
Pendapatan Restitusi Pajak	--	2,269,949	Restitusion Tax Income
Laba Selisih Kurs - Bersih	22,402	--	Profit on Foreign Exchange - Net
Total	5,109,826	10,236,956	Total

34. Beban Keuangan

34. Financial Expense

	2020 Rp	2019 Rp	
Beban Bunga Kredit Investasi	108,033,487	100,145,505	Interest Expense of Investment Credit
Beban Bunga Pinjaman MTN	36,000,000	25,427,873	Interest Expense of Medium Term Note
Beban Bunga Sewa	16,459,671	10,849,417	Financial Lease Interest
Beban Bunga Kredit Modal Kerja	1,687,441	--	Working Capital Interest Expenses
Rugi Selisih Kurs - Bersih	--	2,225,230	Loss on Foreign Exchange - Net
Beban Bunga Lainnya	21,598,997	18,960,980	Other Interest Expenses
Total	183,779,596	157,609,005	Total

Beban bunga Kredit Modal Kerja adalah beban bunga atas fasilitas kredit dari PT Bank Mandiri (Persero) Tbk dan PT Bank Negara Indonesia (Persero) Tbk. Beban bunga sewa merupakan beban bunga sewa pembiayaan entitas anak untuk pengadaan armada angkutan dan penerapan PSAK 73.

Interest Expense of Working Capital Loan represents interest on credit facilities obtained from PT Bank Mandiri (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk. The lease interest expense represents interest expense on finance leases of subsidiary for the procurement of transportation fleets and implementation of PSAK 73..

35. Penghasilan Komprehensif Lain

35. Other Comprehensive Income

	2020 Rp	2019 Rp	
Keuntungan (Kerugian) Aktuarial Program Imbalan Kerja	(12,553,977)	(3,307,570)	Actuarial Gain (Loss) Employee Benefits Plans
Pajak Penghasilan Terkait	2,761,875	826,893	Related Income Tax
Total	(9,792,102)	(2,480,677)	Total

Merupakan keuntungan (kerugian) aktuarial program imbalan kerja pensiun dan pesangon.

Represent gain (loss) the actuarial of pension and retirement benefits program.

36. Laba Per Saham

36. Earnings Per Share

	2020 Rp	2019 Rp	
Laba yang dapat Diatribusikan Kepada Pemilik Entitas Induk untuk Perhitungan Laba Per Saham Dasar (Dinyatakan Rupiah Penuh)	10,984,573,616	30,072,337,659	Profit Attributable to the Equity Holders of Parent Entity for Calculation of Basic Earnings Per Share (in Full Amount)
Jumlah Rata-Rata Tertimbang Saham Biasa untuk Perhitungan Laba Per Saham Dasar (Satuan Penuh)	9,932,534,336	9,932,534,336	Weight Average Number of Ordinary Shares for the Computation of Basic Earnings Per Share
Laba Bersih Per Saham (Rupiah Penuh)	1	3	Net Profit Per Share (Full Amount)

Perusahaan tidak menghitung laba per saham dilusian karena Perusahaan tidak mempunyai efek berpotensi dilusian.

The Company did not calculate diluted earnings per share because there was no identified effect or dilutive potential ordinary share.

37. Transaksi Dengan Pihak Berelasi

37. Transaction with Related Parties

Di bawah ini adalah ikhtisar saldo-saldo dan jumlah-jumlah transaksi dengan pihak berelasi:

Below are the summary of balance and transactions with related parties:

	2020 Rp	2019 Rp	
a. Kas dan Setara Kas			a. Cash and Cash Equivalents
Kas di Bank			Cash in Bank
PT Bank Negara Indonesia (Persero) Tbk Rupiah	57,271,370	9,955,777	PT Bank Negara Indonesia (Persero) Tbk Rupiah
Dolar Amerika Serikat	296,435	292,131	United States Dollars
PT Bank Mandiri (Persero) Tbk Rupiah	31,058,799	43,837,244	PT Bank Mandiri (Persero) Tbk Rupiah
Dolar Amerika Serikat	5,146	9,243	United States Dollars
PT Bank Syariah Mandiri	7,010,279	450,449	PT Bank Syariah Mandiri
PT Bank Rakyat Indonesia (Persero) Tbk Rupiah	820,081	2,212,574	PT Bank Rakyat Indonesia (Persero) Tbk Rupiah
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	214,258	20,705,514	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	--	66,936	PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung
Total	96,676,368	77,529,868	Total
Persentase terhadap Jumlah Aset	2.10%	1.72%	Percentage to Total Assets
b. Deposito Berjangka			b. Time Deposits
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	123,000,000	10,000,000	PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung
PT Bank Negara Indonesia (Persero) Tbk	50,000,000	10,000,000	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Syariah Mandiri	20,000,000	--	PT Bank Syariah Mandiri
PT Bank Rakyat Indonesia (Persero) Tbk	10,000,000	25,000,000	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank BRISyariah	10,000,000	--	PT Bank BRISyariah
Total	213,000,000	45,000,000	Total
Persentase terhadap Jumlah Aset	4.62%	1.00%	Percentage to Total Assets
c. Aset Lancar Lainnya			c. Other Current Assets
Kas dan Setara Kas yang Dibatasi Penggunaannya			Restricted Cash and Cash Equivalents
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	19,914,512	16,200,600	PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung
PT Bank Mandiri (Persero) Tbk	443,885	443,885	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	50,000	50,000	PT Bank Negara Indonesia (Persero) Tbk
Total	20,408,397	16,694,485	Total
Persentase terhadap Jumlah Aset	0.44%	0.37%	Percentage to Total Assets
d. Piutang Usaha			d. Trade Receivables
PT Pupuk Sriwijaya	3,413,636	--	PT Pupuk Sriwijaya
PT Wahana Raharja	3,127,597	--	PT Wahana Raharja
PT Varia Usaha Beton	366,716	--	PT Varia Usaha Beton
PT Wijaya Karya Beton Tbk	174,036	--	PT Wijaya Karya Beton Tbk
PT Perusahaan Perdagangan Indonesia (Persero)	--	3,966,196	PT Perusahaan Perdagangan Indonesia (Persero)
Total	7,081,985	3,966,196	Total
Persentase terhadap Jumlah Aset	0.15%	0.09%	Percentage to Total Assets

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e. Piutang Lain-Lain			e. Other Receivables
PT Bukit Asam Tbk	2,221,353	--	PT Bukit Asam Tbk
PT Perusahaan Listrik Negara (Persero)	12,747	--	PT Perusahaan Listrik Negara (Persero)
PT Pupuk Sriwidjaja Palembang	4,921	--	PT Pupuk Sriwidjaja Palembang
Total	2,239,021	--	Total
f. Aset Tidak Lancar Lainnya			f. Other Non Current Assets
Fasilitas <i>Letter of Credit</i>			Letter of Credit Facility
PT Bank Mandiri (Persero) Tbk	--	4,500,000	PT Bank Mandiri (Persero) Tbk
Total	--	4,500,000	Total
Persentase terhadap Jumlah Aset	--	0.10%	Percentage to Total Assets
g. Biaya Dibayar di Muka			g. Accrued Expenses
Sewa Tanah Dibayar Dimuka			Prepaid Land Rent
PT Kereta Api Indonesia (Persero)	--	2,506,445	PT Kereta Api Indonesia (Persero)
Asuransi			Insurance
PT Asuransi Jiwasraya (Persero)	1,769,774	585,266	PT Asuransi Jiwasraya (Persero)
PT Asuransi Jasa Indonesia (Persero)	760,312	1,385,494	PT Asuransi Jasa Indonesia (Persero)
PT BRI Life	102,080	--	PT BRI Life
Subtotal	2,632,166	1,970,760	Subtotal
Total	2,632,166	4,477,205	Total
Persentase terhadap Jumlah Aset	0.06%	0.10%	Percentage to Total Assets
h. Uang Jaminan			h. Guarantee
PT Perusahaan Listrik Negara (Persero)	17,752,500	17,752,500	PT Perusahaan Listrik Negara (Persero)
Persentase terhadap Jumlah Aset	0.39%	0.39%	Percentage to Total Assets
i. Utang Usaha			i. Trade Payables
PT Pos Logistik	24,418,549	17,438,238	PT Pos Logistik
PT Baturaja Daya Insani	7,869,767	9,875,994	PT Baturaja Daya Insani
PT Industri Kemasan Semen Gresik	7,335,160	--	PT Industri Kemasan Semen Gresik
PT Kereta Api Logistik	4,323,704	7,869,039	PT Kereta Api Logistik
PT Dahana	3,949,549	4,697,136	PT Dahana
PT Bukit Asam Tbk	3,690,969	5,796,905	PT Bukit Asam Tbk
PT Semen Indonesia Distributor	2,557,433	--	PT Semen Indonesia Distributor
PT Pasoka Sumber Karya	2,292,349	2,834,009	PT Pasoka Sumber Karya
PT Kereta Api Indonesia (Persero)	2,072,283	3,327,431	PT Kereta Api Indonesia (Persero)
PT Petrokimia Gresik	2,064,345	2,057,674	PT Petrokimia Gresik
PT Pertamina Patra Niaga	1,392,923	--	PT Pertamina Patra Niaga
PT Telekomunikasi Indonesia (Persero) Tbk	645,581	3,810,011	PT Telekomunikasi Indonesia (Persero) Tbk
PT Sucofindo (Persero)	396,690	143,450	PT Sucofindo (Persero)
DPLK BNI	370,289	353,442	DPLK BNI
PT Pelabuhan Tanjung Priok	343,911	--	PT Pelabuhan Tanjung Priok
PT Semen Indonesia International	209,748	14,299,703	PT Semen Indonesia International
PT Surveyor Indonesia (Persero)	159,965	30,000	PT Surveyor Indonesia (Persero)
PT Asuransi Jasa Indonesia (Persero)	59,400	6,044	PT Asuransi Jasa Indonesia (Persero)
PT Wijaya Karya Beton	33,016	33,016	PT Wijaya Karya Beton
PT Perusahaan Perdagangan Indonesia (Persero)	28,776	28,900	PT Perusahaan Perdagangan Indonesia (Persero)
PT Pelabuhan Indonesia II	--	3,597,857	PT Pelabuhan Indonesia II
PT Garuda Indonesia (Persero) Tbk	--	9,080	PT Garuda Indonesia (Persero) Tbk

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	2020 Rp	2019 Rp	
i. Utang Usaha			i. Trade Payables
PT United Tractors Semen Gresik	--	8,472,067	PT United Tractors Semen Gresik
PT Amarta Karya (Persero)	--	6,017,375	PT Amarta Karya (Persero)
PT Pertamina (Persero)	--	2,482,968	PT Pertamina (Persero)
PT Bhanda Ghara Rekso (Persero)	--	400,147	PT Bhanda Ghara Rekso (Persero)
Total	64,214,407	93,580,486	Total
Persentase terhadap Jumlah Liabilitas	4.34%	5.77%	Percentage to Total Liabilities
j. Beban Akrua			j. Accrued Expenses
PT Perusahaan Listrik Negara (Persero)	16,688,765	21,353,976	PT Perusahaan Listrik Negara (Persero)
PT Bank Negara Indonesia (Persero) Tbk	12,447,658	13,110,142	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	917,708	--	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	688,281	686,807	PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung
PT Bank Pembangunan Daerah Bengkulu	458,854	--	PT Bank Pembangunan Daerah Bengkulu
PT Bank Pembangunan Daerah Maluku Malut	458,854	--	PT Bank Pembangunan Daerah Maluku Malut
PT United Tractors Semen Gresik	--	45,448	PT United Tractors Semen Gresik
Total	31,660,120	35,196,373	Total
Persentase terhadap Jumlah Liabilitas	2.14%	2.17%	Percentage to Total Liabilities
k. Penjualan			k. Sales
Pupuk Sriwijaya (White Clay)	19,623,920	--	Pupuk Sriwijaya (White Clay)
PT Varia Usaha Beton	--	6,815,710	PT Varia Usaha Beton
PT Perusahaan Perdagangan Indonesia (Persero)	--	8,245	PT Perusahaan Perdagangan Indonesia (Persero)
Total	19,623,920	6,823,955	Total
Persentase terhadap Jumlah Penjualan	1.14%	0.34%	Percentage to Total Sales
l. Penjualan Jasa Pengelolaan Limbah			l. Waste Management Service Revenue
PT Bukit Asam Tbk.	4,826,573	--	PT Bukit Asam Tbk.
PT Perusahaan Listrik Negara	2,536,492	--	PT Perusahaan Listrik Negara
PT Pupuk Sriwijaya	225,827	--	PT Pupuk Sriwijaya
Total	7,588,892	--	Total
m. Jasa			m. Service
PT Baturaja Daya Insani	41,082,646	45,236,435	PT Baturaja Daya Insani
PT Asuransi Jasa Indonesia	13,326,511	4,220,731	PT Asuransi Jasa Indonesia
PT Dahana	13,232,057	4,729,197	PT Dahana
PT Telekomunikasi Indonesia	3,338,963	17,070,307	PT Telekomunikasi Indonesia
PT Pelabuhan Tanjung Priok	1,686,184	1,996,292	PT Pelabuhan Tanjung Priok
PT Sucofindo Cabang Palembang	294,200	352,108	PT Sucofindo Cabang Palembang
PT Surveyor Indonesia	226,160	258,000	PT Surveyor Indonesia
PT Sucofindo (Persero)	74,900	86,200	PT Sucofindo (Persero)
PT United Tractors Semen Gresik	--	28,435,047	PT United Tractors Semen Gresik
PT Amarta Karya (Persero)	--	11,217,104	PT Amarta Karya (Persero)
PT Pelabuhan Indonesia II	--	3,597,857	PT Pelabuhan Indonesia II
PT Bhanda Ghara Rekso	--	594,509	PT Bhanda Ghara Rekso
Subtotal	73,261,621	117,793,787	Subtotal

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	2020 Rp	2019 Rp	
m. Jasa			Service
Pembelian Bahan Baku dan Penunjang			Purchase of Raw Material and Supplies
PT Bukit Asam Tbk	26,672,831	88,215,214	PT Bukit Asam Tbk
PT Petrokimia Gresik	12,794,099	10,745,819	PT Petrokimia Gresik
PT Industri Kemasan Semen Gresik	8,280,000	--	PT Industri Kemasan Semen Gresik
PT Semen Indonesia Distributor	3,203,081	--	PT Semen Indonesia Distributor
PT Pertamina Patra Niaga	672,000	728,000	PT Pertamina Patra Niaga
PT Semen Indonesia International	79,450	52,708,055	PT Semen Indonesia International
PT Pertamina (Persero)	--	10,110,250	PT Pertamina (Persero)
Subtotal	51,701,461	162,507,338	Subtotal
Biaya Angkutan Material			Transportation Expenses for Material
PT Kereta Api Logistik	58,989,048	68,049,897	PT Kereta Api Logistik
PT Pos Logistik	49,065,536	46,683,165	PT Pos Logistik
PT Kereta Api Indonesia (Persero)	6,078,302	11,859,826	PT Kereta Api Indonesia (Persero)
PT Pasoka Sumber Karya	1,484,495	10,220,716	PT Pasoka Sumber Karya
Subtotal	115,617,381	136,813,604	Subtotal
Pembelian Logam Mulia			Purchase of Fine Gold
PT Aneka Tambang (Persero)	1,158,046	--	PT Aneka Tambang (Persero)
Pembelian Listrik			Electricity Purchase
PT Perusahaan Listrik Negara (Persero)	190,978,858	217,293,507	PT Perusahaan Listrik Negara (Persero)
Total	432,717,367	634,408,236	Total
Persentase terhadap Total Jumlah Pembelian	43.20%	56.41%	Percentage to Total Purchase

Rincian sifat hubungan dan jenis transaksi yang material dengan pihak berelasi adalah sebagai berikut:

The details of nature and type of transaction with the related parties are as follow:

Pihak yang Berelasi/Related Parties	Sifat Berelasi / Nature of Relation	Transaksi Berelasi/ Transaction of Relation
PT Amarta Karya (Persero)	Pemegang Saham yang Sama/ The Same Shareholder	Utang Usaha/ Trade Payable
PT Aneka Tambang (Persero) Tbk	Pemegang Saham yang Sama/ The Same Shareholder	Pembelian Barang Umum/ Purchase of General Goods
PT Asuransi Jasa Indonesia (Persero)	Pemegang Saham yang Sama/ The Same Shareholder	Jasa Asuransi dan Utang Usaha/ Insurance Service and Trade Payable
PT Asuransi Jiwasraya (Persero)	Pemegang Saham yang Sama/ The Same Shareholder	Jasa Asuransi/ Insurance Service
PT Banda Ghara Reksa (Persero)	Pemegang Saham yang Sama/ The Same Shareholder	Pembelian Jasa Angkutan (Gudang) dan Utang Usaha/ Purchase of Freight (Warehouse) and Trade Payable
PT Bank Mandiri (Persero) Tbk	Pemegang Saham yang Sama/ The Same Shareholder	Penempatan Dana dan Penerimaan Pinjaman/ Placement of Fund and Loan Facility
PT Bank Negara Indonesia (Persero) Tbk	Pemegang Saham yang Sama/ The Same Shareholder	Penempatan Dana dan Penerimaan Pinjaman/ Placement of Fund and Loan Facility
PT Bank Pembangunan Daerah Banten Tbk	Pemegang Saham yang Sama/ The Same Shareholder	Penempatan Dana dan Penerimaan Pinjaman/ Placement of Fund and Loan Facility
PT Bank Pembangunan Daerah Jabar Tbk	Pemegang Saham yang Sama/ The Same Shareholder	Penempatan Dana dan Penerimaan Pinjaman/ Placement of Fund and Loan Facility
PT Bank Pembangunan Daerah Sumsel Babel	Pemegang Saham yang Sama/ The Same Shareholder	Penempatan Dana dan Penerimaan Pinjaman/ Placement of Fund and Loan Facility
PT Bank Rakyat Indonesia (Persero) Tbk	Pemegang Saham yang Sama/ The Same Shareholder	Penempatan Dana dan Penerimaan Pinjaman/ Placement of Fund and Loan Facility
PT Bukit Asam Tbk	Perusahaan Di Bawah Entitas Pengendali/ Entities Under Common Control	Pembelian Bahan Bakar dan Utang Usaha/ Purchase of Fuel and Trade Payable

