



ENERGIZING FOR A GREENER FUTURE

2022

Laporan Keberlanjutan
Sustainability Report

PT INDOCEMENT TUNGGAL PRAKARSA Tbk.



ENERGIZING FOR A GREENER FUTURE



“*Energizing for a Greener Future*” menekankan upaya kami untuk beralih pada bentuk produksi material yang lebih berkelanjutan. Melalui penggunaan sumber bahan bakar alternatif, langkah-langkah efisiensi energi, dan praktik berkelanjutan lainnya, Indocement berupaya mengurangi dampak lingkungan serta membuka jalan untuk masa depan yang lebih ramah lingkungan dan berkelanjutan. Kami juga membangun gagasan bahwa transisi ini dapat menjadi perubahan yang menarik dan positif bagi semua pemangku kepentingan, terutama karyawan, komunitas, dan mitra kami. Perubahan ini menjadi cara kami untuk terus meningkatkan kualitas lingkungan sambil tetap memenuhi kebutuhan material bagi masyarakat.

“*Energizing for a Greener Future*” emphasizes our efforts of transitioning towards more sustainable forms of material production. Through the use of alternative fuel sources, energy efficiency measures, and other sustainable practices, Indocement seeks to reduce its environmental impact and pave the way for a more environmentally friendly and sustainable future. We also build the idea of this transition can be an exciting and positive change for all stakeholders, especially our employees, communities and partners. This change becomes our way to improve the quality of the environment while still meeting the material needs of society.

SANGGAHAN DAN BATASAN TANGGUNG JAWAB

Disclaimer and Limit of Liability

PT Indocement Tunggal Prakarsa Tbk. (Indocement atau Perseroan) menyusun Laporan Keberlanjutan 2022 yang berisi data dan informasi kinerja keberlanjutan pada aspek ekonomi, lingkungan, sosial, dan tata kelola Perseroan. Laporan ini juga berisi pernyataan-pernyataan pandangan ke depan (*forward looking statements*) Perseroan seperti target, harapan, perkiraan, estimasi, atau proyeksi yang akan datang.

Perseroan menyadari adanya risiko ketidakpastian akibat adanya perubahan ekonomi, politik nasional dan regional, perubahan nilai tukar valuta asing, perubahan harga, permintaan dan penawaran di pasar komoditas, perubahan kompetisi Perseroan, perubahan undang-undang atau peraturan serta prinsip-prinsip akuntansi, serta perubahan-perubahan asumsi lainnya. Oleh sebab itu, sejalan dengan penerapan tata kelola yang baik, Perseroan mengingatkan kepada pembaca bahwa tidak ada jaminan pandangan ke depan tersebut dapat dipenuhi sepenuhnya.

Tabel dan grafik pada Laporan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar kaidah bahasa Inggris dan Indonesia, sesuai konteksnya.

Untuk memudahkan pemangku kepentingan, Laporan Keberlanjutan ini tersedia dalam versi digital di laman <https://indocement.co.id/Investor/Laporan-dan-Presentasi/Laporan-Keberlanjutan>. Indocement juga mengundang para pembaca untuk menyampaikan pertanyaan dan saran melalui: [2-3]

PT Indocement Tunggal Prakarsa Tbk. (Indocement or the Company) has compiled the Sustainability Report 2022 covering data and information on sustainability performance in economic, environmental, social, and corporate governance aspects. The report also contains the Company's forward-looking statements, such as targets, expectations, predictions, estimates, or upcoming projections.

The Company realizes that there is a risk of uncertainty due to the changes in the economy, national and regional politics, exchange rates of foreign currencies, prices, supply and demand in commodity markets, competition between companies, amendments to laws and regulations, accounting principles, as well as changes in other assumptions. Therefore, in line with the implementation of good corporate governance, the Company would like to remind the readers that there is no guarantee that the forward-looking statements can be fully met.

The tables and charts in this Report present numerical data, and they are written following Indonesian grammatical rules. The numerical presentation in the text uses standards of English and Indonesian grammatical rules according to their respective context.

In order to make it convenient for stakeholders, this Sustainability Report is available in digital version on the following page <https://indocement.co.id/Investor/Laporan-dan-Presentasi/Laporan-Keberlanjutan>. Indocement also invites the readers to ask questions and send suggestions through: [2-3]



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Director and Corporate Secretary

Gadang Wardono
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SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2022 PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

Statement of Members of Board of Commissioners on the Responsibility for
the 2022 Sustainability Report of PT Indocement Tunggol Prakarsa Tbk.

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Indocement Tunggol Prakarsa Tbk. tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan tersebut.

Demikian pernyataan ini dibuat dengan sebenarnya.

We the undersigned, state that all information in the Sustainability Report of PT Indocement Tunggol Prakarsa Tbk. for the year 2022 are presented in its entirety and we are fully responsible for the correctness of the contents in the Sustainability Report.

This statement is hereby made in all truthfulness.

Dewan Komisaris Board of Commissioners

Jakarta, 14 April 2023



KEVIN GERARD GLUSKIE

Komisaris Utama
President Commissioner



TEDY DJUHAR

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



SIMON SUBRATA

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



FRANCISCUS WELIRANG

Komisaris Independen
Independent Commissioner



DR. LORENZ NÄGER

Komisaris
Commissioner



JUAN FRANCISCO DEFALQUE

Komisaris
Commissioner



RENÉ SAMIR ALDACH

Komisaris
Commissioner

SURAT PERNYATAAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2022 PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

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This statement is hereby made in all truthfulness.

Direksi

Board of Directors

Jakarta, 14 April 2023

CHRISTIAN KARTAWIJAYA

Direktur Utama
President Director

BENNY SETIAWAN SANTOSO

Wakil Direktur Utama
Vice President Director

HASAN IMER

Direktur
Director

RAMAKANTA BHATTACHARJEE

Direktur
Director

TROY DARTOJO SOPUTRO

Direktur
Director

DAVID JONATHAN CLARKE

Direktur
Director

OEY MARCOS

Direktur
Director

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IKHTISAR KINERJA KEBERLANJUTAN

Sustainability Performance Highlights

Uraian Description	Satuan Unit	2022	2021	2020
Mempertahankan Ekonomi yang Berkelanjutan Maintaining a Sustainable Economy				
Volume Penjualan Sales Volume	Juta Ton Million Tons	17.586	17.960	17.108
Pendapatan Netto Net Revenues	Miliar Rupiah Billion Rupiah	16.328	14.772	14.184
Laba Tahun Berjalan Profit for the Year		1.842	1.788	1.806
Produksi semen ramah lingkungan (PCC, PPC, Slag dan Hidraulic) Green cement production (PCC, PPC, Slag and Hydraulic)	Juta Ton Million Tons	13,31	13,44	12,73
Mengelola Lingkungan untuk Masa Depan yang Lebih Baik*** Managing Environment for Better Future***				
Intensitas Emisi dari Proses Kalsinasi dan Pembakaran (Bruto) Emission Intensity from Calcination and Burning Process (Gross)	Ton CO ₂ eq/Ton Semen Ekuivalen Ton CO ₂ eq/Ton Equivalent Cement	0,571	0,582	0,592
Intensitas Emisi* (Bruto) Emission Intensity* (Gross)		0,587	0,606	0,623
Pengurangan Emisi (Baseline 1990) Emission Reduction (Baseline 1990)	%	32,1	30,2**	28,8**
Intensitas Energi Energy Intensity	GJ/Ton Semen Ekuivalen GJ/Ton Equivalent Cement	2,65	2,63	2,62
Efisiensi Penggunaan Energy (Baseline 2013) Energy Use Efficiency (Baseline 2013)	%	10,8	11,7	11,9
Rehabilitasi Lahan Terganggu Disrupted Land Rehabilitation	Batang Pohon Trees	39.020	34.477	34.377
Intensitas Penggunaan Air Water Use Intensity	m ³ /Ton <i>Clinker</i>	0,27	0,29	0,26
Efisiensi Penggunaan Air (Baseline 2015) Water Use Efficiency (Baseline 2015)	%	8,5	2,0	10,3
Limbah B3 Hazardous and Toxic Waste	Ton Tons	12.194	15.059	6.905
Pemanfaatan Limbah B3 sebagai Bahan Bakar dan Bahan Baku Alternatif Utilization of Hazardous and Toxic Waste as Alternative Fuel and Raw Material	%	98	98	95
Limbah Non-B3 Non-Hazardous and Toxic Wastes	Ton Tons	657	9.722	1.321
Pemanfaatan Limbah Non-B3 sebagai Kompos dan Bahan Bakar Alternatif Utilization of Non-Hazardous and Non-Toxic Waste as Compost and Alternative Fuel	%	99	99	99

Keterangan | Notes:

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

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

***Pernyataan kembali | Restatement [2-4]

***Data tanpa Grup Bosowa | Data exclude Bosowa Group

Uraian Description	Satuan Unit	2022	2021	2020
Melindungi Karyawan Kami dan Komunitas Taking Care of Our Employees and Communities				
Jumlah Kecelakaan Kerja Perseroan dan Kontraktor Number of Occupational Accidents at the Company and Contractors	Kejadian Cases	7	13	13
Jumlah Kasus Silikosis Number of Silicosis Cases	Orang People	0	0	0
Rata-rata Jam Pelatihan Karyawan Average Employee Training Hours	Jam Hours	47,9	39,4	25,7
Penyerapan Tenaga Kerja Lokal Use of Local Workforce	Orang People	3.336	3.441	3.590
Realisasi Dana Pengembangan Masyarakat Realization of Community Development Fund	Rp Miliar Rp Billion	13,1	12,6	14,2
Realisasi Biaya Lingkungan Hidup Realization of Environmental Cost	Rp Miliar Rp Billion	257.637	252.812	227.165
Jumlah Kegiatan Pemberdayaan Masyarakat Number of Community Empowerment Activities	Kegiatan Activities	878	916	545
Jumlah <i>Local Hero</i> Number of Local Heroes	Orang People	61	61	61
Tata Kelola Perseroan Corporate Governance				
Hasil Penilaian GCG* GCG Assessment Results	Skor maksimal 100 Maximum score 100	85,10	85,27	-*

*Pada tahun 2020, tidak diadakan penilaian GCG assessment.
In 2020, there is no GCG assessment.

PENGHARGAAN KEBERLANJUTAN

Sustainability Awards

Penghargaan Award	Pemberi Penghargaan Organizer
<p>Penghargaan Subroto Bidang Efisiensi Energi Inovasi Khusus Manajemen Energi (Pengoptimalan Pemakaian <i>Spent Bleaching Earth</i> [SBE] sebagai Bahan Bakar Alternatif di Plant 11 Pabrik Citeureup dengan Metodologi <i>Six Sigma</i>)</p> <p>Subroto Award for Energy Efficiency Particular Energy Management Innovation (Optimizing the Use of Spent Bleaching Earth [SBE] as an Alternative Fuel at Plant 11 Citeureup Factory with Six Sigma Methodology)</p>	<p>Kementerian Energi dan Sumber Daya Mineral Republik Indonesia</p> <p>The Ministry of Energy and Mineral Resources of the Republic of Indonesia</p>
<p>Indonesian Sustainability Development Goals Awards (ISDA) 2022:</p> <ol style="list-style-type: none"> Kategori <i>Platinum</i> Penggunaan Bahan Bakar Alternatif pada Produksi Semen-Kompleks Pabrik Citeureup (TPB 13: Penanganan Perubahan Iklim) Kategori <i>Gold</i> Pemanfaatan <i>Waste Tire</i> sebagai Bahan Bakar Alternatif untuk Menurunkan Emisi Gas Rumah Kaca (TPB 13: Penanganan Perubahan Iklim) Kategori <i>Gold</i> Fauna Lestari Lingkungan Sehat-Kompleks Pabrik Tarjun (TPB 15: Ekosistem Darat) Terbaik 2 <i>Local Hero</i> Meraih Puncak Impian “Dibalik Daya Tarik Tersembunyi Gunung Batu Tunggal Goa Lowo”-Tri Widodo <p>Indonesian Sustainability Development Goals Awards (ISDA) 2022:</p> <ol style="list-style-type: none"> Platinum Category for the Use of Alternative Fuels in Cement Production-Citeureup Factory (SDG 13: Climate Action) Gold Category for the Utilization of Waste Tire as an Alternative Fuel to Reduce Greenhouse Gas Emissions (SDG 13: Climate Action) Gold Category for the Sustainable Fauna Healthy Environment-Tarjun Factory (SDG 15: Life on Land) Top 2 of Local Heroes Reaching the Peak of the Dream “Behind the Hidden Attraction of Lowo Cave of Batu Tunggal Mountain”-Tri Widodo 	<p>Corporate Forum for CSR Development (CFCD), Kementerian Perekonomian Republik Indonesia, Kementerian Perencanaan Pembangunan Nasional/BAPPENAS, dan Kementerian Energi dan Sumber Daya Alam Republik Indonesia.</p> <p>Corporate Forum for CSR Development (CFCD), the Indonesian Ministry of Economy, the Ministry of National Development Planning/BAPPENAS, and the Indonesian Ministry of Energy and Natural Resources.</p>
<p>Asia Sustainability Reporting Rating Gold Category</p>	<p>National Center for Corporate Reporting</p>
<p>Penghargaan PROPER Hijau</p> <ol style="list-style-type: none"> Kompleks Pabrik Citeureup Kompleks Pabrik Cirebon Kompleks Pabrik Tarjun <p>Green PROPER Award</p> <ol style="list-style-type: none"> Citeureup Factory Cirebon Factory Tarjun Factory 	<p>Kementerian Lingkungan Hidup dan Kehutanan</p> <p>The Ministry of Environment and Forestry</p>



Informasi lebih lanjut mengenai penghargaan selama tahun 2022 dapat dilihat pada Laporan Tahunan 2022 dan situs web: <https://indocement.co.id/Tentang-Kami/Sekilas-Indocement/Penghargaan>

Further information regarding 2022 Awards can be seen on Annual Report 2022 and Company's website: <https://indocement.co.id/Tentang-Kami/Sekilas-Indocement/Penghargaan>



SAMBUTAN DIREKTUR UTAMA [2-22]

Message from the President Director

Pemangku kepentingan yang terhormat,

Atas nama Direksi, saya menyampaikan penghargaan atas dukungan seluruh pemangku kepentingan kepada Indocement sepanjang tahun 2022 dalam menghadapi tantangan dan peluang. Secara umum, kinerja dari sisi operasional, finansial, hingga tata kelola cukup memuaskan di tahun 2022. Semangat kami untuk ikut serta menciptakan masa depan yang lebih berkelanjutan juga tidak pernah surut. Kami tetap konsisten meningkatkan kinerja keberlanjutan, baik dari aspek ekonomi maupun lingkungan, sosial, dan tata kelola (LST).

Dear Honorable Stakeholders,

On behalf of the Board of Directors, I would like to express appreciation for all stakeholders' support to Indocement throughout 2022 in facing challenges and taking opportunities. In general, the performance of operations, finance, even governance, was adequately satisfying in 2022. Our passion to create sustainable future never ceases. We remain consistent in improving sustainability performance, in terms of economic, and environmental, social, and governance (ESG) aspects.

STRATEGI MERESPONS TANTANGAN

Kondisi ketidakpastian ekonomi global, kebijakan moratorium pendirian pabrik semen, serta adanya kelebihan pasokan pada industri semen secara umum mendorong Indocement untuk mengambil langkah-langkah strategis dalam efisiensi, sekaligus meningkatkan ketahanan kinerja Perseroan. Pada tahun 2022 ini, Indocement secara resmi meluncurkan *new purpose* yang baru, yaitu “*Material to Build Our Future*”. *New purpose* ini menunjukkan komitmen Indocement untuk mengutamakan pembangunan berkelanjutan dan bersinergi bersama para pemangku kepentingan dalam membangun solusi masa depan dengan berlandaskan nilai-nilai Perseroan.

Indocement juga melengkapi diri dengan serangkaian strategi dan inovasi untuk mencapai target keberlanjutan di tahun 2030. Perbaikan terus dilakukan melalui pengawasan dan evaluasi target, strategi, dan pencapaian dukungan terhadap Tujuan Pembangunan Berkelanjutan (TPB), yang melibatkan seluruh jajaran manajemen. Strategi Indocement untuk menghadapi tantangan tentu tidak lepas dari penguatan tata kelola keberlanjutan Perseroan, yaitu dengan adanya Komite ESG untuk memastikan penerapan prinsip-prinsip keberlanjutan di lingkungan Perseroan.

Indocement memandang tantangan menjadi peluang untuk menjalankan inisiatif-inisiatif strategis yang mendukung keberlanjutan. Inisiatif strategis tersebut mencakup penggunaan bahan baku alternatif yang lebih banyak untuk efisiensi dan menurunkan emisi GRK dalam produksi semen hijau, mempercepat daya serap pasar semen hijau melalui ekstensifikasi semen hidraulik untuk mengganti *ordinary portland cement* (OPC), serta penguatan *footprints* untuk menjangkau pasar di seluruh Indonesia. Tidak hanya itu, Perseroan juga konsisten mengikutsertakan seluruh karyawan dan manajemen pada program-program pelatihan dan pengembangan di aspek LST. Upaya ini dilakukan agar setiap Insan Indocement semakin siap dalam melaksanakan kegiatan operasional dan proyek-proyek strategis untuk mendukung TPB. Inisiatif-inisiatif keberlanjutan Indocement juga tidak lepas dari harapan untuk dapat terus meningkatkan kesejahteraan karyawan, serta bertumbuh dan berdaya bersama masyarakat di sekitar area operasional Perseroan.

PENCAPAIAN KINERJA KEBERLANJUTAN

Pada tahun 2022, Indocement melakukan kerja sama dengan Grup Bosowa dalam skema perjanjian induk sewa dan penggunaan aset untuk menunjang produksi di wilayah Indonesia timur dan jangkauan ekspor. Melalui kerja sama ini, Indocement dapat memenuhi permintaan pasar dengan jumlah produksi semen hingga 16,6 juta ton (termasuk Grup Bosowa). Perseroan juga mencatatkan kenaikan pendapatan Rp1.556 miliar atau 10,5% dibandingkan tahun lalu.

STRATEGIES TO RESPOND TO CHALLENGES

The global economic uncertainty, the moratorium policy on development of cement factories, and the excess supply in cement industry have generally encouraged Indocement to take strategic steps in efficiency and in increasing the Company's performance resilience. In 2022, Indocement officially launched its new purpose, “*Material to Build Our Future*”. This new purpose demonstrates Indocement's commitment to prioritize sustainable development and synergize with stakeholders in building future solutions based on the Company's values.

Indocement also equips itself with several strategies and innovations to achieve sustainability targets in 2030. Continuous improvements are performed by monitoring and evaluating targets and strategies, and by achieving supports for the Sustainable Development Goals (SDGs), that involves all management levels. Indocement's strategies to face challenges are strongly related to the Company's strengthening sustainability governance, by having an ESG Committee to ensure the implementation of sustainability principles within the Company.

Indocement takes these challenges as opportunities to carry out strategic initiatives to support sustainability. These strategic initiatives include using more alternative raw materials for efficiency, reducing GHG emissions in green cement production, accelerating green cement market absorption through extensification of hydraulic cement to replace ordinary portland cement (OPC), and strengthening footprints to reach markets throughout Indonesia. Not only that, the Company also consistently enrolls all employees and management in ESG aspect training and development programs. Such effort is made so that every Indocement's Personnel is more prepared to conduct operational activities and strategic projects to support the SDGs. Indocement's sustainability initiatives are also strongly affected by the expectation to continuously improve employee welfare, and to grow and be empowered with the communities around the Company's operational areas.

SUSTAINABILITY PERFORMANCE ACHIEVEMENT

In 2022, Indocement entered into a cooperation with Bosowa Group under a master lease agreement scheme and use of assets to support production in eastern Indonesia and export extent. Through this cooperation, Indocement was able to meet market demand with cement production reaching 16.6 million tons (include Bosowa Group). The Company also recorded an increase in revenue of Rp1,556 billion or 10.5% compared to last year's revenue.

Sepanjang 2022, kami berupaya mengurangi emisi karbon cakupan 1 (bruto), dengan pencapaian penurunan emisi CO₂ menjadi 0,587 ton CO₂eq/ton atau -3,1% dibandingkan tahun sebelumnya. Kami juga secara bertahap berhasil mengganti 30% dari total konsumsi panas di *kiln* semen dengan bahan bakar alternatif. Kami melakukan investasi sebesar Rp257 miliar untuk pembiayaan bahan bakar alternatif, pembangunan infrastruktur *refuse derived fuel* (RDF), serta teknologi modern dan perluasan digitalisasi untuk mendukung produksi yang lebih ramah lingkungan.

Permintaan semen hidraulis hingga akhir tahun 2022 juga semakin meningkat, dibuktikan dengan penggantian OPC menjadi semen hidraulis hingga 60%. Produksi semen hidraulis secara tidak langsung juga telah mengurangi timbulan sampah melalui penggunaan RDF sebagai bahan bakar alternatif produksi. Sebanyak 300 ton sampah yang diolah di RDF mampu menggantikan sekitar 10%-15% penggunaan batu bara pada produksi semen, sehingga dapat mengurangi emisi karbon yang dihasilkan. Perseroan juga bekerja sama dengan *Power Plant* Cirebon dan Batang untuk memanfaatkan kembali 100% *fly ash* sebagai bahan baku alternatif dalam produksi semen. Kami juga telah menandatangani Nota Kesepahaman dengan Tempat Pengolahan Sampah Terpadu (TPST) Bantargebang untuk mengambil RDF yang diproduksi oleh TPST tersebut.

Selain itu, pada pertengahan tahun 2022, Kompleks Pabrik Tarjun resmi menjadi konsumen PLN pertama untuk tegangan tinggi di Kalimantan dengan pasokan daya listrik 50.000 kVA dalam rangka efisiensi produksi semen. Kerja sama penggunaan sambungan listrik tegangan tinggi dengan PLN ini merupakan bukti nyata langkah kami untuk terus mendorong upaya-upaya hijau dengan mengurangi penggunaan bahan bakar fosil di semua kegiatan operasionalnya.

Indocement menandatangani perjanjian kerja sama dengan platform ekonomi sirkular bernama Octopus untuk pengumpulan kembali kantong bekas Semen Tiga Roda dari konsumen untuk dimanfaatkan kembali (Program #Trashback). Selain itu, Perseroan juga siap untuk memanfaatkan sampah yang tidak bisa didaur ulang oleh Octopus untuk dijadikan sebagai bahan bakar alternatif untuk operasional pabrik semen Perseroan.

Untuk mendukung TPB 6: Air Bersih dan Sanitasi Layak, kami memahami bahwa akses kepada air minum dan sanitasi adalah hak asasi manusia, kami secara berlanjut menerapkan *World Business Council for Sustainable Development* (WBCSD) *Safe Water, Sanitation, and Hygiene* (WASH) *Pledge* di seluruh area operasional Indocement (tiga kompleks pabrik, termasuk kuari). Aktivitas tersebut mencakup penilaian mandiri secara tahunan yang mengikuti pedoman WASH *Pledge* dan menggunakan WASH *Pledge Tool* untuk memonitor keberhasilan implementasi.

Throughout 2022, we aimed to reduce carbon emissions of scopes 1 (gross), by achieving CO₂ emission reductions to 0.587 tons CO₂eq/ton or -3.1% compared to that of previous year. We also succeeded in gradually replacing 30% of the total heat consumption in cement kilns with alternative fuels. We invested Rp257 billion for alternative fuel financing, refuse derived fuel (RDF), infrastructure and modern technology development, and digitalization expansion to support more environmentally friendly production.

Hydraulic cement demand to the end of 2022 also increased, as indicated by the replacement of OPC to hydraulic cement by up to 60%. Hydraulic cement production also indirectly reduced waste generation as RDF is used as alternative production fuel. As many as 300 tons of waste processed at RDF enable to replace approximately 10%-15% of coal use in cement production, and thereby, reducing the carbon emissions generated. The Company also cooperated with Cirebon and Batang Power Plants to reuse 100% of fly ash as alternative raw materials in cement production. We also signed an MOU with Bantargebang Final Disposal Site (TPST) to take RDF produced by the TPST.

In mid-2022, Tarjun Factory officially became the first PLN consumer for high voltage in Kalimantan with a power supply of 50,000 kVA for the purpose of cement production efficiency. This cooperation on the use of high-voltage electricity connection with PLN is concrete evidence of our steps to continuously encourage green efforts by reducing the use of fossil fuels in all our operational activities.

Indocement signed a cooperation agreement with a circular economy platform namely Octopus to collect bag waste of Semen Tiga Roda from consumer to be reused (#Trashback Program). In addition, the Company is ready to utilize waste that cannot be recycled by Octopus to be used as an alternative fuel for the Company's cement factory operations.

To support SDG 6: Clean Water and Sanitation, we understand that access to drinking water and sanitation is a human right, we continuously implement World Business Council for Sustainable Development (WBCSD) Safe Water, Sanitation, and Hygiene (WASH) *Pledge* in all Indocement operational area (three cement factories, including quarries). The activities cover annual self-assessment that follows the WASH *Pledge* Guideline and uses the WASH *Pledge Tool* to monitor the success of the implementation.

Aspek yang dimonitor mencakup kepatuhan pada peraturan lokal dan nasional, ketersediaan air minum, kebersihan tempat kerja dan akses kepada sanitasi. *WASH Pledge self-assessment* tahun 2022 mencakup empat terminal semen, dua lokasi tambang agregat dan 20 lokasi *batching plant* beton siap-pakai. Target kami adalah untuk mencapai kepatuhan pada Pedoman *WASH Pledge* untuk seluruh lokasi dan lini bisnis di tahun 2023.

Kami juga meneruskan upaya lahan yang terganggu akibat adanya kegiatan pertambangan dengan menanam pohon multispecies sebanyak 138 ribu batang hingga akhir tahun 2022. Perseroan memperkirakan total sequestrasi karbon hingga 159 ton/ha dari kegiatan revegetasi di *Quarry D 139C*, Kebun Budidaya Tegal Panjang, Kebun Koleksi *Quarry D 139B*, serta Hambalang.

Berbagai upaya kami untuk melestarikan lingkungan telah mendapatkan evaluasi melalui perolehan *PROPER Hijau* pada Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun. Kami juga mendapatkan apresiasi atas pencapaian kinerja keberlanjutan, di antaranya Penghargaan Industri Hijau 2022 dari Kementerian Perindustrian serta Penghargaan Subroto Bidang Efisiensi Energi 2022 dari Kementerian Energi dan Sumber Daya Mineral (ESDM).

Pada aspek ketenagakerjaan, hasil audit dan evaluasi K3 pada tahun 2022 menunjukkan kinerja K3 yang lebih baik, yaitu menurunnya tingkat kecelakaan kerja sebesar 46,15% dibanding tahun 2021. Di tengah situasi pandemi COVID-19 yang sudah semakin membaik, Perseroan masih menerapkan beberapa kebijakan pengendalian COVID-19 di seluruh wilayah operasi untuk melindungi karyawan. Perseroan juga menjunjung tinggi hak asasi manusia, mengedepankan kesetaraan, keberagaman, dan transparansi dalam pengelolaan karyawan dan aspek-aspek ketenagakerjaan lainnya. Perseroan mendorong pelibatan pekerja perempuan dalam berbagai forum untuk menguatkan peran mereka di industri semen, serta berhasil meningkatkan keterwakilan perempuan pada posisi manajerial.

Indocement berupaya untuk selalu menjadi tetangga yang baik bagi masyarakat. Sepanjang tahun 2022, terdapat 878 program (101%) Tanggung Jawab Sosial dan Lingkungan (TJSL) yang telah dijalankan di tiga kompleks pabrik dengan hasil pengukuran *Social Return on Investment (SROI)* sebesar 3,25. Kami juga telah merealisasikan anggaran pemberdayaan masyarakat sebesar Rp13,1 miliar bagi program pemberdayaan masyarakat yang berfokus pada pilar peningkatan ekonomi dan pemberdayaan UMKM, kesehatan, pendidikan, sosbudagor, keamanan, dan program lainnya yang sejalan dengan TPB.

The aspects to be monitored includes the compliance to local and national regulations, the supply of drinking water, cleanliness of workplace and the access to sanitation. The 2022 *WASH Pledge self-assessment* covers four cement terminals, two minings location of aggregate and 20 locations of ready-mix concrete batching plant. Our target to achieve is the full compliance to *WASH Pledge Guideline* for all sites and business line in 2023.

We keep pursuing efforts to restore disturbed land due to mining activities by planting 138 thousand multi-species trees as per end of 2022. The Company estimates that the total carbon sequestration is up to 159 tons/ha from the revegetation activities in *Quarry D 139C*, Tegal Panjang Cultivation Garden, *Quarry D 139B* Collection Garden, and Hambalang.

Our various efforts to preserve the environment have been evaluated and obtained *Green PROPER* for Citeureup Factory Site, Cirebon Factory Site, and Tarjun Factory Site. We also received appreciation for achieving sustainable performance, among others, the 2022 *Green Industry Award* from the Ministry of Industry and the *Subroto Award for Energy Efficiency 2022* from the Ministry of Energy and Mineral Resources (ESDM).

In terms of employment aspect, the OHS audit and evaluation results in 2022 showed better OHS performance with a decrease in the occupational accident rate by 46.15% compared to the rate in 2021. In COVID-19 pandemic recovery era, the Company still applies several COVID-19 control policies in all operating areas to protect employees. The Company also upholds human rights, promotes equality, diversity, and transparency in employee management and other employment aspects. The Company encourages involvement of female workers in various forums to strengthen their role in the cement industry, and has succeeded in increasing women's representation in managerial positions.

Indocement always puts efforts to be a good neighbor for the community. Throughout 2022, there were 878 program (101%) of the Social and Environmental Responsibility (TJSL) have been implemented in three factories with a *Social Return on Investment (SROI)* measurement result of 3.25. We also realized a community empowerment budget of Rp13.1 billion for community empowerment programs that focus on the pillars of economic improvement and MSMEs empowerment, health, education, social-culture-religion-sport, security, and other programs in line with the SDGs.

PENUTUP

Tahun 2022 memberikan pembelajaran berharga bagi kami semua untuk terus bertumbuh dan menguatkan kolaborasi bersama seluruh pemangku kepentingan. Inisiatif dan kolaborasi menjadi dasar untuk menjalankan bisnis yang berkelanjutan. Kami berharap upaya ini terus membawa energi dan perubahan positif bagi lingkungan dan komunitas, sambil tetap memenuhi kebutuhan material untuk masa depan yang lebih baik.

Perseroan mengucapkan terima kasih bagi seluruh Direksi, Dewan Komisaris, karyawan, serta seluruh pemangku kepentingan yang telah bekerja keras, bekerja sama, dan mendukung kinerja terbaik Indocement. Mari satukan energi untuk hijaukan bumi.

CLOSING

The year 2022 gave us valuable lessons to keep growing and strengthening collaboration with all stakeholders. Initiative and collaboration become the basis for running a sustainable business. We hope that such effort will continue to bring positive energy and change to the environment and community, yet still fulfilling material needs for a better future.

The Company would like to thank the entire Board of Directors, Board of Commissioners, employees, and all stakeholders who have worked hard, collaborated, and supported Indocement's best performance. Let's unite energy to make the earth green.

Jakarta, 14 April 2023



Christian Kartawijaya

Direktur Utama
President Director

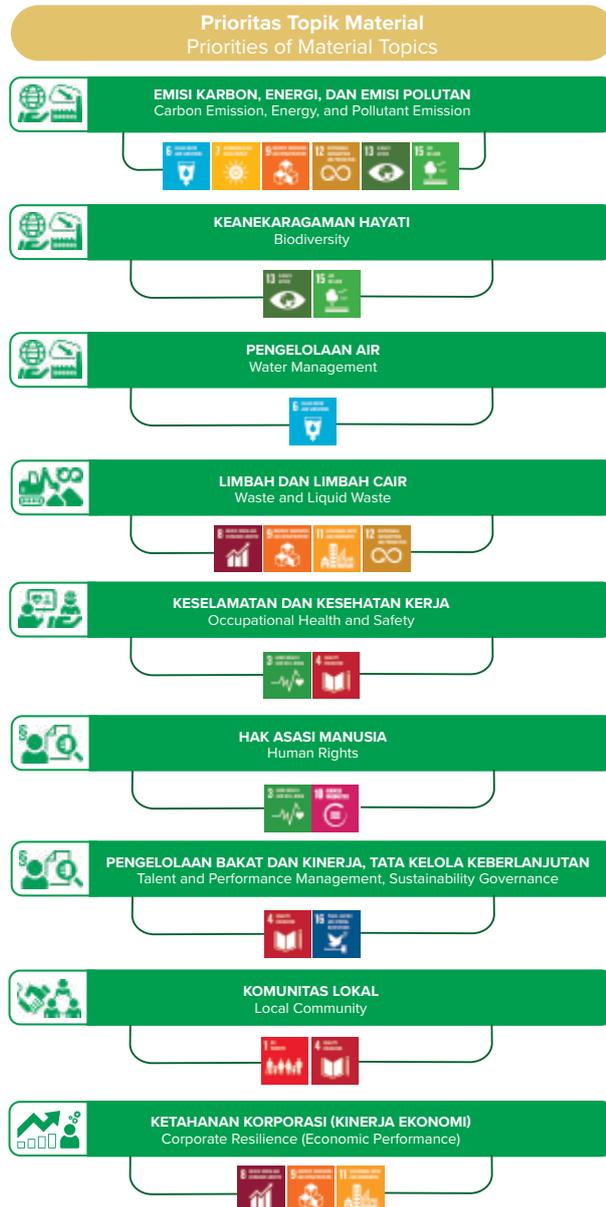
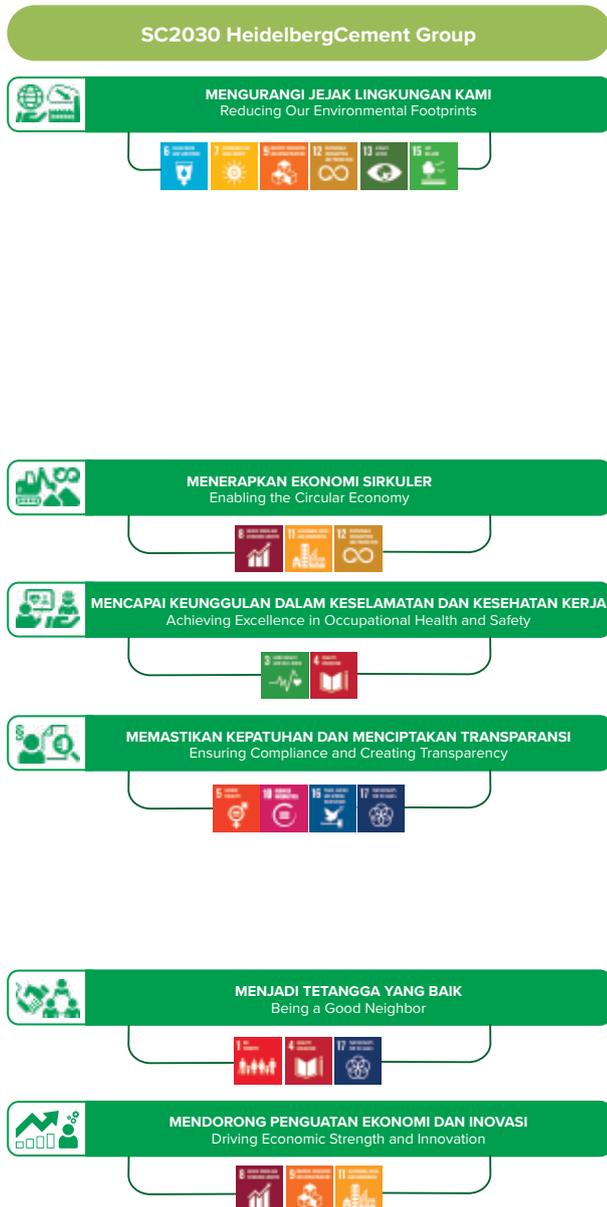
STRATEGI KEBERLANJUTAN DAN DUKUNGAN INDOCEMENT TERHADAP TUJUAN PEMBANGUNAN BERKELANJUTAN (TPB) [2-22]

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

Strategi Keberlanjutan Indocement sejalan dengan Komitmen Keberlanjutan HeidelbergCement Group 2030 (SC2030) tahun 2020 yang memuat komitmen dan target jangka panjang grup termasuk Perseroan hingga tahun 2030. Selain itu, Indocement telah memetakan topik material dan menyusun prioritas dukungan pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) yang telah disesuaikan dengan kebutuhan pemangku kepentingan. Indocement melengkapi diri dengan serangkaian strategi dan inovasi untuk mencapai target keberlanjutan di tahun 2030.