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PT Garuda Indonesia (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Pembelian Jasa Angkutan / <i>Purchase of Freight</i>
PT Kereta Api Indonesia (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Pembelian Jasa Angkutan, Utang Usaha dan Sewa Tanah/ <i>Railway Service and Trade Payable and Land Rent</i>
PT Kereta Api Logistik	Perseroan Di Bawah Entitas Pengendali/ <i>Entities Under Common Control</i>	Pembelian Jasa Angkutan dan Utang Usaha/ <i>Purchase of Freight and Trade Payable</i>
PT Pertamina (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Pembelian Bahan Baku dan Utang Usaha/ <i>Purchase of Raw Material and Trade Payable</i>
PT Perusahaan Listrik Negara (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Pembelian Energi Listrik/ <i>Purchase of Electricity</i>
PT Perusahaan Perdagangan Indonesia (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Piutang Usaha/ <i>Trade Receivables</i>
PT Petrokimia Gresik	Perseroan Di Bawah Entitas Pengendali/ <i>Entities Under Common Control</i>	Pembelian Bahan Baku dan Utang Usaha/ <i>Purchase of Raw Material and Trade Payable</i>
PT Pos Logistik	Perseroan Di Bawah Entitas Pengendali/ <i>Entities Under Common Control</i>	Pembelian Jasa Angkutan dan Utang Usaha/ <i>Purchase of Freight and Trade Payable</i>
PT Priamanaya Energi	Perusahaan Di Bawah Entitas Pengendali/ <i>Entities Under Common Control</i>	Pengelolaan Limbah / <i>Waste Management</i>
PT Semen Indonesia (Persero) Tbk	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Utang Usaha/ <i>Trade Payable</i>
PT Sucofindo (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Pembelian Jasa Survey dan Utang Usaha/ <i>Purchase of Survey and Trade Payable</i>
PT Surveyor Indonesia (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Pembelian Jasa Survey dan Utang Usaha/ <i>Purchase of Survey and Trade Payable</i>
PT Telekomunikasi Indonesia (Persero)	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Pembelian Jasa Komunikasi dan Utang Usaha/ <i>Purchase of Communication and Trade Payable</i>
PT United Tractors Semen Gresik	Perusahaan Di Bawah Entitas Pengendali/ <i>Entities Under Common Control</i>	Pembelian Jasa Peledakan / <i>Mining Blasting Services</i>
PT Varia Usaha Beton	Perusahaan Di Bawah Entitas Pengendali/ <i>Entities Under Common Control</i>	Penjualan Semen dan Piutang Usaha/ <i>Sales of Cement and Trade Receivable</i>
PT Wijaya Karya Beton	Pemegang Saham yang Sama/ <i>The Same Shareholder</i>	Penjualan, Piutang Usaha, dan Utang Usaha <i>Sales, Trade Receivable, and Trade Payable</i>
DPLK BNI	Perusahaan Di Bawah Entitas Pengendali/ <i>Entities Under Common Control</i>	Pembelian Jasa Asuransi/ <i>Purchase of Insurance</i>

38. Perikatan Yang Signifikan

Komitmen Pengelolaan Limbah

PT Pupuk Sriwidjaja Palembang

Pada tanggal 23 Maret 2019, Perusahaan dan PT Pupuk Sriwidjaja Palembang melakukan kerjasama pengelolaan limbah. Jumlah limbah yang diserahkan secara bertahap kepada Perusahaan adalah sebesar 3000 ton per tahun dan di evaluasi setiap 6 (enam) bulan sebagaimana tertuang dalam kontrak No. HK.00.08/015A/2019 yang berlaku sejak 23 Maret 2019 sampai dengan 22 Maret 2021.

Komitmen Pembelian

PT Usaha Muda Mandiri

Pada tanggal 16 Januari 2019, Perusahaan dan PT Usaha Muda Mandiri sepakat untuk menandatangani kontrak perjanjian pembelian batubara kalori rendah gar 4.200,

38. Significant Commitments

Waste Management Commitment

PT Pupuk Sriwidjaja Palembang

On March 23, 2019, the Company and PT Pupuk Sriwidjaja Palembang collaborated in waste management. The amount of waste that is submitted gradually to the Company is 3000 tons per year and is evaluated every 6 (six) months as stipulated in contract No. HK.00.08/015A/2019 which is in effect since March 23, 2019 to March 22, 2021.

Purchase of Coal Commitments

PT Usaha Muda Mandiri

On January 16, 2019 the Company and PT Usaha Muda Mandiri signed a contract agreement for the purchase contract agreement of raw coal low kalori gar 4.200 as

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sebagaimana tertuang dalam kontrak No. HK.01.08/058A/2019 berlaku selama 1 tahun dihitung mulai pada tanggal 26 Maret 2019 sampai dengan 15 Mei 2020. Dimana Perusahaan akan membeli batubara kalori rendah sejumlah 50.000 MT \pm 10% dengan harga satuan Rp602,5 (dalam Rupiah penuh) per Kg dengan nilai total sebesar Rp30.125.000 dalam basis nilai kalori 4.200 - 4.299 kcal/kg (ARB).

Selanjutnya Perusahaan sepakat untuk melakukan perubahan harga melalui addendum I dan addendum II pada tanggal 6 Agustus 2019 dan 4 Mei 2020 menjadi sebesar masing masing Rp567,5 (dalam Rupiah penuh) per Kg dan Rp471.333 (dalam Rupiah penuh) dan menambah periode perjanjian menjadi 31 Oktober 2020.

Selanjutnya Perusahaan sepakat melakukan perubahan harga melalui Addendum III dengan Nomor : HK.01.08/162/2020 tanggal 30 Juli 2020 yang menggaddendum harga menjadi Rp452.431 (dalam Rupiah penuh) per Kg dan Addendum IV dengan Nomor : HK.01.08/219/2020 tanggal 13 November 2020 yang menggaddendum periode perjanjian sampai dengan tanggal 19 Agustus 2021.

PT Jaya Kainonia Sukses

Perusahaan sepakat melakukan perikatan untuk GAR 4200 Perjanjian Nomor : 01.08/058B/2019 tanggal 11 April 2019, volume 50.000.000 Kg dengan harga Rp602,5 per Kg waktu penyerahan dari tanggal 26 Maret 2019 s.d 15 Mei 2020 dan melakukan addendum I tanggal 17 Juni 2019 dengan addendum harga menjadi Rp567,5 (dalam Rupiah penuh) per Kg. Perusahaan juga melakukan perikatan untuk GAR 4500 terdapat Perjanjian dengan Nomor : HK.01.08/203A/2019, volume 30.000.000 Kg dengan harga Rp505 (dalam Rupiah penuh) per Kg waktu penyerahan dari tanggal 23 Oktober 2019 s.d 12 Desember 2020.

Selanjutnya pada tanggal 29 Oktober 2019 dengan jumlah pembelian batubara dan harga satuan yang sama per Kg. Perusahaan dan PT Jaya Kainonia Sukses sepakat untuk menandatangani kontrak perjanjian pembelian batubara kalori rendah gar 4.500, sebagaimana tertuang dalam kontrak No. HK.01.08/203/2019 berlaku selama 1 tahun dihitung mulai pada tanggal 23 Oktober

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stated in the contract agreement No. HK.01.08/058B/2019 valid for 1 years beginning on March 26, 2019 until May 15, 2020. Whereby the Company will buy 50,000 MT \pm 10% raw coal low kalori at a unit price of Rp602,5 (in full amount) per metric Kg with total amount of Rp30,125,000 on the basis of calorific value of 4,200 - 4,299 kcal/kg (ARB).

Furthermore, the Company agreed to make price changes through addendum I and addendum II on August 6, 2019 and May 4, 2020 to be Rp567.5 (in full Rupiah) per kg and Rp471,333 respectively (in full Rupiah) and increase the agreement period to October 31, 2020.

Furthermore, the Company agreed to make a price change through Addendum III with Number: HK.01.08/162/2020 dated July 30, 2020 which addendum to Rp452,431 (in full Rupiah) per kg and Addendum IV with Number: HK.01.08/219/2020 dated November 13, 2020 which adds an agreement period until August 19, 2021.

PT Jaya Kainonia Sukses

The Company agreed to do the engagement for GAR 4200 Agreement Number: 01.08/058B/2019 dated April 11, 2019, volume 50,000,000 Kg at a price of Rp602.5 per Kg submission time is from March 26, 2019 to May 15, 2020 and addendum I on June 17, 2019 with an addendum of prices of Rp567.5 (in full Rupiah) per Kg. The Company also has an agreement for GAR 4500, there is an agreement with Number: HK.01.08/203A/2019, a volume of 30,000,000 Kg at a price of Rp505 (in full Rupiah) per Kg submission time is from October 23, 2019 to December 12, 2020.

Further more on October 29, 2019, with total amount and a unit price per Kg of coal purchase. The Company and PT Jaya Kainonia Sukses signed a contract agreement for the purchase contract agreement of raw coal low kalori gar 4,500 as stated in the contract agreement No.HK.01.08/203/2019 valid for 1 years beginning on October 23, 2019 until December

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2019 sampai dengan 12 Desember 2020. Dimana Perusahaan akan membeli batubara kalori rendah dengan harga satuan Rp505 (dalam Rupiah penuh) per Kg dengan nilai total sebesar Rp15.150.000 dalam basis nilai kalori 4.400 - 4.600 (ARB) dan melakukan Addendum I dengan Nomor : HK.01.08/151/2020 tanggal 16 Juli 2020 dengan addendum harga menjadi Rp484.747 per Kg dan Addendum II dengan Nomor : HK.01.08/223/2020 tanggal 19 November 2020 dengan Addendum harga menjadi Rp479.747 per Kg dan waktu menjadi 19 Februari 2021.

PT Sriwijaya Bara Priharum

Pada tanggal 29 Oktober 2019, Perusahaan dan PT Sriwijaya Bara Priharum sepakat menandatangani kontrak perjanjian pembelian batubara kalori rendah gar 4.500, sebagaimana tertuang dalam kontrak No. HK.01.08/203C/2019 yang berlaku terhitung mulai pada tanggal 23 Oktober 2019 sampai dengan 12 Desember 2020. Dimana Perusahaan akan membeli batubara kalori rendah sejumlah 40.000.000 Kg \pm 10% dengan harga satuan Rp505 (dalam Rupiah penuh) per Kg dengan nilai total sebesar Rp20.200.000 dalam basis nilai kalori 4.400 - 4.600 kcal/kg (ARB).

Selanjutnya Perusahaan melakukan Addendum I Nomor HK.01.08/154/2020 tanggal 20 Juli 2020 dengan addendum harga Rp484,747 per Kg dan Addendum II Nomor HK.01.08/225A/2020 tanggal 23 November 2020 dengan addendum waktu sampai dengan 18 Agustus 2021.

Komitmen Pembelian Klinker

PT Semen Indonesia Internasional

Pada Tanggal 24 April 2019 Perusahaan dan PT Semen Indonesia Internasional sepakat untuk menandatangani perjanjian pembelian klinker untuk Pabrik Palembang sebagaimana tertuang dalam perjanjian No.HK.01.07/077/2019 berlaku selama 3 bulan yang dimulai pada 24 April 2019 sampai dengan 24 Juli 2019, dimana Perusahaan membeli klinker sebanyak 15.000.000 Kg \pm 10% dengan harga satuan Rp638 (dalam Rupiah penuh) per Kg dengan total harga senilai Rp9.570.000.

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12, 2020. Whereby the Company will buy raw coal low kalori at a unit price of Rp505 (in full Rupiah) per metric Kg with total amount of Rp15,150,000 on the basis of calorific value of 4,400 - 4,600 kcal/kg (ARB) and do Addendum I with Number: HK.01.08/151/2020 dated July 16, 2020 with a price addendum to Rp484,747 per Kg and Addendum II with Number: HK.01.08/ 223/2020 dated November 19, 2020 with a price addendum to be Rp479,747 per Kg and time to February 19, 2021.

PT Sriwijaya Bara Priharum

On October 29, 2019, the Company and PT Sriwijaya Bara Priharum signed a contract agreement for the purchase raw coal low kalori gar 4,500 as stated in the contract No.HK.01.08/203C/2019 beginning from October 23, 2019 until December 12, 2020. Whereby the Company will buy 40,000,000 Kg \pm 10% raw coal low kalori at a unit price of Rp505 (in full Rupiah) per metric Kg with total amount of Rp20,200,000 on the basis of calorific calue 4,400 - 4,600 kcal/kg (ARB).

Furthermore the Company conducts Addendum I Number HK.01.08/154/2020 dated July 20, 2020 with an addendum of Rp484,747 per Kg and Addendum II Number HK.01.08/225A/2020 dated November 23, 2020 with an addendum of time until August 18, 2021.

Purchase of Clinker Commitments

PT Semen Indonesia Internasional

On April 24, 2019 the Company and PT Semen Indonesia Internasional signed a contract agreement for the clinker purchase in Palembang Factory as stated in the agreement No. HK.01.07/077/2019 valid for 3 month beginning on April 24, 2019 through July 24, 2019, whereby the Company will buy 15,000,000 Kg \pm 10% of clinker at a unit price of Rp638 (in full Rupiah) per Kg with total amount Rp9,570,000.

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Pada Tanggal 24 April 2019 Perusahaan dan PT Semen Indonesia Internasional sepakat untuk menandatangani perjanjian pembelian klinker untuk Pabrik Lampung sebagaimana tertuang dalam perjanjian No.HK.01.07/077A/2019 berlaku selama 3 bulan yang dimulai pada 24 April 2019 sampai dengan 24 Juli 2019, dimana Perusahaan membeli klinker sebanyak 15.000.000 Kg \pm 10% dengan harga satuan Rp633 (dalam Rupiah penuh) per Kg dengan total harga senilai Rp9.495.000.

Komitmen Pengadaan Jasa Angkutan

a. PT Kereta Api Indonesia (Persero)

Pada tanggal 17 September 2020 PT Kereta Api Indonesia mengeluarkan Berita Acara Uji Coba dengan Nomor: HK.01.15/191/2020 dengan biaya Rp5.480.000 (dalam Rupiah penuh) per gerbong, dengan 4 Gerbong datar dan dalam jangka waktu mulai dari 17 September 2020 s.d. 17 Oktober 2020.

Selanjutnya, Pada tanggal 21 Oktober 2020 PT Kereta Api Indonesia mengeluarkan Berita Acara Uji Coba dengan Nomor: HK.01.5/215C/2020 dengan biaya Rp5.480.000 (dalam Rupiah penuh) per gerbong. Dengan jangka waktu mulai dari 18 Oktober 2020 s.d. 17 Desember 2020.

b. PT Kereta Api Logistik

Perusahaan dan PT Kereta Api Logistik kembali memperbaharui kontrak perjanjian angkutan semen atas perjanjian No.HK.01.15/104 G/2018 menjadi Nomor : HK.01.15/216A/2020 pada tanggal 10 November 2020, dengan masa berlaku s.d. 31 Oktober 2020. Waktu pelaksanaan mulai dari tanggal 01 November 2020 s.d. 31 Desember 2020 dengan biaya Rp133.100 (dalam Rupiah penuh) per ton.

Perusahaan dari PT Kereta Api Logistik kembali memperbaharui kontrak perjanjian angkutan semen atas perjanjian Nomor : HK.01.15/216B/2020 pada tanggal 10 November 2020 atas perjanjian Nomor : HK.01.15/205/2017 pada tanggal 13 Juli 2017 dengan biaya Rp200.000 (dalam Rupiah penuh) per ton dengan jangka waktu mulai dari 12 September 2020 s.d. 3 Desember 2020.

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On April 24, 2019 the Company and PT Semen Indonesia Internasional sign a contract agreement for the clinkers purchase in Lampung Factory as stated in the agreement No. HK.01.07/077A/2019 valid for 3 month beginning on April 24, 2019 through July 24, 2019, whereby the Company will buy 15.000.000 Kg \pm 10% of clinker at a unit price of Rp633 per Kg (in full Rupiah) with total amount Rp9,495,000.

Transport Service Commitments

a. PT Kereta Api Indonesia (Persero)

On September 17, 2020 PT Kereta Api Indonesia issued a Trial Official Report Number: HK.01.15/191/2020 at a cost of Rp 5,480,000 (in full Rupiah) per carriage, with 4 flat carriages and within a period from September 17, 2020 s.d. October 17, 2020.

Furthermore, on October 21, 2020 PT Kereta Api Indonesia issued a Trial Minutes Number: HK.01.5/215C/2020 at a cost of Rp5,480,000 (in full Rupiah) per carriage. With a period starting from October 18, 2020 s.d. December 17, 2020.

b. PT Kereta Api Logistik

The Company and PT Kereta Api Logistik renewed the cement transportation agreement contract based on the agreement No.HK.01.15 / 104 G / 2018 to Number: HK.01.15 / 216A / 2020 on November 10, 2020, with a validity period of up to October 31, 2020. Implementation time starts from November 01, 2020 s.d. December 31, 2020 at a cost of Rp133,100 (in full Rupiah) per ton.