Indocement's Sustainability Strategies are in line with HeidelbergCement Group Sustainability Commitment 2030 (SC2030) in 2020 which includes the group's long-term commitment and targets as well as the Company's until 2030. In addition, Indocement has mapped material topics and arranged prioritized support for the achievement of Sustainable Development Goals (SDGs) that have been adjusted to stakeholder needs. Indocement has equipped itself with a set of strategies and innovations to achieve sustainability targets by 2030.

HEIDELBERGCEMENT



DUKUNGAN INDOCEMENT TERHADAP TUJUAN PEMBANGUNAN BERKELANJUTAN (TPB)

Indocement's Support for Sustainable Development Goals (SDGs)



MENGURANGI JEJAK LINGKUNGAN KAMI

Reducing Our Environmental Footprints

1 Emisi Karbon, Energi, dan Emisi Polutan

Carbon Emission, Energy, and Pollutant Emission

Kami berkomitmen untuk memenuhi bagian dari tanggung jawab global untuk menjaga kenaikan suhu di bawah 2°C, dan kami akan terus mengurangi dampak pada udara, darat, dan air. We are committed to fulfill part of the global responsibility to keep the temperature rise lower than 2°C and we will continuously reduce the impact on air, land, and water.



Target 2030

2030 Target

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| <ol style="list-style-type: none"> Kami akan mengurangi jejak CO₂ dari produk semen kami sebesar 30% dibandingkan tahun 1990 pada tahun 2025 dan selanjutnya mengurangi hingga di bawah 500 kg CO₂ per ton bahan semen pada tahun 2030. Kami akan mengurangi emisi CO₂ dari konsumsi daya listrik setidaknya sebesar 65% dibandingkan dengan tahun 1990 pada tahun 2030. Untuk mengurangi pasokan dan emisi gas rumah kaca terkait transportasi dari produk jadi kami dan untuk mendukung dekarbonasi industri terkait, kami melibatkan semua mitra kami di sepanjang rantai nilai. Kami akan menaikkan rasio bahan bakar alternatif menjadi 42% pada tahun 2030. Kami akan mengurangi emisi SO_x dan NO_x terkait produksi semen sebesar 40% dan debu sebesar 80% dibandingkan tahun 2008. Kami akan secara permanen mengurangi semua emisi udara lainnya di bawah rata-rata industri semen. | <ol style="list-style-type: none"> We will reduce the CO₂ footprints of our cementitious products by 30% compared to 1990 by 2025 and further reduce to below 500 kg CO₂ per tonne of cementitious material by 2030. We will reduce the CO₂ emissions from electrical power consumption by at least 65% compared to 1990 by 2030. To reduce the supply and transport-related greenhouse gas emissions of our finished products and to support the decarbonation of relevant industries, we engage with all of our partners along the whole value chain. We will increase the alternative fuels rate to 42% by 2030. We will reduce cement production-related SO_x and NO_x emissions by 40% and dust by 80% compared to 2008. We will permanently reduce all other air emissions below cement industry average. |
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Strategi Pencapaian Target

Strategies to Achieve Targets

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| <ol style="list-style-type: none"> Investasi teknologi penangkapan dan pemanfaatan karbon untuk menurunkan volume emisi CO₂ yang tinggi. Mengurangi rasio <i>clinker</i> dengan menggunakan bahan baku alternatif dan bahan aditif untuk mengurangi emisi karbon. Mengganti bahan bakar fosil dengan bahan bakar alternatif seperti biomassa, RDF, dan lainnya. Menghasilkan listrik dari sumber energi terbarukan seperti tenaga surya dan <i>Waste Heat Recovery Power Generation</i>. Melakukan pengawasan dan evaluasi berkelanjutan terhadap perkembangan rencana pengurangan emisi CO₂. Melakukan pengukuran SO_x, NO_x, dan emisi debu secara terus-menerus di semua pabrik. Mengganti <i>electrostatic precipitator</i> (EP) dengan <i>bag filter</i> untuk mengurangi emisi debu. Melakukan pengukuran jejak logam dan emisi <i>Volatile Organic Compounds</i> (VOC) di setiap lokasi produksi <i>clinker</i>, setidaknya sekali setahun (pengukuran di titik tertentu). | <ol style="list-style-type: none"> Technology investment in carbon capture and utilization to reduce high CO₂ emission volume. Reducing clinker ratio by using alternative raw materials and additive substances to reduce carbon emissions. Substituting fossil fuel with alternative fuels such as biomass, RDF and others. Generate electricity from renewable energy sources, such as Solar Power and Waste Heat Recovery Power Generation. Continuously monitor and evaluate the CO₂ emission reduction plan against progress. Measuring SO_x, NO_x, and dust emission matter continuously at all plants. Replacing electrostatic precipitator (EP) with bag filter to reduce dust emission. Measuring trace metals and Volatile Organic Compound (VOC) emissions at each clinker production site, at least once a year (spot measurements). |
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Progress Kami di 2022

Our Progress in 2022

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| <ol style="list-style-type: none"> Mengurangi penggunaan batu bara dan menggantikannya dengan bahan bakar alternatif sebesar 18,13% melalui berbagai inisiatif, di antaranya melalui penggunaan RDF untuk mengubah <i>municipal waste</i> dan <i>industrial waste</i> menjadi bahan bakar pada proses pembuatan semen. Memfaatkan 3% penggunaan bahan baku alternatif di Unit <i>finish mill</i>, di antaranya <i>fly ash</i> dan <i>ground granulated blast furnace slag</i>. Meningkatkan produksi semen hidraulis yang kadar <i>clinker</i>-nya lebih rendah dari semen portland <i>ordinary portland cement</i> (OPC) sehingga mengurangi penggunaan batu bara dari proses kalsinasi dan emisi CO₂. Sejak Agustus 2022, PLN mulai memasok listrik sebesar 50MW ke Kompleks Pabrik Tarjun untuk menggantikan pasokan listrik dari pembangkit listrik berbahan bakar batu bara. Memasuki tahap pengembangan panel surya sebagai sumber energi alternatif untuk efisiensi energi di kompleks pabrik. Mengurangi emisi debu hingga 37% dibandingkan tahun 2021 dengan pemasangan dan pemakaian <i>bag filter</i> di Plant 11. Mempertahankan pelepasan SO_x, NO_x, dan emisi konvensional lainnya di bawah baku mutu yang ditetapkan pemerintah. | <ol style="list-style-type: none"> Reducing the use of coal and replacing it with alternative fuels by 18.13% through initiatives including the use of RDF to convert municipal waste and industrial waste into fuel in the cement manufacturing process. Utilizing 3% of the use of alternative raw materials in the finish mill unit, including fly ash and ground granulated blast furnace slag. Increasing the production of hydraulic cement with lower clinker content than ordinary portland cement (OPC) thereby reducing coal use and CO₂ emissions from calcination. Since August 2022, PLN has started supplying 50MW of electricity to the Tarjun Factory to replace the electricity supply from coal-fired power plant. Entering the development stage of solar panels as an alternative energy source for energy efficiency in factories. Reducing dust emissions by 37% compared to 2021 by installing and using bag filters in Plant 11. Maintaining the emissions of SO_x and NO_x as well as other conventional emissions to be lower than the limit set by the government according to the quality standard. |
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Kami berkomitmen operasi pabrik sesuai dengan rencana yang disetujui otoritas dan kebutuhan masyarakat, mengupayakan dampak positif pada nilai keanekaragaman hayati di seluruh lokasi tambang.
We are committed to running factories according to the plan approved by the authority and the community needs, as well as striving for creating a positive impact on biodiversity value at all mining sites.



Target 2030
2030 Target

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| <ol style="list-style-type: none"> 1. Semua lokasi ekstraksi kami dioperasikan berdasarkan rencana setelah penggunaan yang disetujui oleh otoritas setempat dan sesuai dengan kebutuhan masyarakat setempat. 2. Kami bertujuan untuk memasukkan rekomendasi peningkatan keanekaragaman hayati dalam setiap rencana pasca-penggunaan yang baru. 3. Kami akan menerapkan rencana pengelolaan keanekaragaman hayati di semua operasi bisnis yang terletak dalam jarak 1 km dari kawasan bernilai keanekaragaman hayati tinggi yang diakui. 4. Dalam hal rencana pasca-penggunaan yang berorientasi pada alam, kami bertujuan untuk mencapai dampak positif pada nilai keanekaragaman hayati di lokasi ekstraksi kami. | <ol style="list-style-type: none"> 1. All of our extraction sites are operated based on an after-use plan agreed with local authorities and in accordance with the needs of local communities. 2. We aim to include biodiversity enhancement recommendations in any new after-use plan. 3. We will implement a biodiversity management plan at all business operations located within 1 km of a recognized high biodiversity value area. 4. In case of nature-oriented after-use plans, we aim to achieve a positive impact on the biodiversity value at our extraction sites. |
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Strategi Pencapaian Target
Strategies to Achieve Targets

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| <ol style="list-style-type: none"> 1. Meningkatkan mutu kawasan perlindungan keanekaragaman hayati. 2. Meningkatkan nilai ekologi dan ekonomi lahan pasca tambang dan pasca operasional pabrik untuk melindungi keanekaragaman hayati. 3. Mengembangkan wawasan dan kesadaran akan perlindungan keanekaragaman hayati bagi karyawan khususnya dan masyarakat pada umumnya. 4. Membangun kebijakan penggunaan lahan tambang secara bertanggung jawab dalam rangka memberikan nilai tambah bagi lingkungan dan sosial. 5. Mengacu kepada norma dan konsesi keanekaragaman hayati dalam implementasi rencana reklamasi. | <ol style="list-style-type: none"> 1. Improving the quality of biodiversity protected areas. 2. Increasing the ecological and economic value of post-mine and post-operational areas to preserve biodiversity. 3. Improving insights and awareness of biodiversity protection, for employees in particular and the public in general. 4. Developing policies on using mining areas responsibly to add value to the environmental and social aspects. 5. Referring to the norms and biodiversity concessions in implementing reclamation plans. |
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Progress Kami di 2022
Our Progress in 2022

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| <ol style="list-style-type: none"> 1. Perkembangan luas area konservasi untuk keanekaragaman hayati di Kompleks Pabrik Citeureup adalah 76,12 Ha; di Kompleks Pabrik Cirebon adalah 97 Ha; dan di Kompleks Pabrik Tarjun adalah 40,3 Ha. 2. Nilai Indeks Keanekaragaman flora sebesar 3,15 di Kompleks Pabrik Citeureup; 3,13 di Kompleks Pabrik Cirebon; dan 2,42 di Kompleks Pabrik Tarjun. 3. Nilai Indeks Keanekaragaman fauna (burung) sebesar 2,4 di Kompleks Pabrik Citeureup; 3,23 di Kompleks Pabrik Cirebon; dan 4,07 di Kompleks Pabrik Tarjun. 4. Pengelolaan Tiga Roda Edu-Green Park di Kompleks Pabrik Citeureup sebagai sarana eduwisata bagi masyarakat umum, maupun kelompok tani binaan Divisi CSR untuk keahlian di bidang pertanian, peternakan, dan perikanan. 5. Pengelolaan Indocement Wildlife Education Center di Kompleks Pabrik Tarjun untuk penangkaran satwa Owa dan Rusa Sambar. 6. Pengelolaan Kawasan Konservasi Gunung Blindis seluas 50 Ha dan Laboratorium Alam Goa Dalem di Kompleks Pabrik Cirebon. 7. Melakukan penanaman pohon <i>fast growing</i> yang mampu menyerap CO₂ di area konservasi dengan total kemampuan menyerap CO₂ hingga 158,64 ton CO₂/ha/tahun. 8. Pemulihan lahan pascatambang seluas 5,72 m² di Kuari Cirebon. | <ol style="list-style-type: none"> 1. Development of a conservation area for biological wealth at the Citeureup Factory covers 76.12 Ha; at the Cirebon Factory covers 97 Ha; and at the Tarjun Factory covers 40.3 Ha. 2. The value of the Flora Diversity Index is 3.15 at the Citeureup Factory; 3.13 at the Cirebon Factory; and 2.42 at the Tarjun Factory. 3. The value of the Fauna Diversity Index (birds) is 2.4 at the Citeureup Factory; 3.23 at the Cirebon Factory; and 4.07 at the Tarjun Factory. 4. Management of the Tiga Roda Edu-Green Park at the Citeureup Factory as an educational facility for public, as well as farmer groups assisted by the CSR Division for expertise in agriculture, farming, and fisheries. 5. Management of the Indocement Wildlife Education Center at the Tarjun Factory for breeding Gibbons and Sambar Deer. 6. Management of the Gunung Blindis Conservation Area covering an area of 50 Ha and the Goa Dalem Natural Laboratory at the Cirebon Factory. 7. Plant fast growing trees capable of absorbing CO₂ in conservation areas with a total CO₂ absorption capacity of up to 158.64 ton CO₂/ha/year. 8. Recovery of 5.72 m² of post-mining land in the Cirebon Quarry. |
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3 Pengelolaan Air Water Management

Kami berkomitmen terhadap ketersediaan air bersih dan sanitasi yang layak.
We are committed to provide clean water and decent sanitation.



Target 2030 2030 Target

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| <ol style="list-style-type: none"> 1. Kami bertujuan untuk mengurangi konsumsi air di semua lokasi operasional sejauh layak secara ekonomi dan teknologi. 2. Kami bertujuan untuk menerapkan rencana pengelolaan air di semua lokasi yang terletak di daerah langka air dan akan menawarkan kelebihan sumber daya air sendiri kepada pengguna lokal. 3. Di tingkat Grup, semua upaya akan dipadukan dalam rencana pengurangan konsumsi air strategis global. | <ol style="list-style-type: none"> 1. Our objective is to reduce water consumption at all plants to the economically and technologically feasible level. 2. We aim to implement water management plans in all locations situated in areas with water scarcity and to offer our surplus of water resources to local users. 3. At the Group level, all efforts will be combined in the global strategic water consumption reduction plan. |
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Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> 1. Memiliki Rencana Pengelolaan Air untuk setiap kompleks pabrik, terutama yang berlokasi di daerah kelangkaan air (<i>water scarce sites</i>). 2. Mengikuti Rencana Strategis Global Pengurangan Konsumsi Air 2030. 3. Memaksimalkan efisiensi penggunaan air di setiap lini operasi. | <ol style="list-style-type: none"> 1. Having a Water Management Plan for each factories, especially the ones located in water-scarce sites. 2. Following the 2030 Global Strategic Plan to Reduce Water Consumption. 3. Maximizing water use efficiency at all operational lines. |
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Progress Kami di 2022 Our Progress in 2022

Efisiensi air pada produksi semen dan beton siap-pakai hingga 6% dibandingkan 2021.

Water efficiency in cement and ready-mix concrete production up to 6% compared to 2021.



MENERAPKAN EKONOMI SIKLULAR Enabling the Circular Economy

Limbah dan Limbah Cair Waste and Liquid Waste

Kami melakukan konservasi cadangan alam dengan terus meningkatkan penggunaan sumber daya alternatif sebagai pengganti bahan baku alami.
We conserve natural reserves by increasing the use of alternative resources to replace natural raw materials.



Target 2030 2030 Target

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| <ol style="list-style-type: none"> 1. Kami akan terus meningkatkan tingkat substitusi bahan baku alami dengan menggunakan produk sampingan atau bahan daur ulang. 2. Kami akan meningkatkan penggunaan agregat daur ulang dalam portofolio produksi beton kami. | <ol style="list-style-type: none"> 1. We will continue to increase the level of substitutes for natural raw materials by using by-products or recycled materials. 2. We will increase the use of recycled aggregates in our concrete portfolio. |
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Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> 1. Memanfaatkan teknologi tepat guna dalam menerapkan penggunaan sumber daya alternatif. 2. Menyusun rencana strategis penggunaan bahan baku alternatif dan bahan bakar alternatif yang memungkinkan. | <ol style="list-style-type: none"> 1. Utilizing appropriate technology for the use of alternative resources. 2. Designing a strategic plan for using feasible alternative raw materials and alternative fuels. |
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Progress Kami di 2022 Our Progress in 2022

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| <ol style="list-style-type: none"> 1. Penggunaan 1,2% <i>fly ash</i> sebagai bahan baku alternatif semen, 1,8% <i>Ground Granulated Blast Furnace Slag</i> sebagai bahan baku alternatif semen, serta penggunaan semen hidraulik sebesar 54% dari produksi beton siap-pakai. 2. Bekerja sama dengan <i>startup</i> dan masyarakat pada program #Trashback untuk menggunakan kembali kertas <i>packaging</i> semen, <i>ecopack</i>, dan sampah-sampah domestik lainnya untuk dimanfaatkan sebagai bahan bakar alternatif. 3. Internalisasi nilai-nilai sirkular ekonomi pada Insan Indocement melalui program sedekah sampah di Harmony Corner serta menyebarkan kesadaran mengenai pentingnya daur ulang sampah melalui program-program TJSL pada masyarakat. | <ol style="list-style-type: none"> 1. Using 1.2% fly ash as an alternative raw material for cement, 1.8% Ground Granulated Blast Furnace Slag as an alternative raw material for cement, and using hydraulic cement for 54% of ready-mix concrete production. 2. Collaborating with startups and the community in the #Trashback program to reuse cement packaging paper, ecopacks, and other domestic waste to be used as alternative fuels. 3. Internalization of circular economic values among Indocement's Personnel through the sedekah sampah (household waste alms) program at Harmony Corner and spreading awareness about the importance of recycling waste through CSR programs in the community. |
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MENCAPAI KEUNGGULAN DALAM KESELAMATAN DAN KESEHATAN KERJA

Achieving Excellence in Occupational Health and Safety

Keselamatan dan Kesehatan Kerja

Occupational Health and Safety

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

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



Target 2030

2030 Target

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| <ol style="list-style-type: none"> 1. Kami akan mencapai <i>zero fatalities</i> 2. Kami akan mencapai <i>zero lost time injury (LTI)</i> 3. Kami akan mencapai <i>zero penyakit akibat kerja (Occupational Diseases)</i> | <ol style="list-style-type: none"> 1. We will achieve zero fatalities. 2. We will achieve zero lost time injuries. 3. we will achieve zero Occupational Diseases |
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Strategi Pencapaian Target

Strategies to Achieve Targets

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| <ol style="list-style-type: none"> 1. Memberikan pelatihan rutin untuk setiap karyawan tetap dan kontrak. 2. Menerapkan aturan tentang keselamatan dan kesehatan kerja bagi setiap orang yang ada di lokasi operasional. 3. Menyusun dan menerapkan rencana induk keselamatan dan kesehatan kerja berisi persyaratan organisasi, rencana pelatihan, fokus area, dan target peningkatan kinerja. 4. Membangun sistem pencatatan dan pelaporan K3 secara efisien dan berkesinambungan. | <ol style="list-style-type: none"> 1. Providing routine training for each employee, both permanent and contract employees. 2. Applying rules on occupational health and safety for every individual at operational locations. 3. Developing and implementing a master plan for occupational health and safety that defines organizational requirements, training plans, focus areas, and performance improvement targets. 4. Building an efficient OHS recording and reporting system. |
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Progress Kami di 2022

Our Progress in 2022

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| <ol style="list-style-type: none"> 1. Tercapainya <i>zero lost time injury (LTI)</i> 2. Tercapainya <i>Zero Fatality</i> 3. <i>Non Effective Rates-Injury (NER-I)</i> | <ol style="list-style-type: none"> 1. Reached zero lost time injury (LTI) 2. Reached Zero Fatality 3. Non Effective Rates-Injury (NER-I) |
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MEMASTIKAN KEPATUHAN DAN MENCIPTAKAN TRANSPARANSI

Ensuring Compliance and Creating Transparency

Hak Asasi Manusia, Pengelolaan Bakat dan Kinerja, dan Tata Kelola Keberlanjutan

Human Rights, Talent and Performance Management, and Sustainability Governance

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

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



Target 2030

2030 Target

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| <ol style="list-style-type: none"> 1. Kami memastikan kepatuhan terhadap HAM internasional, antikorupsi, dan standar ketenagakerjaan melalui sistem kontrol internal dan manajemen risiko, seperti audit internal dan <i>hotline whistleblower</i>. 2. Kami memastikan bahwa pemasok kami mematuhi Kode Etik Pemasok. 3. Kami memastikan bahwa setiap posisi diisi oleh orang yang paling memenuhi syarat, terlepas dari jenis kelamin, asal, kepercayaan, dan atau orientasi. | <ol style="list-style-type: none"> 1. We ensure compliance with international human rights, anti-corruption and labour standards through internal control and risk management systems, such as internal audits and a whistle-blower hotline. 2. We ensure that our suppliers comply with our Supplier Code of Conduct. 3. We ensure that each position is staffed with the most qualified person, independent from gender, origin, beliefs, and/or orientation. |
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Strategi Pencapaian Target

Strategies to Achieve Targets

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| <ol style="list-style-type: none"> 1. Menyediakan pelatihan reguler wajib terkait dengan HAM, antikorupsi, dan ketenagakerjaan bagi semua karyawan yang terkait. 2. Mengelola kepatuhan pemasok dengan mengacu kepada Standar Rantai Pasokan Berkelanjutan dari HeidelbergCement Group sebagai bagian yang integral dari pendekatan manajemen terpadu. 3. Menyediakan sistem pelaporan insiden secara anonim. 4. Berpartisipasi aktif dalam World Business Council for Sustainable Development, Cement Sustainability Initiative, UN Global Compact, dan kelompok lain yang sesuai; baik secara langsung maupun melalui HeidelbergCement Group. 5. Sedapat mungkin mengembangkan jejaring dengan organisasi nirlaba dan lembaga swadaya masyarakat yang relevan, baik nasional maupun multinasional. 6. Menjalani kerja sama aktif dengan organisasi advokasi industri yang dapat berperan dalam peningkatan profil keberlanjutan Perseroan. 7. Mengutamakan transparansi dan melaksanakan prosedur operasional standar dalam proses rekrutmen karyawan. 8. Memiliki kebijakan untuk pengembangan karier tanpa membedakan kelompok-kelompok atau <i>gender</i> tertentu. | <ol style="list-style-type: none"> 1. Providing regular mandatory training in human rights, anti-corruption, and labor to all related employees. 2. Managing the compliance of our suppliers by referring to HeidelbergCement Group Sustainable Supply Chain Standard as an integral part of the integrated management approach. 3. Providing a system for reporting incidents anonymously. 4. Actively participating in the World Business Council for Sustainable Development, the Cement Sustainability Initiative, the UN Global Compact, and other appropriate groups; both directly and through HeidelbergCement Group. 5. Whereas possible, developing networks with both national and multinational relevant nonprofit organizations and non-governmental organizations. 6. Establishing active cooperation with industrial advocacy organizations that can play a role in improving the Company's sustainability profile. 7. Prioritizing transparency and implementing standard operating procedures in the employee recruitment process. 8. Having policies on career development regardless of certain groups or genders. |
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Progress Kami di 2022

Our Progress in 2022

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| <ol style="list-style-type: none"> 1. Komite ESG yang menjalankan fungsi pengawasan implementasi ESG, penyesuaian tujuan dengan target ESG secara strategis. 2. Peningkatan persentase wanita yang menjabat sebagai division atau plant manager menjadi 6% yang telah melebihi industri semen lainnya. 3. Melakukan penyempurnaan Kode Etik Pemasok (<i>Vendor Code of Conduct</i>) agar pemasok dapat mematuhi prinsip-prinsip HAM, terutama dalam melakukan kerja sama dengan Perseroan. 4. Tidak ada pengaduan terkait HAM di tempat kerja. | <ol style="list-style-type: none"> 1. ESG Committee that has performed functions to supervise ESG implementation, to harmonize ESG goals with ESG targets strategically. 2. The percentage of women who hold the positions of division or plant managers has increased to 6%, which has exceeded others in the cement industry. 3. The Vendor Code of Conduct has been refined so that the vendors can comply with human rights principles, especially in cooperating with the Company. 4. Zero complaint regarding human rights in the workplace. |
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MENJADI TETANGGA YANG BAIK BAGI MASYARAKAT Being a Good Neighbor

Komunitas Lokal Local Communities

Kami berkomitmen untuk mendukung pengembangan sosial dan ekonomi masyarakat sekitar dan memastikan komunikasi yang transparan dengan semua pemangku kepentingan.
We are committed to support the social and economic development of the surrounding communities and ensuring transparent communication with all stakeholders.



Target 2030 2030 Target

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| <ol style="list-style-type: none"> 1. Kami memelihara komunikasi yang terbuka dan transparan tentang aktivitas dan kinerja kami. 2. Kami membantu meningkatkan kondisi kehidupan di komunitas sekitar. 3. Kami mencapai 5.000 jam kerja sukarela di komunitas setiap tahun. | <ol style="list-style-type: none"> 1. We maintain open and transparent communication about our activities and performance. 2. We assist to improve the living conditions in neighbouring communities. 3. We achieve 5,000 hours of voluntary community work every year. |
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Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> 1. Menciptakan kegiatan komunitas untuk pelatihan dan pengetahuan dengan tema yang sesuai dengan keahlian dan pengalaman masing-masing karyawan, serta sesuai dengan kebutuhan masyarakat sekitar. 2. Melanjutkan kegiatan komunikasi dengan tokoh masyarakat dalam Bina Lingkungan, membangun UMKM melalui program-program peningkatan ekonomi masyarakat, menyebarkan kesadaran lingkungan melalui pelibatan pada program daur ulang sampah, serta mengembangkan <i>local hero</i> untuk menularkan keahlian dan semangat perubahan kepada kelompok masyarakat di sekitarnya. 3. Membangun sistem <i>employee volunteering</i>. | <ol style="list-style-type: none"> 1. Creating community activities for training and sharing knowledge with appropriate themes to each employee's expertise and experience, as well as according to the surrounding community's needs. 2. Continuing communication activities with community leaders in Community Development, building MSMEs through community economic development programs, raising environmental awareness through participation in waste recycling programs, and fostering local heroes to share expertise and the spirit of change with the surrounding community groups. 3. Developing an employee volunteering system. |
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Progress Kami di 2022 Our Progress in 2022

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| <ol style="list-style-type: none"> 1. Terlaksananya 878 program pemberdayaan masyarakat dan UMKM untuk meningkatkan perekonomian masyarakat dan pelestarian lingkungan. 2. Adanya 61 <i>local hero</i>. 3. Pencatatan <i>employee volunteering</i> sebesar 4.328 jam dengan total keikutsertaan 667 karyawan. | <ol style="list-style-type: none"> 1. Implemented 878 MSME and community empowerment programs to improve the economy of the people as well as the conservation of the environment. 2. There were 61 local heroes. 3. The employee volunteering system recorded 4,328 hours with 667 employee participation. |
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MENDORONG PENGUATAN EKONOMI DAN INOVASI Driving Economic Strength and Innovation

Ketahanan Korporasi Corporate Resilience

Kami akan memastikan profitabilitas yang berkelanjutan melalui manajemen yang efektif dari semua proses dan sumber daya, serta inovasi produk dan layanan yang berkelanjutan.
We will ensure sustainable profitability through effective management of all processes and resources, as well as continuous product and service innovation.



Target 2030 2030 Target

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| <ol style="list-style-type: none"> 1. Kami menggunakan semua sumber daya seefisien mungkin dan menargetkan untuk mendapatkan premi dari biaya modal kami. 2. Kami berinvestasi secara substansial dalam R&D menuju teknologi dan produksi produk rendah karbon yang inovatif, dan akan memajukan portofolio produk berkelanjutan di setiap negara Grup. 3. Kami aktif dalam Green Product Council Indonesia dan organisasi serupa untuk mendorong inovasi produk berkelanjutan bersama dengan pelanggan kami. | <ol style="list-style-type: none"> 1. We use all resources as efficiently as possible and target to earn a premium on our cost of capital. 2. We invest substantially in R&D towards innovative low-carbon production technologies and products, and will advance a portfolio of sustainable products in every Group country. 3. We are active in Green Product Council Indonesia and similar organisations in order to drive innovation of sustainable products together with our customers. |
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Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> 1. Direksi memeriksa kinerja bisnis dari masing-masing Unit Bisnis Terpadu. 2. Penerapan KPI dan sistem bonus yang mendorong individu memiliki kinerja keberlanjutan. 3. Perseroan terus fokus pada pengendalian biaya, operasi yang efisien, pengembangan produk, dan transformasi digital pada seluruh lini bisnis Perseroan. 4. Melaksanakan perjanjian induk sewa dan penggunaan aset perusahaan semen lain. | <ol style="list-style-type: none"> 1. The Board of Directors examines the business performance of each Integrated Business Unit. 2. Implementation of KPIs and a bonus system to encourage individuals to have sustainability performance. 3. The Company continues to focus on cost control, efficient operations, product development, and digital transformation across all of the Company's business lines. 4. Honoring the Master Lease Agreement and using other cement companies' assets. |
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Progress Kami di 2022 Our Progress in 2022

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| <ol style="list-style-type: none"> 1. Meningkatkan <i>footprints</i> dan fasilitas distribusi semen berupa terminal, pabrik terintegrasi, dan <i>grinding mill</i> untuk memperluas pasar di wilayah Sumatra, Sulawesi, dan Indonesia bagian timur, serta efisiensi logistik dan transportasi. 2. Meningkatkan penjualan semen ramah lingkungan berupa semen hidrolik, PCC, PPC, dan semen <i>slag</i> hingga meningkat setiap tahun serta meningkatkan kesadaran konsumen terkait produk ramah lingkungan. 3. Meningkatkan pangsa pasar hingga 25,1% di tengah ketidakpastian ekonomi global dan perubahan perilaku konsumen akibat pandemi COVID-19. | <ol style="list-style-type: none"> 1. Expanding our footprints and cement distribution facilities, such as terminals, integrated plants, and grinding mills to develop markets in Sumatra, Sulawesi, and the eastern part of Indonesia as well as improved our logistic and transportation efficiency. 2. Increasing the sales of environmentally friendly cement, such as hydraulic cement, PCC, PPC, and slag cement so that they increase every year and enhanced consumer awareness of environmentally friendly products. 3. Increasing market share by 25.1% in the midst of global economic uncertainty and consumer behavior changes due to the COVID-19 pandemic. |
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EVALUASI PENCAPAIAN TARGET DAN STRATEGI MENGHADAPI TANTANGAN

Indocement secara rutin melakukan evaluasi terhadap strategi dan pencapaian TPB melalui rapat mingguan, bulanan, triwulan dan juga forum tahunan yang dinamakan Executive Retreat, yang melibatkan Direktur dalam *monitoring* dan evaluasi kinerja Perseroan. Selanjutnya, hasil dari Executive Retreat disosialisasikan melalui “Indocement Executive Strategic Forum” dan “Quantum Challenge Briefing”. Indocement juga memiliki Management Transformation Team (MTT Team) yang terdiri dari para Key Managers, yang secara khusus melaksanakan *weekly meeting* untuk mendiskusikan strategi, pencapaian, *monitoring* pelaksanaan, sekaligus evaluasi hambatan yang dihadapi pada pelaksanaan proyek strategis terkait keberlanjutan. Pencapaian target dalam bidang keberlanjutan juga menjadi kriteria penilaian kinerja (*key performance indicator/KPI*) bagi setiap fungsi yang ada di Perseroan.

Untuk meningkatkan kapasitas dan kapabilitas seluruh Insan Indocement dalam melaksanakan kegiatan operasional dan proyek-proyek strategis untuk mendukung TPB, Perseroan mengikutsertakan seluruh karyawan pada program-program pelatihan dan pengembangan di area-area terkait ESG, yang juga diikuti hingga level Direksi. Evaluasi pelatihan dan pengembangan dilakukan oleh Divisi SDM secara komprehensif. Kinerja pelatihan terkait keberlanjutan tersebut disampaikan lebih lengkap pada bab Peningkatan Kompetensi dan Pengembangan Karyawan dalam laporan ini.

Pencapaian kinerja Perseroan terhadap TPB tidak lepas dari berbagai tantangan, di antaranya perlambatan ekonomi akibat adanya resesi global yang berdampak pada peningkatan harga komoditas, suku bunga, dan kenaikan harga bahan bakar, yang secara langsung maupun tidak langsung mempengaruhi upaya Indocement dalam mengimplementasikan inovasi dan berinvestasi untuk proyek-proyek strategis terkait keberlanjutan. Namun, Indocement memandang tantangan tersebut sekaligus menjadi peluang dan prospek keberlanjutan untuk menjalankan inisiatif strategis. Inisiatif strategis tersebut mencakup penggunaan lebih banyak bahan baku alternatif pengganti *clinker* dengan memproduksi semen hijau, meningkatkan rasio penggunaan bahan baku alternatif untuk efisiensi dan menurunkan emisi GRK, mempercepat daya serap pasar semen hijau melalui ekstensifikasi semen hidraulis untuk mengganti OPC, serta penguatan *footprints* untuk menjangkau pasar di seluruh Indonesia. Strategi Indocement untuk menghadapi tantangan tentu tidak lepas dari penguatan tata kelola keberlanjutan Perseroan yang pada tahun 2021 semakin disempurnakan dengan dibentuknya Komite ESG. Komite ESG bertanggung jawab langsung kepada Direksi untuk mengawal penerapan prinsip-prinsip keberlanjutan di lingkungan Perseroan.