The Company from PT Kereta Api Logistik has renewed the cement transportation agreement contract for the agreement Number: HK.01.15/216B/2020 on November 10, 2020 based on the agreement Number: HK.01.15/205/2017 on July 13, 2017 at a cost of Rp200,000 (in full Rupiah) per ton with a period starting from September 12, 2020 to December 3, 2020.

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c. PT Pos Logistik Indonesia

Berdasarkan perjanjian No HK.01.15/121A/2018, Perusahaan dan PT Pos Logistik Indonesia menandatangani kontrak perjanjian angkutan semen zak dan big-bag via truk dari Pabrik Baturaja ke wilayah timur pemasaran Perusahaan dengan jangka waktu selama 5 (lima) tahun dimulai sejak tanggal 28 Mei 2018 sampai dengan 28 Mei 2023.

d. CV Bulleza

Pada 5 November 2019 Perusahaan melakukan pembaharuan berdasarkan addendum II perjanjian No. HK.01.15/157/2018, Perusahaan dengan PT Bulleza sepakat untuk menandatangani kontrak perjanjian angkutan terak dan material lainnya dari Pabrik Baturaja ke Pabrik Panjang dan sebaliknya dengan biaya angkutan terak sebesar Rp141.500 (dalam Rupiah penuh) per ton dan angkutan balik sebesar Rp100.000 (dalam Rupiah penuh) dengan jangka waktu 31 Maret 2020 sampai dengan 30 September 2020.

Berdasarkan perjanjian No. HK.01.15/157/2018, Perusahaan dan PT Bulleza bersepakat dengan menandatangani kontrak perjanjian angkutan terak dan material lainnya dari Pabrik Baturaja ke Pabrik Panjang dan sebaliknya dengan biaya angkutan terak sebesar Rp141.500 (dalam Rupiah penuh) per ton, dan angkutan balik sebesar Rp100.000 (dalam Rupiah penuh) dengan jangka waktu dari tanggal 6 Desember 2018 sampai dengan 6 Desember 2019.

Berdasarkan perjanjian No. HK.01.15/102B/2019, Perusahaan dan PT Bulleza bersepakat dengan menandatangani kontrak perjanjian angkutan Semen Zak dari Pabrik Baturaja dan Pabrik Panjang ke Wilayah Lampung dengan biaya angkutan Semen Zak sebesar Rp6.800 per zak untuk wilayah Bandar Jaya, Rp8.200 per zak untuk wilayah Bandar Lampung, Rp7.540 per zak untuk wilayah Natar, Rp6.900 per zak untuk wilayah Tulang Bawang, Rp1.655 per zak untuk wilayah Bandar Lampung, Rp2.895 per zak untuk wilayah Kalianda, Rp2.245 per zak untuk wilayah Pesawaran, Rp3.672,5 per zak untuk wilayah Pringsewu,

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c. PT Pos Logistik Indonesia

Based on the agreement No HK.01.15/121A/2018, the Company and PT Pos Logistik Indonesia signed a contract for a large-bag and truck-based cement transport agreement from the Baturaja Factory to the Company's eastern marketing area with a period of 5 (five) years starting on the May 28, 2018 until May 28, 2023.

d. CV Bulleza

On November 5, 2019 the Company made a renewal based on addendum II to agreement No. HK.01.15/157/2018, the company with PT Bulleza agreed to sign a contract agreement for the transportation of slag and other materials from the Baturaja Factory to the Panjang Factory and vice versa with a slag transportation cost of Rp141,500 (in full Rupiah) per ton and return transportation of Rp100,000 (in full Rupiah) with a period of March 31, 2020 to September 30, 2020.

Based on the agreement No. HK.01.15/157/2018, the Company and PT Bulleza signed a contract agreement for clinker and other materials transport of clinker and other materials from Baturaja plant to Panjang plant and vice versa with the cost of clinker transport of Rp141,500 (full Rupiah amount) per ton, and the reverse transport Rp100,000 (in full Rupiah amount) per ton for period of December 6, 2018 until December 06, 2019.

Based on the agreement No. HK.01.15/102B/2019, the Company and PT Jasa Angkutan Sejahtera signed a contract agreement for transport of Cement Zak from Baturaja plant to Lampung District with the cost of Cement Zak transport of Rp6,800 per zak for Bandar Jaya District, Rp8,200 per zak for Bandar Lampung District, Rp7,540 per zak for Natar District, Rp6,900 per zak for Tulang Bawang District, Rp1,655 per zak for Bandar Lampung District, Rp2,895 per zak for Kalianda District, Rp2,245 per zak for Pesawaran District, Rp3,672.5 per zak for Pringsewu District, Rp4,195 per zak for Sukadana District and Rp2,195 for Natar

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Rp4.195 per zak untuk wilayah Sukadana dan sebesar Rp2.195 per zak (dalam Rupiah penuh) untuk wilayah Natar dengan jangka waktu dari tanggal 31 Mei 2019 sampai dengan 31 Mei 2020.

Pada 7 April 2020 Perusahaan melakukan pembaharuan berdasarkan addendum I perjanjian No. HK.01.15/157/2018, Perusahaan dengan PT Bulleza sepakat untuk menandatangani kontrak perjanjian angkutan terak dan material lainnya dari Pabrik Baturaja ke Pabrik Panjang dan sebaliknya dengan menambah waktu s.d. 30 September 2020.

Pada 19 Oktober 2020 Perusahaan melakukan pembaharuan berdasarkan addendum III perjanjian No. HK.01.15/213/2020, Perusahaan dengan PT Bulleza sepakat untuk menandatangani kontrak perjanjian angkutan terak dan material lainnya dari Pabrik Baturaja ke Pabrik Panjang dan sebaliknya dengan menambah waktu s.d. 31 Desember 2020.

Pada 8 Desember 2020 Perusahaan melakukan pembaharuan berdasarkan addendum IV perjanjian No. HK.01.15/236/2020, Perusahaan dengan PT Bulleza sepakat untuk menandatangani kontrak perubahan harga angkutan utama menjadi Rp137.255 (dalam Rupiah penuh) per ton dan angkutan balik menjadi Rp97.000 (dalam Rupiah penuh) per ton.

e. PT Jasa Angkutan Sejahtera

Pada 15 Oktober 2020, Perusahaan melakukan kontrak perjanjian dengan PT Jasa Angkutan Sejahtera dalam kontrak No. HK.01.15/211/2020 mengenai angkutan batubara via truk dari PT Bukit Asam (Persero) Tbk. ke PT Semen Baturaja (Persero) Tbk. (pabrik Baturaja atau PBR) dengan biaya Rp109.790 (dalam Rupiah penuh) per ton, dengan jangka waktu 9 (sembilan) bulan terhitung sejak Berita Acara Mulai Pekerjaan.

f. PT Terra Resources

Pada 7 Oktober 2020, Perusahaan kembali memperbaharui kontrak perjanjian angkutan batubara via truk dengan PT Terra Resources sebagaimana

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Distric (in full Rupiah amount) per ton for period of May 31, 2019 until May 31, 2020.

On April 7, 2020 the Company made renewal based on addendum I agreement No. HK.01.15 / 157/2018, the Company with PT Bulleza agreed to sign a contract agreement for the transportation of slag and other materials from the Baturaja Factory to the Panjang Factory and vice versa by adding up to the time of up to. September 30, 2020.

On October 19, 2020 the Company made a renewal based on addendum III agreement No. HK.01.15/213/2020, the Company with PT Bulleza agreed to sign a contract agreement for the transportation of slag and other materials from the Baturaja Factory to the Panjang Factory and vice versa by adding up to an additional time of up to. December 31, 2020.

On December 8, 2020, the Company made a renewal based on addendum IV to agreement No. HK.01.15/236/2020, the Company with PT Bulleza agreed to sign a contract of changes in the price of main transportation to Rp137,255 (in full Rupiah) per ton and returning transportation to Rp97,000 (in full Rupiah) per ton.

e. PT Jasa Angkutan Sejahtera

On October 15, 2020, the Company entered into an agreement contract with PT Jasa Angkutan Sejahtera in contract No. HK.01.15/211/2020 regarding coal transportation via trucks from PT Bukit Asam (Persero) Tbk. to PT Semen Baturaja (Persero) Tbk. (Baturaja or PBR factory) at a cost of Rp109,790 (in full Rupiah) per ton, with a period of 9 (nine) months from the Commencement of Work.

f. PT Terra Resources

On October 7, 2020, the Company again renewed the coal transportation agreement contract via truck with PT Terra Resources as stated in Contract No.

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tertuang dalam Kontrak No. HK.01.15/205/2020 dengan biaya Rp130.000 (dalam Rupiah penuh) per ton dalam jangka waktu selama 1 (satu) bulan, berlaku terhitung sejak tanggal Berita Acara Mulai Pekerjaan.

Pada 27 Mei 2020, Perusahaan kembali memperbaharui kontrak perjanjian Jasa Angkutan Batubara via truk PTBA-PTSB yang tertuang dalam kontrak No: HK.01.15/111/2020 dengan volume 25.350ton untuk 3 bulan dengan biaya sebesar Rp135.000 (dalam Rupiah penuh) per ton.

Pada tanggal 28 Agustus 2020, Perusahaan melakukan pembaharuan berdasarkan addendum I dengan nomor HK.01.15/179/2020 dengan addendum waktu sampai dengan tanggal 18 Oktober 2020 dan penambahan volume menjadi 27.850 ton.

g. Mitra Agung Persada

Pada Desember 2018, Perusahaan kembali memperbarui kontrak perjanjian dengan PT Mitra Agung Persada dalam kontrak No. HK.01.15/143B/2017 mengenai angkutan Semen Franco Pabrik Baturaja ke Tugumulyo II dengan biaya sebesar Rp5.400 (dalam Rupiah penuh) per zak, dan ke wilayah Semendo dengan biaya sebesar Rp4.700 (dalam Rupiah penuh) per zak dengan jangka waktu 2 (dua) tahun dari tanggal 1 Februari 2018 sampai dengan 31 Januari 2020.

Pada 9 Oktober 2018, Perusahaan kembali memperbarui kontrak perjanjian dengan PT Mitra Agung Persada dalam kontrak No. HK.01.15/250/2018 berupa Jasa Angkutan Semen Zak dan Big-Bag di Wilayah Barat, dengan jangka waktu 5 Tahun BAMK dengan biaya sebesar Rp132.758.868.000 (dalam Rupiah penuh).

h. PT Richland Logistik Indonesia

Berdasarkan perjanjian No HK.01.15/251/2018, Perusahaan dan PT Richland Logistik Indonesia bersepakat dengan menandatangani kontrak perjanjian angkutan semen dari Pabrik Baturaja ke wilayah selatan dengan biaya angkutan per tahun sebesar Rp62.844.990.267 (dalam Rupiah penuh)

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HK.01.15/205/2020 at a cost of Rp130,000 (in full Rupiah) per ton for a period of 1 (one) month, effective from the date of the Official Report of Work.

On May 27, 2020, the Company again renewed the coal transportation service contract via PTBA-PTSB Truck as stated in contract No: HK.01.15/111/2020 with a volume of for 3 months at a cost of Rp135,000 (in full Rupiah) per ton.

On August 28, 2020, the Company made renewals based on addendum I with number HK.01.15/179/2020 with an addendum of time until October 18, 2020 and an additional volume of 27,850 tons.

g. Mitra Agung Persada

In Desember 2018, the Company continued to renew a contract agreement with PT Mitra Agung Persada No.HK/01.015/143B/2017 for Franco Cement transport from Baturaja plant to Tugumulyo II District with the cost of Rp5,400 (in full Rupiah) per zak, and to Semendo District with the cost of Rp4,700 (in full Rupiah) per zak for two years period from February 1, 2018 until January 31, 2020

On October 9, 2018, the Company again renewed the contract agreement with PT Mitra Agung Persada in contract No. HK.01.15 / 250/2018 in the form of Cement Zak and Big-Bag Transportation Services in the Western Region, with a period of 5 years BAMK with a fee of Rp132,758,868,000 (in full Rupiah).

h. PT Richland Logistik Indonesia

Based on the agreement No HK.01.15/251/2018, on conjunction of the Company and PT Richland Logistik Indonesia signed a contract agreement for cement transport from Baturaja plant to South area with the cost of cement transport of Rp62,844,990,267 (in full Rupiah) for 1 years and total cost in

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dan total nilai perjanjian
Rp314.224.951.335 (dalam Rupiah penuh)
selama 5 tahun dengan jangka waktu dari
tanggal 1 November 2018 sampai dengan
31 Oktober 2023.

Komitmen Pembelian Energi Listrik

Perusahaan memiliki perjanjian pembelian tenaga listrik sebesar 18.500 KVA dengan PT PLN (Persero) Wilayah IV yang berlaku sejak tanggal 21 April 1997 untuk jangka waktu tidak terbatas. Uang Jaminan Langganan (UJL) sebesar Rp5.287.500.000 (dalam Rupiah penuh) dan pada tahun 2015 Perusahaan juga memiliki perjanjian pembelian tenaga listrik sebesar 45.000 KVA dengan PT PLN (Persero) Wilayah IV yang berlaku sejak tanggal 2 Desember 2016 untuk jangka waktu tidak terbatas dengan Uang Jaminan Langganan (UJL) sebesar Rp12.465.000 (dalam Rupiah penuh).

Komitmen Pengelolaan Program Imbalan Pasca Kerja

Perusahaan memiliki perjanjian pengelolaan program imbalan pasca kerja untuk karyawan dan karyawan di bawah tahun 2007 dengan PT Asuransi Jiwasraya (Persero) yang berlaku sejak tanggal 1 Juli 2017 dengan premi awal sebesar Rp11.612.426.474 (dalam Rupiah penuh). Sedangkan untuk karyawan dan karyawan di tahun 2007 keatas diasuransikan ke DPLK BNI.

Konsesi Penambangan Batu Kapur

Perusahaan memiliki konsesi penambangan batu kapur Pabrik Baturaja I sesuai dengan Surat Keputusan Bupati Ogan Komering Ulu No. 01/K/SIPD/XIX/2006 tanggal 7 Februari 2006, izin konsesi selama 5 (lima) tahun sampai dengan tanggal 7 Februari 2011. Pada tahun 2010 PT Semen Baturaja (Persero) Tbk mengajukan permohonan penyesuaian SIPD Eksploitasi menjadi IUP Operasi Produksi yang kemudian disahkan oleh Bupati Ogan Komering Ulu melalui surat keputusan No.01/K/IUP-II.A3/XXVII/2010. Keputusan ini berlaku sejak tanggal penetapan 23 Maret 2010 untuk jangka waktu 20 tahun dan dapat diperpanjang 2 (dua) kali masing-masing 10 (sepuluh) tahun. Konsesi penambangan batu kapur Pabrik Baturaja II sesuai dengan Surat Keputusan Gubernur Sumatera Selatan No.540/0322/DESDM/IV-1/2018 tanggal 9 Februari 2018, izin konsesi selama 5 (lima) tahun sampai dengan tahun 2021. PT Semen Baturaja memperoleh IUP Operasi Produksi

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contract agreement of Rp314,224,951,335
(in full Rupiah) for 5 years and the period
of November 1, 2018 until October 31,
2023.

Purchase Electricity Commitments

The Company has been agreement with PT PLN (Persero) Region IV to purchase electric energy amounting to 18,500 KVA since April 21, 1997 for no limit purchasing period. Where as the customer guarantee is Rp5,287,500,000 (in full Rupiah) and in 2015 Company has been agreement with PT PLN (Persero) Region IV to purchase electric energy amounting to 45,000 KVA since December 2, 2016, for no limit purchasing period where as the customer guarantee is Rp12,465,000 (in full Rupiah).

Management of Post-Employment Benefits Program Commitments

The Company has been agreement with PT Asuransi Jiwasraya (Persero) to Management of Post-Employment Benefits Program Commitment for the Company Employee within 2017 since July 1, 2017 with an initial premium is Rp11,612,426,474 (in full Rupiah). While, employees up to 2007 to be insurance to DPLK BNI.

Limestone Mining Concession

The Company has a limestone mining concession of Baturaja I Plant in accordance with Decree of the Regent of Ogan Komering Ulu No. 01/K/SIPD/XIX/2006 February 7, 2006, limestone mining concessions to the Company was extended for 5 (five) years up to February 7, 2011. In 2010, PT Semen Baturaja (Persero) Tbk applying for adjustment SIPD Operation Mining Exploitation into production later endorsed by the Regent Ogan Komering Ulu by Decree No. 01/K/IUP-II.A3/XXVII/2010. This Decree is valid from the date of March 23, 2010 for a term of 20 years and can be extended 2 (two) times each 10 (ten) years. Limestone mining concession of Baturaja II Plant in accordance with Decree of the Governor of Sumatera Selatan No. 540/0322/DESDM/IV-1/2018 dated February 9, 2018, limestone mining concession to the Company was extended for 5 (five) years up to 2021. PT Semen Baturaja get IUP Operation Limestone Production (Bukit

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Batu Kapur (Bukit Pelawi) yang disahkan oleh Bupati Ogan Komering Ulu melalui Surat Keputusan No.448/K/IUP-I.A3/XXVII/2012 tanggal 28 Desember 2012.

a. PT Dahana (Persero)

Berdasarkan perjanjian No HK.00.08/206/2019, Perusahaan dan PT Dahana (Persero) bersepakat dengan menandatangani kontrak perjanjian peledakan batu kapur sebanyak 4.350.000 ton sebesar Rp30.450.000.000 (dalam Rupiah penuh) dengan rincian harga sebesar Rp7.000 per ton, dengan jangka waktu selama 3 (tiga) tahun dari tanggal 12 September 2019 sampai dengan 11 September 2022.

Pada tanggal 21 April 2019, Perusahaan dengan PT Dahana sesuai dengan perjanjian nomor: HK.00.08/075B/2019 mengenai Jasa Sewa Alat Bor dan Tenaga Ahli Peledakan Tambang BTA II. Dengan total biaya sebesar Rp52.480.050.000 (dalam Rupiah penuh) atau sebesar Rp7.550 (dalam Rupiah penuh) per ton dengan volume sebanyak 6.951.000 ton batu kapur selama 3 tahun BAMK.

Berdasarkan Addendum I pada tanggal 31 Juli 2019 dengan penurunan harga menjadi Rp7.000 (dalam Rupiah penuh) per ton.

Pada tanggal 9 Maret 2020, Perusahaan berdasarkan Addendum II, tidak ada perubahan biaya, volume, serta waktu didalam perjanjian tersebut. Namun, hanya merubah kewajiban PT Dahana.

Pada tanggal 1 November 2019, Perusahaan dengan PT Dahana sesuai dengan perjanjian nomor : HK.00.08/206/2019 mengenai Jasa Pengeboran dan Peledakan Tambang Baturaja I. Dengan total biaya sebesar Rp30.150.000.000 (dalam Rupiah penuh) per ton atau sebesar Rp7.000 (dalam Rupiah penuh) per ton dengan total volume sebanyak 4.350.000 ton selama 3 tahun BAMK.

Pada tanggal 9 Maret 2020, Perusahaan dengan PT Adana berdasarkan Addendum I tidak ada perubahan biaya, volume, serta waktu didalam perjanjian tersebut. Namun, hanya merubah waktu kewajiban PT SMBR dan Dahana.

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Pelawi) endorsed by the Regent Ogan Komering Ulu by Decree No.448/K/IUP-I.A3/XXVII/2012 dated December 28, 2012.

a. PT Dahana (Persero)

Based on the agreement No HK.00.08/206/2019, on conjunction of the Company and PT Dahana (Persero) signed a contract agreement for limestone blasting of 4,350,000 ton in the amount of Rp30,450,000,000 (in full Rupiah amount) with a breakdown price of Rp7,000 per ton for 3 years and the period of September 12, 2019 until September 11, 2022.

On April 21, 2019, the Company and PT Dahana in accordance with the agreement number: HK.00.08/075B/2019 regarding Drilling Equipment Rental Services and BTA II Mining Blasting Experts. With a total cost of Rp52,480,050,000 (in full Rupiah) or Rp7,550 (in full Rupiah) per ton with a volume of 6,951,000 tons of limestone for 3 years, BAMK.

Based on Addendum I on July 31, 2019 with a reduction in price to Rp7,000 (in full Rupiah) per ton.

On March 9, 2020, the Company based on Addendum II, there was no change in fees, volume and time in the agreement. However, it only changed PT Dahana's obligations.

On November 1, 2019, the Company and PT Dahana in accordance with the agreement number: HK.00.08/206/2019 regarding Baturaja I Mining Drilling and Blasting Services. With a total cost of Rp30,150,000,000 (in full Rupiah) per ton or Rp7,000 (in full Rupiah) per ton with a total volume of 4,350,000 tons for 3 years, BAMK.

On March 9, 2020, the Company and PT Adana based on Addendum I there were no changes in fees, volumes and time in the agreement. However, it only changed the timing of PT SMBR and Dahana's obligations.

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b. PT Ratri Sempana

Perusahaan mempunyai perjanjian dengan PT Ratri Sempana untuk jasa sewa alat *Wheel Loader* sebagaimana tertuang dalam perjanjian No.HK.02.06/006B/2017 dengan biaya Rp295.634/HM dengan jangka waktu selama 3 (tiga) tahun terhitung mulai tanggal 16 Januari 2017 sampai dengan 16 Januari 2020.

Pada tanggal 1 April 2020, Perusahaan dengan PT Ratri Sempana sesuai dengan perjanjian nomor : HK.02.06/067/2020 mengenai Jasa Sewa *Wheel Loader* di Pabrik Palembang dengan biaya Rp419.900 (dalam Rupiah penuh) per HM dengan total volume pekerjaan sebesar 8.460 HM selama 3 Tahun BAMK.

Pada tanggal 26 November 2020, berdasarkan Addendum I, Perusahaan dengan PT Ratri Sempana hanya mengubah pengawas pekerjaan saja.

c. PT Jaya Trade Indonesia

Perusahaan mempunyai perjanjian dengan PT Jaya Trade Indonesia untuk jasa sewa alat unit pendukung untuk pekerjaan tambang dan Pabrik Baturaja 2 (dua) sebagaimana tertuang dalam perjanjian No.HK02.06/346e/2017 dengan biaya Rp712.000/HM untuk *excavator*, Rp692.500 untuk *Bulldozer*, Rp550.000 untuk *Wheel Loader* (Shift), Rp640.000 (Non Shift) dengan jangka waktu selama 3 (tiga) tahun terhitung mulai tanggal 5 Oktober 2017 sampai dengan 19 Desember 2020.

Pada tanggal 15 Desember 2020, Perusahaan memperbaharui kontrak addendum dengan nomor: HK.02.06/241A/2020 atas perjanjian nomor: HK.02.06/346E/2017 dengan addendum merubah harga *wheel loader* (shift) menjadi Rp399.000 (dalam Rupiah penuh) per jam dan *wheel loader* (non shift) menjadi Rp399.000 (dalam Rupiah penuh) per jam dan HM minimum *wheel loader shift* dan *non shift* menjadi 200 hm/bulan.

d. PT Kosindo Supratama

Pada tanggal 22 Februari 2017, Perusahaan mempunyai perjanjian dengan PT Kosindo Supratama untuk Jasa Sewa Alat *Wheel Loader* dan *Vibro Compactor* di Pabrik

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b. PT Ratri Sempana

The Company has a agreement with PT Ratri Sempana for *Wheel Loader* tools rent as stated in the agreement No. HK.02.06/006B/2017, with total cost of Rp295,634/HM, with 3 (three) years period of contract starting from January 16, 2017 to January 16, 2020.

On April 1, 2020, the Company and PT Ratri Sempana in accordance with the agreement number: HK.02.06/067/2020 regarding *Wheel Loader Rental Services* at the Palembang Factory at a cost of Rp419,900 (in full Rupiah) per HM with a total work volume of 8,460 HM for 3 Years BAMK.

On November 26, 2020, based on Addendum I, the Company and PT Ratri Sempana only changed the job supervisor.

c. PT Jaya Trade Indonesia

The Company has an agreement with PT Jaya Indonesia Trade for tool rental services supporting units to work the mine and Baturaja factory 2 (two) heavy equipment rent as stated in the agreement No. HK02.06/346e/2017, with cost of Rp712,000/HM for *excavator*, Rp692,500 for *Bulldozer*, Rp550,000 for *wheel loader* (shift) and Rp640,000 for *wheel loader* (non shift) with 3 (three) years period of contract starting from October 5, 2017 until December 19, 2020.

On December 15, 2020, the Company renewed the addendum contract with number: HK.02.06/241A/2020 on the agreement number: HK.02.06/346E /2017 with the addendum changing the price of *wheel loaders* (shift) to Rp399,000 (in full Rupiah) per hour and *wheel loader* (non shift) to Rp399,000 (in full Rupiah) per hour and minimum HM for *wheel loader shift* and *non shift* to 200 hm / month.

d. PT Kosindo Supratama

On February 22, 2017, the Company has a agreement with PT Kosindo Supratama for *Vibro Compactor* and *Wheel Loader Heavy Equipment Rental Services* based on agreement No. HK.02.06/088/2017 with

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Baturaja berdasarkan kontrak No. HK.02.06/088/2017 dengan harga sewa Alat *Wheel Loader* tipe WA 320 atau yang setara sebesar Rp420,000 (dalam Rupiah penuh) per HM, Alat *Wheel Loader* tipe WA 200 atau yang setara sebesar Rp380.000 (dalam Rupiah penuh) per HM dan Alat *Vibro Compactor* tipe CS 533E atau yang setara sebesar Rp340.000 (dalam Rupiah penuh) per HM dengan jangka waktu selama 36 (tiga puluh enam) bulan sejak 22 Februari 2017 sampai dengan 22 Februari 2020.

Pada tanggal 7 Januari 2019 Perusahaan mempunyai perjanjian dengan PT Kosindo Supratama untuk Jasa Sewa Alat *Excavator* dan *Bulldozer* di Pabrik Baturaja berdasarkan kontrak No. HK.02.06/004/2019 dengan harga sewa Alat *Excavator* atau yang setara sebesar Rp828.000 (dalam Rupiah penuh) per jam, dan Alat *Bulldozer* atau yang setara sebesar Rp830.095 (dalam Rupiah penuh) per jam dengan jangka waktu selama 36 (tiga puluh enam) bulan sejak 10 Januari 2019 sampai dengan 10 Januari 2022.

Pada tanggal 5 Desember 2019, terdapat addendum I atas perjanjian dengan nomor: HK.02.06/088/2017. Addendum ini merubah total jam kerja alat menjadi sebagai berikut: *wheel loader* setara WA 320 (WL-01) menjadi 21.500 HM, *wheel loader* setara WA 320 (WL-02) menjadi 21.450 HM dan *wheel loader* setara dengan WA 200 (WL-03) menjadi 12.750.

Selanjutnya pada tanggal 30 Maret 2020, Perusahaan dengan PT Kosindo Supratama berdasarkan perjanjian Nomor : HK.02.06/065/2020 mengenai Jasa sewa *wheel loader* di pabrik Baturaja I. Dengan total volume pekerjaan *wheel loader* (WL-01) maksimum 6.000 HM dan *wheel loader* (WL-02) maksimum 6.000 HM dengan biaya untuk *wheel loader* (WL-01) sebesar Rp399.000 (dalam Rupiah penuh) dan *wheel loader* (WL-02) sebesar Rp399.000 (dalam Rupiah penuh) selama 2 tahun BAMK.

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rents equipment type WA 320 Wheel Loader or the equivalent of Rp420,000 (in full Rupiah) per HM, Equipment Wheel Loader type WA 200 or equivalent of Rp380,000 (in full Rupiah) per HM and Vibro Compactor tool type CS 533E or the equivalent of Rp340,000 (in full Rupiah) per HM with a period of 36 (thirty six) months since February 22, 2017 until February 22, 2020.

On January 7, 2019 the Company has a agreement with PT Kosindo Supratama for Excavator and Bulldozer Heavy Equipment Rental Services based on agreement No. HK.02.06/004/2019 with rents equipment Excavator or the equivalent of Rp828,000 (in full Rupiah) per hour, and Bulldozer or the equivalent of Rp830,095 (in full Rupiah) per hour with a period of 36 (thirty six) months since January 10, 2019 until January 10, 2022.

On December 5, 2019, there was an addendum I to the agreement with number: HK.02.06/088/2017. This addendum changes the total working hours of the tools to be as follows: wheel loader equivalent to WA 320 (WL-01) to 21,500 HM, wheel loader equivalent to WA 320 (WL-02) to 21,450 HM and wheel loader equivalent to WA 200 (WL-03) to 12,750.

Furthermore, on March 30, 2020, the Company and PT Kosindo Supratama based on the agreement Number: HK.02.06/065/2020 regarding wheel loader rental services at the Baturaja I factory. With a total wheel loader work volume (WL-01) a maximum of 6,000 HM and wheel loaders (WL-02) a maximum of 6,000 HM with a cost for a wheel loader (WL-01) of Rp399,000 (in full Rupiah) and a wheel loader (WL-02) of Rp399,000 (in full Rupiah) for 2 BAMK year.

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e. PT Pembangunan Sarana Perkasa

Perusahaan mempunyai perjanjian dengan PT Pembangunan Sarana Perkasa untuk jasa sewa alat Surface Miner sebagaimana tertuang dalam perjanjian No.HK.02.06/144 F/2017 dengan biaya Rp7.437.500/HM atau Rp29.750/Ton dengan jangka waktu selama 5 (lima) tahun terhitung mulai tanggal 17 April 2017 sampai dengan 6 Desember 2022.

Pada tanggal 25 Juni 2020 Perusahaan melakukan pembaharuan perjanjian pada addendum I dengan No: HK.02.06/133A/2020 atas Perjanjian No: HK.02.06/144F/2017 pada tanggal 6 Juni 2017, dengan isi mengenai merubah target produksi batu kapur menjadi 90.000 batu kapur per bulan atau minimal 540.000 ton batu kapur per enam bulan di tahun ketiga s.d. kelima.

f. PT Tirta Wandhira Utama

Perusahaan mempunyai perjanjian dengan PT Tirta Wandhira Utama untuk jasa sewa Alat Muat dan Angkut Batu Kapur, Clay dan Overburden Tambang Baturaja II sebagaimana tertuang dalam perjanjian No.HK.00.08/136/2019 dengan biaya Rp125.893.365.000 (dalam Rupiah penuh) dengan jangka waktu selama 3 (tiga) tahun terhitung mulai tanggal 1 Agustus 2019 sampai dengan 31 Juli 2022.

Komitmen Pengadaan Jasa Sewa Tanah

a. PT Kereta Api Indonesia (Persero)

Perusahaan mempunyai perjanjian dengan PT Kereta Api Indonesia (Persero) untuk sewa tanah di Jalan Abiskusno Cokrosuyoso, Kertapati, Palembang untuk pabrik semen dan kantor serta fasilitas lainnya sebagaimana tertuang dalam perjanjian no. HK.00.08/395/2012 untuk jangka waktu 30 tahun sejak tanggal 1 April 2012 s.d. 31 Maret 2042 dengan biaya per 3 tahun sebesar Rp6.011.662.138 (dalam Rupiah penuh).

b. PT Pelabuhan Indonesia II (Persero)

Perusahaan mempunyai perjanjian dengan PT Pelabuhan Indonesia II (Persero) untuk kerjasama penggunaan bagian-bagian tanah hak pengelolaan di

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e. PT Pembangunan Sarana Perkasa

The Company has a agreement with PT Pembangunan Sarana Perkasa for Surface Miner tools rent as stated in the agreement No.HK.02.06/144 F/2017, with total cost of Rp7,437,500/HM or Rp29,750/Ton, with 5 (five) years period of contract starting from April 17, 2017 until December 6, 2022.

On June 25, 2020, the Company renewed the agreement in addendum I with No: HK.02.06/133A/2020 on Agreement No: HK.02.06/144F/2017 on June 6, 2017, with the contents regarding changing the limestone production target to 90,000 stones lime per month or at least 540,000 tonnes of limestone per six months in the third year to fifth year.

f. PT Tirta Wandhira Utama

The Company has a agreement with PT Tirta Wandhira Utama for he Load Tool Rental Services and Transportation Services for Limestone, Clay and Overburden rent as stated in the agreement No.HK.00.08/136/2019, with total cost of Rp125,893,365,000 (in full Rupiah) with 3 (three) years period of contract starting from August 1, 2019 until July 31, 2022.

Land Rent Procurement Commitment

a. PT Kereta Api Indonesia (Persero)

The Company has an agreement with PT Kereta Api Indonesia (Persero) to lease land on Jalan Abiskusno Cokrosuyoso, Kertapati, Palembang for a cement factory and offices and other facilities as stipulated in agreement no. HK.00.08 / 395/2012 for a period of 30 years from April 1, 2012 s.d. March 31, 2042 with a cost per 3 years of Rp6,011,662,138 (in full Rupiah).

b. PT Pelabuhan Indonesia II (Persero)

The Company has an agreement with PT Pelabuhan Indonesia II (Persero) for cooperation in the use of parts of land under management rights at Panjang Port

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Pelabuhan Panjang sebagaimana tertuang dalam perjanjian no. HK.00.08/007/2013 pada tanggal 7 Januari 2013. Dengan jangka waktu perjanjian terhitung mulai tanggal 01 Januari 2013 s.d 31 Desember 2043 dengan biaya Rp39.272 per m2 pertahun (untuk 01 Januari 2013 s.d 31 Desember 2015), untuk 1 Januari 2016 s.d 31 Desember 2043 menggunakan tarif berdasarkan besaran hasil perhitungan independent appraisal yang ditunjuk dan disepakati para pihak.

Komitmen Pengadaan Jasa Sewa Gedung

Perusahaan kembali melakukan perjanjian dengan PT Prima Mustika Chandra dengan No: HK.02.02/111/2013 dalam addendum pertama terhitung 1 Mei 2018 sampai 31 April 2019 dengan total biaya Rp1.402.500.000 (dalam Rupiah penuh).

Perusahaan kembali melakukan perjanjian dengan PT Prima Mustika Chandra untuk kerjasama penggunaan ruang kantor di Gedung Graha Irama lantai 9 Unit B & C Jl. H.R. Rasuna Said Blok X - Kav. 1 - 2 Jakarta 12950, dengan luas ruangan adalah ± 425 m2 yang telah dilengkapi dengan furniture dan sekat partisi sebagaimana tertuang dalam perjanjian dengan No: HK.02.02/293A/2018 terhitung 1 Mei 2019 sampai 30 April 2024 dengan total biaya Rp6.375.000.000 (dalam Rupiah penuh).