EVALUATION OF TARGET ACHIEVEMENT AND STRATEGIES TO OVERCOME CHALLENGES

Indocement regularly evaluates the strategy and achievements of the SDGs through weekly, monthly, quarterly meetings and also an annual forum called the Executive Retreat, that involves Directors in monitoring and evaluating the Company's performance. Furthermore, the results of the Executive Retreat were socialized through the “Indocement Executive Strategic Forum” and “Quantum Challenge Briefing”. Indocement also has a Management Transformation Team (MTT Team) consisting of Key Managers, who specifically hold weekly meetings to discuss strategies, achievements, monitor implementation, as well as evaluate obstacles encountered in implementing strategic projects related to sustainability. Target achievement in the field of sustainability is also a performance appraisal criterion (*key performance indicator/KPI*) for every function in the Company.

In order to improve the capacity and capability of all Indocement Personnel in performing operational activities and implementing strategic projects to support SDGs, the Company includes all employees up to the Board of Directors level in training and development programs in areas relevant to ESG. The HR Division evaluates the training and development programs comprehensively. The performance of sustainability-related training is presented more comprehensively in the Competency Improvement and Employee Development chapter of this report.

The Company's performance achievement related to SDGs is inseparable from various challenges, such as the slow economic growth due to the global recession that has impacted the increase in commodity prices, interest rates, and fuel prices, which directly and indirectly affect Indocement's efforts to implement innovation and invest in sustainability-related strategic projects. However, Indocement perceives those challenges as opportunities and prospects of sustainability to implement strategic initiatives. The strategic initiatives include using more alternative raw materials as replacements for clinkers by producing green cement, increasing the ratio of alternative raw material utilization for efficiency and GHG emission reduction, accelerating green cement market absorption rate through hydraulic cement intensification to replace OPC, as well as strengthening footprints to get into the markets throughout Indonesia. Indocement's strategy to overcome challenges is closely related to the strengthening of the Company's sustainability governance that was further refined in 2021 with the establishment of the ESG Committee. The ESG Committee directly answers to the Board of Directors and it is responsible for overseeing the implementation of sustainability principles within the Company.

PROFIL INDOCEMENT

Profile of Indocement

Indocement sebagai pelopor MASTERTECH FORMULA di bidang industri semen terus meningkatkan penerapan teknologi pabrikan semen terkini. Upaya ini menjadikan Indocement sebagai perusahaan semen pertama di Indonesia yang mulai menerapkan Industri 4.0, sehingga dapat menghasilkan produk semen bermutu tinggi, kokoh, dan ramah lingkungan. [2-6]

Indocement as a pioneer of MASTERTECH FORMULA in the cement industry continuously improves the implementation of the latest cement manufacturing technology. This effort has made Indocement the first cement company in Indonesia that started to implement Industry 4.0 to produce high quality, solid, and environmentally friendly cement products. [2-6]

Sepanjang tahun 2022, kinerja Perseroan berjalan dengan baik. Kondisi pandemi COVID-19 yang semakin membaik membuat permintaan semen sudah mendekati tren normal. Untuk memenuhi permintaan tersebut, Perseroan berhasil menyediakan dan memenuhi permintaan semen hingga 17.586 ton.

In 2022, the Company gave a good performance. The condition of the COVID-19 pandemic which is getting better has made cement demand close to the normal trend. In order to satisfy that demand, the Company has been able to supply and meet the demand for cement up to 17,586 tons.

SEKILAS INDOCEMENT [2-1]

INDOCEMENT AT A GLANCE [2-1]

 <p>Nama Perseroan Company Name</p> <p>PT Indocement Tunggal Prakarsa Tbk.</p>	 <p>Bidang Usaha Line of Business</p> <p>Industri Semen Cement Industry</p>	 <p>Landasan Hukum Legal Basis</p> <p>Akta pendirian Nomor 227 tanggal 16 Januari 1985, Notaris Ridwan Suselo, S.H., dengan perubahan terakhir atas Anggaran Dasar dalam Akta Notaris Kumala Tjahjani Widodo, S.H., M.H., M.Kn., Nomor 2 tanggal 4 Agustus 2021, dan telah mendapatkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0043810.AH.01.02.TAHUN 2021 tanggal 12 Agustus 2021 dan yang perubahannya telah diterima dan dicatat sesuai surat Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0436786 tanggal 12 Agustus 2021.</p> <p>Deed of Incorporation No. 227 dated 16 January 1985, by Notary Ridwan Suselo, S.H., with its last amendments to the Articles of Association in a Notarial Deed of Kumala Tjahjani Widodo, S.H., M.H., M.Kn. No. 2 dated 4 August 2021, and has obtained the Decision Letter of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0043810.AH.01.02.TAHUN 2021 dated 12 August 2021 and whose amendments have been accepted and recorded in accordance with the Letter of the the Ministry of Law and Human Rights No. AHU-AH.01.03-0436786 dated 12 August 2021.</p>		
 <p>Kepemilikan Saham Shareholding</p> <ul style="list-style-type: none"> Birchwood Omnia Ltd. (HeidelbergCement Group) 51,00% Masyarakat 42,20% Saham Tresuri 6,80% Birchwood Omnia Ltd. (HeidelbergCement Group) 51,00% Public 42,20% Treasury Shares 6,80% 		 <p>Kode Saham Ticker Code</p> <p>INTP</p>	 <p>Tercatat di Listed on</p> <p>Bursa Efek Indonesia Indonesia Stock Exchange</p>	 <p>Bentuk Legal Legal Form</p> <p>Perseroan Terbuka Public Company</p>
 <p>Tanggal Mulai Beroperasi Operations Commencement Date</p> <p>4 Agustus 1975 4 August 1975</p>	 <p>Penawaran Umum Saham Perdana Initial Public Offering</p> <p>5 Desember 1989 5 December 1989</p>	 <p>Merek Dagang Trademarks</p> <ul style="list-style-type: none"> Semen Tiga Roda Semen Rajawali Duracem TR-10 Mortar Serbaguna TR-15 Thinbed Perekat Bata Ringan TR-20 Plester Plus Plester Bata Ringan TR-30 Acian Putih Mortar 	 <p>Kantor Pusat Head Office</p> <p>Wisma Indocement, Lantai 13 13th floor Jl. Jenderal Sudirman Kav. 70-71 Jakarta 12910, Indonesia Telepon/Phone: +6221 875-43-43 ext. 3808 Faksimili/Facsimile: +6221 879-411-66 Surel/E-mail: corpsec@indocement.co.id Situs web/Website: www.indocement.co.id</p>	
 <p>Modal Dasar Authorized Capital</p> <p>Rp4.000.000.000.000 (8.000.000.000 saham) Rp4.000.000.000.000 (8.000.000.000 shares)</p> <p>Modal Disetor Fully Paid Capital</p> <p>Rp1.840.615.849.500 (3.681.231.699 saham) Rp1.840.615.849.500 (3.681.231.699 shares)</p>		 <p>Hubungan Investor Investor Relations</p> <p>Corporate Finance Division Telepon/Phone : +6221 875-4343 ext. 1117 +6221 879-417-71 Faksimili/Facsimile : +6221 879-411-66 Surel/E-mail : investor.relations@indocement.co.id</p>	 <p>Sekretaris Perusahaan Corporate Secretary</p> <p>Sekretaris Perusahaan/Corporate Secretary Telepon/Telephone : +6221 875-4343 ext. 3808 Faksimili/Facsimile : +6221 879-411-66 Surel/E-mail : corpsec@indocement.co.id</p>	
 <p>Jumlah Karyawan Total Number of Employees</p> <p>4.586 Orang/People</p>				

SKALA ORGANISASI

ORGANIZATIONAL SCALE

Uraian Description	Satuan Unit	2022	2021	2020
Jumlah Karyawan Tetap Segmen Semen Number of Permanent Employees of Cement Segment	Orang People	3.349	3.454	3.473
Produksi Semen Cement Production	Juta Ton Million Tons	16,6*	16,8	16,4
Produksi Beton Siap-Pakai Ready-Mix Concrete Production	Juta m ³ Million m ³	1,8	1,5	1,4
Produksi Agregat Aggregate Production	Juta Ton Million Tons	2,1	1,6	0,5
Jumlah Lingkup Operasi Total Scope of Operations				
Jumlah Pabrik dalam Tiga Kompleks Pabrik Number of Plants in Three Factories	Pabrik Plant	13	13	13
Fasilitas Terminal dan Land Silo Terminals and Land Silo Facility	Lokasi Location	11	11	10
Neraca Balance Sheet				
Jumlah Aset Total Assets		25.706	26.136	27.345
Total Pendapatan Bersih Net Revenue		16.328	14.772	14.184
Total Liabilitas Total Liabilities	Rp Miliar Rp Billion	6.139	5.515	5.168
Total Ekuitas Total Equity		19.567	20.621	22.176
Total Kapitalisasi Pasar Saham Total Stock Market Capitalization		33.968	42.953	53.286

*Termasuk Grup Bosowa | Including Bosowa Group

VISI, MISI, DAN NILAI PERSEROAN

THE COMPANY'S VISION, MISSION, AND VALUES



Visi Vision

Semen: Produsen Semen Terkemuka dan Pilihan Pelanggan di Indonesia;
Beton Siap-pakai: Pemain RMC Unggul di Jawa dan Memiliki Jaringan di Kalimantan Timur, Sulawesi Selatan, dan Sumatra;
Agregat dan M-Sand: Pemain Agregat Ternama di Jabodetabek dengan Jaringan Hingga ke Jawa Tengah & Sulawesi;
Mortar: Pemain mortar yang terdepan di Jawa.

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

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

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

Misi
Mission



Nilai Inti

Core Values



*Informasi lebih lanjut mengenai nilai Perseroan dapat dilihat di Laporan Tahunan 2022
*Further information concerning Company values can be seen in the 2022 Annual Report



Indocement memperbarui *New Purpose* dari “*Better Shelter for a Better Life*” menjadi “*Material to Build Our Future*”. Melalui pembaruan ini, Indocement mengutamakan pembangunan berkelanjutan dan bersinergi untuk melakukan *co-creation* bersama para pemangku kepentingan di dalam membangun solusi masa depan bagi dunia yang lebih baik dengan berlandaskan nilai-nilai Perseroan. Semangat ini diwujudkan Indocement dengan mengimplementasikan proses produksi yang rendah emisi, menghadirkan produk-produk yang ramah lingkungan, serta mengutamakan *service excellence* untuk kepuasan pelanggan.

Indocement has updated its *New Purpose* from “*Better Shelter for a Better Life*” to “*Material to Build Our Future*”. Through this update, Indocement mainstreams sustainable development and establishes synergy to foster *co-creation* together with stakeholders to develop future solutions for a better world based on the Company’s values. This spirit is realized by Indocement by implementing a low-emission production process, introducing environmentally friendly products, as well as mainstreaming excellence in service for customer satisfaction.

Peluncuran dan sosialisasi dilaksanakan pada 13 Mei 2022 di Aula ASIST, Housing III, Kompleks Pabrik Citeureup, serta dilaksanakan langsung oleh Direktur Utama Indocement, Christian Kartawijaya. Selain meluncurkan Indocement *New Purpose*, Indocement juga meluncurkan Indocement *New Leadership Style*, yang menjadi:

The launch and dissemination were scheduled on 13 May 2022 in ASIST Hall, Housing III, Citeureup Factory, and led by the President Director of Indocement, Christian Kartawijaya. In addition to the launch of its *New Purpose*, Indocement also launched Indocement’s *New Leadership Style* that has become the following:

1. *We Centric*
2. *Care*
3. *Open Communications*
4. *Process Driven and Performance Oriented*
5. *Agile and Decisiveness*
6. *Customer Centric*

1. *We Centric*
2. *Care*
3. *Open Communications*
4. *Process Driven and Performance Oriented*
5. *Agility and Decisiveness*
6. *Customer Centric*

WILAYAH KERJA

Lokasi operasi Indocement seluruhnya berada di Indonesia, yang terbagi dalam tiga kompleks pabrik, yaitu Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun. Area pertambangan yang dioperasikan sendiri berada di tiga kompleks pabrik tersebut dengan total luas sebesar 10.337,41 hektar. Total kapasitas pabrik terpasang pada tahun 2022 sebesar 25,5 juta ton semen.

LOKASI PABRIK DAN KAPASITAS TERPASANG TAHUN 2022

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

Pada tahun 2022, Indocement mengambil langkah strategis untuk menunjang produksi di wilayah Indonesia bagian timur dan jangkauan ekspor melalui kerja sama dengan Grup Bosowa. Kerja sama tersebut dilakukan dalam skema perjanjian induk sewa dan penggunaan aset. Perluasan *footprints* meliputi Kompleks Pabrik Maros, Banyuwangi *Grinding Mill Unit* di Jawa Timur, Terminal Semen Lombok, Terminal Semen Makassar, Terminal Semen Barru, dan Pelabuhan Garongkong. Selain itu, Indocement melakukan pembelian Terminal Semen Samarinda pada Januari 2022 dan pemindahan Terminal Semen Apung ke Kuala Tanjung, Sumatra Utara pada Agustus 2022 dari Konawe, Sulawesi Selatan. [2-6]

Kerja sama perjanjian induk sewa dan penggunaan aset dirasakan menjadi langkah strategis yang tepat bagi Indocement untuk meningkatkan efisiensi dan memperluas penetrasi pasar di tengah ketidakpastian ekonomi, khususnya industri semen yang menghadapi kondisi kelebihan pasokan dan moratorium pembangunan pabrik semen baru hingga tahun 2030. Selain itu, kehadiran *footprints* yang mewakili seluruh bagian di Indonesia diharapkan dapat meningkatkan ketepatan waktu pengiriman serta menurunkan emisi GRK dari transportasi logistik, produk jadi, dan perpindahan lainnya yang berasal dari kegiatan operasional Perseroan.

WORKING AREAS

All of Indocement's operational locations are in Indonesia, and they are divided into three factories, which are Citeureup Factory, Cirebon Factory, and Tarjun Factory. The self-operated mining areas are in those three factory sites with a total area of 10,337.41 hectare. The total installed factory capacity in 2022 was 25.5 million tons of cement.

FACTORY LOCATIONS AND INSTALLED CAPACITY IN 2022

In 2022, Indocement took a strategic measure to support the production in the eastern part of Indonesia and export coverage through cooperation with Bosowa Group. The cooperation is secured under the master lease agreement and asset utilization schemes. Indocement has expanded its footprints that cover Maros Factory, Banyuwangi Grinding Mill Unit, Lombok Cement Terminal, Makassar Cement Terminal, Barru Cement Terminal, and Garongkong Port. In addition, Indocement bought Samarinda Cement Terminal in January 2022 and moved the Floating Cement Terminal from Konawe, South Sulawesi to Kuala Tanjung, North Sumatra in August 2022. [2-6]

The master lease agreement and asset utilization are deemed as the right strategic moves for Indocement to increase efficiency and market penetration in the midst of economic uncertainty, especially for the cement industry that is in an oversupply condition and with a moratorium on the construction of new cement factories until 2030. In addition, the existence of footprints that represent all parts of Indonesia is expected to be able to improve delivery time and lower GHG emissions generated by logistic transportation, finished products, and other movements resulting from the Company's operational activities.



LOKASI PABRIK DAN TERMINAL INDOCEMENT

INDOCEMENT'S PLANT AND TERMINAL LOCATIONS



PASAR TERLAYANI [2-6]

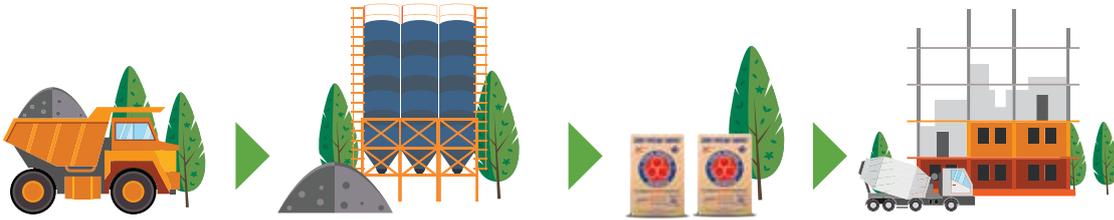
Sepanjang 2022, Indocement berhasil memenuhi permintaan domestik sebesar 16,5 juta ton. Indocement juga memiliki pangsa pasar di negara-negara lain di Asia, di antaranya Tiongkok, Vietnam, Taiwan, Kamboja, Jepang, Brunei Darussalam dan Malaysia. Jumlah ekspor semen, *clinker*, dan produk khusus pada 2022 mencapai 306 ribu ton dari total penjualan.

SERVED MARKETS [2-6]

In 2022, Indocement managed to meet the domestic demand of 16.5 million tons. Indocement also has had market shares in other countries in Asia, such as China, Vietnam, Taiwan, Cambodia, Japan, Brunei Darussalam and Malaysia. The total of cement, clinker, specialty export in 2022 reached 306 thousand tons of the total sales.

RANTAI PASOKAN TERINTEGRASI

INTEGRATED SUPPLY CHAIN



Pertambangan dan Produksi Mining and Production

Indocement memiliki dan mengoperasikan sendiri penambangan di tiga lokasi kompleks pabrik, Indocement juga memproduksi agregat dan beton siap-pakai melalui entitas anak.
Indocement has and operates its mines at three factory site locations; the Company also produces aggregates and ready-mix concrete through its subsidiaries.



Bahan Baku Tambang
Mining Raw Materials



Produksi Semen
Cement Production



Batu kapur, tanah liat, dan trass
Limestone, clay, and trass



Semen
Cement

Distribusi dan Logistik Distribution and Logistics

Memastikan distribusi dan logistik yang memadai dengan menyediakan fasilitas terminal, *land silo*, gudang semen, gudang palet, dan gudang peti kemas.
Ensuring satisfactory distribution and logistics by providing terminal, land silo, cement warehouse, pallet warehouse, and container yard facilities.



Semen kantong dan semen curah
Bag cement and bulk cement



Pemerintah (sektor publik), perusahaan (sektor komersial), dan masyarakat (pelanggan pribadi)
The government (public sector), companies (commercial sector), and public (individual customers)

Pelanggan Customers

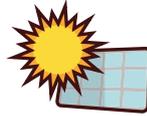
Memastikan pemenuhan kriteria kode etik serta peraturan yang disyaratkan kepada semua pemasok barang dan jasa di sepanjang rantai pasokan.
Ensuring the fulfillment of code of conduct criteria as well as compliance with the regulations applied to all suppliers of goods and services along the supply chain.

Inovasi Innovation



98%

Utilisasi Plant 14 yang merupakan pabrik paling efisien.
Utilization of Plant 14 that is the most efficient plant.



Pengembangan panel surya.
The development of solar panels.



3%

Pengurangan emisi CO₂
CO₂ emission reduction



12%–13%

Pengurangan pemakaian clinker pada produksi semen hidraulis.
Reduction in clinker use in the hydraulic cement production.



Pemanfaatan survei drone
Utilization of drone surveys



Mengoptimalkan aplikasi *Logistic Digital Transformation* untuk memudahkan proses pesanan secara daring, pengecekan barang di gudang, dan proses pengiriman.
Optimizing the Logistic Digital Transformation application to ease the process of the online order, stocktaking in warehouses, and delivery process.



Integrasi TIRO Sales Force Automation System berbasis digital dan optimalisasi Sales is a Science (SiaS).
Integrating TIRO digital-based Sales Force Automation System and optimizing Sales is a Science (SiaS).



13,4 ton

Produksi semen ramah lingkungan.
Green cement production.

**3,5
Juta Ton
Million Tons**



Penambahan kapasitas dari perjanjian induk sewa dan penggunaan aset Grup Bosowa serta penambahan 1,8 juta ton kapasitas grinding semen dari Banyuwangi Grinding Unit.
An increase in the capacity under the master lease agreement and the asset use of Bosowa Group, as well as the addition of 1.8 million tons of cement grinding capacity from Banyuwangi Grinding Unit.

50%–60%

Produk OPC telah diganti menjadi semen ramah lingkungan
OPC products have been replaced by environmentally friendly cement.

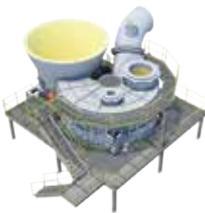


18,13%

Pengurangan konsumsi batu bara
Coal consumption reduction



Kampanye pemasaran yang sangat aktif melalui aset media sosial (Instagram, Facebook, TikTok, dan YouTube).
Highly active marketing campaigns through social media assets (Instagram, Facebook, TikTok, and YouTube).



Hotdisc mampu meningkatkan konsumsi bahan bakar alternatif di Perseroan. Pada tahun 2022, teknologi Hotdisc ini masih dalam tahap pembangunan di Plant 11, dan diharapkan pada pertengahan tahun 2023 sudah dapat beroperasi.
Hotdisc is able to increase consumption of alternative fuels in the Company. In 2022, Hotdisc technology is still under construction at Plant 11, and it is expected that in middle of 2023 it will be operational.

18,13%

Alternative fuel untuk mengurangi penggunaan batu bara
Alternative fuels to reduce coal use.



3%

Memanfaatkan 3% penggunaan bahan baku alternatif di unit finish mill, di antaranya fly ash dan ground granulated blast furnace slag.
Utilizing 3% of the use of alternative raw materials in the finish mill unit, including fly ash and ground granulated blast furnace slag.

Pemanfaatan energi alternatif yaitu RDF yang berasal dari pengolahan sampah di TPSP Bantargebang.
Utilization of alternative energy, RDF from waste processing sites at Bantargebang.



6



Fasilitas baru yang menjangkau pasar di Sumatra Utara, Kalimantan, Sulawesi Selatan, dan Indonesia bagian timur.
New facilities that cover the markets in the North Sumatra, Kalimantan, South Sulawesi, and eastern part of Indonesia.

INISIATIF EKSTERNAL DAN SERTIFIKASI

Secara berkala, Indocement melakukan pembaruan sertifikasi penilaian operasional pabrik maupun sertifikasi terhadap produk-produk semen yang diproduksi. Daftar sertifikasi dapat dilihat pada Laporan Tahunan 2022.

EXTERNAL INITIATIVES AND CERTIFICATION

Indocement periodically renews the certifications for the assessment of factory operations as well as the certifications for produced cement products. The list of certifications can be found in the 2022 Annual Report.

KEANGGOTAAN ASOSIASI [2-28]

ASSOCIATION MEMBERSHIP [2-28]

Nama Asosiasi Association	Posisi Position
Nasional National	
Green Product Council Indonesia (GPCI)	Rekan pendiri Co-founder
Asosiasi Semen Indonesia (ASI) Indonesian Cement Association (ASI)	Anggota Member
Asosiasi Pengusaha Indonesia (Apindo) The Employers' Association of Indonesia (Apindo)	Anggota Member
Asosiasi Emiten Indonesia (AEI) Indonesian Public Listed Companies Association (AEI)	Anggota Member
Indonesia Corporate Secretary Association (ICSA)	Anggota Member
Kamar Dagang dan Industri Indonesia (Kadin) Indonesian Chamber of Commerce and Industry (Kadin)	Anggota Member
Internasional International	
Global Cement and Concrete Association (GCCA)*	Anggota Member

*Anggota tidak langsung karena Indocement merupakan bagian dari HeidelbergCement Group yang tercatat sebagai anggota organisasi tersebut

*Indirect member due to Indocement is a part of HeidelbergCement Group, which is listed as a member of the organization.

TENTANG LAPORAN

About the Report

Laporan Keberlanjutan 2022 Indocement berisi informasi kinerja pada aspek ekonomi, sosial, dan lingkungan untuk periode 1 Januari hingga 31 Desember 2022. Laporan ini diterbitkan setiap tahun. Laporan periode sebelumnya diterbitkan pada 28 April 2022. Terdapat penyajian kembali informasi untuk data emisi GRK, *specific power consumption*, dan limbah B3. Selama tahun 2022, terdapat perubahan signifikan, yakni penambahan *footprints*. [2-3][2-4]

Laporan disusun mengikuti ketentuan Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 16/SEOJK.04/2021. Penyampaian informasi dalam Laporan Keberlanjutan ini juga merujuk pada Global Reporting Initiatives (GRI) Standards 2021, serta merujuk pada Standard Accounting Sustainability Board (SASB) untuk kategori *Construction Material*.

Pembuatan Laporan telah diketahui dan disetujui oleh Direksi Perseroan. Pengawasan penyusunan Laporan Keberlanjutan oleh Direktur yang membawahi Corporate Human Resources dan General Affairs (HRGA), serta peninjauan kembali isi Laporan sebelum diajukan kepada Dewan Komisaris. Perseroan memastikan kualitas isi Laporan melalui sumber data yang relevan dan dapat dipertanggungjawabkan, serta penyajian informasi sesuai dengan prinsip-prinsip keberlanjutan, meskipun Laporan ini belum diverifikasi melalui penjaminan (*assurance*) oleh badan independen. [2-5]

Laporan ini menyajikan informasi yang berdampak signifikan pada kantor pusat dan tiga kompleks pabrik Indocement, yaitu Kompleks Pabrik Citeureup, Bogor, Jawa Barat; Kompleks Pabrik Cirebon, Jawa Barat; dan Kompleks Pabrik Tarjun, Kotabaru, Kalimantan Selatan. Sumber data keuangan yang disajikan mengacu dari Laporan Keuangan Konsolidasian yang mencakup seluruh kinerja pabrik, 24 entitas anak, dan 3 entitas asosiasi Perseroan yang dapat dilihat pada Laporan Keuangan dalam Laporan Tahunan 2022. Data kecelakaan kerja yang disampaikan mencakup karyawan dan mitra kerja. [2-2]

PENENTUAN ISI DAN BATASAN DAMPAK TOPIK MATERIAL [3-1]

Proses penentuan topik dan isu keberlanjutan pada Laporan ini dilakukan melalui diskusi internal pada 20 Oktober 2022. Topik-topik material tahun sebelumnya didiskusikan secara internal untuk dinilai dan ditelaah relevansinya untuk disampaikan pada Laporan Keberlanjutan 2022. Penentuan topik material dimulai dengan mengidentifikasi topik-topik yang relevan berdasarkan karakteristik industri semen dan konstruksi, pengaruhnya terhadap pemangku kepentingan, serta mempertimbangkan aspek-aspek dalam SC2030 HeidelbergCement Group.

Indocement's 2022 Sustainability Report contains information on the performance of economic, social, and environmental aspects during the period from 1 January to 31 December 2022. This report is published annually. The report from the previous period was released on 28 April 2022. There were restatement of information for GHG emission data, specific power consumption, and B3 Waste. In 2022, there was a significant change, which was the expansion of footprints. [2-3][2-4]

The report is compiled according to the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 and Circular Letter of The Financial Services Authority (SEOJK) No. 16/SEOJK.04/2021. The information in this Sustainability Report is presented with reference to the Global Reporting Initiative (GRI) Standards 2021 and the Standard Accounting Sustainability Board (SASB) for the Construction Material category.

The preparation of this Report has been acknowledged and approved by the Company's Board of Directors. The Director who is in charge of Corporate Human Resources and General Affairs (HRGA) supervises the writing of Sustainability Reports and reviews them before submitting them to the Board of Commissioners. The Company ensures the Report content quality through relevant and accountable data sources, and the presentation of information is in accordance with sustainability principles, even though this Report has not been verified by getting assurance from an independent body. [2-5]

This report presents information that has a significant impact on the head office and the three factories of Indocement, which are Citeureup Factory Site, Bogor, West Java; Cirebon Factory Site, West Java; and Tarjun Factory Site, Kotabaru, South Kalimantan. The financial data source presented in this report refers to the Consolidated Financial Statements covering all performances of factories, 24 subsidiaries, and 3 associated companies of the Company, which can be seen in the Financial Statements in the 2022 Annual Report. The submitted occupational accident data includes that of employees and vendors. [2-2]

DETERMINING CONTENTS AND BOUNDARIES OF MATERIAL TOPIC IMPACT [3-1]

The process of determining sustainability topics and issues was carried out through internal discussions on 20 October 2022. The material topics of the previous year were discussed internally to assess and study their relevance to be presented in the 2022 Sustainability Report. Material topics are determined first by identifying relevant topics based on the characteristics of cement and construction industries as well as their impact on stakeholders and by considering the aspects in HeidelbergCement Group's SC2030.

Indocement melibatkan pemangku kepentingan sejak 2020 dalam penentuan isu-isu material bagi pemangku kepentingan, yang dinilai masih relevan untuk disampaikan. Penentuan prioritas pembahasan dan relevansi topik material juga mempertimbangkan pencapaian Perseroan pada tahun 2022, termasuk paparan terkait strategi, tantangan, dan peristiwa penting yang terjadi, target untuk tahun depan, serta perhatian pemangku kepentingan pada periode berjalan.

Penentuan Topik Material dan Dukungan terhadap Pembangunan Berkelanjutan

Hasil analisis topik dan isu material dipresentasikan kepada Direksi dan kemudian ditentukan sepuluh topik material yang menjadi prioritas Indocement untuk disampaikan sebagai respons atas kebutuhan pemangku kepentingan. Seluruh materi pembahasan dalam Laporan Keberlanjutan ini diidentifikasi pengaruhnya terhadap kelangsungan usaha Perseroan maupun dampaknya pada aspek ekonomi, sosial, dan lingkungan.

Indocement engaged the stakeholders since 2020 in determining material issues for stakeholders, which were still considered relevant to be presented. The determination of discussion prioritization and material topic relevance also considered the Company's achievements in 2022, including explanations related to strategies, challenges, important events that happened, targets for the coming year, as well as the interest of stakeholders for the current period.

Determining Material Topics and Support for Sustainable Development

The analysis results and material issues were presented to Board of Directors then decided on ten material topics that have become its priorities to be presented as a response to the stakeholder needs. All discussion materials in this Sustainability Report have been identified for their impacts on the continuity of the Company's business as well as economic, social, and environmental aspects.

Topik Material 2022 [3-2] 2022 Material Topics



BATASAN TOPIK MATERIAL DAN PENDEKATAN MANAJEMEN [3-3]

MATERIAL TOPIC BOUNDARIES AND MANAGEMENT APPROACHES [3-3]

Topik Material Material Topics	Pentingnya Topik Material dan Identifikasi Dampak (Positif dan/ atau Negatif) The Importance of Material Topics and Impact Identification (Positive and/or Negative)	Dampak pada Pemangku Kepentingan Impacts on Stakeholders		Upaya Mengelola Dampak Efforts to Manage the Impact
		Dalam Perseroan In the Company	Luar Perseroan Outside the Company	
Energi dan Emisi Energy and Emission	<p>Energi menjadi komponen biaya terbesar dalam produksi, terutama saat harga batu bara mengalami kenaikan. Perseroan terlibat dalam mengurangi emisi dan efisiensi energi sebagai upaya mitigasi dampak perubahan iklim. Dalam proses produksi semen tidak dapat menghindari terjadinya emisi berupa emisi GRK, emisi konvensional, debu yang mengakibatkan penurunan kualitas udara. Selain itu, kebisingan dapat ditimbulkan dari proses produksi.</p> <p>Energy cost has been the largest component of cost in production, especially when the coal price increases. The Company is involved in reducing emissions and achieving energy efficiency as efforts to mitigate the impacts of climate change. In cement production we cannot avoid the emissions, in the forms of GHG emissions, conventional emissions, dust that cause reduction in air quality. Furthermore, noise can be generated from production process.</p>	Karyawan, Pemegang Saham Employee, Shareholders	Masyarakat Lokal, Pemerintah Local Communities, Government	<ul style="list-style-type: none"> • Membentuk tim manajemen energi dan menyusun rencana strategis terkait efisiensi energi dan bahan bakar alternatif. • Memaksimalkan penggunaan teknologi untuk mengurangi emisi dan efisiensi energi, diantaranya penggunaan teknologi <i>bag filter</i>, pemanfaatan RDF, penggunaan <i>flue gas desulfurization</i>, dan penggunaan panel surya di pabrik. • Menggunakan lebih banyak bahan baku alternatif pengganti <i>clinker</i> dengan memproduksi semen hijau dan mempercepat daya serap pasar. • Meningkatkan bahan bakar alternatif sebesar 42% pada tahun 2030. • Forming an energy management team and developing strategic plans in regard to energy efficiency and alternative fuels. • Maximizing the use of technology to reduce emissions and achieve efficiency, such as bag filter technology, RDF utilization, the use of flue gas desulfurization, and solar panel utilization at the factories. • Using more alternative raw materials to replace clinkers by producing green cement and accelerating the market absorption rate. • Increasing alternative fuels by 42% by 2030.
Keanekaragaman Hayati Biodiversity	<p>Keberadaan pertambangan bahan baku semen menyebabkan berkurangnya nilai keanekaragaman hayati dan perubahan bentang lahan. Perseroan terlibat dalam upaya-upaya pelestarian keanekaragaman hayati dan jasa lingkungan di wilayah operasi, serta mengelola lahan pertambangan secara berkelanjutan.</p> <p>The existence of cement raw material mines causes the reduction of biodiversity value and changes to the landscape. The Company is involved in the efforts to conserve biodiversity and environmental services in operational areas, as well as to manage mining sites sustainably.</p>	Karyawan Employee	Masyarakat Lokal, Pemerintah Communities, Government	<ul style="list-style-type: none"> • Meminimalkan dampak negatif operasi terhadap keanekaragaman hayati, serta meningkatkan nilai indeks keanekaragaman hayati. • Mengoptimalkan upaya pemantauan dan perlindungan spesies flora serta fauna yang ada di sekitar wilayah operasi. • Kegiatan penanaman meliputi penanaman pohon di kawasan <i>buffer zone</i> dan pohon multispesies di lahan pasca tambang kuari batu kapur serta budidaya spesies pohon. • Kegiatan non-penanaman, antara lain pelatihan keanekaragaman hayati untuk praktisi non-biologi dan masyarakat. • Minimizing the negative impact of operations on biodiversity as well as increasing the biodiversity index value. • Optimizing efforts to monitor and protect flora and fauna species that exist around the operational areas. • The planting activities included the planting of trees in buffer zone areas, multi-species of trees at post-mined lands in limestone quarries, and the culture of tree species. • The non-planting activities included, among others, training in biodiversity for non-biological practitioners and the community.

Topik Material Material Topics	Pentingnya Topik Material dan Identifikasi Dampak (Positif dan/ atau Negatif) The Importance of Material Topics and Impact Identification (Positive and/or Negative)	Dampak pada Pemangku Kepentingan Impacts on Stakeholders		Upaya Mengelola Dampak Efforts to Manage the Impact
		Dalam Perseroan In the Company	Luar Perseroan Outside the Company	
Limbah dan Efluen Waste and Effluent	<p>Perseroan mendayagunakan kembali limbah menjadi bahan baku alternatif dan bahan bakar alternatif untuk mendukung upaya mitigasi perubahan iklim.</p> <p>The Company reuses wastes as alternative raw materials and fuels to support climate change mitigation efforts.</p>	Karyawan Employee	Masyarakat Lokal, Pemerintah Local Communities, Government	<ul style="list-style-type: none"> Menyediakan tempat penyimpanan sementara (TPS) limbah B3 berizin dan instalasi pengolahan limbah cair. Mengelola dan mengolah limbah internal maupun eksternal menggunakan pendekatan ekonomi sirkular. Providing a licensed temporary hazardous and toxic waste storage area (TPS) and liquid waste treatment plant. Managing and processing internal and external wastes using a circular economic approach.
Pengelolaan Air Water Management	<p>Cekaman air berupa kekeringan dan banjir berdampak pada operasi Perseroan maupun masyarakat sekitar. Perseroan terlibat dalam penggunaan air yang bertanggung jawab baik untuk kegiatan operasional maupun domestik, serta dalam melaksanakan inisiatif-inisiatif efisiensi penggunaan air untuk mengurangi jejak lingkungan.</p> <p>Water threats such as droughts and floods impact the Company's operations as well as the surrounding communities. The Company is involved in the implementation of responsible water usage for operational or domestic activities, as well as in initiatives aimed at improving the efficiency of water usage to reduce environmental footprints.</p>	Karyawan Employee	Masyarakat Lokal, Pemerintah Local Communities, Government	<ul style="list-style-type: none"> Keseluruhan kompleks pabrik telah memiliki Surat Izin Pengambilan dan Pemanfaatan Air (SIPPA) untuk memenuhi kebutuhan air yang berasal dari sumber air permukaan, air tanah, dan air hujan. Membangun pembangunan kolam pengendapan (embung) di sekitar lokasi pabrik untuk memenuhi kebutuhan operasional Perseroan dan masyarakat setempat. Meningkatkan efisiensi penggunaan air di seluruh lini operasi. All factories already have Water Extraction and Utilization Permit (SIPPA) to meet water needs from surface water, groundwater, and rainwater sources. Constructing sediment pools (embung) around factory locations to meet the needs of the Company's operations and local communities. Increasing the efficiency of water usage at all operational lines.
Keselamatan dan Kesehatan Kerja (K3) Occupational Health and Safety (OHS)	<p>Keselamatan dan kesehatan karyawan dapat memengaruhi keberlanjutan operasi. Perseroan terlibat dalam mengelola dan meminimalkan potensi risiko K3 bagi karyawan.</p> <p>Employee safety and health may affect the continuity of operations. The Company is involved in managing and minimizing the potential risks of OHS for employees.</p>	Karyawan Employee	Pemerintah Government	<ul style="list-style-type: none"> Menciptakan lingkungan kerja yang nyaman, aman, selamat, sehat, dan ramah lingkungan. Mematuhi peraturan perundang-undangan dan standar yang relevan. Mengelola risiko, peluang, dan isu-isu yang relevan untuk keberlangsungan usaha. Meningkatkan program masyarakat untuk menciptakan nilai bersama dan solusi lebih baik. Membudayakan kegiatan perbaikan berkelanjutan untuk peningkatan kinerja dan sistem manajemen. Creating comfortable, secure, safe, healthy, and environmentally friendly working environments. Complying with the laws and regulations as well as relevant standards. Managing risks, opportunities, and relevant issues for the sake of business sustainability. Improving community programs to foster common values and develop better solutions. Developing a culture of sustainable improvement to boost performance and refine the management system.

Topik Material Material Topics	Pentingnya Topik Material dan Identifikasi Dampak (Positif dan/ atau Negatif) The Importance of Material Topics and Impact Identification (Positive and/or Negative)	Dampak pada Pemangku Kepentingan Impacts on Stakeholders		Upaya Mengelola Dampak Efforts to Manage the Impact
		Dalam Perseroan In the Company	Luar Perseroan Outside the Company	
Hak Asasi Manusia (HAM) Human Rights	<p>Kesetaraan dan keberagaman di internal Perseroan akan membawa dampak positif bagi lingkungan kerja. Perseroan berupaya dalam pemenuhan hak-hak dan kesempatan kerja yang setara pada karyawan tanpa membedakan ras dan gender, sesuai dengan kebutuhan Perseroan.</p> <p>Equality and diversity within the Company will bring a positive impact on the work environment. The Company strives to fulfill the equal rights and work opportunities of employees regardless of race and gender, according to the Company's requirements.</p>	Karyawan, Pemegang Saham Employee, Shareholders	Pemerintah, Pemasok Government, Supplier	<ul style="list-style-type: none"> • Memastikan kepatuhan terhadap kebijakan dan peraturan berkaitan dengan HAM, baik di tingkat nasional maupun internasional. • Transparansi dalam proses perekrutan, evaluasi pengembangan karier, serta pemenuhan hak-hak bagi karyawan. • Menghormati dan menerapkan prinsip-prinsip HAM pada setiap perencanaan dan pelaksanaan program-program pemberdayaan bagi komunitas lokal di sekitar lokasi operasi. • Memastikan kepatuhan pemasok melalui pernyataan kepatuhan pada Kode Etik Pemasok (<i>Vendor Code of Conduct</i>) kepada setiap pemasok yang akan melakukan kerja sama dengan Perseroan, salah satunya yaitu pemasok akan mematuhi dan memperhatikan prinsip-prinsip HAM. • Ensuring compliance with policies and regulations related to human rights at national and international levels. • Transparency in the recruitment process, career development evaluation, and the fulfillment of employees' rights. • Respecting and applying human rights principles in each planning and implementation of empowerment programs for local communities surrounding the operational locations. • Ensuring the compliance of suppliers through a statement on compliance with the Vendor Code of Conduct for each supplier that will cooperate with the Company, for example, the supplier will comply with and adhere to human rights principles.
Pengelolaan Bakat dan Kinerja Talent and Performance Management	<p>Pengelolaan bakat dan kinerja yang optimal dapat meningkatkan potensi karyawan, sehingga dapat berinovasi dan bersinergi bersama para pemangku kepentingan dalam membangun solusi masa depan dengan berlandaskan nilai-nilai Perseroan.</p> <p>An optimum talent and performance management can improve employees' potential, so that they can innovate and establish synergy together with stakeholders in finding solutions for the future based on the Company's values.</p>	Karyawan Employee	Masyarakat Lokal, Pemerintah Local Communities, Government	<ul style="list-style-type: none"> • Menyesuaikan program-program dan strategi <i>Agent of Change</i> sesuai dengan kebutuhan Perseroan. • Integrasi HR <i>digital platform</i> untuk meningkatkan kapasitas karyawan. • Implementasi ESG <i>Performance Review</i> sebagai salah satu bentuk internalisasi budaya keberlanjutan di Perseroan. • Management Transformation Team (MTT) memastikan efektivitas pelaksanaan proyek-proyek keberlanjutan juga sebagai bagian dari kaderisasi insan Perseroan yang memiliki potensi sebagai <i>new leader</i> di masa depan. • Adjusting programs and strategies of the Agent of Change according to the Company's needs. • Integrating HR digital platform to improve employees' capacity. • Implementing ESG Performance Review as one of the forms of internalization of sustainability in the Company. • Management Technology Team (MTT) ensures the effectiveness of sustainability project implementation and as part of the cadre formation of the Company's Personnel who have the potential to become new leaders in the future.

Topik Material Material Topics	Pentingnya Topik Material dan Identifikasi Dampak (Positif dan/ atau Negatif) The Importance of Material Topics and Impact Identification (Positive and/or Negative)	Dampak pada Pemangku Kepentingan Impacts on Stakeholders		Upaya Mengelola Dampak Efforts to Manage the Impact
		Dalam Perseroan In the Company	Luar Perseroan Outside the Company	
Komunitas Lokal Local Communities	<p>Kemitraan yang baik antara masyarakat dan Indocement dapat memberikan dampak positif berupa pemberdayaan dan pembangunan masyarakat, serta mendukung bisnis yang berkelanjutan.</p> <p>A good partnership between the community and Indocement can make a positive impact in the form of community empowerment and development, as well as support sustainable business.</p>	Karyawan Employee	Masyarakat Lokal, Pemerintah Local Communities, Government	<p>Keterlibatan Perseroan bersama masyarakat, di antaranya melalui perekrutan karyawan setempat, pasokan bahan bakar alternatif, pelaksanaan konservasi di lahan reklamasi, dan implementasi program TJSJ, terutama untuk meningkatkan perekonomian masyarakat melalui pemberdayaan UMKM.</p> <p>The Company's engagement with the community, such as local employee recruitment, alternative fuel supplies, implementation of conservation programs at reclaimed lands, and the implementation of CSR program, especially to improve the economy of the people through MSME empowerment.</p>
Kinerja Ekonomi (Ketahanan Korporasi) Economic Performance (Company Resilience)	<p>Resiliensi Perseroan salah satunya dibangun dari kinerja ekonomi yang stabil. Kondisi ketidakpastian ekonomi global, kebijakan moratorium pendirian pabrik semen hingga tahun 2030, dan adanya kelebihan pasokan pada industri semen secara umum berdampak pada penyesuaian langkah-langkah strategis untuk efisiensi sekaligus meningkatkan ketahanan kinerja ekonomi Perseroan. Kinerja ekonomi berpengaruh terhadap kestabilan kegiatan operasi dan distribusi, sehingga dapat memberikan nilai manfaat bagi pemangku kepentingan, terutama pemegang saham.</p> <p>The Company's resilience is built by, among others, a stable economic performance. The uncertain condition of the global economy, the moratorium on the construction of new cement factories until 2030, and the oversupply condition in the cement industry generally have an impact on the adjustment of strategic measures for efficiency as well as improvement of the Company's economic performance resilience. Economic performance affects the stability of operational and distribution activities, so it can have beneficial value for stakeholders, particularly the shareholders.</p>	Karyawan, Pemegang Saham Employee, Shareholders	Pelanggan, Media Customer, Media	<ul style="list-style-type: none"> Perseroan meningkatkan penetrasi pasar di Indonesia dan efisiensi di berbagai bidang, terutama pada bidang operasi dan logistik melalui kerja sama skema induk sewa dan penggunaan aset. Meningkatkan penetrasi pasar semen ramah lingkungan (semen hidraulis, PCC, PPC, dan semen <i>slag</i>) yang cukup bersaing. Inovasi produk yang lebih ramah lingkungan mampu meningkatkan pemakaian bahan baku dan bahan bakar alternatif yang juga meningkatkan efisiensi bagi Perseroan. The Company has increased market penetration in Indonesia and efficiency in various fields, especially in operations and logistics through the master lease agreement and asset utilization scheme. Increasing market penetration of environmentally friendly cement products (hydraulic cement, PCC, PPC, and slag cement) that are quite competitive. Innovation in products that are more environmentally friendly can increase the use of alternative raw materials and fuels that also improves the Company's efficiency.

Topik Material Material Topics	Pentingnya Topik Material dan Identifikasi Dampak (Positif dan/ atau Negatif) The Importance of Material Topics and Impact Identification (Positive and/or Negative)	Dampak pada Pemangku Kepentingan Impacts on Stakeholders		Upaya Mengelola Dampak Efforts to Manage the Impact
		Dalam Perseroan In the Company	Luar Perseroan Outside the Company	
Tata Kelola Keberlanjutan Sustainability Governance	<p>Memastikan kepatuhan dan etika bisnis yang baik menjadi landasan bagi Indocement menjalankan tiga pilar keberlanjutan yang terdiri atas aspek ekonomi, lingkungan, dan sosial secara seimbang serta terintegrasi pada seluruh kegiatan operasi.</p> <p>Ensuring compliance and good business ethics can be Indocement's foundation for implementing the three sustainability pillars that consist of economic, environmental, and social aspects in a balanced and integrated manner in all operational activities.</p>	Karyawan, Pemegang Saham Employee, Shareholders	Pemerintah, Media Government, Media	<ul style="list-style-type: none"> Kualitas penerapan GCG terus ditingkatkan mengacu pada hukum dan standar yang berlaku, serta pedoman yang dikeluarkan oleh HeidelbergCement Group. Membentuk Komite ESG untuk memastikan keselarasan praktik bisnis Indocement dengan visi kelestarian alam, terutama meningkatkan nilai-nilai Perseroan dalam jangka panjang dan mempromosikan pengelolaan ESG secara strategis. The quality of GCG implementation is continuously improved by referring to applicable laws and standards as well as the guidelines issued by HeidelbergCement Group. Establishing ESG Committee to ensure the alignment between Indocement's business practices and the vision of environmental preservation, particularly in increasing long-term Company values and promoting strategic ESG management.

TANGGAPAN ATAS UMPAN BALIK

Kami mengucapkan terima kasih atas tanggapan atas laporan tahun sebelumnya yang telah diberikan. Seluruh kritik, masukan, dan saran telah kami tindaklanjuti dan kami sampaikan dalam Laporan Keberlanjutan Tahun 2022 ini. Pada bagian akhir Laporan ini, tersedia Lembar Umpun Balik untuk menyampaikan pendapat, saran, maupun kritik atas Laporan Keberlanjutan Tahun 2022. Kami akan menindaklanjuti setiap hal yang disampaikan untuk perbaikan pelaporan berikutnya.

RESPONSE TO FEEDBACK

We wish to thank you for the feedback provided to the previous year's report. We have followed up all criticisms, inputs and suggestions and reported them in this Sustainability Report 2022. Further, a Feedback Form is provided at the back of this Sustainability Report 2022 to convey further opinions, suggestions, and criticisms. We endeavor to follow up all issues submitted towards improving the next report.

KETERLIBATAN PEMANGKU KEPENTINGAN [2-29]

Indocement mengidentifikasi pemangku kepentingan, yaitu pihak-pihak yang berhubungan dengan kegiatan usaha dan memengaruhi keberlanjutan Perseroan maupun sebaliknya secara signifikan. Interaksi dengan pemangku kepentingan dikelola secara kolektif oleh berbagai unit, di antaranya Divisi Corporate Social and Responsibility and Security Division (CSRSD) dan Corporate Human Resource Division (CHRD). Hubungan yang baik dengan pemangku kepentingan dibangun guna mendapatkan masukan dan saran, serta meningkatkan pemahaman Indocement terhadap kebutuhan pemangku kepentingan, termasuk pengelolaan kinerja keberlanjutan.

STAKEHOLDERS ENGAGEMENT [2-29]

Indocement identifies stakeholders as parties that are related to business activities and affect the Company's sustainability, or the other way round, significantly. Interactions with stakeholders are managed collectively by various units, such as Corporate Social and Responsibility and Security Division (CSRSD) and Corporate Human Resource Division (CHRD). A good relationship with stakeholders is built to get inputs and suggestions as well as to increase Indocement's understanding of stakeholder needs, including the management of sustainability performance.

PEMEGANG SAHAM
SHAREHOLDERS

Metode Pendekatan dan Pengelolaan
Approach and Management Methods

Sarana Pelibatan dan Frekuensi

Facilities for Engagement and Frequency

1. RUPS secara berkala minimal satu tahun sekali atau insidental
2. Diskusi secara berkala sesuai kebutuhan
1. GMS, periodically, at least once a year or incidental
2. Regular discussions as needed

Topik Signifikan dan Kebutuhan Pemangku Kepentingan

Significant Topics and Stakeholders Needs

1. Peningkatan nilai investasi dan dividen
2. Keterbukaan Informasi
3. Kinerja Perseroan yang baik
4. Pelaporan
1. Increase in the value of investment and dividend
2. Information Disclosure
3. Good performance of the Company
4. Reporting

Respons Kebutuhan Pemangku Kepentingan
Responses to Stakeholder Needs

1. Rapat Umum Pemegang Saham
2. Paparan Publik
3. Membuat Laporan Tahunan, Laporan Keberlanjutan, Laporan Keuangan
4. Pengungkapan kinerja melalui beragam kanal media (situs web, sosial media, pengumuman, dan laporan)
1. General Meeting of Shareholders
2. Public Exposure
3. Prepare Annual Reports, Sustainability Reports, and Financial Statements
4. Performance disclosure through various media channels (websites, social media, announcements, and reports)

KARYAWAN
EMPLOYEES

Metode Pendekatan dan Pengelolaan
Approach and Management Methods

Sarana Pelibatan dan Frekuensi

Facilities for Engagement and Frequency

1. Forum Bipartit dan Tripartit yang diselenggarakan minimal satu bulan sekali
2. Komunikasi dengan Serikat Pekerja yang diselenggarakan minimal setiap minggu
1. Bipartite and Tripartite Forums held at least once a month
2. Communications with Trade Unions, at least weekly

Topik Signifikan dan Kebutuhan Pemangku Kepentingan

Significant Topics and Stakeholders Needs

1. Pemenuhan hak-hak dan kesejahteraan karyawan
2. Kesetaraan kesempatan berkarier, remunerasi, dan fasilitas kerja
3. Penerapan Kesehatan dan Keselamatan Kerja (K3)
4. Keterlibatan dalam kinerja ekonomi, lingkungan, dan sosial yang unggul
1. Fulfillment of employees' rights and welfare
2. Equal career opportunities, remuneration, and work facilities
3. Occupational Health and Safety (OHS) Management
4. Involvement in excellent economic, environmental, and social performance

Respons Kebutuhan Pemangku Kepentingan
Responses to Stakeholder Needs

1. Pertemuan berkala
2. Diskusi dalam program pengembangan karyawan
3. Pelibatan aktif penyusunan Laporan Keberlanjutan dan Laporan Tahunan
1. Periodic meetings
2. Discussions on employee development programs
3. Active involvement in preparing Sustainability Report and Annual Report

PELANGGAN
CUSTOMERS

Metode Pendekatan dan Pengelolaan
Approach and Management Methods

Sarana Pelibatan dan Frekuensi

Facilities for Engagement and Frequency

Pertemuan secara berkala sesuai kebutuhan, atau minimal satu tahun sekali

Regular meetings as necessary, or at least once a year

Topik Signifikan dan Kebutuhan Pemangku Kepentingan
Significant Topics and Stakeholders Needs

1. Harga kompetitif dengan jaminan kualitas produk dan pasokan
 2. Penerapan standar produk dan informasi yang lengkap
 3. Pelayanan keluhan
 4. Menghasilkan Produk Ramah Lingkungan
-
1. Competitive prices with quality assurance and guaranteed supply
 2. Application of product standards and complete information
 3. Complaint services
 4. Manufacturing Environmentally Friendly Products

Respons Kebutuhan Pemangku Kepentingan
Responses to Stakeholder Needs

1. Diskusi dengan pelanggan sesuai kebutuhan
2. Sekolah Tukang Semen Tiga Roda
3. Survei kepuasan pelanggan
4. Memberikan produk berkualitas
5. Layanan pelanggan
6. Program 'Toko Care'

1. Discussions with customers as needed
2. Sekolah Tukang Semen Tiga Roda
3. Customer satisfaction survey
4. Providing quality products
5. Customer Service
6. 'Toko Care' program

PEMERINTAH
GOVERNMENT

Metode Pendekatan dan Pengelolaan
Approach and Management Methods

Sarana Pelibatan dan Frekuensi

Facilities for Engagement and Frequency

1. Pertemuan Forum Tripartit dan kunjungan kerja sesuai dengan kebutuhan
2. Kerja sama kegiatan TJSL yang dilaksanakan sesuai kebutuhan
3. Konsultasi dan koordinasi dengan Regulator (Kementerian, OJK, dan lembaga lainnya)

1. Tripartite Forum meetings and working visits as needed
2. Collaboration on TJSL activities carried out as required
3. Consultation and coordination with regulators (Ministry, OJK, and other institutions)

Topik Signifikan dan Kebutuhan Pemangku Kepentingan
Significant Topics and Stakeholders Needs

1. Kepatuhan terhadap perundang-undangan dan peraturan yang berlaku
 2. Tata kelola yang baik
 3. Pelaksanaan TJSL dan pelaporan berkala
 4. Pembayaran pajak
 5. Mengendalikan emisi dan polutan
 6. Menjaga keanekaragaman hayati
 7. Meningkatkan efisiensi energi
 8. Pengelolaan limbah
 9. Mengembangkan budaya keselamatan
-
1. Compliance with the applicable laws and regulations
 2. Good corporate governance
 3. Implementation of CSR and periodic reporting
 4. Payment of taxes
 5. Controlling emissions and pollutants
 6. Safeguarding biodiversity
 7. Improving energy efficiency
 8. Waste management
 9. Developing a safety culture

Respons Kebutuhan Pemangku Kepentingan
Responses to Stakeholder Needs

1. Mematuhi peraturan dan kewajiban pajak
2. Penerapan program TJSL

1. Complying with tax regulations and obligations
2. CSR program implementation

MASYARAKAT LOKAL LOCAL
LOCAL COMMUNITIES

Metode Pendekatan dan Pengelolaan
Approach and Management Methods

Sarana Pelibatan dan Frekuensi

Facilities for Engagement and Frequency

1. Pelaksanaan kegiatan TJSL sesuai kebutuhan
2. Pertemuan bilikom minimal empat bulan sekali setiap desa
1. CSR activities to be performed as needed
2. Bilikom meetings at least every four months in each village

Topik Signifikan dan Kebutuhan Pemangku Kepentingan
Significant Topics and Stakeholders Needs

1. Kemitraan dan pemberdayaan masyarakat
2. Pengelolaan sampah untuk bahan bakar alternatif
3. Tingkat kesejahteraan
4. Mengendalikan emisi dan polutan
5. Menjaga keanekaragaman hayati
6. Meningkatkan efisiensi energi
1. Partnership and community empowerment
2. Waste management for alternative fuels
3. Prosperity level
4. Controlling emissions and pollutants
5. Safeguarding biodiversity
6. Improving energy efficiency

Respons Kebutuhan Pemangku Kepentingan
Responses to Stakeholder Needs

1. Penerapan program TJSL di desa mitra
2. Mendukung BUMDes dan bank sampah dalam pemanfaatan sampah
1. Implementing CSR programs in partner villages
2. Support BUMDes and waste banks in waste utilization

MEDIA

Metode Pendekatan dan Pengelolaan
Approach and Management Methods

Sarana Pelibatan dan Frekuensi

Facilities for Engagement and Frequency

1. Menjalin komunikasi intensif melalui pertemuan rutin sesuai kebutuhan
2. Pemasangan iklan produk sesuai kebutuhan
1. Establish intensive communication through regular meetings as needed
2. Product advertising as needed

Topik Signifikan dan Kebutuhan Pemangku Kepentingan
Significant Topics and Stakeholders Needs

1. Keterbukaan informasi
2. Kerja sama pelaksanaan program
1. Disclosure information
2. Collaboration on program implementation

Respons Kebutuhan Pemangku Kepentingan
Responses to Stakeholder Needs

Publikasi
Publication

PEMASOK
SUPPLIERS

Metode Pendekatan dan Pengelolaan
Approach and Management Methods

Sarana Pelibatan dan Frekuensi

Facilities for Engagement and Frequency

Menjalin komunikasi dengan pemasok
Establish communication with suppliers

Topik Signifikan dan Kebutuhan Pemangku Kepentingan
Significant Topics and Stakeholders Needs

Kepatuhan pemasok atas penghormatan kepada HAM
Suppliers' compliance on respectful to the human rights

Respons Kebutuhan Pemangku Kepentingan
Responses to Stakeholder Needs

Sosialisasi Kode Etik Perseroan
Dissemination of the Company's Code of Conduct



• **Perawatan pohon jati di area pascatambang Kompleks Pabrik Citeureup**
Teak trees nursing at post-mining area of the Citeureup Factory



INDOCEMENT
HEIDELBERGCEMENT Group



- **Hutan Mangrove di sekitar Kompleks Pabrik Tarjun**
Mangrove forest around Tarjun Factory

SOLUSI BAGI LINGKUNGAN

SOLUTIONS FOR THE ENVIRONMENT

01



• Program bank sampah di desa mitra Indocement
Waste bank program in Indocement partner village

Indocement berkomitmen untuk menerapkan pendekatan lingkungan yang bertanggung jawab di semua wilayah kegiatan Perseroan. Sepanjang 2022, kami berupaya mengurangi emisi karbon cakupan 1, 2, dan 3 serta polutan yang timbul dari proses produksi dan transportasi; meningkatkan efisiensi energi dan mengoptimalkan penggunaan bahan bakar alternatif; meningkatkan perlindungan keanekaragaman hayati dan pengelolaan lahan yang berkelanjutan; mengoptimalkan sirkular ekonomi serta meningkatkan efisiensi penggunaan air pada setiap kegiatan operasional sehari-hari.

Indocement is committed to implementing a responsible environmental approach in all of its operational areas. In 2022, we strove to reduce scope 1, 2, and 3 carbon emissions as well as pollutants generated from production and transportation processes; increase energy efficiency and optimize the use of alternative fuels; improve biodiversity protection and sustainable land management; optimize circular economy; as well as increase the efficiency of water utilization in every daily operational activity.



Pada November 2022, ketiga pabrik Indocement, yaitu Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun mendapatkan Penghargaan Industri Hijau 2022 dari Kementerian Perindustrian. Penghargaan ini diperoleh atas pencapaian Indocement yang secara konsisten telah melakukan Sertifikasi Industri Hijau pada produknya. Adapun fokus penilaian mencakup efisiensi penggunaan material, efisiensi energi, efisiensi air, efektivitas proses produksi, produk yang ramah lingkungan, pengelolaan limbah, penurunan emisi CO₂, pengembangan masyarakat, dan aspek sistem manajemen.

In November 2022, the three Indocement factories, i.e. Citeureup Factory, Cirebon Factory, and Tarjun Factory received the 2022 Green Industry Award from the Ministry of Industry. The award was granted for Indocement's achievement that has consistently completed Green Industry Certification for its products. The assessment is focused on the efficiency of material consumption, energy efficiency, water efficiency, the effectiveness of production processes, environmentally friendly products, waste management, CO₂ emission reduction, community development, and the aspect of management system.

MENGURANGI EMISI GAS RUMAH KACA (GRK)

Greenhouse Gas (GHG) Emission Reduction

Pendekatan Manajemen [3-3]

Management Approach

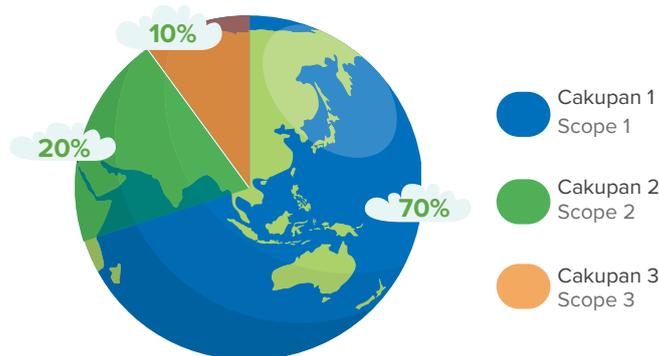


Indocement menjalankan serangkaian inisiatif dan penerapan teknologi yang tepat untuk menurunkan emisi GRK dan emisi gas konvensional lainnya, di antaranya dengan mengurangi faktor *clinker*, penggunaan bahan bakar alternatif dan energi terbarukan, serta meningkatkan tingkat substitusi termal. Melalui beberapa upaya yang telah dilakukan, Indocement berhasil menurunkan emisi CO₂ menjadi 0,587 ton CO₂eq/ton atau 3,14% dibandingkan tahun sebelumnya. Perseroan telah berinvestasi lebih dari Rp1 triliun selama lima tahun terakhir dalam penerapan inisiatif-inisiatif yang mendukung keberlanjutan bisnis tanpa mengesampingkan tanggung jawab terhadap lingkungan.

Indocement implements a series of initiatives and appropriate technologies to lower GHG emissions and other conventional gas emissions, among others, by reducing the clinker factor, using alternative fuel and renewable energy, as well as increasing the level of thermal substitution. Through several efforts made, Indocement has succeeded in reducing CO₂ emissions to 0.587 ton CO₂eq/ton or 3.14% compared to the previous year. The Company has invested more than Rp1 trillion in the last five years in the implementation of initiatives that support business sustainability without disregarding environmental responsibilities.

Persentase Emisi 2022

Emission Percentage 2022



Target Pengurangan Emisi 2030

2030 Emission Reduction Target

0,555 ton CO₂eq/ton semen ekuivalen
ton CO₂eq/ ton equivalent cement

Emisi Cakupan 1 (bruto) | Scope 1 Emission (gross)

Progres 2022
2022 Progress

0,587 ton

Target Penggunaan Bahan Bakar Alternatif 2030

2030 Alternative Fuel Consumption Target

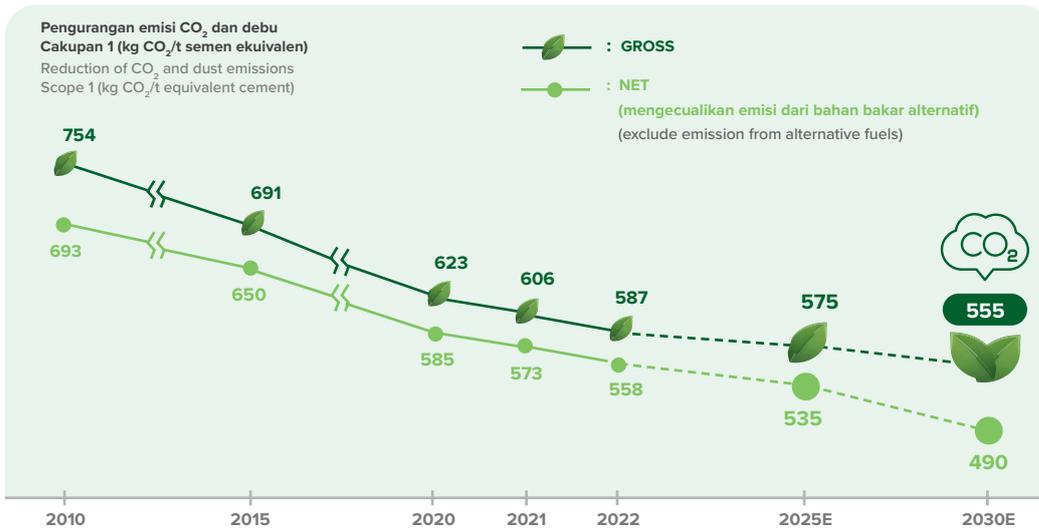
42%

Progres 2022
2022 Progress

18,13%



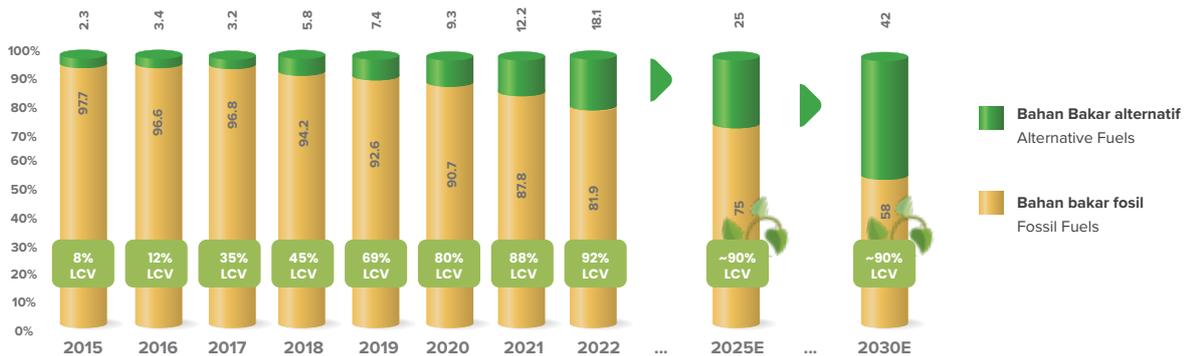
Roadmap Penurunan Emisi CO₂ Cakupan 1 [EM-CM-110a.2] Roadmap of Scope 1 CO₂ Emission Reduction



Peta Jalan Peningkatan Penggunaan Bahan Bakar Alternatif Roadmap of Alternative Fuel Consumption Increase

Rata-rata Konsumsi Bahan bakar %
Fuel Consumption Average %

Peningkatan efisiensi biaya berkelanjutan dalam penggunaan bahan bakar alternatif dan penggunaan LCV batu bara yang lebih tinggi
Continuous cost efficiency improvement in alternative fuels and higher LCV coal usage



Komitmen dan Kebijakan Commitments and Policies

- *Sustainability Commitment 2030 HeidelbergCement Group*, diaplikasikan melalui *Master Plan Development for SC2030 Actions in Indocement*.
- *Document Code Q-POL-INCEM* yang ditetapkan oleh Direktur Utama pada 9 September 2019 mengenai Pengelolaan Emisi.
- Peraturan Presiden Nomor 61 Tahun 2011 mengenai Rencana Aksi Nasional Menurunkan Emisi GRK dan Kondisi Operasional Pabrik.
- ISO 14001:2015 Sistem Manajemen Lingkungan.
- Peraturan Presiden Nomor 98 Tahun 2021 tentang Penyelenggaraan Ekonomi Karbon untuk Pencapaian Target Kontribusi yang Diterapkan Secara Nasional dan Pengendalian Emisi Gas Rumah Kaca dalam Pembangunan Nasional.
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/SETJEN/KUM.1/2/2017 tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen.
- HeidelbergCement Group Sustainability Commitment 2030, applied through the Master Plan Development for SC2030 Actions in Indocement.
- The Code Q-POL-INCEM Document set by the President Director on 9 September 2019 concerning Emission Management.
- Presidential Regulation No. 61 of 2011 on the National Action Plan for Reducing Greenhouse Gas Emissions and Factory Operational Conditions.
- ISO 14001:2015 Environmental Management System.
- Presidential Regulation No. 98 of 2021 on the National Implementation of Carbon Economy to Reach Contribution Targets and Greenhouse Gas Emission Control in National Development.
- The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/ SETJEN/KUM.1/2/2017 on Emission Quality Standards for Businesses and/or Activities of the Cement Industry.