Komitmen Pengadaan Jasa Pengamanan

a. PT Personel Alih Daya

Pada tanggal 27 Desember 2017 Perusahaan kembali memperbarui kontrak perjanjian dengan PT Personel Alih Daya untuk jasa pengamanan sebagaimana tertuang dalam perjanjian No.HK.01.23/387A/2017 dengan biaya sebesar Rp22.896.000.000 (dalam Rupiah penuh), dengan jangka waktu selama 24 (dua puluh empat) bulan terhitung mulai tanggal 27 Desember 2017 sampai dengan 27 Desember 2019. Terdapat addendum kontrak dengan nomor kontrak yang sama sebesar Rp868.377.636 (dalam Rupiah penuh) terhitung mulai tanggal 1 Januari 2020 sampai dengan 31 Maret 2020.

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as stated in agreement no. HK.00.08/007/2013 on January 7, 2013. With the term of the agreement starting from January 1, 2013 to December 31, 2043 at a cost of Rp39,272 per m2 per year (for January 1, 2013 to December 31, 2015), for January 1, 2016 Until December 31, 2043, the rate will be used based on the calculated independent appraisal amount appointed and agreed by the parties.

Building Rent Procurement Commitment

The Company has a agreement with PT Prima Mustika Chandra in the agreement No. HK.02.02/111/2013 in first addendum starting from May 1, 2018 until April 31, 2019 amounted Rp1,402,500,000 (in full Rupiah).

The Company has a agreement with PT Prima Mustika Chandra or cooperation use of office room in Graha Irama Building floor 9 unit B & C Jl. H.R. Rasuna Said Block X - Kav. 1 - 2 Jakarta 12950, with an area of ± 425 m2 with furniture and partition as stated in the agreement in the agreement No. HK.02.02/293A/2018 starting from May 1, 2019 until April 30, 2024 amounted Rp6,375,000,000 (in full Rupiah).

Commitment of Security Procurement

a. PT Personel Alih Daya

On December 27, 2017, the Company continued to renew the agreement with PT Personel Alih Daya for security services as stated in the agreement No.HK.01.23/387A/2017, with total value of contracts of Rp22,896,000,000 (in full Rupiah) with 24 (twenty four) months period of contract starting from December 27, 2017 until December 27, 2019. There is addendum of contract with the same value of contracts of Rp868,377,636 (in full Rupiah), contract starting from January 1, 2020 until March 31, 2020.

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1. Terdapat Addendum I tanggal 05 Juni 2018 yang mengubah total biaya pekerjaan menjadi Rp24.761.803.320 (dalam Rupiah penuh) dan mengubah jumlah personil menjadi 271 orang.
2. Terdapat Addendum II tanggal 06 November 2019 yang mengubah jumlah personil menjadi 208 orang dan mengubah total biaya pekerjaan per bulan menjadi Rp812.192.810 (dalam Rupiah penuh) (berlaku sejak tanggal 01 Oktober 2019).
3. Terdapat Addendum III tanggal 06 November 2019 yang mengubah jumlah personil menjadi 216 orang dan mengubah biaya perbulan menjadi Rp868.377.636 (dalam Rupiah penuh) (berlaku sejak tanggal 01 November 2019).
4. Terdapat addendum IV tanggal 06 Februari 2020 yang mengubah jangka waktu pekerjaan s.d 31 Maret 2020.

b. PT Tantratriksna Maju Bersama

1. Perjanjian Nomor HK.00.08/107/2020 tanggal 19 Mei 2020 dengan jumlah personil sebanyak 218 orang dan CCTV sebanyak 66 Unit dengan total biaya Pekerjaan sebesar Rp25.825.000.000 (dalam Rupiah penuh) selama 24 bulan BAMK.
2. Addendum I Nomor HK.00.08/215B /2020 tanggal 09 November 2020 yang merubah Perjanjian Nomor HK.00.08/107/2020 tanggal 19 Mei 2020 yang merubah jumlah personil menjadi 202 orang dan merubah biaya pekerjaan sebesar Rp24.293.505.846 (dalam Rupiah penuh).

Komitmen Pengadaan Sewa Pembiayaan

a. PT BRI Multifinance Indonesia

Pada tanggal 16 November 2017 Entitas anak bersama dengan PT BRI Multifinance menandatangani kontrak perjanjian sewa sebagaimana tertuang dalam perjanjian induk No. LA17-042 atas barang modal dengan total fasilitas Rp15.400.320.000 (dalam Rupiah penuh). Atas perjanjian tersebut, Entitas anak telah melakukan pembiayaan untuk 19 unit kendaraan dengan total nilai sewa Rp14.789.900.000 (dalam Rupiah penuh).

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1. There is an Addendum I dated June 5, 2018 which changes the total cost of work to Rp24,761,803,320 (in full Rupiah) and changes the number of personnel to 271 peoples.
2. There is an Addendum II dated November 06, 2019 which changes the number of personnel to 208 peoples and changes the total cost of work per month to Rp812,192,810 (in full Rupiah) (effective from October 01, 2019).
3. There is Addendum III dated November 6, 2019 which changes the number of personnel to 216 peoples and changes the monthly fee to Rp868,377,636 (in full Rupiah) (effective from November 01, 2019).
4. There is addendum IV dated February 06, 2020 which changes the period of work up to March 31, 2020.

b. PT Tantratriksna Maju Bersama

1. Agreement Number HK.00.08 /107/2020 dated May 19, 2020 with 218 personnel and 66 CCTV units with a total work cost of Rp25,825,000,000 (in full Rupiah) for 24 months BAMK.
2. Addendum I Number HK.00.08/215B / 2020 dated November 09, 2020 which amended Agreement Number HK.00.08/107/2020 dated May 19, 2020 which changed the number of personnel to 202 people and changed the work cost of Rp24,293,505,846 (in full Rupiah).

Commitment of Financing Lease

a. PT BRI Multifinance Indonesia

On November 16, 2017, the Subsidiary has an agreement with PT BRI Multifinance as stated in the lease agreement No. LA17-042 on several capital goods with total value of contracts of Rp15,400,320,000 per year (in full Rupiah). The subsidiary will have lease for 19 units vehicles with total value Rp14,789,900,000 (in full Rupiah) from PT Persada Palembang Raya and PT Astra International, Tbk. The period of lease

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dari PT Persada Palembang Raya dan PT Astra Internasional, Tbk. Masa sewa pembiayaan selama 48 bulan dengan suku bunga maksimal 14% per tahun tetap. Sewa pembiayaan tersebut dijamin dengan simpanan jaminan sebesar Rp3.727.475.000 (dalam Rupiah penuh).

b. PT Mandiri Tunas Finance

Entitas anak bersama dengan PT Mandiri Tunas Finance menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut, Entitas anak telah melakukan pembiayaan untuk 118 unit kendaraan dengan total nilai Rp78.216.987.699 (dalam Rupiah penuh) dari PT Berlian Maju Motor, PT Gita Riau Makmur, dan PT Astra Internasional, Tbk. Masa sewa pembiayaan selama 48 bulan dengan suku bunga maksimal 9,39% sd 23% per tahun tetap. Sewa pembiayaan tersebut dijamin dengan simpanan jaminan sebesar Rp6.305.650.000 (dalam Rupiah penuh).

c. PT Chandra Sakti Utama Leasing Finance

Entitas anak bersama dengan PT Chandra Sakti Utama Leasing Finance menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut, Entitas anak telah melakukan untuk 10 unit kendaraan dengan total nilai sewa Rp9.880.000.000 (dalam Rupiah penuh) dari PT Patria Agung Sentosa. Masa sewa selama 48 bulan dengan suku bunga maksimal 7,19% per tahun tetap.

d. PT Bank KEB Hana Indonesia

Pada tanggal 20 Februari 2019, Entitas anak bersama dengan PT KEB Hana Bank menandatangani kontrak perjanjian sewa. Atas perjanjian tersebut Entitas anak telah melakukan sewa untuk 8 Unit kendaraan Nissan Dump Truck CWE dengan nilai total pembiayaan Rp6.528.000.000 (dalam Rupiah penuh) dari PT Patria Anugrah Sentosa. Dengan masa sewa selama 48 Bulan dengan suku bunga 11% per tahun tetap.

Pada tanggal 19 Juni 2019, Entitas anak bersama dengan PT KEB Hana Bank menandatangani kontrak perjanjian sewa. Atas perjanjian tersebut Entitas anak telah melakukan sewa untuk 7 Unit kendaraan

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financing for 48 (fourty eight) months with maximum fixed interest rates 14% per annual. The financial lease is pledged as collateral in the amount of Rp3,727,475,000 (in full Rupiah).

b. PT Mandiri Tunas Finance

The Subsidiary has an agreement with PT Tunas Mandiri Finance as stated in the lease agreement on several capital goods. As for the agreement, the Subsidiary will have financing for 118 units vehicles with total value Rp78,216,987,699 (in full Rupiah) from PT Berlian Maju Motor, PT Gita Riau Makmur, and PT Astra International, Tbk. The period of lease for 48 (fourty eight) months with maximum fixed interest rates 9.39% until 23% per annum. Lease pledged by the deposit guarantee amounting to Rp6,305,650,000 (in full Rupiah).

c. PT Chandra Sakti Utama Leasing Finance

The Subsidiary has a agreement with PT Chandra Sakti Utama Leasing as stated in the lease agreement on several capital goods. As for the agreement, the Subsidiary will have lease for 10 units vehicles with total value Rp9,880,000,000 (in full Rupiah) from PT Patria Agung Sentosa. The period of lease financing for 48 (fourty eight) months with maximum fixed interest rates 7.19% per annum.

d. PT Bank KEB Hana Indonesia

On February 20, 2019, the subsidiary with PT KEB Hana Bank signed a capital lease agreement contract. Based on the agreement, the subsidiary has leased 8 units of Nissan Dump Truck CWE with a total value of Rp6,528,000,000 (in full Rupiah) from PT Patria Anugrah Sentosa. With a lease period of 48 months with a fixed interest rate of 11% per annum.

On June 19, 2019, the subsidiary with PT KEB Hana Bank signed a lease agreement contract. Based on the agreement, the subsidiary has leased 7 units of Nissan Dump Truck CWE with a

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Nissan Dump Truck CWE dengan nilai total sewa Rp6.440.000.000 (dalam Rupiah penuh) dari PT Patria Anugrah Sentosa. Dengan masa sewa selama 48 Bulan dengan suku bunga 11% per tahun tetap.

e. PT Dipo Star Finance

Pada tanggal 01 Agustus 2017, Entitas anak bersama dengan PT Dipo Star Finance menandatangani kontrak perjanjian dengan No.0014618/2/12/09/2017, 0014608/2/12/09/2017 sewa barang modal. Atas perjanjian tersebut Entitas anak telah melakukan sewa untuk 20 Unit kendaraan Super HDX6 Dump Truck dengan nilai total sewa Rp6.335.524.560 (dalam Rupiah penuh) dengan masa sewa selama 48 Bulan dengan suku bunga 6,99% per tahun tetap.

f. PT Toyota Astra Financial

Pada tanggal 06 April 2018, Entitas anak bersama dengan PT Toyota Astra Financial menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut Entitas anak telah melakukan sewa untuk 18 Unit kendaraan Innova dengan nilai total sewa Rp4.224.312.000 (dalam Rupiah penuh) dari PT Toyota Astra Financial. Dengan masa sewa selama 60 Bulan dengan suku bunga 5,5% per tahun tetap.

Pada tanggal 01 Agustus 2018, Entitas anak bersama dengan PT Toyota Astra Financial menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut Entitas anak telah melakukan sewa untuk 1 Unit kendaraan Innova dengan nilai total sewa Rp234.684.000 (dalam Rupiah penuh) dari PT Astra Internasional. Dengan masa sewa selama 60 Bulan dengan suku bunga 5,5% per tahun tetap.

Pada tanggal 01 September 2018, Entitas anak bersama dengan PT Toyota Astra Financial menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut Entitas anak telah melakukan sewa untuk 1 Unit kendaraan Innova dengan nilai total sewa Rp234.684.000 (dalam Rupiah penuh) dari PT Astra Internasional. Dengan masa sewa selama 60 Bulan dengan suku bunga 5,5% per tahun tetap.

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total value of Rp6,440,000,000 (in full Rupiah) from PT Patria Anugrah Sentosa. With a lease period of 48 months with a fixed interest rate of 11% per annum.

e. PT Dipo Star Finance

On August 1, 2017, the subsidiary with PT Dipo Star Finance signed a contractual agreement with No.0014618/2/12/09/2017, 0014608/2/12/09/2017 leasing of capital goods. Based on the agreement, the subsidiary has leased 20 units of Super HDX6 Dump Truck with a total lease value of Rp6,335,524,560 (in full Rupiah) with a lease period of 48 months with a fixed interest rate of 6.99% per annum.

f. PT Toyota Astra Financial

On April 6, 2018, the subsidiary with PT Toyota Astra Financial signed a lease agreement for capital goods. Based on the agreement, the subsidiary has leased 18 units of Innova vehicles with a total value of Rp4,224,312,000 (in full Rupiah) from PT Toyota Astra Financial. With a lease period of 60 months with a fixed interest rate of 5.5% per annum.

On August 1, 2018, the subsidiary with PT Toyota Astra Financial signed a lease agreement for capital goods. Based on the agreement, the subsidiary has leased 1 unit of Innova vehicle with a total value of Rp234,684,000 (in full Rupiah) from PT Astra International. With a lease period of 60 months with a fixed interest rate of 5.5% per annum.

On September 1, 2018, the subsidiary with PT Toyota Astra Financial signed a lease agreement for capital goods. Based on the agreement, the subsidiary has financed 1 unit of Innova vehicle with a total lease value of Rp234,684,000 (in full Rupiah) from PT Astra International. With a lease period of 60 months with a fixed interest rate of 5.5% per annum.

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Pada tanggal 15 September 2018, Entitas anak bersama dengan PT Toyota Astra Financial menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut Entitas anak telah melakukan sewa untuk 1 Unit kendaraan Hi-Aces dengan nilai total sewa Rp362.815.071 (dalam Rupiah penuh) dari PT Astra Internasional. Dengan masa sewa selama 60 Bulan dengan suku bunga 10,5% per tahun tetap.

PT Bank Mandiri (Persero) Tbk

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan melakukan perjanjian kredit dengan PT Bank Mandiri (Persero) Tbk yang terdiri dari:

a. Fasilitas kredit modal kerja revolving

Pinjaman ini merupakan fasilitas Kredit Modal Kerja revolving yang diperoleh oleh Perusahaan dengan pagu maksimum Rp30.000.000.000 (dalam Rupiah penuh) berdasarkan Perjanjian Kredit Modal Kerja No.KP-COCD/003/PK-MK/2001, Akta No. 1 tanggal 2 Maret 2001 dibuat dihadapan H. Azhar Alia S.H., Notaris di Jakarta, dengan tujuan penggunaan untuk modal kerja Industri Semen.

Berdasarkan Addendum Perjanjian kedua puluh tanggal 31 Mei 2019, nilai plafond berubah menjadi Rp5.000.000.000 (dalam Rupiah penuh) pinjaman dikenakan bunga sebesar 9,25% per tahun, sedangkan tingkat bunga untuk tahun 2018, berdasarkan addendum Perjanjian ke tujuh belas tanggal 31 Mei 2018, dengan tingkat bunga sebesar 9,50%.

Pinjaman Kredit Modal Kerja tersebut dijamin dengan:

1. Persediaan, piutang dagang dan suku cadang diikat fidusia dengan total nilai pengikatan semula Rp110.124.472.420 (dalam Rupiah penuh) menjadi Rp216.000.000.000 (dalam Rupiah penuh). Dalam hal ini berupa seluruh Piutang Dagang serta Persediaan yang ada dan akan ada.
2. Diikat secara *joint collateral* dan *cross default* dengan fasilitas NCL dan *Invoice Financing*.

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On September 15, 2018, the subsidiary with PT Toyota Astra Financial signed a lease agreement for capital goods. Based on the agreement, the subsidiary has leased 1 unit of Hi-Aces vehicle with a total value of Rp362,815,071 (in full Rupiah) from PT Astra International. With a lease period of 60 months with a fixed interest rate of 10.5% per annum.

PT Bank Mandiri (Persero) Tbk

As of December 31, 2020 and 2019, the Company executed a credit agreement with PT Bank Mandiri (Persero) Tbk which consists of:

a. Working capital revolving credit facility

This loan is a revolving working capital credit facility obtained by the Company with a maximum ceiling of Rp30,000,000,000 (in full Rupiah) Working Capital Loan Agreement No.KP-COCD/003/PK MK/2001, Deed No. 1 dated March 2, 2001, made by H. Azhar Alia SH, Notary in Jakarta, with the intended use for working capital Cement Industry.

Based on the twentieth Addendum Agreement dated May 31, 2019, the ceiling value changed to Rp5,000,000,000 (in full Rupiah) the loan bears interest at 9.25% per annum, while the interest rate for 2018, based on the addendum seventeenth Agreement dated May 31, 2018, with each interest rate of 9.50%.

Working Capital Loans are secured by:

1. Inventories, trade receivables and spare parts are bound by fiduciary with a total original binding value of Rp110,124,472,420 (in full Rupiah) to Rp216,000,000,000 (in full Rupiah). In this case in the form of all trade receivables as well existing and future inventory.
2. Binding on joint collateral and cross default with NCL and Invoice Financing facilities.