Strategi Pencapaian Kinerja Tahun 2022 [EM-CM-110a.2]

2022 Performance Achievement Strategies

- Mengidentifikasi sumber emisi secara berkala.
- Melakukan integrasi *Continuous Emission Monitoring System* (CEMS) ke Sistem Informasi Pemantauan Emisi Industri Kontinyu (SISPEK) milik Kementerian Lingkungan Hidup dan Kehutanan (KLHK) sebagai sarana transparansi data emisi ke pemerintah dan pemantauan data emisi secara waktu nyata oleh KLHK.
- Pemantauan melalui CEMS dilakukan di Plant 1, Plant 2, Plant 3, Plant 4, Plant 5, Plant 6, Plant 7, Plant 8, Plant 11, dan Plant 14.
- Melanjutkan penggunaan bahan baku dan bahan bakar alternatif untuk menurunkan emisi GRK dalam kerangka program *Clean Development Mechanism* (CDM).
- Melakukan kalibrasi eksternal CEMS dengan metode *cylinder gas audit* (CGA) untuk memastikan keandalan pembacaan alat CEMS.
- Memanfaatkan peranti *flue gas desulfurization* untuk menurunkan emisi SO_x pada pembangkit listrik bersumber batu bara di Kompleks Pabrik Tarjun.
- Melakukan berbagai modifikasi peralatan proses produksi yang berdampak pada penurunan emisi GRK.
- Identifying sources of emissions periodically.
- Integrating Continuous Emission Monitoring System (CEMS) into Continuous Industrial Emission Monitoring Information System (SISPEK) owned by the Ministry of Environment and Forestry (KLHK) as a means of showing emission data transparency to the government and monitoring real-time emission data by KLHK.
- Monitoring Plant 1, Plant 2, Plant 3, Plant 4, Plant 5, Plant 6, Plant 7, Plant 8, Plant 11, dan Plant 14 through CEMS.
- Continuing the utilization of alternative raw materials and alternative fuels to reduce greenhouse gas (GHG) emissions within the framework of the Clean Development Mechanism (CDM) program.
- Performing external calibration of CEMS by using Cylinder Gas Audit (CGA) method to ensure the reliability of CEMS readings.
- Installing flue gas desulfurization devices to reduce SO_x emissions in the coal-fired power plant in Tarjun Factory.
- Modifying production process equipment that has an impact on GHG emission reduction.

Sejak 2022, Indocement memiliki Alternative Fuel dan Alternative Material Division yang bekerja sama dengan AFR Operation Department untuk melakukan pemanfaatan sumber daya dan pengelolaan penggunaan bahan bakar dan bahan baku alternatif pada operasional Perseroan.

Since 2022, Indocement has established Alternative Fuel and Alternative Material Division that cooperates with the AFR Operation Department to utilize resources as well as the management of alternative fuel and raw material use in the Company's operation.



Evaluasi pengurangan emisi diawasi oleh Direksi, General Manager dan Plant Manager, melalui *Monitoring and Reporting System Development for SC2030 Implementation*. Pemantauan dan verifikasi emisi yang dihasilkan oleh pabrik dilakukan secara internal setiap enam bulan sekali, pelaporan eksternal diserahkan kepada KLHK dalam RKL-RPL. Hasil pemantauan dan verifikasi digunakan sebagai dasar dalam langkah perbaikan secara berkelanjutan (*continuous improvement*). Lebih lanjut, emisi yang dihasilkan dari Perseroan berasal dari *industry process and product use* (IPPU), pembakaran bahan bakar (*direct emission*), dan penggunaan listrik (*indirect emission*). Secara proaktif Indocement juga mengidentifikasi sumber-sumber emisi internal melalui serangkaian metode pemantauan sesuai jenis emisi yang dihasilkan.

The evaluation of emission reduction is supervised by the Board of Directors, General Manager and Plant Manager through the Monitoring and Reporting System Development for SC2030 Implementation. Internal assessments are performed every six months to monitor and verify emissions produced by the factories, while external reporting is submitted to the Ministry of Environment and Forestry through RKL-RPL. The results of monitoring and verification are used as the basis for continuous improvement. Furthermore, emissions generated by the Company come from the Industry Process and Product Use (IPPU), fuel combustion (direct emission), and electricity consumption (indirect emission). Indocement also proactively identifies sources of internal emissions through a series of monitoring methods based on the types of emissions generated.

Metode Pemantauan Emisi GRK Methods of Monitoring GHG Emission	
Jenis Emisi Type of Emission	Metode Pemantauan Monitoring Method
CO ₂	Perhitungan GRK meliputi gas CO ₂ , CH ₄ , N ₂ O, HFCs, SF ₆ , dan NF ₃ berdasarkan standar <i>Cement CO₂ dan Energy Protocol version 3.1</i> dari World Business Council Sustainable Development (WBCSD). GHG calculations include CO ₂ , CH ₄ , N ₂ O, HFCs, SF ₆ , and NF ₃ , based on the Standard of Cement CO ₂ and Energy Protocol version 3.1 of the World Business Council Sustainable Development (WBCSD).



Komitmen Indocement terus berinovasi dalam proses produksi ramah lingkungan yang berdasarkan aspek Lingkungan dan Sosial. Hal ini dibuktikan dengan Indocement mendapatkan penghargaan Transparansi Emisi Korporasi 2022 dari Majalah Investor dan Bumi Global Karbon (BGK) Foundation. Indocement dianugerahi dua penghargaan, yaitu “Transparansi Penurunan Emisi Korporasi Sektor Emiten Kategori Green” dan “Transparansi Perhitungan Emisi Korporasi Sektor Emiten Kategori Gold”.

Indocement has a commitment to continue to innovate in an environmentally friendly production process based on Environmental and Social aspects. It is proven by Indocement when it received the 2022 Corporate Emission Transparency awards from Investor Magazine and Bumi Global Karbon (BGK) Foundation. Two awards were bestowed on Indocement, which were “Issuer Sector Corporate Emission Reduction Transparency Category (Green)” and Issuer Sector Corporate Emission Calculation Transparency Category (Gold)”.

Indocement menghasilkan emisi cakupan 1 yang berasal dari proses manufaktur atau kegiatan lain yang dimiliki, seperti emisi dari pembakaran batu bara atau gas alam di boiler, tungku, transportasi, dan pembangkit listrik sendiri, serta emisi GRK yang terkait dengan proses produksi kimia. Emisi lainnya yang dihasilkan oleh Perseroan berasal dari listrik yang berasal dari PLN (cakupan 2) serta emisi lain yang dihasilkan dari rantai pasokan, misalnya transportasi dan ekstraksi serta penjualan maupun pembelian produk (cakupan 3). Indocement secara proaktif mengidentifikasi sumber-sumber emisi internal melalui serangkaian metode pemantauan sesuai jenis emisi yang dihasilkan.

Dalam mendukung peran Indocement merintis dekarbonisasi pada sektor semen dan beton siap-pakai dan untuk memastikan kualitas dari indikator iklim utama yang dilaporkan; dilakukan audit keyakinan yang memadai (*reasonable assurance audit*) oleh pihak independen pada emisi spesifik CO₂, rasio *clinker*, dan nilai bahan bakar alternatif untuk pertama kalinya. Semua data CO₂ Indocement yang dilaporkan, diaudit sebagai bagian dari audit global yang diinisiasi oleh HeidelbergCement Group. Pada tahun-tahun sebelumnya data CO₂ ini telah diaudit dengan keyakinan terbatas, sekarang telah dilakukan selangkah lebih maju dengan mengaudit seluruh KPI keberlanjutan pada level verifikasi yang sama dengan data keuangan kami, yaitu *reasonable assurance*.

Reasonable assurance diberikan setelah enam bulan pemeriksaan yang menyeluruh pada Sistem Pengendalian Internal untuk proses-proses pelaporan data: proses pengumpulan data yang fokus pada kelengkapan dan validasi akurasi data, ketertelusuran data, fokus tinggi untuk memaksimalkan pelaporan data otomatis, misalnya pelaporan data dengan interaksi manusia yang terbatas untuk mengurangi kemungkinan kesalahan input data.

Audit tersebut mencakup verifikasi terhadap seluruh prosedur analisis data, *sampling*, dan pengujian. Audit yang dilakukan tidak hanya terbatas pada pengumpulan data, tetapi juga mencakup tanggung jawab organisasi, keseluruhan proses, sistem dan pengendalian – seluruh rangkaian perlu didokumentasikan dan didukung dengan bukti. Hal ini membutuhkan kerja keras dan pengawasan yang menyeluruh terhadap semua proses. Indocement sangat senang menjadi bagian dari audit global dengan hasil akhir lulus Keyakinan Memadai. [305-3][305-6]

Indocement emits scope 1 emissions generated from manufacturing processes or other activities, such as emissions from burning coals or natural gases in the boiler, kiln, transportation and owned power plants, as well as GHG emissions that are related to chemical production processes. Other emissions produced by the Company are from the electricity sourced from PLN (scope 2) as well as other emissions generated from the supply chain, such as transportation and extraction as well as the sale and purchase of products (scope 3). Indocement proactively identifies sources of internal emissions through a series of monitoring methods based on the types of emissions generated.

In order to underpin HeidelbergCement Group's pioneering role in the decarbonization of the cement and ready-mix concrete sector, and to confirm the quality of the key climate indicators reported: the specific CO₂ emissions, the clinker ratio, and the alternative fuel rate was audited with reasonable assurance by independent party for the first time. All Indocement's reported CO₂ data was audited as a part of this global audit initiated by HeidelbergCement Group. For years these CO₂ data have already been audited with limited assurance, this has now been taken one step further by auditing all these sustainability KPIs on the same level of verification as financial data, namely reasonable assurance.

The reasonable assurance was granted after a six months' thorough review of all Internal Control Systems for the data reporting processes: data collection processes with focusing completeness and validation of data accuracy, data traceability, high focus on maximizing automatic data reporting, for instance data reporting with limited human interaction to reduce possibility of wrong data entry.

The audit included verification of all data analytical procedures, sampling, and testing. The audit was though not restricted to the collection of data only, but also included the responsible organization, all processes, systems, controls – all these steps needed to be documented and supported by corresponding evidence. It has required hard work, and thorough scrutiny of all processes. Indocement is very pleased being a part of this global audit which finally was concluded passing as Reasonable Assurance. [305-3][305-6]

Kinerja Aktual Emisi GRK (bruto) Berdasarkan Sumber [305-1][305-2][305-4][EM-CM-110a.1]
GHG Emission Actual Performance (gross) Based on the Source

Emisi GRK* GHG Emission*	Satuan Unit	2022	2021	2020
Total Emisi GRK Cakupan 1 Total Scope 1 GHG Emission	Juta Ton CO ₂ Million Ton(s) of CO ₂	10,00	11,10	10,64
Total Emisi GRK Cakupan 2 Total Scope 2 GHG Emission		1,19	0,97	0,86
Total Emisi GRK Cakupan 3 Total Scope 3 GHG Emission		0,40	N/A	N/A
Total Emisi GRK Cakupan 1, 2, dan 3 Total Scope 1, 2, and 3 GHG Emission		11,59	12,07	11,50
Intensitas Emisi GRK Cakupan 1 The Intensity of Scope 1 GHG Emission	ton CO ₂ eq/ton semen ekuivalen ton CO ₂ eq/ton equivalent cement	0,587	0,606	0,623
Intensitas Emisi GRK Cakupan 1 dan 2 The Intensity of Scope 1 and 2 GHG Emission		0,657	0,663	0,672
Intensitas Emisi GRK Cakupan 1 The Intensity of Scope 1 GHG Emission	ton CO ₂ /ton cementitious material ton CO ₂ /ton cementitious materials	0,604	0,624	0,630
Intensitas Emisi GRK Cakupan 1 dan 2 The Intensity of Scope 1 and 2 GHG Emission		0,676	0,679	0,680*
Intensitas Emisi GRK Cakupan 3 The Intensity of Scope 3 GHG Emission	ton CO ₂ eq/ton semen ekuivalen ton CO ₂ eq/ton equivalent cement	0,02	N/A	N/A
	ton CO ₂ /ton cementitious material ton CO ₂ /ton cementitious materials	0,02	N/A	N/A

*Penyajian kembali informasi | Restatement [2-4]

Keterangan | Notes:

- Emisi GRK Indocement dihitung berdasarkan standar pelaporan internasional yang ditetapkan oleh WBCSD Cement Sustainability Initiative.
- Emisi di atas tidak termasuk emisi cakupan yang bersumber dari penjualan maupun pembelian produk *clinker*.
- Indocement's GRK emissions are calculated based on the international reporting standards defined by WBCSD Cement Sustainability Initiative.
- The emissions above do not include emissions generated from clinker product sales or purchases.

Intensitas Emisi GRK (ton CO₂eq/ton semen ekuivalen) [305-1][305-2][305-4][EM-CM-110a.1]
GHG Emission Intensity (ton CO₂eq/ton cement equivalent)

Kompleks Pabrik Factory	2022	2021	2020
Intensitas Emisi Bruto GRK Langsung (Cakupan 1) Direct GHG Gross Emission Intensity (Scope 1)			
Citeureup	0,598	0,616	0,623
Cirebon	0,523	0,524	0,562
Tarjun	0,624	0,688	0,707
Intensitas Emisi GRK Langsung Direct GHG Emission Intensity	0,587	0,606	0,623
Intensitas Emisi Bruto GRK Tidak Langsung (Cakupan 2) Indirect GHG Gross Emission Intensity (Scope 2)			
Citeureup	0,071	0,057	0,049
Cirebon	0,087	0,088	0,087
Tarjun	0,046	0	0
Intensitas Emisi GRK Tidak Langsung Indirect GHG Emissions Intensity	0,070	0,057	0,049
Intensitas Emisi Bruto GRK Tidak Langsung Lainnya (Cakupan 3) Other Indirect GHG Gross Emission Intensity (Scope 3)			
Total Intensitas Emisi Bruto GRK Tidak Langsung (Cakupan 3) Total Other Indirect GHG Gross Emission Intensity (Scope 3)	0,024	N/A	N/A
Total Intensitas Emisi GRK Total GHG Emissions Intensity	0,657	0,663	0,672

Kompleks Pabrik Factory	2022	2021	2020
Produksi <i>Clinker</i> (juta ton) Clinker Production (million ton)	11,69	12,49	11,87
Emisi GRK (bruto) yang Dihasilkan (juta ton CO₂eq) GHG Emissions (gross) Generated (million ton CO ₂ eq)	11,22	12,07	11,50

Selama tahun 2022, Perseroan melakukan berbagai upaya untuk mengurangi emisi GRK di antaranya: **[305-5]**

1. Meningkatkan penggunaan bahan bakar alternatif pengganti batu bara hingga tercapai rasio 18,13%. Bahan bakar alternatif yang digunakan yaitu biomassa untuk proses pembakaran di kiln, antara lain sekam padi, cangkang kelapa sawit, dan serbuk gergaji.
2. Indocement berfokus pada pengembangan dan penggunaan RDF *feeding facility* untuk menerima sampah TPST Nambo dan TPST Bantargebang. Penggunaan RDF diharapkan mampu mengurangi sampah sekaligus menurunkan emisi karbon hingga 50% dibandingkan emisi yang dihasilkan dari batu bara.
3. Menggunakan bahan baku alternatif *fly-ash* dan *granulated blast furnace slag* sebagai substitusi kandungan *clinker* pada produksi semen.
4. Sepanjang tahun 2022, sebanyak 925.358 ton semen didistribusikan menggunakan kereta api dan dapat menurunkan intensitas emisi CO₂ menjadi sebesar 3,56 kg CO₂eq/ton semen, lebih rendah 88,59% dibandingkan penggunaan truk yang mencapai 31,18 kg CO₂eq/ton semen.
5. Dalam kegiatan produksinya, Paper Bag Division (PBD) menggunakan bahan baku utama kertas yang berasal dari pohon Pinus yang dapat menyerap karbon sebanyak 135,25 kg CO₂ per tahun. Untuk mengurangi emisi GRK, sejak tahun 2019, PBD telah melakukan efisiensi kemasan semenjak tahun 2019 dengan menurunkan *grammature* kertas yang dipakai untuk kantong semen, menurunkan jumlah lembar kertas (*ply*) dari kantong semen yang semula 3 *ply* menjadi 2 *ply*, serta melalui pemakaian kertas daur ulang untuk menggantikan penggunaan *virgin paper*. Langkah ini berhasil mengurangi konsumsi 11.255 pohon Pinus, atau setara dengan pengurangan 1,5 juta kg CO₂ per tahun

In 2022, the Company made various efforts to reduce GHG emissions, among others: **[305-5]**

1. Increasing the use of alternative fuels to replace coal and reached a ratio of 18.13%. Alternative fuels used are biomass for the combustion process in kilns, such as rice husks, oil palm shells, and sawdust.
2. Indocement focuses on developing and using the RDF feeding facilities to receive waste from TPST Nambo and TPST Bantargebang. The utilization of RDF is expected to reduce municipal waste while reducing carbon emissions by up to 50% compare to emission from coal.
3. Using alternative raw materials, such as fly ash and granulated blast furnace slag as substitutes for clinker contents in the cement production.
4. In 2022, a total of 925,358 tons cement were distributed using trains and it could reduce CO₂ emission intensity by 3.56 kg CO₂eq/ton cement, which was 88.59% lower compared to using trucks with an intensity of 31.18 kg CO₂eq/ton cement.
5. For its production activity, Paper Bag Division (PBD) uses raw materials for paper which comes from Pine trees that can absorb as much carbon as 135.25 kg CO₂ per year. To reduce emission, since 2019, PBD has started packaging efficiency by reducing grammature of paper used for cemen bag, reducing the number of paper sheets (*ply*) for cement bag that originally 3 *ply* into 2 *ply*, and the use of recycled paper to replace virgin paper. This step has succeeded to reduce 11,255 Pine trees consumption, or equals to reduction of 1.5 million kg CO₂ per year.

Sejak September 2022, Kompleks Pabrik Tarjun telah sepenuhnya menggunakan listrik yang berasal dari PLN, sebelumnya listrik dipasok oleh pembangkit listrik tenaga batu bara milik sendiri. Upaya ini dilakukan Perseroan untuk mengurangi penggunaan batu bara dalam proses produksi dan mendapatkan pasokan listrik yang lebih andal dan stabil untuk kelancaran operasional.

Perseroan sepenuhnya memahami bahwa upaya pengalihan sumber listrik dan pengurangan penggunaan batu bara ini tidak sepenuhnya menjadikan proses produksi menjadi *zero carbon emission*. Namun demikian, untuk memastikan emisi cakupan 2 dari penggunaan listrik yang bersumber dari PLN tersebut tetap terkendali, Indocement berupaya memaksimalkan efisiensi energi dari peralatan produksi yang digunakan.

Since September 2022, Tarjun Factory has fully used electricity sourced from PLN; previously, it was sourced from its own coal-fired power plants. The effort was made by the Company to reduce the use of coal within the production process and to have a more reliable and stable electricity supply for smooth operations.

The Company fully understands that the effort to divert the electricity source and to reduce coal use does not make the production process to have completely zero carbon emission. However, in order to ensure scope 2 emissions from the use of electricity sourced from PLN remain under control, Indocement seeks to maximize the energy efficiency of the production equipment used.

PENGENDALIAN EMISI GAS KONVENSIONAL DAN DEBU [305-7]

Conventional Gas Emission and Dust Control



Indocement berkomitmen untuk mengurangi emisi gas konvensional, emisi debu, dan kebisingan, serta memastikan semua emisi udara berada di bawah baku mutu yang telah ditetapkan oleh pemerintah.

Indocement is committed to reduce conventional gas emissions, dust emissions, and noise as well as to ensure all air emissions are below the standard set by the government.



Target 2030
2030 Target

10 mg/Nm³

Rata-rata emisi debu tahun 2030
The average dust emissions in 2030



Progres 2022
2022 Progress

13,8 mg/Nm³

Rata-rata emisi debu 2022, menurun 37% dibanding 2021
The average dust emissions in 2022, a decline of 37% compared to 2021



Pencapaian Emisi Gas Konvensional di Bawah Baku Mutu Pemerintah

Achieving Conventional Gas Emissions Lower the Government Standard

Parameter Parameters	Standar Pemerintah (mg/Nm ³) Government Standard (mg/Nm ³)	Indocement (mg/Nm ³)
SO ₂	650	337
NO _x	800	223

Roadmap Pengurangan Emisi Debu melalui Instalasi Bag Filters
Roadmap of Dust Emission Reduction by Installing Bag Filters



Komitmen dan Kebijakan
Commitments and Policies

- SC2030 HeidelbergCement Group, diaplikasikan melalui *Master Plan Development for SC2030 Actions in Indocement*.
- *Document Code Q-POL-INCEM* yang ditetapkan oleh Direktur Utama Perseroan pada 9 September 2019 mengenai Pengelolaan Emisi.
- ISO 14001:2015.
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/SETJEN/KUM.1/2/2017 tentang Baku Mutu Emisi Bagi Usaha dan/atau Kegiatan Industri Semen.
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 1 Tahun 2021 tentang Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan Hidup.
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 15 Tahun 2019 tentang Baku Mutu Emisi Pembangkit Listrik Tenaga Termal.
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 13 Tahun 2021 tentang Sistem Informasi Pemantauan Emisi Industri Secara Terus Menerus.
- HeidelbergCement Group SC2030, applied through the Master Plan Development for SC2030 Actions in Indocement.
- The Code Q-POL-INCEM Document set by the Company's President Director on 9 September 2019 concerning Emission Management.
- ISO 14001:2015.
- The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/ SETJEN/KUM.1/2/2017 on Emission Quality Standards for Businesses and/or Activities of the Cement Industry.
- The Regulation of the Minister of Environment and Forestry No. 1 of 2021 concerning Programs for Rating Company Performance Ratings in Environmental Management.
- The Regulation of the Minister of Environment and Forestry No. 15 of 2019 concerning Quality Standards for Thermal Power Plant Emissions.
- The Regulation of the Minister of Environment and Forestry No. 13 of 2021 concerning Information Systems for Continuous Monitoring of Industrial Emissions.

Strategi Pencapaian 2022 2022 Achievement Strategies



- Melakukan pengukuran SO₂, NO_x, dan partikel secara terus-menerus di semua pabrik.
- Melakukan pengukuran jejak logam dan emisi *volatile organic compound* (VOC) di setiap lokasi produksi *clinker*, setidaknya sekali setahun (pengukuran di titik tertentu).
- Memaksimalkan penggunaan teknologi untuk mengurangi timbulan emisi konvensional, debu, dan kebisingan.
- Memaksimalkan penggunaan bahan bakar dan bahan baku alternatif dalam produksi semen untuk mengurangi emisi GRK maupun emisi konvensional lainnya.
- Melaksanakan operasi yang baik dan sesuai dengan *standard operating procedure* (SOP) yang ditetapkan.
- Melakukan Integrasi CEMS ke KLHK (SISPEK) sebagai sarana transparansi ke pemerintah sehingga data emisi dari pabrik dapat dilihat langsung secara waktu nyata oleh KLHK.
- Melakukan Kalibrasi Eksternal CEMS dengan metode *Cylinder Gas Audit* (CGA) dan *Response Correlation Audit* (RCA) 1 tahun sekali dan juga *Relative Accuracy Test Audit* (RATA) 3 tahun sekali yang diberlakukan pada peralatan CEMS.
- Measuring SO₂, NO_x, and particulate matter continuously at all plants.
- Measuring trace metals and volatile organic compound (VOC) emissions at each clinker production site, at least once a year (spot measurements).
- Maximizing the use of technology to reduce noise, dust, and conventional emissions.
- Maximizing the use of alternative fuels and raw materials in cement production to reduce GHG emissions as well as other conventional emissions.
- Carrying out good operations according to the established standard operating procedure (SOP).
- Integrating CEMS into the Ministry of Environment and Forestry (SISPEK) as a means of transparency to the government thus emission data from plants can be viewed directly in real time by the Ministry of Environment and Forestry.
- Performing CEMS External Calibration using the Cylinder Gas Audit (CGA) and Response Correlation Audit (RCA) every 1 year and Relative Accuracy Test Audit (RATA) every 3 years applied to CEMS equipment.

Metode Pemantauan Emisi Gas Konvensional Method for Conventional Gas Emissions Monitoring

Jenis Emisi Type of Emission	Metode Pemantauan Monitoring Method
Debu Dust	<ul style="list-style-type: none"> • Alat pemantauan <i>Continuous Particulate Monitoring</i> (CPM). • Pengamatan secara visual melalui kamera CCTV. • Pemantauan <i>grab sampling</i> menggunakan metode <i>gravimetric</i> dan <i>isokinetic</i>. • Integrasi CEMS ke KLHK (SISPEK). • Continuous Particulate Monitoring (CPM) device. • Visual observation through CCTV cameras. • Grab sampling monitoring with gravimetric and isokinetic methods. • CEMS Integration to KLHK (SISPEK).
SO ₂ dan NO _x SO ₂ and NO _x	<ul style="list-style-type: none"> • Alat pemantauan <i>Continuous Gas Monitoring</i> (CGM). • Integrasi CEMS ke KLHK (SISPEK). • Continuous Gas Monitoring (CGM) Device. • CEMS Integration to KLHK (SISPEK).
Kebisingan Noise	<ul style="list-style-type: none"> • Pengukuran dengan <i>Sound Level Meter</i> (SLM). • Measurement with Sound Level Meter (SLM).

Emisi gas konvensional berupa SO₂, NO_x, dan partikulat berasal dari proses pembuatan semen. Indocement berupaya mengelola emisi konvensional sesuai dengan baku mutu yang telah ditetapkan oleh pemerintah sekaligus mengurangi timbulan emisi tersebut. Prosedur pemantauan dan pelaporan emisi gas konvensional sejalan dengan prosedur pada emisi GRK dilakukan secara transparan dan terintegrasi antara CEMS dan SISPEK milik KLHK. Indocement kemudian menjadikan hasil pemantauan dan verifikasi sebagai dasar dalam langkah perbaikan secara berkelanjutan (*continuous improvement*) dalam pengelolaan emisi.

Conventional gas emissions in the form of SO₂, NO_x, and particulates are generated from the process of cement production. Indocement does its best to manage conventional emissions according to the quality standard set by the government as well as to reduce the emissions. The conventional gas emission monitoring and reporting are in line with the procedure for GHG emissions that is transparently implemented and integrated with the CEMS and KLHK's SISPEK. Indocement then uses the monitoring and verification results as the basis for continuous improvement in emission management.

Sepanjang 2022, penurunan emisi Perseroan telah sesuai target, yaitu berada di bawah baku mutu. Hal ini tidak lepas dari berbagai inisiatif yang dilakukan Perseroan yang saling berkaitan dengan upaya efisiensi energi dan pengelolaan limbah. Berbagai inisiatif tersebut di antaranya: **[305-7]**

- Konversi EP menjadi *Bag Filter* pada alat penangkap debu utama (dapat melihat peta jalan).
- Memanfaatkan *flue gas desulfurization (FGD)* untuk menurunkan kadar SO₂ pada pembangkit listrik bersumber batu bara.

In 2022, the Company's emission reduction has met the target, which was under the quality standard. Despite of the initiatives implemented by the Company that were interrelated with energy efficiency and waste management efforts. Those initiatives, among others, were as follows: **[305-7]**

- Conversion of Electrostatic Precipitator to Bag Filter on main dust catcher (see roadmap).
- Utilizing flue gas desulfurization (FGD) to reduce SO₂ levels in coal-fired power plants.

Parameter Parameters	Baku Mutu Pemerintah* The Government's Quality Standard*	Hasil Pengukuran 2022 2022 Measurement Results
Kiln Dust Emission	60 mg/Nm ³	13,8 mg/Nm ³
Duration out of range	5,0%**	0,62%
SO ₂	650 mg/Nm ³	337 mg/Nm ³
NO _x	800 mg/Nm ³	223 mg/Nm ³

Keterangan | Note:

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

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

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

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

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

Kompleks Pabrik Factory	Parameter	Baku Mutu Quality Standard			Pencapaian Achievement		
		2022	2021	2020	2022	2021	2020
Citeureup	NO _x	800	800	800	234,9	226,7	238,7
	SO ₂	650	650	650	343,4	314,5	332,8
	Debu Dust	75	70	60	8,4	16,8	14,1
Cirebon	NO _x	800	800	800	203,2	239,4	253,6
	SO ₂	650	650	650	365,1	383,2	417,3
	Debu Dust	75	70	60	8,4	11,9	17,7
Tarjun	NO _x	800	800	800	199,3	206,6	226,1
	SO ₂	650	650	650	274,9	288,0	287,8
	Debu Dust	75	70	60	43,0	49,5	50,4

Keterangan Baku Mutu Emisi:

A. Bagi industri semen beroperasi sebelum tahun 1990

B. Bagi industri semen beroperasi tahun 1990 sampai dengan 2013

C. Bagi industri semen mulai beroperasi tahun 2014

Notes of Emission Quality Standard:

A. For cement industry operated before 1990

B. For cement industry operated from 1990 to 2013

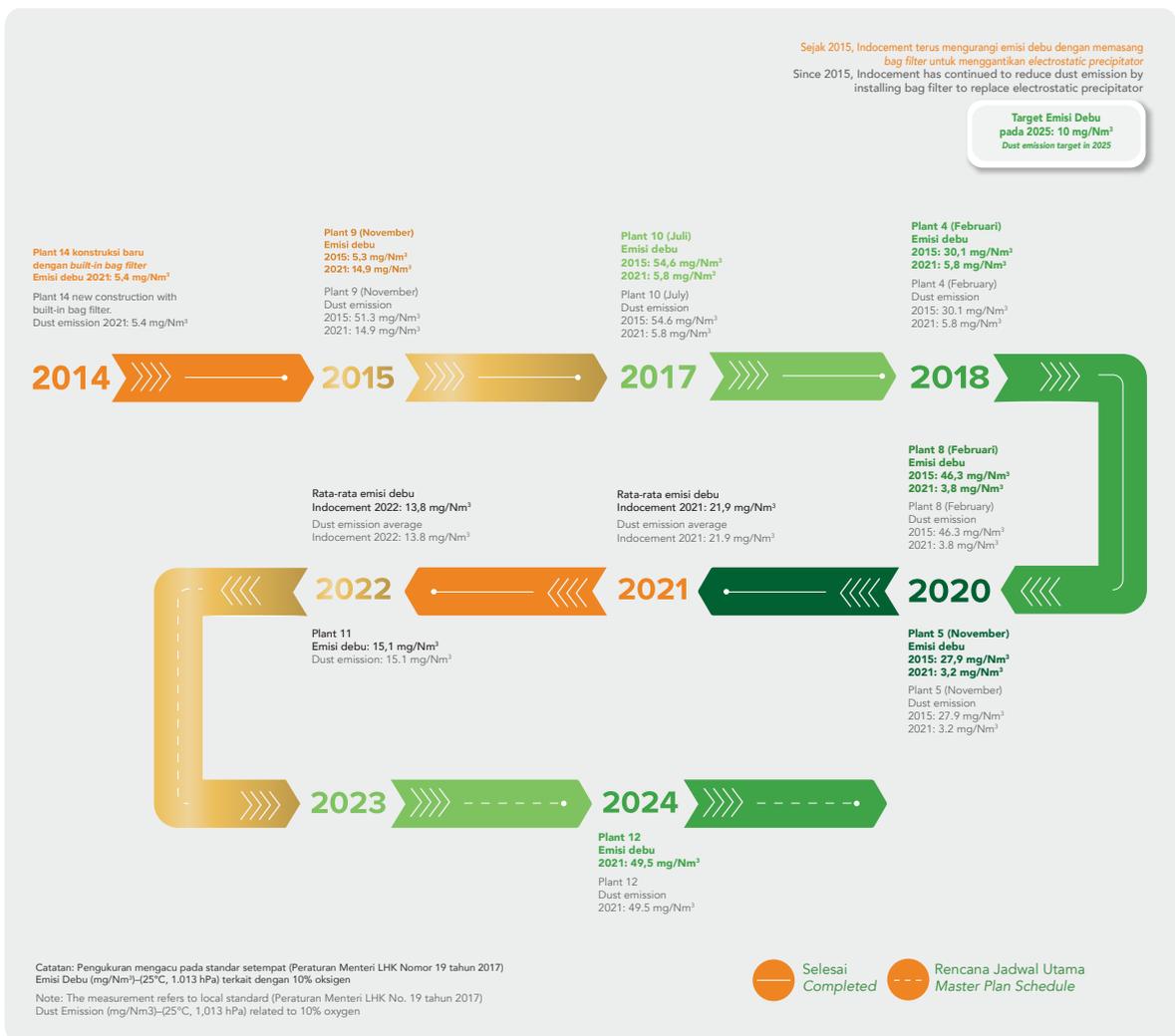
C. For cement industry started operating in 2014

PENGENDALIAN EMISI DEBU DAN KEBISINGAN [305-5]

Komitmen Indocement untuk mengurangi emisi debu dari proses produksi semen dapat terlihat pada peta jalan pengurangan emisi debu hingga tahun 2025. Hingga akhir tahun 2022, Perseroan telah menyelesaikan pemasangan *bag filter* untuk mengurangi emisi debu di lingkungan pabrik Plant 4, Plant 5, Plant 8, Plant 9, Plant 10, Plant 11 dan Plant 14. Efektivitas *bag filter* untuk menurunkan emisi debu hingga 75% bila dibandingkan EP. Melalui upaya tersebut, Perseroan dapat mengurangi emisi debu hingga mencapai rata-rata 13,8 mg/Nm³, atau menurun 65% dengan *baseline* 2015.

NOISE AND DUST EMISSION CONTROL [305-5]

Indocement's commitment to reduce dust emissions in the cement production process can be found in the road map of dust emission reduction until 2025. Until the end of 2022, the Company has completed the installation of bag filters to lower dust emissions in the factory environments of Plant 4, Plant 5, Plant 8, Plant 9, Plant 10, Plant 11 and Plant 14. Bag filters are effective at reducing dust emissions up to 75% if we compare it with the EP. Through those efforts, the Company can lower dust emissions to an average of 13.8 mg/Nm³ or by 65% using the 2015 baseline.





Perseroan juga menanam pohon dan melakukan perawatan secara berkala pada pohon-pohon yang dapat berfungsi sebagai *windbreaker* atau *shelterbelt* di lingkungan pabrik. Pepohonan tersebut dapat menghambat penyebaran debu, membantu penyerapan penyerapan CO₂, meningkatkan suplai oksigen, dan menurunkan temperatur udara di lingkungan pabrik.

The Company also plants trees and does periodic maintenance of the trees that function as a windbreak or shelter belt in the factory environment. The trees can obstruct dust dispersion, help with CO₂ absorption, increase oxygen supply, and lower the air temperature in the factory environment.

Debu juga dapat dihasilkan pada saat transportasi produk akibat kemasan semen yang robek saat pengiriman. Untuk menanggulangi hal tersebut, Indocement mengimplementasikan *Pallet Management and Monitoring System* (PMMS) pada proses pengemasan produk untuk meningkatkan kualitas pengemasan semen agar tidak mudah rusak saat proses pengiriman. Hingga akhir tahun 2022, implementasi PMMS secara keseluruhan telah meningkatkan efisiensi mencapai Rp10,3 miliar sejak PMMS beroperasi Juni 2020.

Dust can also be generated when products are transported due to the ripped packaging during deliveries. In order to address that issue, Indocement implements the Pallet Management and Monitoring System (PMMS) in the product packaging process to improve the quality of cement packaging so that it will not be easily damaged during the delivery process. Until the end of 2022, the overall implementation of PMMS has increased the efficiency by Rp10.3 billion since it started to operate in June 2020.

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

Ambang Batas (dBA)* Threshold (dBA)*	Kompleks Pabrik I Factory								
	Citeureup			Cirebon			Tarjun		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
85	84,5	83,2	82,4	80,6	80,4	82,7	57,7	56,7	56,4

Keterangan | Notes:

*Berdasarkan Peraturan Menteri Tenaga Kerja Permenaker Nomor 5 Tahun 2018 tentang K3 Lingkungan Kerja.

*Based on the Regulation of the Minister of Manpower Permenaker No. 5 of 2018 on OHS of Work Environment.

Perseroan memastikan rata-rata kebisingan di kompleks pabrik tidak melewati ambang batas yang disyaratkan dalam peraturan. Sumber emisi kebisingan Perseroan berasal dari getaran saat penggunaan peralatan produksi dan mesin pabrik, serta pengoperasian *belt conveyor* untuk transportasi material dari dan menuju kompleks pabrik. Untuk menanggulangi kebisingan, Indocement telah mengganti *roller belt conveyor* dengan *roller* berbahan teflon (*green roller*) secara bertahap di Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun untuk mengurangi dampak kebisingan dari *belt conveyor*.

The Company ensures the average noise in factory sites not to exceed the threshold required in the regulation. The Company's noise emission sources are the vibrations created by the operation of production equipment and machinery at the factories as well as the operation of conveyor belts to transport materials from and to the factory sites. In order to address the noise issue, Indocement has gradually replaced conveyor belt rollers with rollers made from teflon (green rollers) in Citeureup Factory and Tarjun Factory to reduce the noise emitted by conveyor belts.

Sebagai tindakan mitigasi, Perseroan secara rutin melakukan pemantauan dan pengukuran menggunakan *sound level meter* dan pemeriksaan audiometri untuk kemudian dilakukan analisis kebisingan dan pengendalian teknis lainnya. Perseroan juga memastikan perlindungan karyawan dari kebisingan dengan melaksanakan pelatihan pengendalian kebisingan, memasang rambu peringatan kebisingan, dan melengkapi alat pelindung diri seperti *earplug* dan *earmuff* berstandar internasional.

As mitigation efforts, the Company conducts routine monitoring and measurement using sound level meters and audiometric checks, and then it carries out noise analysis and other technical controls. The Company also ensures the protection of employees from noise by providing training in noise control, putting up warning signs for noise, and equipping employees with personal protective equipment such as earplugs and earmuffs with international standards.



Upaya Indocement dalam peningkatan kinerja efisiensi energi dan penggunaan energi alternatif sesuai dengan komitmen Indocement, sekaligus berperan sebagai pembelajaran bagi pemangku kepentingan.

Indocement's efforts in increasing the performance of energy efficiency and the use of alternatives are in line with its commitment, those efforts can also serve as lessons learned for stakeholders.

Pendekatan Manajemen [3-3]

Management Approach

Target Program Konservasi Energi Targets of the Energy Conservation Program	Progres 2022 2022 Progress
<p>Penurunan <i>Specific Heat Consumption</i> 0,5% per tahun A decrease of 0.5% per year in Specific Heat Consumption</p>	<p>806,40 kCal/kg clinker</p> <p>Pada 2022, <i>specific heat consumption</i> meningkat menjadi 806,40 kCal/kg clinker dari 797,36 kCal/kg clinker pada 2021. In 2022, specific heat consumption increase to 806.40 kCal/kg clinker from 797.36 kCal/kg clinker in 2021.</p>
<p>Penurunan Konsumsi Listrik Fasilitas Pendukung 1% per tahun A decrease of 1% per year in Supporting Facility Electricity Consumption</p>	<p>66,2 GWh</p> <p>Menurun 8% dibandingkan tahun sebelumnya Lower by 8% compared to the previous year</p>
<p>Target 2030 rasio penggunaan bahan bakar alternatif sebesar 42% 2030 target for alternative fuel utilization ratio is 42%</p>	<p>18,13%</p> <p>Penggunaan total bahan bakar alternatif pada 2022 sebesar 589.000 ton. The utilization of alternative fuels in 2022 is 589,000 ton.</p>

Keterangan | Note:

Specific power consumption merupakan energi listrik per ton semen ekuivalen yang dipakai di fasilitas produksi semen dari proses penambangan hingga pengepakan.
Specific power consumption is the electrical energy per ton of equivalent cement used in cement production facilities from mining to packaging process.

Komitmen dan Kebijakan

Commitments and Policies

- SC2030 HeidelbergCement Group, diaplikasikan melalui *Master Plan Development for SC2030 Actions in Indocement*.
- PP Nomor 70 Tahun 2009 tentang Konservasi Energi.
- Kebijakan Efisiensi Energi yang ditetapkan oleh Direktur Utama Perseroan pada 9 September 2019.
- Peraturan Menteri Energi dan Sumber Daya Mineral Nomor 14 Tahun 2012 tentang Manajemen Energi.
- HeidelbergCement Group SC2030, applied through the Master Plan Development for SC2030 Actions in Indocement.
- The Government Regulation No. 70 of 2009 on Energy Conservation.
- The Policy on Energy Efficiency established by the Company's President Director on 9 September 2019.
- The Regulation of the Minister of Energy and Mineral Resources No. 14 of 2012 on Energy Management.

Strategi Pencapaian 2022

2022 Achievement Strategies



- Memaksimalkan penggunaan energi alternatif dari limbah, yaitu memanfaatkan sampah atau limbah domestik sebagai RDF dari TPST Nambo dan TPST Bantargebang menjadi energi alternatif sekaligus mengurangi timbulan limbah di lingkungan.
- Mempersiapkan penggunaan *solar panel* di Kompleks Pabrik Citeureup untuk mencapai efisiensi biaya dan untuk mengurangi emisi CO₂ dari penggunaan listrik (cakupan 2).
- Memakai lebih banyak bahan baku alternatif pengganti *clinker* untuk konservasi energi.
- Maximizing the utilization of domestic waste or trash as RDF from TPST Nambo and TPST Bantargebang for alternative energy, and at the same time reducing waste generation in the environment.
- Preparing the use of solar panels in Citeureup Factory to achieve cost efficiency and to reduce CO₂ emission from electricity (scope 2).
- Using more alternative raw materials to replace clinkers in order to conserve energy.



Kompleks Pabrik Citeureup berhasil meraih Penghargaan Subroto tahun 2022, yang merupakan penghargaan tertinggi di sektor efisiensi energi dari Kementerian Energi dan Sumber Daya Mineral (ESDM). Perseroan mendapatkan penghargaan pada kategori Manajemen Energi di Gedung dan Industri-Inovasi Khusus untuk makalah inovasi berjudul "Pengoptimalan Pemakaian *Spent Bleaching Earth* (SBE) sebagai Bahan Bakar Alternatif di Plant 11 Kompleks Pabrik Citeureup dengan Metodologi *Six Sigma*" yang diajukan oleh Tim Energi Kompleks Pabrik Citeureup. Inovasi ini berpengaruh terhadap mengurangi emisi CO₂ sebesar 216,88 ton CO₂ per tahun.

Citeureup Factory won the 2022 Subroto Award, which is the highest award for energy efficiency sector from the Ministry of Energy and Mineral Resources (ESDM). The Company received an award in the Energy Management in the Building and Industry-Special Innovation category for an innovation paper under the title "Optimization of Spent Bleaching Earth (SBE) Use as an Alternative Fuel in Plant 11 of Citeureup Factory by Adopting the Six Sigma Method" submitted by the Energy Team of Citeureup Factory. This innovation has impacted on CO₂ emissions, which is a reduction of 216.88 tons CO₂ per year.

Indocement menggunakan energi yang berasal dari bahan bakar minyak (solar) untuk transportasi di pertambangan dan distribusi, energi listrik untuk operasional pabrik dan kebutuhan domestik lain yang bersumber dari PLN, batu bara untuk memanaskan *kiln* serta limbah B3 dan non-B3 sebagai bahan bakar alternatif pada produksi semen untuk mengurangi penggunaan batu bara. Sejak Agustus 2022, PLN mulai memasok listrik sebesar 50 MW ke Kompleks Pabrik Tarjun untuk menggantikan pembangkit listrik berbahan bakar batu bara. Upaya tersebut dilakukan untuk mengurangi penggunaan batu bara dalam proses produksi. Meskipun demikian, Perseroan masih memiliki pembangkit listrik mandiri yang menggunakan gas dan BBM di Kompleks Pabrik Citeureup dengan kapasitas 317,5 MW dan di Kompleks Pabrik Tarjun dengan kapasitas 14,6 MW. [302-1][302-2]

Indocement uses energy from oil fuel (diesel) for transportation in the quarries and distribution, electricity sourced from PLN for factory operations and other domestic needs, coal to heat kilns, and hazardous and toxic as well as non-hazardous and non-toxic wastes as alternative fuels in the cement production to reduce coal consumption. Since August 2022, PLN started to supply electricity of 50 MW to Tarjun Factory to replace coal-fired power plants. The effort was made to reduce the use of coal in the production process. However, the Company still has independent power plants that use gas and oil as fuels in Citeureup Factory with a capacity of 317.5 MW and in Tarjun Factory with a capacity of 14.6 MW. [302-1][302-2]

Penggunaan Energi Berdasarkan Sumber [302-1][302-2][302-3][EM-CM-130a.1]
Energy Use by Source

Uraian Description	Satuan Unit	2022	2021	2020
Energi Terbarukan Renewable Energy				
Kegiatan Produksi dan Pendukung Production and Supporting Activities				
Bahan Bakar Alternatif Alternative Fuel	GJ	7.155.095	5.069.172	3.646.272
Energi Tidak Terbarukan Non-Renewable Energy				
Kegiatan Penambangan, Produksi, dan Pendukung Mining, Production, and Supporting Activities				
Batu bara Coal	GJ	31.378.250	37.054.715	35.835.992
Listrik dari PLN Electricity from PLN	GJ	4.797.415	4.042.998	3.664.819
Minyak dan Gas Oil and Gas		1.971.498	1.625.738	1.617.624
Jumlah Penggunaan Energi Total Energy Use		45.302.258	47.792.623	44.764.707
Intensitas Pemakaian Energi Energy Use Intensity				
Jumlah Produksi Total Production	Juta Ton Million Tons	15,6	16,8	16,4
Intensitas Pemakaian Energi Energy Use Intensity	GJ/ton semen ekuivalen GJ/tons equivalent cement	2,65	2,63	2,62

Pemakaian Energi Berdasarkan Kompleks Pabrik (GJ) [302-1][302-2][NR0401-04]
Energy Use Based on the Factory (GJ)

Kompleks Pabrik Factory	2022	2021	2020
Citeureup	28.270.383	30.496.094	28.764.723
Cirebon	9.791.034	9.809.027	9.753.478
Tarjun	7.240.842	7.487.502	6.246.505
Total	45.302.258	47.792.623	44.764.707

Target Program Konservasi Energi 2022
Targets of the 2022 Energy Conservation Program

Indikator Utama Key Indicator	Nilai Indikator Indicator Value	Target	2022	2021	2020
Specific Heat Consumption	kCal/kg <i>clinker</i> kCal/kg clinker	Penurunan 0,5% per tahun 0.5% decrease per year	806,40	797,36	792,94
Specific Power Consumption	kWh/t semen ekuivalen kWh/t equivalent cement	Penurunan 0,5% per tahun 0.5% decrease per year	95,6	95,0*	91,99
Konsumsi Listrik Fasilitas Pendukung Electricity Consumption of Supporting Facilities	GWh	Penurunan 1% per tahun 1% decrease per year	66,2	71,7	76,5

Keterangan | Notes:

*Pernyataan Kembali | Restatement [2-4]

Setiap tahunnya, Perseroan melaksanakan audit energi internal yang dilakukan oleh Tim Manajemen Energi yang dipimpin oleh manajer dan auditor energi bersertifikasi BNSP. Hasil audit energi kemudian disampaikan ke Kementerian ESDM setiap tahunnya dalam Pelaporan *Online* Manajemen Energi (POME). Hasil audit energi yang dilaporkan melalui POME juga menjadi dasar evaluasi bagi Indocement untuk meningkatkan efisiensi energi serta melakukan *benchmarking* kinerja efisiensi energi dengan industri sejenis. Audit energi eksternal dengan melibatkan Kementerian ESDM juga dilakukan setiap tiga tahun. Sampai dengan akhir tahun 2022, ada beberapa program yang dilakukan untuk mengurangi penggunaan energi. [3-3][302-4][302-5]

The Company's internal energy audit is conducted annually by the Energy Management Team led by BNSP certified energy auditors and managers. The results of energy audit are submitted to the Ministry of ESDM every year through the Energy Management Online Reporting (Pelaporan Online Manajemen Energi/POME). The results of energy audit reported through POME also become the basis for evaluation for Indocement to improve energy efficiency as well as to benchmark the energy efficiency performance against similar industries. An external energy audit is also carried out once every three years by engaging the Ministry of ESDM. By the end of 2022, there were several programs implemented to reduce the use of energy. [3-3][302-4][302-5]

Program Efisiensi Energi 2022
2022 Energy Efficiency Programs

Program dan Kegiatan Efisiensi Efficiency Programs and Activities	Peluang Penghematan Tahun 2022 2022 Potential Saving
Kompleks Pabrik Citeureup Citeureup Factory	
Rekayasa luasan area pada <i>Riser Duct Suspension Preheater Kiln</i> Plant 8 untuk meningkatkan penggunaan alternatif bahan bakar. Engineering the area of Riser Duct Suspension Preheater Kiln Plant 8 to increase the use of alternative fuels.	<ol style="list-style-type: none"> Berkontribusi mengurangi intensitas penggunaan energi panas pada operasi proses produksi semen dengan secara konsisten menurunkan <i>specific heat consumption</i> (SHC) menjadi sebesar 3,14 GJ ton/<i>clinker</i>. Mengurangi energi panas sebesar 5.811 GJ. <ol style="list-style-type: none"> Contribute to reducing intensity of heat energy usage in the operation of cement production process by consistently reducing SHC to 3.14 GJ ton/<i>clinker</i>. Reducing heat energy by 5,811 GJ.
Mengurangi penggunaan energi dengan semen hidraulis sebagai produk alternatif ramah lingkungan. Reducing energy use with hydraulic cement as an environmentally-friendly alternative product.	<ol style="list-style-type: none"> Berkontribusi mengurangi intensitas penggunaan energi panas pada operasi proses produksi semen dengan secara konsisten menurunkan SHC menjadi sebesar 3,14 GJ ton/<i>clinker</i>. Mengurangi energi panas sebesar 218.087 GJ. <ol style="list-style-type: none"> Contribute to reducing intensity of heat energy usage in the operation of cement production process by consistently reducing SHC to 3.14 GJ ton/<i>clinker</i>. Reducing heat energy by 218,087 GJ.

Program dan Kegiatan Efisiensi Efficiency Programs and Activities	Peluang Penghematan Tahun 2022 2022 Potential Saving
<p>Pengoptimalan pemakaian SBE sebagai bahan bakar alternatif di Plant 11 dengan merekayasa titik pengumpan.</p> <p>Optimizing the use of SBE as an alternative fuel in Plant 11 by engineering feeder points.</p>	<ol style="list-style-type: none"> 1. Berkontribusi mengurangi intensitas penggunaan energi panas pada operasi proses produksi semen dengan secara konsisten menurunkan SHC menjadi sebesar 3,14 GJ ton/<i>clinker</i>. 2. Mengurangi energi panas sebesar 179.287 GJ. <ol style="list-style-type: none"> 1. Contribute to reducing intensity of heat energy usage in the operation of cement production process by consistently reducing SHC to 3.14 GJ ton/<i>clinker</i>. 2. Reducing heat energy by 179,287 GJ.
<p>Optimasi Sistem Injeksi <i>Dry Flash Ash</i> pada <i>Finish Mill</i> Plant 14</p> <p>Optimization of Dry Flash Ash Injection System at Finish Mill Plant 14</p>	<ol style="list-style-type: none"> 1. Berkontribusi mengurangi intensitas penggunaan energi panas pada operasi proses produksi semen dengan secara konsisten menurunkan SHC menjadi sebesar 3,14 GJ ton/<i>clinker</i>. 2. Mengurangi energi panas sebesar 248.085 GJ. <ol style="list-style-type: none"> 1. Contribute to reducing intensity of heat energy usage in the operation of cement production process by consistently reducing SHC to 3.14 GJ ton/<i>clinker</i>. 2. Reducing heat energy by 248,085 GJ.
<p>Kompleks Pabrik Cirebon Cirebon Factory</p>	
<p>Optimasi pemanfaatan bahan bakar alternatif , yaitu dengan penggunaan <i>shoe waste</i>, SBE, dan sekam padi di Plant Palimanan.</p> <p>Optimizing the use of alternative fuels, by using shoe waste, SBE, and rice husks at Palimanan Plant.</p>	<p>Mengurangi energi panas sebesar 1.117.427 GJ</p> <p>Reduce heat energy by 1,117,427 GJ.</p>
<p>Pemasangan <i>Feeding Point</i> di <i>Suspension Preheater</i> (SANDI PINTER) untuk menghasilkan semen dengan penurunan energi panas</p> <p>Installation of Feeding Point in Suspension Preheater (SANDI PINTER) to produce cement with reduced heat energy.</p>	<p>Mengurangi energi panas sebesar 16.237 GJ</p> <p>Reduce heat energy by 16,237 GJ.</p>
<p>Pengoptimalan proses produksi menggunakan <i>expert system</i> pada <i>Plant Palimanan</i> untuk mendapatkan alat penunjang hemat energi</p> <p>Optimizing the production process by using an expert system at Palimanan Plant to obtain energy-efficient supporting tools.</p>	<p>Mengurangi energi panas sebesar 9.398 GJ</p> <p>Reduce heat energy by 9,398 GJ.</p>
<p>Kompleks Pabrik Tarjun Tarjun Factory</p>	
<p>Penurunan pemakaian batu bara dengan bahan bakar alternatif limbah B3 industri <i>refined bleached</i>.</p> <p>Reducing the use of coal with alternative fuels of B3 waste from refined bleached industry.</p>	<p>Mengurangi energi panas sebesar 141.202 GJ</p> <p>Reduce heat energy by 141,202 GJ.</p>
<p>Optimasi penggunaan bahan bakar alternatif dengan menggunakan material <i>high carbon</i>.</p> <p>Optimizing the use of alternative fuels by using high carbon materials.</p>	<p>Mengurangi energi panas sebesar 8.493 GJ</p> <p>Reduce heat energy by 8,493 GJ.</p>
<p>Penurunan penggunaan energi listrik dalam proses produksi semen dengan <i>finish mill expert system</i>.</p> <p>Reducing the use of electrical energy in the cement production process with finish mill expert system.</p>	<p>Mengurangi energi panas sebesar 8.821 GJ</p> <p>Reduce heat energy by 8,821 GJ.</p>

PENGELOLAAN LIMBAH MELALUI EKONOMI SIRKULAR

Waste Management through Circular Economy



Tidak hanya menyediakan solusi bagi permasalahan sampah eksternal, melalui kerja sama penggunaan RDF untuk bahan bakar alternatif, Indocement juga mulai menerapkan pendekatan ekonomi sirkular dalam pengelolaan dan pengolahan limbah.

Indocement not only has provided solutions for the external waste problem, through a cooperation on RDF utilization as an alternative fuel, but also has started to implement circular economy approach to waste management and processing.

Pendekatan Manajemen [3-3]

Management Approach

Progres 2022 2022 Progress

62,5%

Pemanfaatan limbah B3 internal
Utilization of internal B3 waste

3,21%

Pemanfaatan limbah mensubstitusi kebutuhan bahan baku alternatif
Utilization of wastes to substitute the alternative raw materials



99,8%

Pemanfaatan limbah non-B3 internal
Utilization of internal non-B3 waste

3,05%

Pemanfaatan limbah untuk substitusi *clinker* di semen
Utilization of waste to substitute clinker in cement

18,13%

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

Komitmen dan Kebijakan

Commitments and Policies

- SC2030 HeidelbergCement Group.
- Peraturan Pemerintah Republik Indonesia Nomor 101 Tahun 2014.
- ISO 14001:2015.
- Komitmen pengelolaan limbah melalui Kebijakan Pengelolaan Limbah yang ditetapkan oleh Direktur Utama pada 9 September 2019.
- HeidelbergCement Group SC2030.
- The Indonesian Government Regulation No. 101 of 2014.
- ISO 14001:2015.
- Commitment to waste management through the Policy on Waste Management established by the President Director on 9 September 2019.

Strategi Pencapaian 2022

2022 Achievement Strategies



- Meningkatkan jumlah penggantian bahan-bahan dasar produksi melalui penggunaan produk sampingan atau bahan daur ulang.
- Memanfaatkan fasilitas yang mendukung pendayagunaan limbah menjadi bahan bakar alternatif, salah satunya RDF *Feeding Facility* untuk mencapai 25% pemakaian bahan bakar alternatif pada tahun 2025.
- To continuously increase the replacement rate of production basic materials by using by-products or recycled materials.
- To use facilities that support waste utilization as alternative fuels, one of them is the RDF *Feeding Facility* to reach 25% of alternative fuel usage in 2025.

Pengelolaan limbah dan/atau sampah Perseroan, baik dari internal maupun eksternal, dilaksanakan oleh AFR Operation Department dan dipantau dan dievaluasi secara berkala oleh Environment Department dan General Services Department yang bertanggung jawab langsung kepada Direksi. Hasil pemantauan dan alur pendataan timbulan sampah dilaporkan setiap bulan melalui Environment Department dan General Services Department. Selanjutnya, pelaporan hasil pengelolaan limbah ini disampaikan kepada pihak eksternal melalui SISPEK KLHK.

The Company's internal and external waste management are monitored by the AFR Operations Department and evaluated periodically by the Environment Department and General Services Department which are directly answer to the Board of Directors. Monitoring results and flow of data collection on waste generation are reported monthly through the Environment Department and General Services Department. Furthermore, reporting on the results of this waste management is submitted to external parties through the KLHK's SISPEK.

PENDEKATAN EKONOMI SIRKULAR

CIRCULAR ECONOMY APPROACH

PRAKTIK 5R INDOCEMENT INDOCEMENT 5R PRACTICE

- REDUCE**

Mengurangi jumlah limbah B3 dan non-B3 dengan target setiap tahun sebesar 2% dari tahun sebelumnya.
Reduce the amount of B3 and non-B3 waste with an annual target of 2% compared of previous year.
- REUSE**

Menggunakan kembali limbah B3 dan non-B3 untuk fungsi yang sama atau lainnya, tanpa melalui proses tambahan secara kimia, fisika, biologi, dan/atau termal.
Reuse B3 and non-B3 waste for the same or other purposes, without any additional chemical, physical as well as biological processes, and/or thermal process.
- RECYCLE**

Mendaur ulang komponen-komponen yang bermanfaat dari limbah B3 dan non-B3 melalui proses tambahan secara kimia, fisika, biologi, dan/atau termal menjadi benda lain.
Recycle useful components of B3 and non-B3 waste through additional chemical, physical, as well as biological processes, and/or thermal to become other objects
- REPAIR**

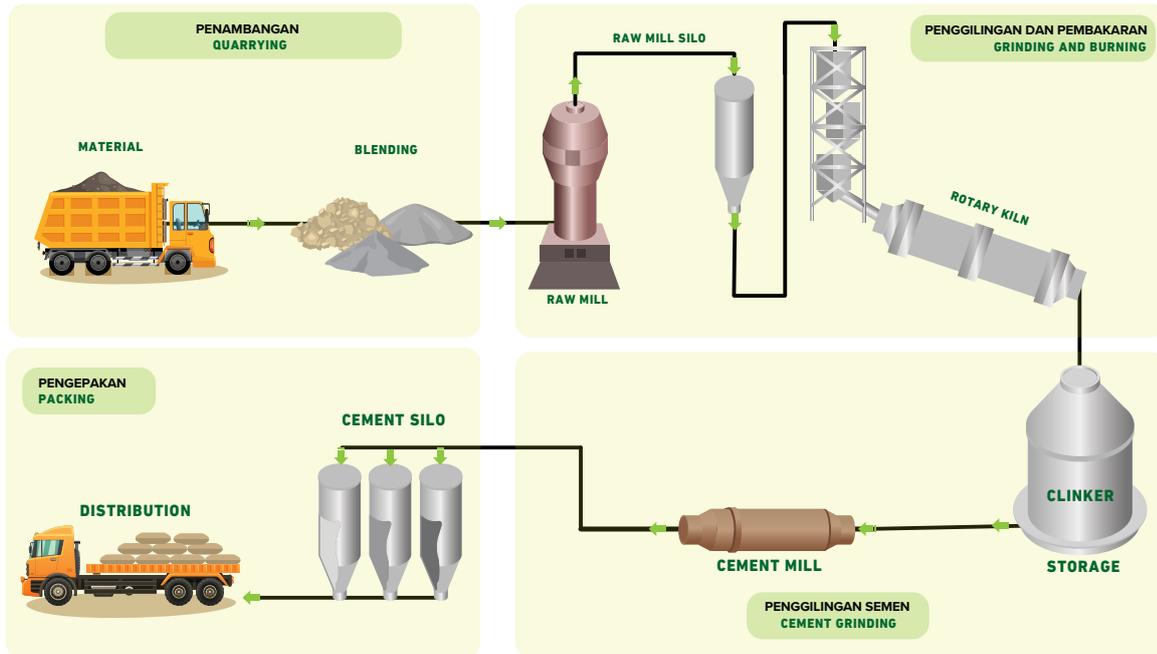
Memperbaiki hanya pada bagian mesin atau motor listrik yang rusak.
Repair only the parts of the engine or electric motor that is damaged.
- RECOVERY**

Memperoleh kembali komponen-komponen yang bermanfaat dari limbah B3 dan non-B3.
Recover useful components from B3 and non-B3 waste.

Indocement mulai menerapkan pendekatan ekonomi sirkular dalam pengelolaan dan pengolahan limbah. Saat ini, Perseroan masih memanfaatkan limbah dari berbagai sumber eksternal sebagai bahan baku produksi dan bahan bakar alternatif dalam proses produksi. Untuk mewujudkan sistem ekonomi sirkular, Indocement telah menerapkan konsep 5R pada setiap proses produksi.

Indocement has started to apply circular economy approach in waste management and treatment. Currently, the Company still utilizes wastes from various external sources as production raw materials and alternative fuels in the production process. In order to realize the circular economy system, Indocement has applied the 5R concept in every production process.

Pemanfaatan Bahan Baku Alternatif dan Bahan Bakar Alternatif
Alternative Material and Alternative Fuel Utilization



Pada proses produksi semen, Perseroan melakukan pencampuran bahan baku alternatif untuk mensubstitusi kandungan *clinker* dalam produk semen sebesar 278.000 ton. Bahan baku alternatif yang digunakan adalah *copper slag*, *bottom ash*, *fly-ash*, dan *granulated blast furnace slag* yang diumpungkan melalui *raw mill* dan *cement mill*. Selain itu, Indocement juga memanfaatkan teknologi tepat guna untuk mendukung tercapainya prinsip sirkular ekonomi dalam proses produksi, salah satunya melalui penggunaan fasilitas *RDF feeding facility*. Investasi yang dikeluarkan oleh Perseroan pada pembangunan kedua fasilitas tersebut mencapai Rp353 miliar. Upaya ini juga diharapkan dapat mengurangi emisi GRK yang ditimbulkan dari penggunaan bahan bakar fosil.

In the cement production process, the Company mixes alternative raw materials to substitute the clinker content in cement products by 278,000 tons. Alternative raw materials used are copper slag, bottom ash, fly ash, and granulated blast furnace slag, which are fed through the raw mills and cement mills. Additionally, Indocement also uses appropriate technologies to support the application of circular economy principles in the production process, such as the utilization of RDF Feeding Facilities. Investment made by the Company in constructing those two facilities has reached Rp353 billion. This effort is also expected to reduce the GHG emissions generated from the use of fossil fuels.



RDF Feeding Facility

Indocement menggunakan RDF *Feeding Facility* sebagai sistem pembakaran pada proses produksi *clinker* semen yang dapat menunjang pemakaian aneka bahan bakar alternatif mencakup RDF, plastik, limbah sepatu/karet, sekam padi, serbuk gergaji, cangkang sawit (*biomass*), dan sampah rumah tangga.

Saat ini, RDF *Feeding Facility* yang sudah beroperasi berada di Plant 14 dan menjadi *plant* prioritas untuk mengkonsumsi RDF. Pembangunan instalasi RDF di Plant 14 dapat memanfaatkan sampah hingga 230.500 ton/tahun.

RDF *Feeding Facility* mencakup penerimaan bahan bakar alternatif dari truk, penyimpanan, peralatan transportasi, serta peralatan konsumsi bahan bakar alternatif ke dalam sistem pembakaran. Adapun RDF *Feeding Facility* lainnya berada di Plant 8 dan Plant 11 yang masih dalam tahap uji coba dan persiapan pembangunan.

Penggunaan fasilitas ini diharapkan dapat membantu mengurangi timbulan sampah, karena kemampuan konsumsi RDF diproyeksikan mencapai 367 ton/hari pada tahun keempat setelah proyek selesai.

Indocement utilizes the RDF *Feeding Facility* as a combustion system in the cement clinker production process that supports the usage of various alternative fuels, including RDF, plastics, shoe wastes/rubber, rice husks, sawdust, oil palm shells (*biomass*), and municipal solid wastes.

Currently, the RDF *Feeding Facility* that has operated is located in Plant 14, which is the priority plant to consume RDF. Construct RDF installation in Plant 14 that can utilize wastes up to 230,500 tons/year.

The RDF *Feeding Facility* includes the reception of alternative fuels from trucks, storage, transportation equipment, and alternative fuel consumption equipment into the combustion system. The other RDF *Feeding Facilities* are at Plant 8 and Plant 11 that are still in the commissioning and construction preparation stage.

The utilization of this facility is expected to reduce the waste produced due to RDF's ability to consume that is projected to reach 367 tons/day in the fourth year after the project is completed.



Hotdisc Facility

Hotdisc Facility merupakan proyek yang tengah memasuki tahap pembangunan di Plant 11. Fasilitas ini ditujukan untuk memberikan fleksibilitas dan memudahkan proses pembakaran bahan bakar alternatif, terutama RDF yang belum tercacah dalam jumlah besar. *Hotdisc Facility* atau *short combustor* ini akan ditempatkan di antara *calciner* dan sisi masuk dari *kiln*.

Penggunaan *Hotdisc Facility* diharapkan dapat meningkatkan kapasitas pemakaian bahan bakar alternatif hingga 35% ke dalam sistem pembakaran. Optimalisasi penggunaan *Hotdisc Facility* juga menjadi bukti komitmen Perseroan dalam mengurangi emisi GRK.

The *Hotdisc Facility* is a project that is entering the phase of construction in Plant 11. This *Hotdisc Facility* is aimed at providing flexibility and easiness of the alternative fuels combustion process, especially RDF that has not been shredded in a huge amount. This *Hotdisc Facility* or *short combustor* is placed between the *calciner* and the entrance side of the *kiln*.

The utilization of *Hotdisc Facility* is expected to increase the capacity of alternative fuel usage by 35% in the combustion system. The optimization of the *hotdisc facility* utilization has also become the proof of the Company's commitment to reducing GHG emissions.





Indocement mengedukasi pasar dan masyarakat secara umum untuk gaya hidup berkelanjutan. Sebagai bentuk tanggung jawab atas limbah kantong semen, Perseroan melakukan Kampanye #Trashback. Tidak hanya itu, Indocement juga meningkatkan budaya keberlanjutan bagi karyawan dengan mengadakan Program Sedekah Sampah. Semua program dilakukan Indocement sejalan dengan *new purpose* Indocement, yaitu *Material to Build Our Future*.

Indocement educates the market and the general public on sustainable lifestyles. As our concern to cement bag waste Company launches the #Trashback Campaign. Furthermore, Indocement also builds the sustainability culture for employees by organizing Sedekah Sampah Program. All programs are aimed to be in line with its new purpose, which is Material to Build Our Future.

Edukasi Gaya Hidup Berkelanjutan dan Solusi Pengelolaan Sampah Melalui Kampanye #TRASHBACK

Sustainable Lifestyle Education and Waste Management Solutions through #TRASHBACK Campaign

Indocement melibatkan masyarakat dalam implementasi sirkular ekonomi dengan mengumpulkan kembali kantong bekas semen Tiga Roda dari konsumen melalui program #Trashback. Program ini mulai dilaksanakan pada 2022, bekerja sama dengan *startup* penyedia platform ekonomi sirkular bernama Octopus yang berperan mengumpulkan dan mengelola sampah yang bisa didaur ulang maupun yang tidak bisa didaur ulang dari masyarakat.

Melalui kerja sama ini, sampah yang tidak bisa didaur ulang oleh Octopus akan diolah Indocement menjadi bahan bakar alternatif pada operasional pabrik semen, serta pemanfaatan kantong bekas Tiga Roda sebagai material alternatif dalam memproduksi papan semen oleh pihak ketiga. Adapun masyarakat yang menukar sampah melalui aplikasi Octopus akan mendapatkan poin yang dapat ditukar menjadi pulsa, token listrik, dan *voucher* lainnya. Program ini menyasar berbagai kalangan mulai dari kalangan industri, pelaku konstruksi, hingga masyarakat umum. Melalui sosialisasi yang masif, diharapkan terjadi peningkatan yang signifikan di tahun-tahun berikutnya pada jumlah masyarakat yang mengkontribusikan sampah, serta jumlah sampah yang dapat didaur ulang dari program #Trashback untuk meningkatkan rasio bahan bakar alternatif pada kegiatan produksi Indocement.

Indocement engages the community in implementing circular economy by collecting bag waste of Semen Tiga Roda through the #Trashback program. The program was started in 2022 in cooperation with Octopus, a circular economy platform provider startup that operates to collect and manage wastes that can and cannot be recycled from the community.

Through this cooperation, wastes that cannot be recycled by Octopus will be processed by Indocement into alternative fuels in the cement plant operations, and the used Semen Tiga Roda bag waste are utilized as alternative materials for a third party to produce cement board. The people who exchange their wastes using Octopus application will get points that can be converted into credits, electricity tokens, and other vouchers. This program targets society, from the industry, construction players, to the general public. With massive dissemination, we expect a significant increase in the following years in the number of people who contribute wastes and the amount of waste that can be recycled from the #Trashback program to improve the alternative fuel ratio in Indocement's production activities.



Membangun Budaya Keberlanjutan melalui Program “Sedekah Sampah”

Developing Sustainability Culture through “Sedekah Sampah” Program

Dimulai pada 2022, Perseroan melaksanakan program “Sedekah Sampah” setiap hari Jumat pagi di Harmony Corner, Kompleks Pabrik Citeureup. Dalam program ini, baik karyawan Indocement maupun pengunjung secara umum bisa membawa sampah non-organik ke kios “Sedekah Sampah” untuk mendapatkan poin yang dapat ditukar dengan berbagai *exclusive merchandise* dari Indocement.