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- Jaminan yang telah ada dan akan diserahkan tersebut, wajib diikat secara yuridis sempurna dan diasuransikan dengan Banker's Clause Bank Mandiri minimal sebesar nilai wajar yang insurable pada Perusahaan Asuransi rekanan Bank Mandiri.
- Biaya-biaya yang timbul sehubungan dengan pengikatan agunan dan penutupan asuransi tersebut menjadi beban.
- Perusahaan menandatangani perjanjian addendum ke 21 pada tanggal 28 Mei 2020, dimana jangka waktu fasilitas diperpanjang hingga 31 Mei 2021.

b. Fasilitas Non Cash Loan

Pinjaman ini merupakan fasilitas *Non Cash Loan* yang diperoleh oleh Perusahaan dengan pagu maksimum Rp39.000.000.000 (dalam Rupiah penuh) berdasarkan Perjanjian Kredit Modal Kerja No. KP-COCD/01/PK-LC/2001, Akta No. 2 tanggal 2 Maret 2001 dibuat dihadapan H. Azhar Alia S.H., Notaris di Jakarta. Tujuan penggunaannya untuk pembukaan L/C Impor, SKBDN dan Bank Garansi untuk pengadaan bahan baku, bahan bakar, bahan pembantu dan spare part industri semen, terhitung sejak tanggal 2 Maret 2019 sampai dengan 31 Mei 2020. Provisi berdasarkan Addendum Perjanjian ketujuh belas tanggal 1 Maret 2018 dan Addendum keenam belas tanggal 1 Maret 2017, masing-masing sebesar 0,125% untuk penerbitan LC/SKBDN dan 1,50% untuk penerbitan Bank Garansi.

c. Perjanjian Treasury Line

Pada tanggal 3 Maret 2015, Perusahaan melakukan perjanjian dengan PT Bank Mandiri (Persero) Tbk berdasarkan Perjanjian *Treasury Line* No.CRO.KP/030/TL/2015 berkenaan dengan fasilitas untuk lindung nilai kebutuhan valas (*tomorrow, spot, forward*) termasuk yang akan digunakan untuk membayar atau melunasi LC import/SKBN dan Bank Garansi dengan maksimal tenor transaksi 3 (tiga) bulan. Limit transaksi sebesar USD 5.000.000 (dalam USD penuh) terhitung sejak tanggal 2 Maret 2018 sampai dengan 1 Maret 2019 berdasarkan Addendum ketiga tanggal 1 Maret 2018.

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- Existing and future guarantees must be legally bound and insured with Banker's Clause Bank Mandiri for a minimum of fair value insurable to the Mandiri Bank partner insurance company.
- Cost incurred in connection with the binding of collateral and insurance cover charges.
- The Group signed twenty first addendum on May 28, 2020 where the facility term is extended until May 31, 2021.

b. Non Cash Loan Facility

This loan is a facility of *Non Cash Loan* obtained by the Company with a maximum ceiling of Rp39,000,000,000 (in full Rupiah) Working Capital Loan Agreement No.KP-COCD/01/PK-LC/2001, Deed No. 2 dated March 2, 2001, made before H. Azhar Alia S.H., Notary in Jakarta. With the intended use for opening L/C Import, SKBDN and Bank Guarantee for the procurement of raw materials, fuel, supplies and spare part cement industry as of date March 2, 2019 until May 31, 2020. Provision under the Addendum seventeenth Agreement dated March 1, 2018 and the sixteenth Addendum March 1, 2017, amounting to 0.125% for the issuance of LC/SKBDN and 1.50% for the issuance of Bank Guarantees.

c. Treasury Line Agreement

On March 3, 2015, the Company entered into an agreement with PT Bank Mandiri (Persero) Tbk based *Treasury Line Agreement* No.CRO.KP/030/TL/2015 relating to the facility to hedge foreign currency demand (*tomorrow, spot, forward*) including those that will be used to pay or replay the import LC/ SKBN and Bank Guarantee with a maximum tenor of transaction 3 (three) months. Transaction limit of USD 5,000,000 (in full US Dollars) as of the date March 2, 2018 to March 1, 2019 based on the third Addendum on dated March 1, 2018.

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d. Perjanjian Mandiri Supplier Financing (MSF)

Pada tanggal 25 Februari 2019, Perusahaan melakukan perjanjian dengan PT Bank Mandiri (Persero) Tbk berdasarkan SPPK No. CBG.CB5/CSD.SPPK.005/2019 berkenaan dengan fasilitas Mandiri Supplier Financing (MSF) termasuk yang akan digunakan untuk membayar tagihan supplier secara *without recourse* yang telah direkomendasikan oleh entitas maksimal sesuai jangka waktu invoice yang telah ditetapkan entitas dan maksimal 90 hari sejak tanggal invoice. Limit transaksi sebesar Rp50.000.000.000 (dalam Rupiah penuh) dihitung sejak tanggal 2 Maret 2019 sampai dengan 31 Mei 2020.

e. Fasilitas Trust Receipt

Pada tanggal 25 Februari 2019, Perusahaan melakukan perjanjian dengan PT Bank Mandiri (Persero) Tbk berdasarkan SPPK No. CBG.CB5/CSD.SPPK.005/2019 berkenaan dengan fasilitas *Trust Receipt* termasuk yang akan digunakan untuk membayar tagihan supplier secara *uncommitted* dan *revolving* yang telah direkomendasikan oleh entitas maksimal sesuai jangka waktu invoice yang telah ditetapkan entitas dan maksimal 180 hari sejak tanggal invoice (termasuk usance term LC/SKBDN). Limit transaksi sebesar Rp25.000.000.000 (dalam Rupiah penuh) dihitung sejak tanggal 2 Maret 2019 sampai dengan 31 Mei 2020.

PT Bank Negara Indonesia (Persero) Tbk

Fasilitas Kredit Modal Kerja

Pada tanggal 20 Mei 2016 telah dilakukan penandatanganan perjanjian Kredit Modal Kerja dari PT Bank Negara Indonesia (Persero) Tbk dengan pagu Rp100.000.000.000 (dalam Rupiah penuh) termasuk *Sub Limit Non Cash Loan* maksimum Rp25.000.000.000 (dalam Rupiah penuh) untuk pembukaan L/C.

Fasilitas tersebut disepakati berlaku selama satu tahun mulai dari tanggal akta notaris Fathiah Helmi No. 46 tanggal 20 Mei 2016 dengan bunga 9,25% per tahun.

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d. Mandiri Supplier Financing Agreement

On February 25, 2019, the Company entered into an agreement with PT Bank Mandiri (Persero) Tbk based on Agreement No. CBG.CB5/CSD.SPPK.005/2019 relating to the facility to Mandiri Supplier Financing (MSF) including those that will be used to pay supplier without recourse whose that recommendation by entity maximum for the invoice period and maximum 90 days based on invoice date. Transaction limit of Rp50,000,000,000 (in full Rupiah) as of the date March 2, 2019 until May 31, 2020.

e. Trust Receipt Facilities

On February 25, 2019, the Company entered into an agreement with PT Bank Mandiri (Persero) Tbk based on Agreement No. CBG.CB5/CSD.SPPK.005/2019 relating Trust Receipt including those that will be used to pay supplier without uncommitted and revolving whose that recommendation by entity maximum for the invoice period and maximum 180 days based on invoice date. Transaction limit of Rp25,000,000,000 (in full Rupiah) as of the date March 2, 2019 until May 31, 2020.

PT Bank Negara Indonesia (Persero) Tbk

Working Capital Facilities

On May 20, 2016 has signed agreement of Working Capital facilities from PT Bank Negara Indonesia (Persero) Tbk with credit limited at Rp100,000,000,000 (in full Rupiah) including Sub Limit Non Cash Loan up to Rp25,000,000,000 (in full Rupiah) for L/C.

The facilities was agreed for one year starting from notarial deed date Fathiah Helmi, SH, No. 46 dated May 20, 2016 with 9.25% interest per annum.

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Berdasarkan Surat Keputusan Kredit (SKK) No.BIN/3.2/140/R tanggal 10 Juni 2019 terdapat perubahan tarif bunga dari yang semula 9,25% menjadi 9,50%, Addendum Perjanjian ketiga tanggal 20 Mei 2019, pinjaman dikenakan bunga sebesar 9,25% per tahun, sedangkan tingkat bunga untuk tahun 2018, berdasarkan addendum Perjanjian ke dua tanggal 20 Mei 2018, dengan tingkat bunga sebesar 9,50%.

Pada tanggal 10 Mei 2020, Perusahaan menandatangani addendum perjanjian fasilitas kredit modal kerja dengan jangka waktu hingga 19 Mei 2020.

PT Bank Pembangunan Daerah Sumsel Babel

Perjanjian Gadai Deposito

Pada tanggal 25 Desember 2018, Perusahaan melakukan perjanjian dengan PT Bank Pembangunan Daerah Sumsel Babel dengan menerbitkan Deposito Berjangka atas nama Gubernur Sumsel qq PT Semen Baturaja (Persero) Tbk sebagai Jaminan Reklamasi Izin Usaha Pertambangan di Kabupaten Pelawi. Perusahaan menyerahkan kepada PT Bank Pembangunan Daerah Sumsel Babel Bilyet Giro Deposito nomor seri AL 043526 sampai dengan AL 043530 dengan total nominal Rp6.096.736.968 (dalam Rupiah penuh) dengan jangka waktu 42 (empat puluh dua) bulan dengan periode tanggal 25 Desember 2018 sampai dengan 31 Desember 2021 diperpanjang secara otomatis (*Automatic Roll Over*).

PT Bank Rakyat Indonesia (Persero) Tbk

Fasilitas Kredit Modal Kerja

Berdasarkan surat No. KU.02.01.257/2019 pada tanggal 18 Maret 2019, terdapat perubahan fasilitas Kredit Modal Kerja dari PT Bank Rakyat Indonesia (Persero) Tbk dengan pagu Rp40.000.000 termasuk Sub Limit *Non Cash Loan* maksimum Rp25.000.000 untuk Pinjaman Jangka Pendek dan Rp15.000.000 untuk *Supply Chain Financing* (SCF).

Fasilitas tersebut disepakati berlaku selama satu tahun berdasarkan akta notaris Ratu Arlini Sriwahyuni Widyastuti Suhadiwiraatmaja, No. 67 mulai dari tanggal 18 Agustus 2019 sampai dengan 18 Agustus 2020 dengan bunga 9,25% per tahun dan memiliki jaminan berupa persediaan dan piutang usaha senilai Rp52.913.000 dan Rp45.995.000.

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Based on the SKK No. BIN/3.2/140/R. on June 10, 2019 there was changed interest rate from the 9.25% become 9.50%, third Addendum Agreement dated May 20, 2019, the loan bears interest at 9.25% per annum, while the interest rate for 2018, based on the addendum second Agreement dated May 20, 2018, with each interest rate of 9.50%.

On May 10, 2020 the Company signed addendum agreement working capita facilities with the term until May 19, 2020.

PT Bank Pembangunan Daerah Sumsel Babel

Deposit Mortgage Agreement

On December 25, 2018 the Company entered into an agreement with PT Bank Pembangunan Daerah Sumsel Babel by Deposit on behalf Sumsel Government qq of PT Semen Baturaja (Persero) Tbk as guarantee of Mining Reclamation Permit in Pelawi regency. The Company submitted to PT Bank Pembangunan Daerah Sumsel Babel Deposit slip with Deposits Serial Number AL 043526 until AL 043530 with total nominal of Rp6,096,736,968 (in full Rupiah) with 42 (fourty two) months period December 25, 2018 until December 31, 2021 extended automatically (*Automatic Roll Over*).

PT Bank Rakyat Indonesia (Persero) Tbk

Working Capital Facilities

Based on letter no. KU. 02.01.257/2019 dated on March 18, 2019, there is a change of working capital facilities from PT Bank Rakyat Indonesia (Persero) Tbk with credit limited at Rp40,000,000 including Sub Limit *Non Cash Loan* up to Rp25,000,000 for short term loan and up to Rp15,000,000 for *Supply Chain Financing* (SCF).

The facilities was agreed for one year starting from notarial deed date Ratu Arlini Sriwahyuni Widyastuti Suhadiwiraatmaja, No. 67 dated August 18, 2017 with 9.25% interest per annum and has collateral asset in the form of inventories and accounts receivable amounting Rp52,913,000 and Rp45,995,000.

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**39. Aset dan Liabilitas Moneter Dalam Mata
Uang Asing**

**39. Monetary Assets and Liabilities
Denominated in Foreign Currency**

	2020			
	Mata Uang Asing (Total Penuh)/ Foreign Currency (in Full Amount)		Dalam Ribuan Rupiah/ Equivalent in Thousand Rupiah	
	Mata Uang / Currency	Nilai/ Amount		
Aset				Assets
Kas dan Setara Kas	USD	26,973	380,460	Cash and Equivalent Cash
Total Aset		26,973	380,460	Total Assets
Liabilitas				Liabilities
Utang Usaha	USD	5,396	76,111	Trade Payables
Total Liabilitas		5,396	76,111	Total Liabilities
Aset (Liabilitas) - Bersih		21,577	304,349	Assets (Liabilities) - Net
	2019			
	Mata Uang Asing (Total Penuh)/ Foreign Currency (in Full Amount)		Dalam Ribuan Rupiah/ Equivalent in Thousand Rupiah	
	Mata Uang / Currency	Nilai/ Amount		
Aset				Assets
Kas dan Setara Kas	USD	425,909	5,920,559	Cash and Equivalent Cash
Total Aset		425,909	5,920,559	Total Assets
Liabilitas				Liabilities
Utang Usaha	EUR	353,550	5,511,342	Trade Payables
Total Liabilitas		353,550	5,511,342	Total Liabilities
Aset (Liabilitas) - Bersih		72,359	409,217	Assets (Liabilities) - Net

**40. Informasi Tambahan Laporan Arus Kas
Konsolidasi**

**40. Additional Information of Consolidated
Statement of Cash Flows**

Informasi tambahan atas laporan kas yang berkaitan dengan aktivitas non kas sebagai berikut:

Supplementary information to the statement of cash flows relating to non cash activities as follows:

	2020	2019	
	Rp	Rp	
Penambahan aset tetap melalui:			Additions to fixed assets:
Pembelian aset tetap	45,435,971	65,729,990	Acquisition of fixed assets
Utang usaha	1,519,476	41,024,029	Trade payable
Persediaan - suku cadang	5,219,769	1,675,978	Inventories - spare parts
Reklasifikasi pembebasan lahan	36,905,250	70,224,772	Reclassification of land acquisition
Total	89,080,466	178,654,769	Total
Reklasifikasi dari aset tetap dalam pembangunan	86,988,360	46,129,263	Reclassification from construction in progress
Subtotal	176,068,826	224,784,032	Subtotal
Pembayaran Ritensi			Retention Payment
Pembelian aset tetap	--	115,867,273	Acquisition of fixed assets
Pembayaran Aset Tahun Perolehan 2019			Payment of assets obtained in 2019
Pembelian aset tetap	29,639,836	2,886,800	Acquisition of fixed assets
Penambahan aset dalam pembangunan:			Additions construction in progress
Pembelian aset tetap	31,687,200	72,012,269	Acquisition of fixed assets
Utang usaha	20,549,147	12,565,324	Trade payable
Kapitalisasi Bunga	--	8,841,540	Interest capitalization
Persediaan - suku cadang	242,950	2,926,586	Inventories - spare parts
Total	52,479,297	96,345,719	Total
Pembayaran Aset Dalam Pembangunan Tahun Perolehan 2019			Payment of construction in progress obtained in 2019
Pembelian aset tetap	11,078,669	--	Acquisition of fixed assets

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	2020 Rp	2019 Rp	
Penambahan Aset Takberwujud			Addition of Intangible Assets
Pembelian aset takberwujud	--	1,853,177	Acquisition of intangible assets
Utang usaha	99,919,804	556,256	Trade payable
Persediaan - suku cadang	5,147,491	113,751,444	Inventories - spare parts
Total	105,067,295	116,160,877	Total
Reklasifikasi dari aset takberwujud dalam pembangunan	3,203,752	56,363,743	Reclassification from construction in progress
Subtotal	108,271,047	172,524,620	Subtotal
Pembayaran Aset Takberwujud Tahun Perolehan 2019			Payment of intangible assets obtained in 2019
Pembelian aset takberwujud	4,723,646	--	Acquisition of intangible assets
Penambahan Aset Takberwujud Dalam Pembangunan			Addition of construction in progress of intangible assets
Pembelian aset takberwujud	--	14,509,260	Acquisition of intangible assets
Utang usaha	113,400	5,905,540	Trade payable
Kapitalisasi Bunga	--	3,542,250	Interest capitalization
Total	113,400	23,957,050	Total
Pembayaran Aset Takberwujud Dalam Pembangunan Tahun Perolehan 2019			Payment of construction in progress obtained in 2019
Pembelian aset takberwujud	--	6,300,202	Acquisition of intangible assets

Rincian rekonsiliasi liabilitas untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Details of liabilities reconciliation for the years ended December 31, 2020 and 2019 are as follows:

	2020					
	Saldo Awal/ Beginning Balance	Arus Kas/ Cash Flow	Amortisasi/ Amortization	Penyesuaian PSAK 73/ Adjustment PSAK 73	Saldo Akhir/ Ending Balance	
Utang Jangka Panjang	1,486,585,817	124,275,764	(12,207,429)	--	1,598,654,152	Long Term Debt
Liabilitas Sewa	82,029,950	(66,818,477)	--	114,101,641	129,313,114	Lease Liabilities
Jumlah	1,568,615,767	57,457,287	(12,207,429)	114,101,641	1,727,967,266	Total
	2019					
	Saldo Awal/ Beginning Balance	Arus Kas/ Cash Flow	Amortisasi/ Amortization	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Utang Jangka Panjang	1,321,603,060	163,979,362	1,003,395	--	1,486,585,817	Long Term Debt
Liabilitas Sewa	109,715,561	(27,685,611)	--	--	82,029,950	Lease Liabilities
	1,431,318,621	136,293,751	1,003,395	--	1,568,615,767	

41. Manajemen Risiko Keuangan

Nilai wajar dari pinjaman dari Bank serta utang bunga dan denda ditentukan dengan mendiskontokan arus kas masa datang menggunakan suku bunga yang berlaku dari transaksi pasar yang dapat diamati untuk instrumen dengan persyaratan, risiko kredit dan jatuh tempo yang sama.