Program “Sedekah Sampah” menjadi salah satu upaya Indocement untuk meningkatkan budaya keberlanjutan bagi karyawan sekaligus edukasi gaya hidup ramah lingkungan bagi masyarakat secara umum. Sampah yang dikumpulkan dapat dimanfaatkan Indocement sebagai bahan bakar alternatif pengganti batu bara untuk produksi semen. Sampah yang bisa dibawa antara lain kertas, kardus, botol, ban, plastik, pakaian bekas, dan sampah lainnya.

Started in 2022, the Company has implemented “Sedekah Sampah” program every Friday morning at Harmony Corner, Citeureup Factory. In this program, Indocement's employees and visitors in general can bring non-organic wastes to the “Sedekah Sampah” booth to get points that can be exchanged with a variety of Indocement's exclusive merchandise.

The “Sedekah Sampah” Program has become one of Indocement's efforts to further develop the sustainability culture of its employees as well as to educate the general public in environmentally friendly lifestyle. Wastes can also be utilized by Indocement as alternative fuels to replace coal in producing cement. The eligible wastes, among others, are paper, cardboard, bottles, tires, plastics, used clothes, and other wastes.



MANAJEMEN PENGELOLAAN LIMBAH [306-1][306-2]

Waste Treatment Management

Pengelolaan limbah, baik B3 maupun non-B3 internal telah dilakukan sesuai izin dan peraturan yang berlaku. Indocement memiliki tempat penyimpanan sementara (TPS) limbah B3 berizin untuk menyimpan limbah B3 internal, serta memiliki persetujuan teknis pengelolaan limbah B3 dengan kegiatan pemanfaatan limbah B3 yang meliputi, penyimpanan, pengumpulan, dan pemanfaatan yang berada pada ketiga kompleks pabrik dengan rincian sebagai berikut:

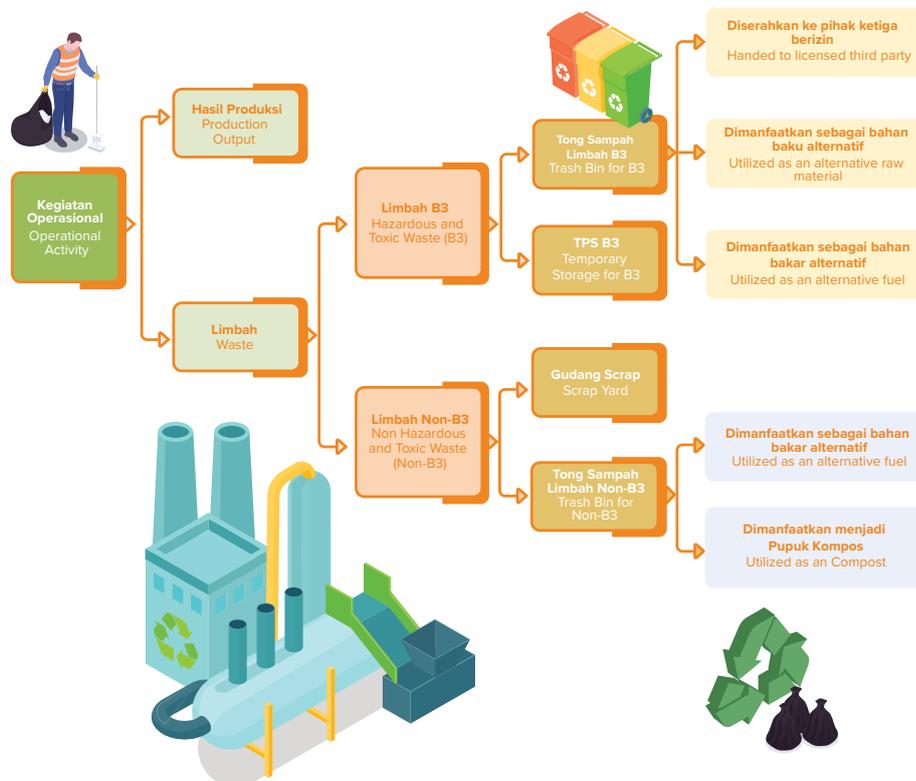
- Persetujuan Teknis di Bidang Pengelolaan Limbah B3 dengan Kegiatan Pemanfaatan Limbah B3 PT Indocement Tunggal Prakarsa Tbk. Kompleks Pabrik Citeureup Nomor S.1140/PSLB3/VPLB3/PLB.3/6/2021.
- Kompleks Pabrik Cirebon: Nomor SK 400/MenLHSetjen/2015 juncto KepmenLHK Nomor SK 355/MenLH-Setjen/PLB3/8/2018.
- Kompleks Pabrik Tarjun: Nomor SK 381/MenLH-Setjen/5/2016 juncto KepmenLHK Nomor SK 380/MenLH-Setjen/PLB3/9/2018.

The waste management for internal hazardous and toxic wastes as well as non-hazardous and non-toxic wastes are carried out according to the proper permits and applicable regulations. Indocement already has a licensed B3 waste temporary storage area (TPS) to store B3 waste internally, and has technical approval for B3 waste management with B3 waste utilization activities which include storage, collection, and utilization in the three factories with the following details:

- Technical Approval in the category of B3 Waste Management with B3 Waste Utilization Activities PT Indocement Tunggal Prakarsa Tbk. Citeureup Factory Unit No. S.1140/PSLB3/VPLB3/PLB.3/6/2021.
- Cirebon Factory: No. SK 400/MenLHSetjen/2015 juncto KepmenLHK Number SK 355/MenLH-Setjen/PLB3/8/2018.
- Tarjun Factory: No. SK 381/MenLH-Setjen/5/2016 juncto KepmenLHK Number SK 380/MenLH-Setjen/PLB3/9/2018.

ALUR PENGELOLAAN LIMBAH

WASTE MANAGEMENT FLOW



KINERJA PENGELOLAAN LIMBAH

Jenis limbah yang dihasilkan dari operasional Perseroan berupa limbah padatan dan limbah cair yang dapat tergolong dalam limbah B3 dan limbah non-B3. Timbulan limbah padat dan cair B3 berupa minyak pelumas bekas, kain majun bekas yang terkontaminasi oli, kemasan bekas B3, *sludge* instalasi pengelolaan air limbah (IPAL), refraktori bekas dan limbah elektronik berasal dari aktivitas pemeliharaan mesin pabrik, aktivitas IPAL, insulasi dinding tanur putar dan penerangan pabrik. Di sisi lain, timbulan limbah padat non-B3 berupa sampah berasal dari kegiatan domestik dan perkantoran di lingkungan Perseroan. Pada 2022, jumlah timbulan limbah B3 sebesar 18.953 ton dan limbah non-B3 sebesar 904 ton. Perseroan memanfaatkan kembali 11.840 ton limbah B3 sebagai bahan bakar alternatif dan 902 ton limbah non-B3 sebagai kompos. [306-4]

WASTE MANAGEMENT PERFORMANCE

The types of wastes generated from the Company's operations are solid and liquid wastes that can be categorized as hazardous and toxic wastes as well as non-hazardous and non-toxic wastes. B3 solid and liquid waste generation in the form of used lubricating oil, used rags contaminated with oil, used B3 packaging, waste water treatment plants (WWTP) sludge, used refractories and electronic waste originate from factory machine maintenance activities, WWTP activities, rotary furnace wall insulation and factory lighting. On the other hand, the solid non-hazardous and non-toxic wastes are generated from domestic and office activities in the Company's environment. In 2022, the amount of hazardous and toxic waste was 18,953 tons and 904 tons for the non-hazardous and toxic waste. The Company reused 11,840 tons of hazardous and toxic wastes as alternative fuels, as well as 902 tons of non-hazardous and toxic wastes as compost. [306-4]

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

Kompleks Pabrik Factory	Jumlah Limbah Dihasilkan Waste Generated			Pengelolaan Management								
				Disimpan Stored			Dimanfaatkan* Utilized			Diserahkan ke Pihak Ketiga Handed over to Third Party		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Citeureup	1.112	1.900	2.806	0	0	0	904	1.764	2.641	208	136	165
Cirebon	625	742	436	5	11	2	484	595	268	135	136	167
Tarjun	17.216	12.417	3.663	1.006	14	1	10.452	12.395	3.648	5.758	9	13**
Total	18.953	15.059	6.905	1.011	25	3	11.840	14.754	6.557	6.101	281	345

*Dimanfaatkan sebagai bahan bakar alternatif | Utilized as alternative fuel

**Pernyataan Kembali | Restatement [2-4]

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

Kompleks Pabrik Factory	Jumlah Limbah Dihasilkan Waste Generated			Pengelolaan Management								
				Disimpan Stored			Dimanfaatkan* Utilized*			Diserahkan ke Pihak Ketiga Handed over to Third Party		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Citeureup	380	687	841	0	0	0	380	687	841	0	0	0
Cirebon	247	247	375	0	0	0	245	243	370	2	4	5
Tarjun	276,67	8.788	105	0	0	0	276,67	8.788	99	0	0	6
Total	903,67	9.722	1.321	0	0	0	901,67	9.718	1.310	2	4	11

*Dimanfaatkan sebagai pupuk kompos | Utilized as compost

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

Kompleks Pabrik Factory	Periode Pelaporan Reporting Period		
	2022	2021	2020
Citeureup	41.049	22.811	71.664
Cirebon	303	236	24.793
Tarjun	1.114	2.627	17.909
Total	42.466	25.674	114.366

Keterangan: Limbah B3 meliputi *Sludge Oil, Sloop Oil, Waste Fuel, Paint, dan High Carbon*

Notes: Hazardous and toxic waste consist of Sludge Oil, Sloop Oil, Waste Fuel, Paint, and High Carbon

*Sejak 2022, jumlah penggunaan limbah sebagai bahan bakar alternatif dilaporkan secara "as fired basis"

*Since 2022, amount of waste utilization as alternative fuel reported "as fired basis"

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

Sumber Limbah Sources of Waste	Periode Pelaporan Reporting Period		
	2022	2021	2020
Bahan Bakar Alternatif dari Limbah Biomassa Alternative Fuel from Biomass			
Cangkang Kopi Coffee Shell	25.718	58	1.995
Sekam Padi Rice Husk	259.824	153.761	120.479
Serbuk Gergaji Saw Dust	37.615	12.613	10.185
Kertas, Karton Paper, Cardboard	243	949	74
Biji Jarak Jatropha	0	0	2
Biomassa Biomass	8.245	3.089	2.516
Bahan Bakar Alternatif dari Limbah Lainnya Alternative Fuel from Other Waste Sources			
Ban Bekas Scrap Tire	35.828	24.828	16.486
Plastik Plastic	17.412	4.004	9.229
Tekstil Textile	1.604	1.390	2.326
Sampah Rumah Tangga Municipal Waste	18.233	6.349	1.313
Lainnya Others	142.274	122.561	3.542
Jumlah Total	546.996	329.620	168.147

*Sejak 2022, jumlah penggunaan limbah sebagai bahan bakar alternatif dilaporkan secara "as fired basis"

*Since 2022, amount of waste utilization as alternative fuel reported "as fired basis"

PERLINDUNGAN SPESIES DAN PENGELOLAAN LAHAN BERKELANJUTAN

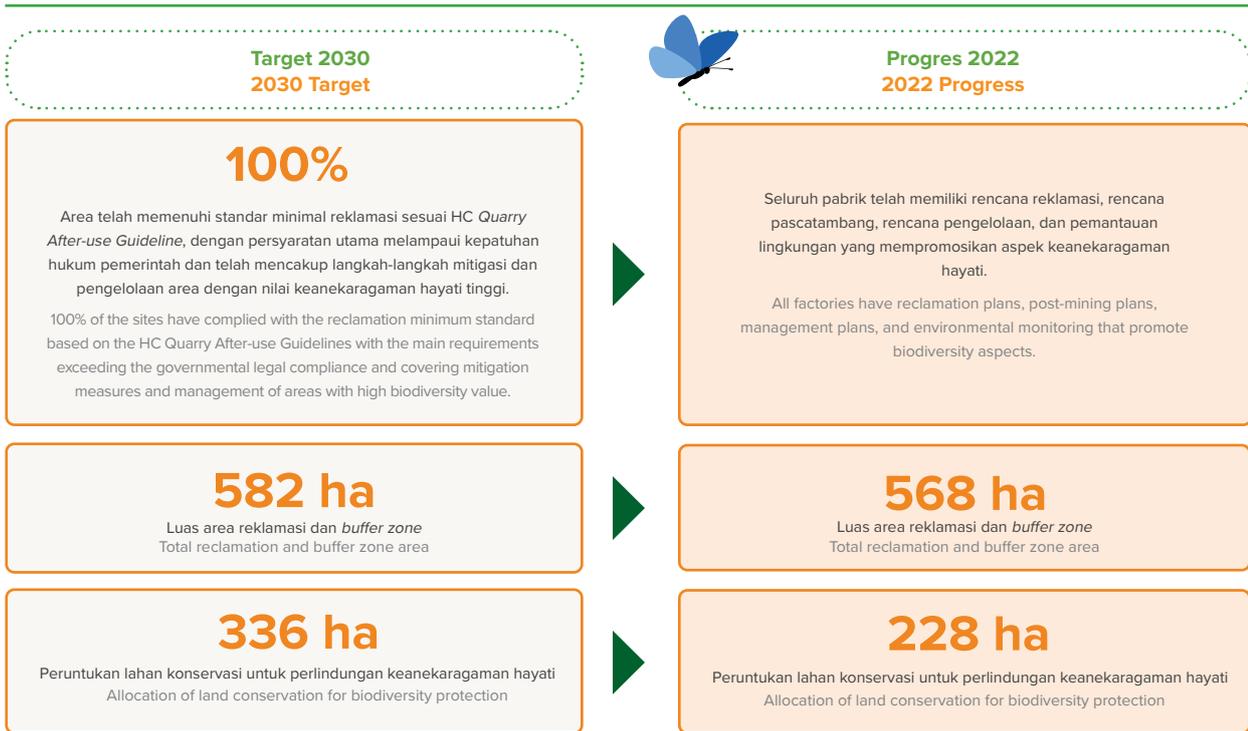
Species Protection and Sustainable Land Management



Indocement berkomitmen untuk terus melaksanakan upaya perlindungan keanekaragaman hayati, serta meningkatkan nilai ekologi dan ekonomi lahan pascatambang dan operasional pabrik agar kembali terbentuk bentang lahan dan fungsi ekologisnya secara berkelanjutan. Perseroan berupaya mengurangi dampak kerusakan lahan dari kegiatan pertambangan kegiatan reklamasi, berupa revegetasi dan pembuatan kolam pengendapan yang dapat meningkatkan keanekaragaman hayati baik flora dan fauna, maupun memberikan potensi penyerapan CO₂ dan pelaksanaan Kaidah Teknik Pertambangan Yang Baik. Upaya yang dilakukan antara lain: penetapan Kawasan Konservasi Keanekaragaman Hayati dan pelaksanaan reklamasi secara progresif di area yang telah selesai ditambang.

Indocement is committed to continue the efforts to protect biodiversity as well as to increase ecological and economic value of factories' post-mined and post-operational areas to reform the landscape and its ecological functions sustainably. The Company makes efforts to reduce the impact of land degradation from mining activities through mining reclamation activities, in the form of revegetation and creation of settling ponds which can increase the biodiversity of both flora and fauna, as well as provide CO₂ absorption potential and implementation of Good Mining Engineering Principles. Efforts made include: establishing a Biodiversity Conservation Area and implementing progressive reclamation in areas that have been mined.

Pendekatan Manajemen [3-3] Management Approach



Nilai indeks keanekaragaman hayati (Indeks Shannon-Wiener) Biodiversity index value (Shannon-Wiener Index)



Komitmen dan Kebijakan

Commitments and Policies

- SC2030 HeidelbergCement Group.
- Peraturan Menteri ESDM Nomor 26 Tahun 2018 dan Nomor 7 Tahun 2014.
- Dokumen lingkungan, seperti AMDAL, RKL/RPL, dan RKAB.
- Dokumen Rencana Reklamasi.
- Kebijakan terkait tata guna lahan dan keanekaragaman hayati Indocement (dokumen Nomor P12/GMOSML/08 dan secara efektif digunakan sejak 5 Juli 2017).
- HeidelbergCement Group SC2030.
- The Minister of Energy and Mineral Resources Regulation No. 26 of 2018 and No. 7 of 2014.
- Environmental documents, such as AMDAL, RKL/RPL, and RKAB.
- Reclamation Plan Documents.
- Policies related to Indocement's land use and biodiversity (document No. P12/GMOSML/08 and have been effectively enforced since 5 July 2017).

Aktivitas Kami Our Activities	Dampak Kami (304-2) Our Impacts
Ekspedisi untuk mendokumentasikan spesies langka pada Quarry Open Day 2022. An expedition to document rare species on 2022 Quarry Open Day.	Dokumentasi <i>Black-browed Babbler (Malacocincla perspicillata)</i> atau burung Pelanduk Kalimantan yang tidak tercatat selama 172 tahun. Documentation of Black-browed Babbler (<i>Malacocincla perspicillata</i>) that has gone unrecorded for 172 years.
Merawat area budidaya dengan melakukan pemupukan dan pembersihan terhadap spesies invasif. Maintaining the cultivation area by fertilizing and clearing invasive species.	Total luas area budidaya di tambang batu kapur dan tanah mencapai 289,54 ha. Total cultivation area in limestone and clay quarries reached 289.54 ha.
Mempromosikan nilai-nilai indeks keanekaragaman hayati melalui budidaya pohon yang bisa menarik kehidupan liar dan menjaga habitatnya. Promoting the biodiversity index value by planting trees that can attract wildlife and preserving their habitats.	Budidaya 200 pohon Teureup (<i>Artocarpus elasticus</i>) untuk mengembalikan spesies lokal. Cultivation of 200 Teureup trees (<i>Artocarpus elasticus</i>) to restore local species.
Merawat dan mengawasi kualitas air dengan mengambil sampel di Mata Air dan Sungai Cikukulu, Sungai Cikarang, dan Sungai Cijere yang berada di area tambang batu kapur. Maintaining and monitoring the quality of water by taking samples from Cikukulu Spring and River, Cikarang River, and Cijere River at limestone quarries.	Keberadaan burung lahan basah, seperti Cekakak Jawa dan Cekakak Sungai di lahan basah dan ditemukannya burung pemangsa saat periode migrasi. The existence of wetland birds, such as Javan Kingfisher and Collared Kingfisher around wetlands areas; as well as raptors that are found during the migration period.
Menjaga dan mengawasi kualitas tanah di area budidaya. Maintaining and monitoring the soil quality in the cultivation area.	Kualitas lingkungan yang secara umum berada dalam kondisi baik mengindikasikan bahwa Indocement memenuhi baku mutu air dan tanah yang ditetapkan oleh pemerintah. Good environmental quality in general indicates that Indocement complies with the water and soil quality standards set by the government.
Pelatihan keanekaragaman hayati untuk non-ahli biologi. Biodiversity training for non-biologist.	Pelatihan keanekaragaman hayati untuk karyawan yang tidak berlatar belakang ilmu biologi atau ekologi untuk mendapatkan pemahaman lebih baik mengenai keanekaragaman hayati. Biodiversity training for employees who have no biological or ecological background to have better understanding about biodiversity.
Pelibatan masyarakat dalam pelestarian lingkungan. Community engagement in environmental conservation.	Wisata edukasi bagi masyarakat melalui Tiga Roda Edu-Green Park di 10 ha lahan pascatambang Quarry Hambalang. Lahan dimanfaatkan untuk kegiatan pertanian, perikanan, peternakan, dan pemanfaatan lahan terbatas mengenai energi alternatif dan proses pembuatan semen. Educational tourism for the community through Tiga Roda Edu-Green Park on a 10 ha of Hambalang Quarry post-mined land. The land is used for agricultural, fishery, and animal husbandry activities as well as limited land-use practices regarding alternative energy and cement manufacturing processes.

Pembinaan kelompok tani Gerakan Tani Mandiri, mencakup budidaya tanaman, peternakan dan perikanan, pemantauan keanekaragaman flora dan fauna (termasuk burung, kupu-kupu, mamalia, dan herpetofauna di Quarry D dan Hambalang), dan pemantauan Mata Air Cikukulu.

Gerakan Tani Mandiri farmer group development consists of plant cultivation, animal husbandry, fisheries, monitoring of flora and fauna diversity (including birds, butterflies, mammals, and herpetofauna in D Quarry and Hambalang Quarry), as well as the monitoring of Cikukulu Spring.

Kawasan Konservasi Gunung Blindis dan Laboratorium Alam Goa Dalem di Kompleks Pabrik Cirebon menjadi lokasi penelitian keanekaragaman hayati bagi pelajar mahasiswa maupun akademisi lainnya.

Gunung Blindis Conservation Area and the Goa Dalem Natural Laboratory in the Cirebon Factory are biodiversity research locations for students and other academics.

Pelestarian kawasan mangrove Desa Langadai yang bekerjasama dengan masyarakat setempat di wilayah sekitar Pabrik Tarjun.

Preservation of the mangrove area of Langadai Village in collaboration with the local community in the area around the Tarjun Factory.

Pemantauan pengelolaan keanekaragaman hayati dilakukan secara internal maupun eksternal. Pemantauan secara internal dilakukan oleh Mining Division dan CSRSD yang bertanggung jawab langsung kepada Direksi, sedangkan pemantauan secara eksternal dilakukan melalui laporan kinerja keanekaragaman hayati setiap tahun ke KLHK.

Biodiversity management is monitored internally and externally. The internal monitoring is carried out by the Mining Division and CSRSD, which directly responsible to the Board of Directors, meanwhile, the external monitoring is carried out through annual biodiversity performance reports submitted to KLHK.



Pada 2022, ketiga kompleks pabrik berhasil meraih peringkat Hijau pada penilaian dalam Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER) tahunan.

In 2022, all three factory sites successfully achieved a Green rating in the assessment of the annual Company Performance Rating Program in Environmental Management (PROPER).

Perseroan mengedepankan konservasi keanekaragaman hayati melalui perlindungan spesies flora dan avifauna yang berada di wilayah operasi Indocement serta pengelolaan lahan pertambangan secara berkelanjutan. Indocement telah mencatat dan secara aktif melakukan kegiatan pemantauan dan perlindungan spesies khas tiap area operasionalnya yang dilakukan bekerja sama dengan IPB University (Bogor, Jawa Barat), Universitas Kuningan (Kuningan, Jawa Barat), dan Universitas Lambung Mangkurat (Banjarmasin, Kalimantan Selatan).

The Company promotes biodiversity conservation through the protection of flora and fauna species in Indocement's operational areas as well as sustainable management of mining sites. Indocement has recorded and actively monitored and protected endemic species in every operational area by working together with IPB University (Bogor, West Java), Universitas Kuningan (Kuningan, West Java), and Universitas Lambung Mangkurat (Banjarmasin, South Kalimantan).

Perseroan telah melakukan pemetaan potensi dampak terhadap keanekaragaman hayati yang diakibatkan dari aktivitas pertambangan. Potensi dampak tersebut berupa perubahan rona alam dan ekosistem di atasnya, peningkatan emisi debu dan partikulat, erosi, serta penurunan kualitas air permukaan yang berasal dari proses pembukaan lahan dan pengupasan dan penggalian material batu kapur, serta pengangkutan material tambang. Untuk mengurangi dampak kerusakan lahan, Perseroan mengimplementasikan rencana pengelolaan dan pemantauan lingkungan sesuai dengan Analisis Mengenai Dampak Lingkungan (AMDAL) dan rencana reklamasi lahan pascatambang. [3-3][304-2]

The Company has mapped the potential impacts on biodiversity caused by mining activities. The potential impacts are changes to the ecosystem and natural setting above the mines, increases in dust and particulate emissions, erosion, as well as reductions in surface water quality from the process of land clearing, overburden removal, and excavation of limestone material, as well as the hauling of mined materials. In order to reduce the impact of land degradation, the Company implements environmental monitoring and management plans based on the Environmental Impact Assessment (AMDAL) and post-mining land reclamation plans. [3-3][304-2]

Indocement memiliki konsesi pertambangan seluas 10.337 ha yang berada di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun. Wilayah operasi pertambangan Indocement umumnya berada di kawasan hutan produksi (kecuali Kompleks Pabrik Cirebon). Perseroan telah memiliki berbagai Izin Pinjam Pakai Kawasan Hutan (IPPKH) dari KLHK pada masing-masing wilayah operasional. Perseroan memastikan penggunaan lahan telah sesuai dengan semua izin yang diperoleh. [304-1]

Meskipun wilayah pertambangan Perseroan tidak ada yang berada atau berbatasan dengan kawasan dilindungi atau kawasan dengan nilai keanekaragaman tinggi di luar kawasan lindung, Indocement secara rutin melakukan pemantauan indeks keanekaragaman hayati di area yang memiliki potensi keanekaragaman hayati, salah satunya melalui pemantauan indeks keanekaragaman avifauna di area tersebut, dan menunjukkan nilai 2,40 di Kompleks Pabrik Citeureup; 3,49 di Kompleks Pabrik Cirebon; dan 1,36 di Kompleks Pabrik Tarjun pada pemantauan di 2022. [304-1]

Indocement owns mining concessions with a total area of 10,337 ha in Citeureup Factory, Cirebon Factory and Tarjun Factory. Indocement's mining operational areas are generally located in production forests (except Cirebon Factory). The Company has obtained Leasehold of Forest Area Permit (IPPKH) from the Ministry of Environment and Forestry for each operational area. The Company ensures that the land use is already according to all permits acquired. [304-1]

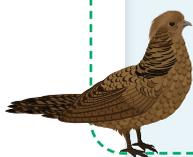
Even though the Company's mining areas are not located in or adjacent to the protected areas or areas with high biodiversity value outside protected areas, Indocement routinely monitors the biodiversity indexes in areas with potential for biodiversity, one of them is the avifauna biodiversity index with a result of 2.40 in Citeureup Factory; 3.49 in Cirebon Factory; and 1.36 in Tarjun Factory in 2022. [304-1]

Setiap tahun, Indocement mengadakan Program Quarry Open Day untuk berkolaborasi dengan para praktisi di bidang keanekaragaman hayati, seperti peneliti muda dan juga fotografer *wildlife* profesional Indonesia. Bertepatan juga dengan rangkaian HUT Indocement ke-47 tahun 2022, Indocement menyelenggarakan ekspedisi fotografi *biodiversity* di area tambang Indocement Kompleks Pabrik Tarjun selama dua hari. Target ekspedisi fotografi pada Quarry Open Day 2022 yaitu mendokumentasikan *Black-browed Babbler* (*Malacocincla perspicillata*) atau Burung Pelanduk Kalimantan.

Burung ini merupakan spesies endemik yang hanya ditemukan di Pulau Kalimantan, spesies ini juga dinyatakan telah hilang atau tidak ada catatan selama 172 tahun serta merupakan spesies burung di Asia yang paling lama hilang. Selain *Black-browed Babbler*, tim ekspedisi Indocement juga menemukan beberapa spesies burung lain yang sudah jarang terlihat di alam liar di dalam areal tambang Indocement Kompleks Pabrik Tarjun, di antaranya Alap-alap, Belibis, Bondol Kalimantan, Kutilang, dan lain-lain.

Indocement organizes Quarry Open Day Program every year to collaborate with practitioners of biodiversity, such as young researchers and Indonesian professional wildlife photographers. On the 47th anniversary of Indocement in 2022, Indocement organized a biodiversity photography expedition in Tarjun Factory mining area that lasted for two days. The target of the photography expedition on 2022 Quarry Open Day was to discover the Black-browed Babbler (*Malacocincla perspicillata*).

This bird is a species endemic to Kalimantan Island. It has been reported to be missing or gone unrecorded for 172 years. It is also the bird species that has been lost for the longest time in Asia. In addition to the Black-browed Babbler, Indocement's expedition team also found several other bird species that are rarely seen in the wild within Indocement's mining area in Tarjun Factory. Those species, among others, were Alap-alap, Belibis, Bondol Kalimantan, Kutilang, and others.



Setiap kompleks pabrik Indocement memiliki keunikan aneka satwa khas yang sangat diperhatikan dan dilindungi keberadaannya oleh Perseroan. Satwa khas yang teridentifikasi di antaranya Cekakak Jawa (*Halcyon cyanoventris*) di Kompleks Pabrik Citeureup, Gelatik Jawa (*Padda oryzivora*) di Kompleks Pabrik Cirebon, dan Bekantan (*Nasalis larvatus*) di Kompleks Pabrik Tarjun. Dalam upaya pelestarian jenis satwa langka di area konservasi Indocement, Perseroan telah merealisasikan biaya konservasi sebesar Rp308 juta pada tahun 2022.

Each Indocement's factory site has its own unique endemic species, and the Company really protects and pays attention to their existence. Identified endemic species, among others, are Javan kingfisher (*Halcyon cyanoventris*) at Citeureup Factory, Java sparrow (*Padda oryzivora*) at Cirebon Factory, and proboscis monkey (*Nasalis larvatus*) at Tarjun Factory. In order to preserve rare animal species in Indocement's conservation areas, the Company realized conservation costs of Rp308 million in 2022.

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

Name and Status of Protected Fauna in Indocement

Nama Lokal Local Name	Nama Ilmiah Scientific Name	Status Konservasi Conservation Status		
		P.106/2018	IUCN	CITES
Kompleks Pabrik Citeureup Citeureup Factory				
Sikep Madu Asia Oriental Honey Buzzard	<i>Pernis ptilorhynchus</i>	Dilindungi Protected	Risiko Rendah Least Concern	II
Takur Tohtor	<i>Psilopogon armillaris/ Megalaima armillaris</i>	Dilindungi Protected	Risiko Rendah Least Concern	-
Paok Pancawarna javan banded pitta	<i>Pitta guajana</i>	Dilindungi Protected	Risiko Rendah Least Concern	I
Alap-alap Sapi Spotted Kestrel	<i>Falco moluccensis</i>	Dilindungi Protected	Risiko Rendah Least Concern	II
Kompleks Pabrik Cirebon Cirebon Factory				
Elang Ular Bido Crested Serpent Eagle	<i>Spilornis cheela</i>	Dilindungi Protected	Risiko Rendah Least Concern	II
Alap-alap Sapi Spotted Kestrel	<i>Falco moluccensis</i>	Dilindungi Protected	Risiko Rendah Least Concern	II
Alap-alap Kawah Peregrine Falcon	<i>Falco peregrinus</i>	Dilindungi Protected	Risiko Rendah Least Concern	I
Gelatik Jawa Java Sparrow	<i>Padda oryzivora</i>	-	Rentan Vulnerable	II
Kerak Kerbau Javan Myna	<i>Acridotheres javanicus</i>	-	Rentan Vulnerable	-
Perenjak Jawa Bar-winged Prinia	<i>Prinia familiaris</i>	-	Hampir Terancam Near Threatened	-
Biawak Air	<i>Varanus salvator</i>	-	Risiko Rendah Least Concern	II
Kompleks Pabrik Tarjun Tarjun Factory				
Owa-Owa	<i>Hylobates muelleri</i>	Dilindungi Protected	Terancam Endangered	-
Bekantan Proboscis Monkey	<i>Nasalis larvatus</i>	Dilindungi Protected	Terancam Endangered	-
Rusa Sambar Sambar Deer	<i>Cervus unicolor</i>	Dilindungi Protected	Rentan Vulnerable	-
Burung Pelanduk Kalimantan Black-browed Babbler	<i>Malacocincla perspicillata</i>	Dilindungi Protected	Rentan Vulnerable	-

Untuk memulihkan lahan yang terganggu akibat adanya kegiatan pertambangan, Perseroan melakukan kegiatan reklamasi area pertambangan pada tiga kompleks pabrik dengan menanam pohon multispecies sebanyak 136.040 batang pohon yang merupakan akumulasi hingga akhir 2022. Jenis tumbuhan yang ditanam terdiri dari spesies tumbuhan pionir dan spesies lokal, antara lain kersen, jambu, trembesi, angšana, mahoni, johar, kayu putih, dan mangga.

Pada 2022, Indocement menghitung estimasi biomassa, stok karbon, dan sekuestrasi karbon pada 4 area revegetasi yang ada di Quarry D 139C, Kebun Budidaya Tegal Panjang, Kebun Koleksi Quarry D 139B, serta Hambalang. Penanaman tumbuhan di masing-masing area revegetasi menunjukkan daya serap CO₂.

In order to recover the lands that are disrupted by mining activities, the Company has performed post-mining reclamation activities in three factory locations by planting multi-species trees that have accumulated to 136,040 trees which were accumulated until the end of 2022. The types of plants planted consisted of pioneer plant species and local species, including kersen, guava, trembesi, angšana, mahogany, johar, eucalyptus, and mango.

In 2022, Indocement calculated the estimates of biomass, carbon stock, and carbon sequestration in 4 revegetation areas in Quarry D 139C, Tegal Panjang Estate, Collection Garden of Quarry D 139B, and Hambalang. The planting in each revegetation area shows CO₂ absorption ability.

Keterangan Description	Quarry D 139C	Kebun Budaya Tegal Panjang Tegal Panjang Cultivation Garden	Kebun Koleksi Quarry D 139B Quarry D 139B Collection Garden	Hambalang
Estimasi Biomassa (ton/ha) Biomass Estimate (tons/ha)	102,48	40,51	63,15	152,82
Stok Karbon (ton/ha) Carbon Stock (tons/ha)	48,16	19,04	29,68	71,82
Sekuestrasi Karbon (ton/ha) Carbon Sequestration (tons/ha)	176,61	69,82	108,84	263,36

Perawatan lahan reklamasi dilakukan secara berkala di Kompleks Pabrik Citeureup. Adapun hasil evaluasi perawatan menunjukkan adanya peningkatan indeks keanekaragaman hayati flora senilai 3,15 dan untuk fauna senilai 2,40 pada tahun 2022. Indocement juga melibatkan masyarakat untuk bermitra dalam pemulihan habitat melalui Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M) dan Gerakan Tani Mandiri. [304-2][304-3]

The reclaimed land is maintained periodically in Citeureup Factory. The results of maintenance evaluation showed an increase of 3.15 in the flora biodiversity index and 2.40 in the fauna biodiversity index in 2022. Indocement also engages the community to be its partner in recovering the habitat together through the Community Research, Training, and Empowerment Center (P4M) as well as the Independent Farmers Movement. [304-2][304-3]



EFISIENSI AIR

Water Efficiency



Indocement berkomitmen untuk terus melaksanakan upaya perlindungan keanekaragaman hayati, serta meningkatkan nilai ekologi dan ekonomi lahan pascatambang dan operasional pabrik agar kembali terbentuk bentang lahan dan fungsi ekologisnya secara berkelanjutan. Perseroan berupaya mengurangi dampak kerusakan lahan dari kegiatan pertambangan melalui reklamasi.