Perusahaan berpengaruh terhadap risiko pasar, risiko kredit, dan risiko likuiditas. Manajemen menerapkan manajemen risiko atas risiko-risiko tersebut dengan melakukan evaluasi atas risiko keuangan dan kerangka pengelolaan risiko keuangan yang tepat untuk Perusahaan dan entitas anak. Pengelolaan risiko tersebut memberikan keyakinan kepada manajemen bahwa aktivitas keuangan dikelola secara pruden sesuai kebijakan dan prosedur yang tepat dan risiko keuangan diidentifikasi, diukur dan dikelola sesuai dengan kebijakan dan *risk appetite*.

41. Financial Risk Management

The fair values of loans from the Bank as well as accrued interest and penalties are determined by discounting the future cash flows using prevailing interest rate of observable market transactions for an instrument with the same requirements, credit risk and maturity.

The Company got influenced to market risk, credit risk and liquidity risk. Management applies risk management for such risks by evaluating the financial risks and the appropriate financial risk governance framework for the Company and subsidiary. Such risk management provides assurance to management that prudent financial activities are managed according to appropriate policies and procedures and financial risks are identified, measured and managed in accordance with policies and risk appetite.

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Manajemen menerapkan kebijakan pengelolaan risiko-risiko sebagaimana dirangkum di bawah ini.

The Management applies policies of managing these risks which is summarized below.

Risiko Pasar

Risiko pasar adalah risiko nilai wajar arus kas masa depan suatu instrumen keuangan akan berfluktuasi karena perubahan harga pasar. Harga pasar mengandung tiga tipe risiko: risiko tingkat suku bunga, risiko nilai tukar mata uang asing dan resiko harga. Instrumen keuangan yang terpengaruh oleh risiko pasar termasuk kas dan setara kas, piutang usaha, piutang lain-lain, utang usaha, utang lain-lain, utang jangka panjang, dan beban akrual.

Market Risk

Market risk is the risk at fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprise three types of risk: interest rate risk, foreign currency risk, and price risk. Financial instruments affected by market risk included cash and cash equivalent, trade receivables, other receivables, trade payable, other payables, long-term payable, and accrued expenses.

Risiko Nilai Tukar Mata Uang Asing

Risiko nilai tukar mata uang asing adalah risiko perubahan nilai wajar arus kas di masa datang dari suatu instrumen keuangan yang berfluktuasi sebagai akibat perubahan nilai tukar mata uang asing yang digunakan oleh Perusahaan. Eksposur Perusahaan terhadap fluktuasi nilai tukar terutama berasal dari utang pengadaan barang dan jasa dalam mata uang USD, serta piutang dari penjualan ekspor dalam mata uang USD dan *cash* dalam mata uang asing.

Foreign Currency Risk

Foreign currency risk is a risk at fair value of future cash flows of a financial instrument fluctuates as a result of changes in foreign currency exchange rates used by the Company. Exposure of the Company against exchange rate fluctuations mainly derived from debt arise from the procurement of goods and services denominated in USD, as well as receivables from USD denominated export sales and cash on USD currency.

Eksposur risiko nilai tukar mata uang asing yang ada saat ini diungkapkan pada Catatan 39.

The current exposure risk of the foreign currency is disclosed in Notes 39.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat pertukaran mata uang asing terhadap Dollar Amerika Serikat, dengan asumsi variable lain konstan, dampak terhadap laba sebelum beban pajak penghasilan konsolidasian sebagai berikut:

The following table demonstrate the sensitivity to a reasonably possible change in the foreign currency against the US Dollar with all other variable held constant, with the effect to the consolidated income before corporate income tax expense as follows:

	2020 Rp	2019 Rp	
Dampak Terhadap Laba Sebelum Beban Pajak Penghasilan			<i>Effect on Income Before Income Tax</i>
Perubahan tingkat pertukaran terhadap USD (1%)	2,206	3,069	<i>Change in exchange rate against Rupiah (1%)</i>
Perubahan tingkat pertukaran terhadap USD (-1%)	(2,206)	(3,069)	<i>Change in exchange rate against Rupiah (-1%)</i>

Risiko Harga

Risiko harga adalah risiko fluktuasi nilai instrumen keuangan sebagai akibat perubahan harga pasar, terlepas dari apakah perubahan tersebut disebabkan oleh faktor-faktor spesifik dari instrumen individual atau penerbitnya atau faktor-faktor yang mempengaruhi seluruh instrument yang diperdagangkan di pasar.

Price Risk

Price risk is the fluctuate risk of a financial instrument value as a result of changes in market prices, whether those changes are caused by specific factors from the individual instrument or its factors affecting all instruments traded in the market.

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Perusahaan terkena dampak risiko harga yang terutama diakibatkan oleh pembelian batu bara yang merupakan komponen utama biaya produksi. Harga batu bara tersebut dipengaruhi oleh beberapa faktor, antara lain permintaan, pasokan, nilai tukar, dan cuaca. Dampak risiko harga tersebut mengakibatkan kenaikan biaya produksi. Perusahaan tidak serta merta dapat mengalihkan kenaikan harga tersebut kepada pelanggannya.

Kebijakan Perusahaan untuk meminimalkan risiko yang berasal dari fluktuasi harga batu bara adalah antara lain dengan mengadakan kontrak pembelian yang berjangka waktu 12 (dua belas) bulan atau kurang dan pembelian secara bersama antara Perusahaan dan kepada pemasok agar mendapatkan harga yang menguntungkan.

Risiko Suku Bunga atas Arus Kas

Risiko suku bunga atas arus kas merupakan suatu risiko dimana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Saat ini, Perusahaan dan entitas anak tidak mempunyai kebijakan formal untuk lindung nilai atas risiko suku bunga. Kebijakan yang diambil oleh manajemen dalam mengantisipasi risiko suku bunga yaitu dengan mengevaluasi secara periodik perbandingan suku bunga tetap terhadap suku bunga mengambang sejalan dengan perubahan suku bunga yang relevan di pasar. Manajemen juga melakukan survei di perbankan untuk mendapatkan perkiraan mengenai suku bunga yang relevan.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat suku bunga terhadap laba sebelum beban pajak penghasilan konsolidasian sebagai berikut:

	2020 Rp	2019 Rp	
Dampak Terhadap Laba Sebelum Beban Pajak Penghasilan			Effect on Income Before Income Tax
Perubahan tingkat pertukaran terhadap USD (1%)	13,478,144	11,764,617	Change in exchange rate against Rupiah (1%)
Perubahan tingkat pertukaran terhadap USD (-1%)	<u>(13,478,144)</u>	<u>(11,764,617)</u>	Change in exchange rate against Rupiah (-1%)

Risiko Kredit

Risiko kredit adalah risiko kerugian yang dihadapi Perusahaan sebagai akibat wanprestasi dari pihak ketiga. Pihak ketiga yang dimaksud yaitu distributor dan pihak lawan yang gagal memenuhi kewajiban kontraktual mereka.

Kebijakan manajemen dalam mengantisipasi risiko kredit yang timbul dari distributor adalah sebagai berikut:

The Company are effected by price risk that is mainly due to the purchase of coal which is the main component of production costs. The price of coal is influenced by several factors, including demand, supply, exchange rates, and weather. The impact of price risk caused the increasing of production costs. The Company may not directly shift these increasing price to its customers.

The Company and subsidiary policy to minimize risks arising from fluctuations in the price of coal is among other things entered into purchase contracts for a period of 12 (twelve) months or less and a joint purchase between the Company to suppliers in order to obtain favorable prices.

Cash Flows Interest Rate Risk

Interest rate risk on Cash flow represent a risk that the future cash flows of a financial instrument will fluctuate due to changes in market interest rate.

Currently, the Company and subsidiary do not have a formal policy to protect for interest rate exposures. Measures taken by management in anticipation of interest rate risk is to evaluate periodically comparing fixed rates to floating interest rates in line with relevant changes in interest rates in the market. Management also conducted a survey on banks to obtain an estimate of the relevant interest rate.

The following table demonstrate the sensitivity to a reasonably possible change in the interest rate to the consolidated income before corporate income tax expense as follows:

Credit Risk

Credit risk is the loss risk that occurs in the Company as the result of defaulted from third parties. The third parties are referred to the distributors and counter parties that fail to fulfill their contractual obligations.

Management policies in anticipation of this credit risk arose from the distributors are as follows:

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1. Perusahaan dan entitas anak hanya akan melakukan hubungan usaha dengan pihak ketiga yang diakui, kredibel dan bankable.
2. Mempunyai kebijakan untuk penjualan kredit dan semua pihak ketiga yang akan melakukan perdagangan secara kredit harus melalui prosedur verifikasi kredit.
3. Meminta kepada pihak ketiga yang akan melakukan perdagangan kredit dengan Perusahaan untuk memberikan jaminan berupa aset tetap, deposito berjangka atau bank garansi.
4. Memberikan batasan atau plafon kepada pihak ketiga yang akan melakukan perdagangan kredit dengan Perusahaan dan entitas anak sebesar jaminannya.
5. Melakukan pemantauan atas jumlah piutang dan memaksimalkan penjualan secara tunai secara terus menerus untuk mengurangi risiko piutang tidak tertagih.

Perusahaan dan entitas anak meminimalkan risiko kredit aset keuangan seperti kas setara kas dengan mempertahankan saldo kas minimum dan memilih bank yang berkualitas untuk penempatan dana.

Eksposur maksimum risiko kredit adalah sebesar nilai tercatat sebagaimana diungkapkan pada catatan 4 dan 6. Tidak ada risiko kredit yang terpusat secara signifikan.

Risiko Likuiditas

Risiko likuiditas adalah suatu risiko yang dapat terjadi dimana pendapatan jangka pendek tidak dapat menutupi pengeluaran jangka pendek.

Mengingat bahwa kebutuhan dana Perusahaan dan entitas anak ini cukup signifikan sebagai akibat dari meningkatnya aktivitas pengembangan atau perluasan bisnis, maka dalam mengelola risiko likuiditas, Perusahaan terus menerus memantau dan menjaga tingkat kas dan setara kas agar memadai untuk membiayai kebutuhan operasional Perusahaan dan entitas anak.

Selain itu, Perusahaan dan entitas anak juga secara rutin mengevaluasi proyeksi arus kas untuk mengatasi dampak dari fluktuasi arus kas, termasuk jadwal jatuh tempo liabilitas jangka panjang dan terus menelaah kondisi pasar keuangan untuk inisiatif penempatan dan penggalangan dana yang meliputi pinjaman bank, penerbitan ekuitas pasar modal dan ekuitas utang.

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1. *The Company and subsidiary will only conduct business relationships with third parties who are recognized, credible and bankable.*
2. *Have a policy for credit sales and all third parties who will make credit trade have to go through credit verification procedures.*
3. *Request to third parties who will do the credit trade with the Company to provide collateral in the form of fixed assets, time deposit or bank guarantee.*
4. *Provide limits or plafond to a third party who will take credit trade with the Company and subsidiary at amount of their guarantees.*
5. *Monitor the amount of receivables on an ongoing basis and maximize cash sales to reduce the risk of doubtful accounts.*

The Company and subsidiary minimize credit risks financial assets such as cash and cash equivalent by maintaining minimum cash balance and select qualified bank for the funds placement.

The maximum exposure to the credit risk is represented by the carrying amount as shown in notes 4 and 6. There is no significant concentration of credit risk.

Liquidity Risk

Liquidity risk is a risk that occurs when short-term revenue cannot cover short-term expenditure.

Consideration that funding requirements of the Company and subsidiary are currently significant as a result of increased activity of development or expansion of business, then in managing liquidity risk, the Company and subsidiary continue to monitor and maintain levels of adequacy of cash and cash equivalents to finance the operational needs of the Company and subsidiary.

In addition, the Company also regularly evaluate cash flow projections and actual cash to cope with the impact of fluctuations in cash flow, including the maturity schedule of long-term liabilities and continue to examine the condition of financial markets to placement and fund-raising initiatives, including bank loans, issuance of equity and debt securities.

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Tabel berikut ini menunjukkan profil jangka waktu pembayaran liabilitas Perusahaan dan entitas anak berdasarkan pembayaran dalam kontrak.

The table below summarizes the maturity profile of the Company and subsidiary financial liabilities based on contractual payments.

2020				
Belum Jatuh Tempo/ Not Yet Due Rp	Telah Jatuh Tempo/ Past Due Rp	Penurunan Nilai/ Impairment Rp	Total Rp	
<u>Pinjaman yang Diberikan dan Piutang</u>				<u>Loans and Receivables</u>
Kas dan Setara Kas	362,469,101	--	362,469,101	Cash and Cash Equivalent
Kas yang Dibatasi Penggunaannya	--	29,268,545	29,268,545	Restricted Cash
Piutang Usaha	129,239,731	402,596,427	448,486,432	Trade Receivables
Piutang Lain-Lain	6,289,651	2,537,471	8,799,756	Other Receivables
Total	497,998,483	434,402,443	849,023,834	Total
2019				
Belum Jatuh Tempo/ Not Yet Due Rp	Telah Jatuh Tempo/ Past Due Rp	Penurunan Nilai/ Impairment Rp	Total Rp	
<u>Pinjaman yang Diberikan dan Piutang</u>				<u>Loans and Receivables</u>
Kas dan Setara Kas	185,648,846	--	185,648,846	Cash and Cash Equivalent
Kas yang Dibatasi Penggunaannya	--	16,694,485	16,694,485	Restricted Cash
Piutang Usaha	111,236,207	377,454,365	480,633,738	Trade Receivables
Piutang Lain-Lain	1,024,614	2,045,015	3,069,629	Other Receivables
Total	297,909,667	396,193,865	686,046,698	Total

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham.

The primary objective of the Company capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value.

Perusahaan disyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman. Persyaratan permodalan eksternal tersebut telah dipenuhi oleh entitas terkait pada tanggal 31 Desember 2020 dan 2019. Selain itu, Perusahaan juga dipersyaratkan oleh Undang-undang No. 40 Tahun 2007 tentang Perusahaan Terbatas, efektif sejak tanggal 16 Agustus 2007, untuk mengalokasikan sampai dengan 20% dari modal saham diterbitkan dan dibayar penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut telah dipertimbangkan oleh Perusahaan serta telah diputuskan pada Rapat Umum Pemegang Saham ("RUPS").

The Company are required under their respective loan agreements to maintain the level of existing share capital. This externally imposed capital requirement has been complied with by the relevant entities as of December 31, 2020 and 2019. In addition, the Company are also required by the Law No. 40 Year 2007 regarding Limited Liability Entities, effective August 16, 2007, to allocate and maintain a non-distributable reserve fund until the said reserve reaches 20% of the issued and fully paid share capital. This externally imposed capital requirements are considered by the Company and decided at the Annual General Meeting of Shareholders ("RUPS").

Perusahaan mengelola struktur permodalan dan melakukan penyesuaian, bila diperlukan, berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Perusahaan dapat menyesuaikan pembayaran dividen kepada pemegang saham, menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman. Tidak ada

The Company manage their capital structure and makes adjustments, if necessary, in line with the changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, issue new shares or raise debt financing. No changes were made in the objectives, policies or processes during the

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perubahan atas tujuan kebijakan maupun proses selama periode yang berakhir pada tanggal 31 Desember 2020 dan 2019.

Perusahaan mengawasi modal dengan menggunakan rasio pengungkit (*gearing ratio*), dengan membagi total pinjaman berdampak bunga dengan total ekuitas yang dapat diatribusikan kepada pemilik entitas induk. Kebijakan Perusahaan adalah menjaga rasio pengungkit dalam kisaran dari perusahaan terkemuka di Indonesia untuk mengamankan akses terhadap pendanaan pada biaya yang rasional. Termasuk dalam total pinjaman berdampak bunga adalah pinjaman bank jangka pendek, pinjaman bank jangka panjang dan liabilitas sewa pembiayaan.

Rasio pengungkit pada tanggal dan 31 Desember 2020 dan 2019 adalah sebagai berikut:

	2020 Rp	2019 Rp	
Pinjaman Bank	1,613,900,000	1,489,624,237	<i>Bank Loans</i>
Liabilitas Sewa Pembiayaan	129,313,114	82,029,950	<i>Finance Lease Liabilities</i>
Total Pinjaman yang Berdampak Bunga	1,743,213,114	1,571,654,187	<i>Total Interest Bearing Loans</i>
Total Ekuitas	3,407,888,607	3,482,293,092	<i>Total Equity</i>
Rasio Pengungkit (x)	0.512	0.451	<i>Gearing Ratio (x)</i>

period ended December 31, 2020 and 2019.

The Company monitors its capital using gearing ratios, by dividing interest bearing loan to total equity attributable to equity holders of the parent entity. The Company's policy is to maintain its gearing ratio within the range of gearing ratios of the leading companies in Indonesia in order to secure access to finance at a reasonable cost. Including in interest bearing loan are short-term bank loans and long-term bank loans and finance lease liabilities.

The gearing ratios as of December 31, 2020 and 2019 are as follow:

42. Informasi Segmen

Segmen Geografis

Tabel berikut menunjukkan distribusi dari aset, pengeluaran modal dan pendapatan Perusahaan dan entitas anak berdasarkan segmen geografis:

	2020 Rp	2019 Rp	
Aset			Assets
Sumatera Selatan	5,647,527,207	5,466,152,687	<i>South Sumatera</i>
Jambi	76,571,923	73,280,710	<i>Jambi</i>
Lampung	11,670,437	29,973,534	<i>Lampung</i>
Jakarta	1,405,993	1,863,273	<i>Jakarta</i>
Jumlah Aset	5,737,175,560	5,571,270,204	<i>Total Assets</i>

42. Segment Information

Geographical Segments

The following table shows the distribution of the Company and subsidiary assets, capital expenditures and revenue by geographical segment:

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	2020 Rp	2019 Rp	
Pendapatan			Revenue
Pasar Basis			Basis Market
Sumatera Selatan	1,034,072,170	1,377,976,543	South Sumatera
Lampung	490,693,192	419,915,527	Lampung
	<u>1,524,765,362</u>	<u>1,797,892,070</u>	
Pasar Non Basis			Non-Basis Market
Jambi	108,563,898	131,441,040	Jambi
Bengkulu	53,027,273	37,916,145	Bengkulu
Bangka Belitung	4,809,576	7,601,460	Bangka Belitung
Kalimantan	5,376,263		Kalimantan
	<u>171,777,010</u>	<u>176,958,645</u>	
Jumlah Penjualan Semen	<u>1,696,542,372</u>	<u>1,974,850,715</u>	Total Sales of Cement
Penjualan Terak			Sales of Clinker
Bengkulu	--	14,443,412	Bengkulu
Lampung	--	--	Lampung
	<u>--</u>	<u>14,443,412</u>	Total Sales of Clinker
Penjualan White Clay			Sales of White Clay
Sumatera Selatan	19,623,920	3,172,165	South Sumatera
	<u>19,623,920</u>	<u>3,172,165</u>	Total Sales of White Clay
Jasa Angkutan dan Lainnya			Transportation Services and Others
Sumatera Selatan	5,740,858	7,050,479	South Sumatera
	<u>5,740,858</u>	<u>7,050,479</u>	Total Transportation services and Others
Jumlah Pendapatan	<u><u>1,721,907,150</u></u>	<u><u>1,999,516,771</u></u>	Total Revenue

43. Kontijensi

a. Klaim Kerusakan Gear Box Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI)

Grup melakukan kerjasama pembangunan pabrik Baturaja II (BTA II) dengan Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI) pada tahun 2015. Pabrik BTA II selesai dibangun dan mulai beroperasi pada tahun 2017.

Pada 29 Maret 2019, muncul indikasi kerusakan pada gear box di pabrik BTA II. Terkait kerusakan tersebut, Grup mengajukan klaim sebesar Rp25 miliar pada tanggal 28 Agustus 2019.

Hasil korespondensi pada tanggal 29 September 2020 TCDRI menyatakan hanya bersedia membayar sebesar Rp12,1 miliar dari total pengajuan klaim. Maka pada tanggal 5 Oktober 2020 Perusahaan menyatakan bersedia menerima pembayaran Rp12,1 miliar, namun Perusahaan akan tetap akan menagih sisa dari total klaim yang diajukan.

43. Contingencies

a. Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI) Gear Box Damage Claims

The Group cooperated in the construction of the Baturaja II (BTA II) factory with Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI) in 2015. The BTA II factory was completed and started operations in 2017.

On March 29, 2019, there were indications of damage to the gear box at the BTA II factory. In relation to these damages, the Group submitted a claim amounting to Rp25 billion on August 28, 2019.

The results of correspondence on September 29, 2020, TCDRI stated that they were only willing to pay Rp12,1 billion of the total claim submission. So on October 5, 2020, the Company stated that it was willing to accept the payment of Rp12,1 billion, but would still collect the remainder of the total claim submitted.

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b. Peninjauan Kembali Kasus Pajak Kurang Bayar oleh Direktorat Jenderal Pajak (DJP) terhadap SMBR di Mahkamah Agung

Perbedaan dalam interpretasi Direktorat Jenderal Pajak (DJP) atas Perjanjian antara Perusahaan dengan PT Kereta Api Indonesia (Persero) menurut DJP merupakan Sewa dan Penghasilan Lain. Sedangkan menurut PT Semen Baturaja (Persero) Tbk adalah perjanjian angkutan Batubara dan Klinker serta material lainnya tersebut adalah Jasa Angkutan.

Atas perbedaan interpretasi tersebut, DJP menerbitkan SKPKB PPh 23 yang dikirimkan ke Grup perihal Penolakan atas Keberatan yang diajukan oleh SMBR untuk tahun pajak Januari 2010 - Desember 2012.

Terhadap Keputusan tersebut, Grup mengajukan Banding ke Pengadilan Pajak, dan pada 13 Maret 2017 Pengadilan Pajak mengabulkan seluruh permohonan Banding PT Semen Baturaja (Persero) Tbk terhadap 36 surat keputusan dari DJP.

DJP telah mengajukan Permohonan Peninjauan Kembali ke Mahkamah Agung atas Keputusan Pengadilan Pajak tersebut. Saat ini, proses tersebut masih berlangsung selama tahun 2020.

Dalam permasalahan ini SMBR menunjuk AHRP Law Firm sebagai Kuasa Hukum SMBR.

44. Dampak dari Pandemi Covid-19

Pada awal tahun 2020, Badan Nasional Penanggulangan Bencana Republik Indonesia mengumumkan berlakunya "Status Keadaan Tertentu Darurat Bencana Wabah Penyakit Akibat Virus Corona" setelah ditemukannya beberapa orang yang teridentifikasi terpapar virus corona (Covid-19). Kondisi darurat ini, bersamaan dengan situasi perekonomian global yang terdampak pandemi Covid-19, menyebabkan penurunan perekonomian dalam negeri di awal tahun 2020, yang antara lain ditandai dengan melemahnya nilai tukar rupiah dan menurunnya harga-harga sekuritas di pasar modal. Dampak pelemahan nilai tukar Rupiah terhadap USD tidak berdampak signifikan namun berpotensi meningkatkan biaya produksi karena mayoritas bahan baku dibeli

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b. Review of Underpayment Tax Cases by the Directorate General of Taxes (DGT) against SMBR at the Supreme Court

The difference in the interpretation of the Directorate General of Taxes (DGT) on the agreement between the Company and PT Kereta Api Indonesia (Persero) according to the DGT constitutes Rent and Other Income. Meanwhile, according to Group the agreement for the transportation of Coal and Clinker and other materials is transportation services.

Due to this difference in interpretation, the DGT issued SKPKB PPh 23 which was sent to the Group regarding the Rejection of Objections submitted by SMBR for the fiscal year January 2010 - December 2012.

Against this decision, the Group submitted an Appeal to the Tax Court, and on March 13, 2017 the Tax Court granted all Appeals from Group 36 decrees from the DGT.

DGT has submitted an Application for Reconsideration to the Supreme Court on the Tax Court Decision. Currently, this process is still ongoing during 2020.

In this matter SMBR appointed AHRP Law Firm as SMBR's Attorney.

44. Impact of Covid-19 Pandemic

In early 2020, National Agency for Disaster Management of the Republic of Indonesia announced the enactment of "the Specific Emergency Disasters Corona Virus Outbreak Status" after the discovery of several people who were identified as being affected by the corona virus (Covid-19). This emergency condition, together with the global economic situation affected by the Covid-19 pandemic, caused a downturn in the domestic economy in early 2020, which was characterized by a weakening of the rupiah exchange rate and a decline in the prices of securities on the capital market. The impact of the weakening of the Rupiah against the USD is not significantly affected but has the potential to increase production costs because the majority of raw materials are purchased in USD and foreign

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dalam USD dan kerugian selisih kurs yang dapat berdampak pada penurunan laba Grup. Rincian saldo aset dan liabilitas dalam mata uang asing pada posisi 31 Desember 2020 dapat dilihat di catatan 39. Grup tidak memiliki dampak atas menurunnya harga-harga sekuritas di pasar modal karena tidak memiliki transaksi tersebut per tanggal posisi keuangan.

Lebih lanjut, bisnis operasi Grup menjadi terhambat dan penjualan Perusahaan pada semester I tahun 2020, karena adanya pembatasan oleh pemerintah daerah seperti pembatasan jam operasional toko-toko, penghentian atau penangguhan proyek-proyek, anggaran infrastruktur dialihkan ke dana penanggulangan covid-19. Grup telah melakukan berbagai upaya dengan melakukan rasionalisasi pegawai *outsourcing* dan melakukan efisiensi biaya yang tidak mempengaruhi produksi sesuai dengan RKAP.

Terkait dengan eksposur keuangan, Grup melakukan pengendalian likuiditas perusahaan dengan menerapkan strategi *Cash Planning*. Sejak akhir tahun 2019 perusahaan fokus pada peningkatan piutang yang memungkinkan perusahaan membangun posisi kas yang kuat dan kerjasama dengan pihak perbankan untuk memperpanjang tempo pembayaran ke vendor melalui fasilitas *Supply Chain Financing*.

Manajemen berkeyakinan bahwa pandemi Covid-19 saat ini memiliki dampak yang tidak material terhadap kinerja usaha Perusahaan.

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exchange losses can result in a decrease in Group profit. Balances of foreign exchange assets and liabilities as at December 31, 2020 is shown in note 39. The Group did not experience an impact on decline in the prices of securities on the capital market since no such transactions exist as of the financial position date.

Furthermore, the Group's business operations were hampered and company's sales in the first half of 2020, due to restriction on operating hours of shops, termination or suspension of projects, the infrastructure budget was diverted to covid 19 countermeasures funds. The Group has made various efforts by rationalizing outsourcing employees and conducting cost efficiency that does not affect production in accordance with RKAP.

Related to the financial exposure, the Group controls the company's liquidity by implementing Cash Planning strategy. Since the end of 2019, the company has focused on increasing account receivables which allows the company to build a strong cash position and cooperation with banks to extend the payment maturity to vendors through the Supply Chain Financing facility.

The management believes that the pandemic Covid-19 at this time has an immaterial impact on the Company business performance.

45. Peristiwa Setelah Periode Pelaporan

a. Perubahan Komite Audit

Berdasarkan Keputusan Menteri BUMN No. SK-01/DK-SB/1/2021 tanggal 29 Januari 2021 menyatakan pemberhentian dan pengangkatan anggota komite audit Grup PT Semen Baturaja (Persero) Tbk, memutuskan:

- Memberhentikan dengan hormat Sdr. Harsi Romli sebagai Anggota Komite Audit PT Semen Baturaja (Persero) Tbk yang diangkat berdasarkan Keputusan Dewan Komisaris Grup PT Semen Baturaja (Persero) Tbk Nomor: SK-01/DK-SB/1/2018 tanggal 1 Februari 2018;

45. Events After Reporting Date

a. Changes to the Audit Committee

In Accordance with the Decree of State-owned Enterprise No. SK-01/DK-SB/1/2021 dated January 29, 2021 states the dismissal and appointment of the members of audit committee of PT Semen Baturaja (Persero) Tbk, decides:

- *Dismissed with respect Mr. Harsi Romli as a member of the Audit Committee of PT Semen Baturaja (Persero) Tbk who was appointed based on the decree of the Board of commissioners of PT Semen Baturaja (Persero) Tbk Number: SK-01/DK-SB/1/2018 dated February 1, 2018;*

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- Mengangkat Sdr. Muhammad Imran sebagai Anggota Komite Audit Grup PT Semen Baturaja (Persero) Tbk;
- Masa jabatan Anggota Komite Audit yang diangkat tersebut pada Diktum Kedua adalah (tiga) tahun dengan tidak mengurangi hak dan kewenangan Dewan Komisaris untuk memberhentikannya sewaktu-waktu;
- Kepada anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris diberikan honorarium sebesar Rp12.500.000; dan
- Keputusan ini berlaku terhitung mulai tanggal 1 Februari 2021 dan apabila terdapat kekeliruan di dalamnya, akan diadakan perbaikan sebagaimana mestinya.

Dengan berikut susunan dewan komisaris dan direksi Perusahaan menjadi sebagai berikut:

	2020	2019	
Komite Audit			Audit Committee
Ketua	Darusman Mawardi	Darusman Mawardi	Chairman
Anggota	Mansyursyah Nasution	Harsi Romli	Member
Anggota	Harsi Romli	Enggun Purwoko	Member

b. Penandatanganan perjanjian kredit

Pada tanggal 16 Februari 2021, PT Semen Baturaja (Persero) Tbk menandatangani Akta Adendum I Perjanjian Kredit Sindikasi No. 13 dan Akta Perjanjian Line Fasilitas Sindikasi Pembiayaan Musyarakah Mutanaqisah No. 15 di Jakarta dimana PT Semen Baturaja (Persero) Tbk menerima Fasilitas Sindikasi dari Bank Negara Indonesia, Bank Pembangunan Daerah Jawa Barat dan Banten, Bank Pembangunan Daerah Sumsel Babel, Bank Pembangunan Daerah Maluku Malut, dan Bank Pembangunan Daerah Bengkulu, Bank Mega dan Bank Mega Syariah dengan nilai total sebesar Rp1.700.000.000 dengan jangka waktu 132 (seratus tiga puluh dua) bulan sejak tanggal 13 Agustus 2020 dengan bunga sebesar 9,45%.

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- To appoint Mr. Muhammad Imran as a member of the Company's Audit Committee of PT Semen Baturaja (Persero) Tbk;
- The term of office of the Audit Committee members appointed at the Second Dictum is (three) years without prejudice to the rights and authority of the Board of Commissioners to dismiss them at any time;
- Members of the Audit Committee who are not members of the Board of Commissioners are given an honorarium of Rp12,500,000; and
- This decision will take effect from February 1, 2021 and if there is an error in it, it will be corrected accordingly.

Therefore the composition of the Company's board of commissioners and directors are as follows:

b. Signing of a credit agreement

On February 16, 2021, PT Semen Baturaja (Persero) Tbk signed the Deed of Addendum I to the Syndicated Credit Agreement No. 13 and the Deed of Agreement Line for Musyarakah Mutanaqisah Financing Facility No. 15 in Jakarta where PT Semen Baturaja (Persero) Tbk received Syndication Facilities from Bank Negara Indonesia, Bank Pembangunan Daerah Jawa Barat dan Banten, Bank Pembangunan Daerah Sumsel Babel, Bank Pembangunan Daerah Maluku Malut, and Bank Pembangunan Daerah Bengkulu, Bank Mega and Bank Mega Syariah with a total value of Rp1,700,000,000 with a term of 132 (one hundred and thirty two) months starting August 13, 2020 with an interest of 9.45%.

**46. Tanggung Jawab Manajemen dan
Persetujuan Atas Laporan Keuangan**

Manajemen Grup bertanggung jawab atas penyusunan laporan keuangan yang telah diselesaikan pada tanggal 22 Februari 2021.

47. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

DSAK-IAI telah menerbitkan beberapa standar baru, amandemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2020.

Amandemen standar berikut efektif untuk periode yang dimulai pada atau setelah tanggal 1 Juni 2020, dengan penerapan dini diperkenankan yaitu:

- PSAK 73 (Amandemen 2020): Sewa tentang Konsesi Sewa terkait Covid-19.

Standar baru dan amandemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2021, dengan penerapan dini diperkenankan yaitu:

- PSAK 112: Akuntansi Wakaf;
- PSAK 22 (Amendemen 2019): Kombinasi Bisnis tentang Definisi Bisnis;
- PSAK 110 (Penyesuaian 2020): Akuntansi Sukuk;
- PSAK 111 (Penyesuaian 2020): Akuntansi Wa'd; dan
- Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, Amendemen PSAK 62 dan Amendemen PSAK 73 tentang Reformasi Acuan Suku Bunga – Tahap 2.

Amandemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 22: Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual; dan
- Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Memberatkan - Biaya Memenuhi Kontrak.

46. Management Responsibility and Approval Of Financial Statements

The management of the Group are responsible for the preparation of financial statements that was completed on February 22, 2021.

47. New Accounting Standard and Interpretation of Standard which Has Issued but Not Yet Effective

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on January 1, 2020.

Amendments to standard effective for periods beginning on or after June 1, 2020, with early adoption is permitted is:

- *PSAK 73 (Amendment 2020): Leases regarding Rent Concessions related to Covid-19.*

New standards and amendment to standards which effective for periods beginning on or after January 1, 2021, with early adoption is permitted, are as follows:

- *PSAK 112: Accounting for Endowments;*
- *PSAK 22 (Amendment 2019): Business Combinations regarding Definition of Business;*
- *PSAK 110 (Improvement 2020): Accounting for Sukuk;*
- *PSAK 111 (Improvement 2020): Accounting for Wa'd; and*
- *Amendment PSAK 71, Amendment PSAK 55, Amendment PSAK 60, Amendment PSAK 62, and Amendment PSAK 73 regarding Interest Rate Benchmark Reform – Phase 2.*

Amendment to standards which effective for periods beginning on or after January 1, 2022, with early adoption is permitted, are as follows:

- *Amendments PSAK 22: Business Combinations regarding Reference to Conceptual Frameworks; and*
- *Amendments PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets regarding Aggravating Contracts - Contract Fulfillment Costs.*

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Standar baru yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 74: Kontrak Asuransi.

Hingga tanggal laporan keuangan ini diotorisasi, Grup masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amandemen standar dan interpretasi standar tersebut.

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New standards which effective for periods beginning on or after January 1, 2022, with early adoption is permitted, are as follows:

- *PSAK 74: Insurance Contract.*

Until the date of the financial statements is authorized, the Group is still evaluating the potential impact of the adoption of new standards, amendments to standards and interpretations of these standards.

2020

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RISING TO THE CHALLENGE

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**PT SEMEN BATURAJA
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