Indocement is committed to continue the efforts to protect biodiversity as well as to increase ecological and economic value of factories' post-mined and post-operational areas to reform the landscape and its ecological functions sustainably. The Company makes efforts to reduce the impact of land degradation from mining activities through reclamation.

Pendekatan Manajemen [3-3]

Management Approach



Progres 2022
2022 Progress



Komitmen dan Kebijakan

Commitments and Policies

- SC2030 HeidelbergCement Group.
- The WBCSD Pledge for access to safe water, sanitation, and hygiene (WASH).
- Permenperin Nomor 26 Tahun 2018 tentang Standar Industri Hijau untuk Industri Semen Portland.
- Peraturan Menteri Lingkungan Hidup dan Kesehatan Nomor 1 Tahun 2021 tentang Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan Hidup.
- Peraturan Menteri Lingkungan Hidup Nomor 5 Tahun 2014 tentang Baku Mutu Air Limbah.
- Peraturan Menteri Lingkungan Hidup dan Kesehatan Nomor P.68/MenLHK/Setjen/Kum.1/8/2016 tentang Baku Mutu Air Limbah Domestik.
- HeidelbergCement Group SC2030.
- The WBCSD Pledge on access to safe water, sanitation, and hygiene (WASH).
- The Regulation of the Minister of Industry No. 26 of 2018 on Green Industry Standard for Portland Cement Industry.
- Regulation of the Minister of Environment and Forestry No. 1 of 2021 concerning Programs for Rating Company Performance Ratings in Environmental Management.
- Regulation of the Minister of Environment No. 5 of 2014 concerning Wastewater Quality Standards.
- The Regulation of the Minister of Environment and Forestry No. P.68/MenLHK/Setjen/Kum.1/8/2016 on Domestic Wastewater Quality Standard.

Strategi Pencapaian 2022

2022 Achievement Strategies



- Menjaga ketersediaan sumber air dengan membangun kolam pengendapan (embung) air hujan di setiap kompleks pabrik.
- Melakukan pemantauan secara rutin pelepasan efluen ke badan air.
- Implementasi The WBCSD Pledge for access to safe water, sanitation, and hygiene (WASH).
- Maintaining the availability of water sources by constructing rainwater sediment ponds (embung) in all factories.
- Routine monitoring of effluents discharged to the body of water.
- Implementing the WBCSD Pledge for access to safe water, sanitation, and hygiene (WASH).

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

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

Indocement telah memiliki rencana pengelolaan air yang mencakup seluruh kompleks pabrik. Perseroan bekerja sama dengan pihak ketiga untuk melakukan studi dan penilaian risiko terkait pengambilan air dan pelepasan air, sehingga menjadi dasar bagi Perseroan untuk menetapkan tujuan dan target terkait pengelolaan air serta memprioritaskan upaya pengelolaan air yang berkelanjutan bersama komunitas lokal di sekitar kompleks pabrik. **[303-1]**

Indocement already has water management plans for all factories. The Company cooperates with third parties to conduct studies and risk assessments of water withdrawal and water discharge to become the basis for the Company to set goals and targets related to water management as well as to prioritize sustainable water management efforts with local communities around factory areas. **[303-1]**

Memahami bahwa akses terhadap air minum dan sanitasi merupakan HAM dan sejalan dengan TPB 6, Perseroan pada 2018 telah memulai implementasi World Business Council for Sustainable Development's WASH Pledge untuk akses ke air bersih, sanitasi dan kebersihan di tiga kompleks pabrik, termasuk daerah tambang terkait. Implementasi tersebut mencakup penilaian mandiri tahunan yang mengikuti Panduan WASH Pledge dan menggunakan WASH Pledge Tool untuk memantau keberhasilan implementasi. Aspek yang dipantau mencakup kepatuhan terhadap peraturan lokal dan nasional, pasokan air minum ke tempat kerja, akses sanitasi dan kebersihan di tempat kerja.

Pada 2022, penilaian WASH Pledge telah dilakukan di seluruh kompleks pabrik termasuk empat terminal, serta pada semua lini bisnis lainnya, seperti dua tambang agregat, dan 20 *batching plant* beton siap-pakai. Target yang ingin Perseroan capai adalah kepatuhan penuh terhadap Panduan WASH Pledge untuk semua lokasi dan semua lini bisnis pada 2023.

Understanding that access to drinking water and sanitation is one of the human rights and in line with the SDG 6, the Company started the implementation of the World Business Council for Sustainable Development's WASH Pledge on access to clean water, sanitation, and hygiene in all three cement factories, including the related mining areas in 2018. The implementation covers the annual independent assessment that follows WASH Pledge Guidelines and uses WASH Pledge Tools to monitor the success of the implementation. The monitored aspects include compliance with local and national regulations, drinking water supply to workplaces, as well as access to sanitation and hygiene at the workplace.

In 2022, all factories have been assessed for WASH Pledge, including four terminals as well as other business lines, such as two aggregates quarries and 20 ready-mix concrete batching plant. The target that the Company wants to achieve is full compliance with WASH Pledge Guidelines in all locations and business lines by 2023.



Kebutuhan air untuk kegiatan domestik dan operasional yaitu produksi semen dan pendingin mesin produksi dipenuhi dari air permukaan, air tanah, air hujan, dan Perusahaan Daerah Air Minum (PDAM) dengan total debit penarikan mencapai 3.341,9 m³/ton. Perseroan telah memiliki Surat Izin Pengambilan dan Pemanfaatan Air (SIPPA) bagi seluruh kompleks pabrik untuk memastikan proses pengambilan air tidak mengganggu kelestarian sumber air tanah dan air permukaan, dan berdampak negatif bagi lingkungan. Perseroan juga membangun kolam pengendapan (embung) air hujan di sekitar lokasi pabrik yang ketersediaan airnya digunakan pada proses operasional. Intensitas penggunaan air pada 2022 mencapai 0,27 m³/ton. [303-1]

The water needed for domestic and operational activities, such as to produce cement and to cool production machines is obtained from surface water, groundwater, rainwater, and Municipality Waterworks (PDAM) with a total volume of water withdrawal that reached 3,341.9 m³/ton. The Company has obtained Water Extraction and Utilization Permit (SIPPA) for all factory sites to ensure that the water extraction process does not disrupt the preservation of groundwater and surface water sources as well as does not have negative impact on the environment. The Company has also construct rainwater sediment ponds (embung) around the factory locations to use the water available in operational processes. The intensity of water usage in 2022 reached 0.27 m³/ton. [303-1]

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

Kompleks Pabrik Factory	Sumber Air Water Source	2022	2021	2020
Citeureup	Air Permukaan Surface Water	1.994.796	2.329.895	1.867.751
	Air Tanah Groundwater	94.203	8.743	11.524
Cirebon	Air Permukaan Surface Water	835.608	790.046	646.030
	Air Hujan Rainwater	18.240	19.440	33.316
	PDAM	0	0	0
Tarjun	Air Permukaan Surface Water	425.089	413.664	477.497
Jumlah Total		3.367.936	3.561.788	3.036.118

Intensitas Air (m³/ton clinker)
Water Intensity (m³/ton clinker)

2022	2021	2020
0,27	0,29	0,26

Keterangan | Notes:

Indocement mengadopsi pedoman Aqueduct Water Risk Atlas yang diterbitkan oleh World Resources Institute sebagai acuan dalam perencanaan pengelolaan air pada Kompleks Pabrik Citeureup, Cirebon dan Tarjun. Indocement juga menerapkan pengawasan dan rencana mitigasi risiko terkait dengan air pada seluruh lokasi operasionalnya. [303-1]

Indocement adopts Aqueduct Water Risk Atlas published by World Resources Institute as the guidance in water management plan to Citeureup Factory, Cirebon Factory and Tarjun Factory. Indocement also implements monitoring and risk mitigating plan related to water to the entire operation sites. [303-1]

Jumlah Penarikan Air (mega liter) [303-3]
Total Water Withdrawal (mega liter)

Debit Penarikan Air Water Withdrawal Volume	Kompleks Pabrik Citeureup Citeureup Factory	Kompleks Pabrik Cirebon Cirebon Factory	Kompleks Pabrik Tarjun Tarjun Factory
Penarikan Air Berdasarkan Sumber Penarikan Water Withdrawal by Sources			
Air Permukaan Surface Water			
Freshwater (≤1,000 mg/L Total Dissolved Solids)	2.011,18	835,6	463,8
Air Lainnya (>1,000 mg/L Total Dissolved Solids) Other Water (>1,000 mg/L Total Dissolved Solids)	-	18,2	-

Debit Penarikan Air Water Withdrawal Volume	Kompleks Pabrik Citeureup Citeureup Factory	Kompleks Pabrik Cirebon Cirebon Factory	Kompleks Pabrik Tarjun Tarjun Factory
Air Tanah Groundwater			
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	13,17	-	-
Air Lainnya ($> 1,000$ mg/L Total Dissolved Solids) Other Water ($> 1,000$ mg/L Total Dissolved Solids)	-	-	-
Air Terproduksi Produced Water			
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	-	-	-
Air Lainnya ($> 1,000$ mg/L Total Dissolved Solids) Other Water ($> 1,000$ mg/L Total Dissolved Solids)	-	-	-
Total Penarikan Air oleh Pihak Ketiga Berdasarkan Sumber Penarikan Total Water Withdrawal by Third Parties Based on Withdrawal Sources			
Air Permukaan Surface Water	-	-	-
Air Tanah Groundwater	-	-	-
Air Terproduksi Produced Water	-	-	-
Total Penarikan Air Total Water Withdrawal			
Air permukaan (total) + air tanah (total) + air terproduksi (total) + air pihak ketiga (total) Surface water (total) + groundwater (total) + produced water (total) + third-party water (total)	2.024,3	853,8	463,8

Jumlah Pelepasan Air (mega liter) [303-4]
Total Water Discharge (megaliters)

Debit Penarikan Air Water Withdrawal Volume	Kompleks Pabrik Citeureup Citeureup Factory	Kompleks Pabrik Cirebon Cirebon Factory	Kompleks Pabrik Tarjun Tarjun Factory
Pelepasan Air Berdasarkan Tujuan Water Discharge Based on Types of Destination			
Air Permukaan Surface Water	184,442	5,65	38,77
Air Tanah Groundwater	-	-	-
Air Laut Seawater	-	-	-
Air dari Pihak Ketiga Third-party Water	-	-	-
Air dari pihak ketiga yang dikirim untuk digunakan ke organisasi lain Third-party water sent to be used by other organizations	-	-	-
Total Pelepasan Air Total Water Discharge			
Air permukaan (total) + air tanah (total) + air laut + air pihak ketiga (total) Surface water (total) + groundwater (total) + seawater + third- party water (total)	184,442	5,65	38,77
Pelepasan Air Berdasarkan <i>Freshwater</i> dan Air Lainnya Water Discharged into <i>Freshwater</i> and Other Water			
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	184,442	5,65	38,77
Air Lainnya ($> 1,000$ mg/L Total Dissolved Solids) Other Water ($> 1,000$ mg/L Total Dissolved Solids)	-	-	-

Konsumsi Air (mega liter) [303-5]
Water Consumption (megaliters)

Debit Penarikan Air Water Withdrawal Volume	Kompleks Pabrik Citeureup Citeureup Factory	Kompleks Pabrik Cirebon Cirebon Factory	Kompleks Pabrik Tarjun Tarjun Factory
Total konsumsi air Total water consumption	1.840	848	425
Perubahan dalam penyimpanan air, jika penyimpanan air telah diidentifikasi memiliki dampak terkait air yang signifikan Changes in water storage, if water storage has been identified to have significant water related impact	-	-	-

Perseroan memahami adanya risiko dampak bagi lingkungan akibat limpasan air dari proses produksi. Oleh sebab itu, Perseroan berupaya mengelola limpasan agar tidak membawa beban nutrisi dan polusi, serta dampak negatif lainnya pada badan air setempat. Perseroan juga melakukan *assessment* secara berkala untuk mengetahui kualitas air tanah dan permukaan di seluruh fasilitas serta mengevaluasi risiko terkait air. [303-1]

The Company understands that there are environmental risks caused by runoffs from the production process. Therefore, the Company makes efforts to manage runoff to prevent it from carrying nutrition and pollution burden as well as other negative impacts into local bodies of water. The Company also conducts periodic assessments to measure the quality of groundwater and surface water in all facilities as well as to evaluate water related risks. [303-1]

Perseroan telah memiliki IPAL untuk mengelola efluen dari kegiatan operasional serta *wastewater garden* untuk pengelolaan air limbah domestik yang tersedia di seluruh kompleks pabrik. Kualitas olahan efluen diawasi secara ketat agar pelepasan olahan efluen tidak melewati baku mutu dan tidak mencemari badan air tujuan. Pemantauan kualitas air limbah domestik dilakukan oleh laboratorium eksternal yang terakreditasi Komite Akreditasi Nasional (KAN). Pemantauan dilakukan setiap bulan dan dilaporkan kepada Dinas Lingkungan Hidup Kabupaten Bogor, Dinas Lingkungan Hidup Kabupaten Cirebon, dan Dinas Lingkungan Hidup Kabupaten Kotabaru. Upaya pemantauan dilakukan di hulu dan hilir Sungai Cileungsi yang merupakan badan air tujuan pelepasan efluen. Pada 2022, total volume olahan efluen (*water discharge*) mencapai 184,442 mega liter/tahun. [303-1][303-2]

The Company already has WWTP to process effluents from operational activities and wastewater gardens for domestic wastewater treatment that are installed in all factory sites. The quality of processed effluents is strictly supervised so that the processed effluents that are discharged are according to the quality standard and not polluting the body of water of destinations. The quality of domestic wastewater is monitored by KAN accredited external laboratories. The monitoring is carried out once a month and reported to Bogor Regency Environment Office, Cirebon Regency Environment Office, and Kotabaru Regency Environment Office. The monitoring is carried out at upstream and downstream of Cileungsi River that are the destinations of effluent discharge. In 2022, the total volume of processed effluents (*water discharge*) reached 188.442 mega liter/year. [303-1][303-2]

Pengukuran Kualitas Air Limbah Domestik
Domestic Wastewater Quality Measurement

Kompleks Pabrik Factory	Parameter	Satuan Unit	Baku Mutu Quality Standard	Nilai Tertinggi Highest Level		
				2022	2021	2020
Citeureup	Derajat Keasaman Acidity Degree	pH	6–9	9	7	8,25
	BOD	mg/lt	30	23,8	29,1	26,4
	COD	mg/lt	100	66,8	67,8	66,7
	TSS	mg/lt	30	21,0	29,0	28,0
	Minyak dan Lemak Oils and Grease	mg/lt	5	0,9	2,2	1,2
	Amonia (NH ₃ -N) Ammonia (NH ₃ -N)	mg/lt	10	8,09	2,77	7,25
	Total Coliform	mg/lt	3.000	2.800	2.800	2.400

Kompleks Pabrik Factory	Parameter	Satuan Unit	Baku Mutu Quality Standard	Nilai Tertinggi Highest Level		
				2022	2021	2020
Cirebon	Derajat Keasaman Acidity Degree	pH	6–9	8,50	8,75	8,08
	BOD	mg/lt	30	19,48	23,94	28,75
	COD	mg/lt	100	62,48	77,22	90,80
	TSS	mg/lt	30	17,00	28,00	26,00
	Minyak dan Lemak Oils and Grease	mg/lt	5	< 1,76	4,00	2,00
	Amonia (NH ₃ -N) Ammonia (NH ₃ -N)	mg/lt	10	1,53	5,48	6,74
	Total Coliform	mg/lt	3.000	540	920	920
Tarjun	Derajat Keasaman Acidity Degree	pH	6–9	7,9	8,3	8
	BOD	mg/lt	30	15,02	27,31	33,50
	COD	mg/lt	100	34,53	68,25	55,4
	TSS	mg/lt	30	23	21	121
	Minyak dan Lemak Oils and Grease	mg/lt	5	1	1,8	1,8
	Amonia (NH ₃ -N) Ammonia (NH ₃ -N)	mg/lt	10	0,4	1,05	1,45
	Total Coliform	mg/lt	3.000	1.700	2.300	2.700

Keterangan | Notes:

Baku mutu kualitas air limbah domestik berdasarkan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.68/MenLHK/Setjen/Kum.1/8/2016.

Domestic wastewater quality standard based on the Regulation of the Minister of Environment and Forestry Number P.68/MenLHK/Setjen/Kum.1/8/2016.

Salah satu upaya Perseroan untuk mengurangi pengambilan air dari sumbernya dengan memanfaatkan kembali air bekas pendinginan mesin produksi melalui mekanisme daur ulang dengan sistem sirkulasi tertutup. Selain itu, Perseroan juga melibatkan masyarakat untuk turut serta menjaga ketersediaan air dengan memanfaatkan air dari kolam pengendapan. Sebanyak 34.620 orang penerima manfaat di sekitar kompleks pabrik memanfaatkan air dari embung untuk kegiatan rumah tangga sehari-hari. [303-1]

One of the Company's efforts to reduce water withdrawals from the source is by utilizing water from cool down production machines through a recycling mechanism with a closed circulation system. Additionally, the Company also engages the community to maintain water availability by using water from sediment ponds. A total of 34,620 beneficiaries around the factories use the sediment pond water for daily household activities. [303-1]

Ketersediaan Air Tahun 2022 di Kompleks Pabrik Melalui Kolam Endapan 2022 Water Availability in Factory Sites through Sediment Ponds

Citeureup		Cirebon	Tarjun
Hambalang	Quarry-D		
223.800 m ³	479.100 m ³	270.000 m ³	6.569 m ³





INDOCEMENT
HEIDELBERGCEMENT Group



- **Program kampung Iklim di desa mitra Indocement**
The climate village program in Indocement Partner village

TATA KELOLA BERKELANJUTAN UNTUK KETAHANAN KORPORASI

Sustainable Governance for Corporate Resilience

02

TATA KELOLA KEBERLANJUTAN

Sustainability Governance



Hadirnya Komite yang menangani perihal keberlanjutan memberikan pengaruh positif kepada Perseroan untuk semakin menguatkan dukungan terhadap TPB. Melalui inovasi, kami memproduksi semen ramah lingkungan, yang tidak hanya berdampak positif bagi pengurangan emisi karbon, namun juga meningkatkan ketahanan ekonomi Perseroan melalui efisiensi biaya dan harga yang lebih kompetitif.

Having a Committee responsible for sustainability matters brings positive impact on the Company to further strengthen its support for the SDGs. Through innovation, we produce environmentally friendly cement, which not only has a positive impact on reducing carbon emissions but also increases the Company's economic resilience through cost efficiency and more competitive prices.

Pada 2021, Indocement telah membentuk Komite Environment, Social, and Governance (Komite ESG). Upaya ini merupakan respons Perseroan dalam mengelola risiko terkait lingkungan, sosial, dan tata kelola (LST). Strategi dan komitmen Indocement untuk mendukung TPB salah satunya dilakukan melalui Komite ESG dengan pengawasan dari Direktur Utama dan Manajemen Puncak. Kinerja terkait keberlanjutan juga dikaitkan dengan KPI dan kompensasi bagi seluruh Manajemen Puncak. [2-14][2-18]

Direktur Utama dan Manajemen Puncak berperan sebagai Dewan Pengarah. Anggota dari Komite ESG terdiri dari manajemen yang bertanggung jawab untuk pengambilan keputusan dan pengawasan pengelolaan dampak organisasi terhadap ekonomi, lingkungan, dan karyawan. Direksi melakukan konsultasi dengan para pemangku kepentingan melalui beberapa metode pendekatan dalam penerapan tata kelola keberlanjutan, termasuk pengelolaan LST. Anggota Direksi melaksanakan konsultasi secara langsung atau mendelegasikan kewenangan kepada pejabat Perseroan yang ditunjuk sesuai topik-topik yang menjadi materi konsultasi. Dalam pemenuhan Tanggung Jawab Sosial dan Lingkungan (TJSL), Direksi mendelegasikan kewenangan kepada CSRSD untuk melakukan konsultasi dan komunikasi dengan para pemangku kepentingan. [2-9][2-12][2-13]

In 2021, Indocement established the Environmental, Social, and Governance (ESG) Committee. This is the Company's effort to manage risks related to environmental, social, and governance (ESG). One of Indocement's strategies and commitments to support SDGs is carried out by the ESG Committee, under the supervision of the President Director and Top Management. The sustainability-related performance is also connected to the KPI and compensation for all Top Management. [2-14][2-18]

The President Director and Top Management serve as the Steering Board. ESG Committee members consist of management responsible for decision-making and overseeing the organization's impact on the economy, environment, and employees. The Board of Directors consults with stakeholders through several approaches to implement sustainable governance, including to manage the ESG. The Board of Directors' members conduct direct consultation or delegate authority to appointed Company officials according to the consultation material topics. As for fulfilling the Social and Environmental Responsibility (CSR), the Board of Directors delegates authority to the CSRSD to consult and communicate with stakeholders. [2-9][2-12][2-13]

Susunan dan Anggota Komite ESG

ESG Committee Composition and Members

Dewan Pengarah Steering Board	Direktur Utama dan Anggota EXCOM President Director and Members of EXCOM
Koordinator Coordinator	Head of HTC Indonesia
Sekretaris Secretary	Investor Relations Officer
Peta Jalan CO₂ CO ₂ Road Map	Pejabat yang memiliki kompetensi di bidang Peta Jalan CO ₂ Officials with competencies in CO ₂ Road Map

Produk Berkelanjutan Sustainable Products	<ul style="list-style-type: none"> • Head of National Sales • Direktur yang membawahi bidang Teknik PT Pionirbeton Industri • Head of National Sales • Director in charge of Engineering at PT Pionirbeton Industri
Lingkungan, Air, dan Keselamatan Environment, Water, and Safety	Corporate SHE Division Manager
Land Use dan Keanekaragaman Hayati Land Use and Biodiversity	Mining Division Officer
Tanggung Jawab Sosial dan Lingkungan (TJSL) Social and Environmental Responsibility (CSR)	CSRS Division Manager
Beton Siap-Pakai Ready-Mix Concrete	<ul style="list-style-type: none"> • Direktur Utama PT Pionirbeton Industri • Direktur yang membawahi bidang Teknik PT Pionirbeton Industri • President Director of PT Pionirbeton Industri • Director in charge of Engineering at PT Pionirbeton Industri
Agregat Aggregate	Direktur Perseroan/Direktur Utama PT Mandiri Sejahtera Sentra dan PT Tarabatu Manunggal Director of the Company/President Director of PT Mandiri Sejahtera Sentra and PT Tarabatu Manunggal
Tata Kelola Governance	Sekretaris Perusahaan Corporate Secretary
Overall Support	Staf yang ditunjuk Appointed Staff

Tugas dan tanggung jawab Komite ESG meliputi: [2-12]

1. Menyiapkan arahan dan merumuskan strategi yang efektif terkait ESG, serta merekomendasikan kebijakan, rencana aksi, dan pengungkapan yang sesuai dengan strategi.
2. Menyiapkan sistem ESG yang harmonis serta menyelaraskan tujuan dan target ESG.
3. Memberikan dukungan yang diperlukan untuk memastikan terlaksananya program peningkatan kualitas ESG.
4. Melaksanakan tugas yang relevan dengan tujuan Komite ESG yang sewaktu-waktu diminta oleh Direksi.
5. Melakukan pengawasan terhadap pelaksanaan program ESG serta melakukan pengelolaan risiko dan dampak dari pelaksanaan program ESG di Perseroan.
6. Melakukan penilaian penerapan program ESG secara menyeluruh dan menentukan peluang untuk perbaikan.
7. Melaporkan kepada Direksi pada setiap akhir tahun buku atas pelaksanaan kerja Komite ESG beserta pencapaian program ESG di Perseroan dan rekomendasi terkait program ESG Perseroan.

Evaluasi atas kinerja komite ESG dilaksanakan melalui mekanisme rapat Direksi yang dilakukan secara tahunan. [2-18]

ESG Committee's duties and responsibilities include: [2-12]

1. Preparing directives and formulating effective strategies related to ESG, as well as recommending policies, action plans, and disclosures in accordance with the strategy.
2. Setting up a harmonious ESG system, as well as aligning ESG goals and targets.
3. Providing necessary support to ensure the implementation of ESG quality improvement program.
4. Performing tasks relevant to the ESG Committee objectives at any time requested by the Board of Directors.
5. Supervising ESG program implementation and managing risks and impacts of the ESG program implementation in the Company.
6. Conducting comprehensive assessment of the ESG program implementation and determining room for improvement.
7. Reporting to the Board of Directors at the end of each fiscal year on the implementation of ESG Committee's duties along with the ESG program achievements in the Company and recommendations related to the Company's ESG program.

ESG committee's performance is evaluated through the Board of Directors meeting mechanism which is held annually. [2-18]

Struktur Tata Kelola Perseroan

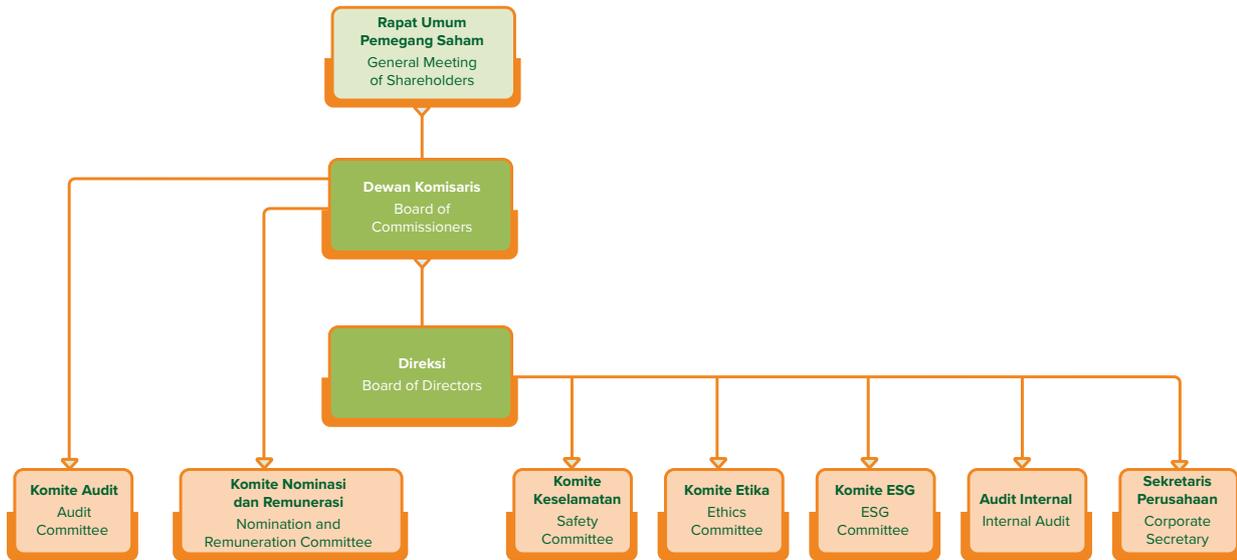
Sesuai Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, struktur tata kelola Indocement terdiri dari Rapat Umum Pemegang Saham (RUPS) yang merupakan organ tertinggi dalam struktur tata kelola, Dewan Komisaris yang memiliki tanggung jawab dalam mengawasi serta memberikan nasihat kepada Direksi, serta Direksi yang bertanggung jawab mengelola kinerja ekonomi, lingkungan, sosial, dan tata kelola untuk mencapai tujuan Perseroan.

[2-11]

Company's Governance Structure

In accordance with the Law No. 40 of 2007 on Limited Liability Company, Indocement's governance structure consists of the General Meeting of Shareholders (GMS) as the highest organ in the governance structure, the Board of Commissioners that has responsibility for supervising and providing advice to the Board of Directors, and the Board of Directors that is responsible for managing economic, environmental, social, and governance performance to achieve the Company's goals. [2-11]

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



Informasi struktur tata kelola Perseroan secara komprehensif dapat dilihat pada Laporan Tahunan Indocement 2022.

Information on the Company's governance structure is presented comprehensively in the 2022 Annual Report of Indocement.

Pengungkapan informasi lengkap mengenai RUPS, Direksi, Dewan Komisaris, Komite-Komite di bawah Dewan Komisaris dan fungsi-fungsi di bawah Direksi, serta proses nominasi dan seleksi anggota Direksi maupun Dewan Komisaris, juga disampaikan dalam Laporan Tahunan Indocement 2022. [2-10]

Selama 2022, tidak terdapat sanksi hukum dan denda lainnya, baik dari lembaga berwenang dalam pengelolaan industri manufaktur maupun dari Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI). Selain itu, Perseroan memastikan tidak ada hubungan semenda antara anggota Direksi dan Dewan Komisaris maupun antar mereka, yang dapat menimbulkan benturan kepentingan. Selama periode pelaporan, tidak ada hal-hal yang mengindikasikan terjadinya benturan kepentingan dalam setiap keputusan yang dibuat Indocement. [2-15][2-27]

Sesuai RUPS Tahunan yang diadakan pada 25 Mei 2022, diputuskan bahwa RUPS mendelegasikan kewenangan

Disclosures of complete information about the GMS, Board of Directors, Board of Commissioners, Committees under Board of Commissioners, and Functions under Board of Directors, as well as the process of nomination and selection of members of Board of Directors and Board of Commissioners, are presented in the Indocement's 2022 Annual Report. [2-10]

Throughout 2022, there was no fine or other legal sanction, either from authorized institution that manages manufacturing industry, Financial Services Authority (OJK), or Indonesia Stock Exchange (IDX). In addition, the Company ensures that there are no family relationships between Board of Directors' members and Board of Commissioners' members, nor among themselves, which may cause conflicts of interest. During the reporting period, there were no indications of conflict of interest in every decision made by Indocement. [2-15][2-27]

In accordance with the Annual GMS held on 25 May 2022, the GMS delegated authority to the Board of Commissioners to determine the amount and remuneration for the Board

kepada Dewan Komisaris untuk menentukan jumlah dan remunerasi bagi Direksi dengan mempertimbangkan rekomendasi Komite Nominasi dan Remunerasi Perseroan. Sedangkan honorarium Dewan Komisaris Perseroan untuk tahun 2022 ditetapkan sama dengan yang telah diterima Dewan Komisaris Perseroan di tahun 2021 dan dibatasi tidak melebihi 15% dari jumlah keseluruhan total remunerasi dari Direksi Perseroan. Pemegang saham menjadi satu-satunya pemangku kepentingan yang terlibat dalam proses penetapan remunerasi Dewan Komisaris dan Direksi. Informasi lebih lanjut mengenai rasio remunerasi Direksi dan Dewan Komisaris disampaikan pada Laporan Tahunan 2022 Perseroan. [2-19][2-20][2-21]

Pelatihan Mengenai Keberlanjutan [2-17]

Indocement secara aktif mengupayakan peningkatan pengetahuan kolektif, keterampilan, dan pengalaman badan tata kelola tertinggi terkait pembangunan berkelanjutan. Pada tahun 2022, Direksi Perseroan mengikuti 14 pelatihan terkait keberlanjutan yang diselenggarakan secara internal, baik secara daring dan tatap muka.

of Directors by considering recommendations from the Nomination and Remuneration Committee. Whereas, honorarium for the Board of Commissioners for 2022 was determined to be the same as that of 2021 and was limited to no more than 15% of the total remuneration of the Board of Directors. Shareholders are the only stakeholders involved in determining the remuneration for the Board of Commissioners and Board of Directors. Further information on the remuneration ratio for the Board of Directors and Board of Commissioners is presented in the Company's 2022 Annual Report. [2-19][2-20][2-21]

Sustainability-related Training [2-17]

Indocement actively enhances the highest governance body's collective knowledge, skills, and experience regarding sustainable development. In 2022, the Company's Board of Directors attended 14 sustainability-related training programs, which were held in-house, both virtually and on-site.

Pelatihan terkait Keberlanjutan yang diikuti oleh Direksi Tahun 2022
Sustainability-related Training attended by the Board of Directors in 2022

Topik Pelatihan Training Topics	Waktu Penyelenggaraan Implementation Time	Tempat Penyelenggaraan Venue
Sharing Session Bahaya Virus Omicron Sharing Session on the Danger of Omicron Virus	2 Februari 2 February	Daring Virtual
Seminar Kesiapan Perusahaan dalam Menghadapi <i>Natural and Technological Disaster</i> Seminar on Company Preparedness in Facing Natural and Technological Disasters	30 Maret 30 March	Daring Virtual
Adaptability & Resilience	1 April	Daring Virtual
Seminar PROPER: Kriteria Kerusakan Lahan di Industri Semen PROPER Seminar: Criteria for Land Damage in the Cement Industry	18 April	Daring Virtual
Socialization of Indocement New Purpose	13 Mei 13 May	Daring Virtual
Introduction for Indocement New Purpose	31 Mei 31 May	Daring Virtual
Inspired - PBI Digital Transformation in The Disruption Era	29 Juli 29 July	Daring Virtual
Group Ethics Compliance Training	16 Agustus 16 August	Daring Virtual
Preventing Corruption at Heidelbergcement	17 Agustus 17 August	Daring Virtual
Competition Law Course	18 Agustus 18 August	Daring Virtual
Legal & Compliance Week IV Training	19 September	Daring Virtual
Sosialisasi dan Penyuluhan Persaingan Usaha Bersama dengan Komisi Pengawas Persaingan Usaha (KPPU) Dissemination and Counseling on Business Competition with the Business Competition Supervisory Commission (KPPU)	25 Oktober 25 October	Aula Learning Center
Indocement Safety Leadership Forum	27 Oktober 27 October	Daring Virtual
Sharing Session on Green Product	9 November	Aula Learning Center

Perseroan juga melibatkan 2.651 karyawan dalam 70 program pelatihan terkait keberlanjutan yang dilaksanakan oleh pihak internal dengan total jam pelatihan sebesar 13.477 jam. Adapun pelatihan yang diberikan terkait pengelolaan limbah B3, *life cycle assessment*, K3, siklus daur hidup produk ramah lingkungan, *social investment*, tanggap bencana, emisi, dan keanekaragaman hayati.

Pencegahan Risiko [2-25][3-3]

Perseroan menerapkan pengelolaan risiko sebagai bagian dari prinsip pencegahan, tindakan terencana dan berkelanjutan yang dilakukan oleh pihak yang memiliki risiko usaha. Hal ini dilakukan untuk mengurangi dampak dari suatu kejadian yang berpotensi merugikan atau membahayakan pemilik risiko tersebut, termasuk untuk mencegah terjadinya masalah terkait keberlanjutan.

Indocement memiliki Kebijakan Manajemen Risiko sebagai acuan dalam pengelolaan risiko yang dimiliki Perseroan dan penentuan upaya mitigasi terhadap risiko tersebut. Kebijakan Manajemen Risiko tersebut berlaku di setiap divisi yang ada di Perseroan.

Penerapan manajemen risiko dilakukan melalui identifikasi, pengukuran, pemantauan, dan pengendalian risiko. Untuk mengurangi dampak negatif dari kegiatan Perseroan, dilakukan pula uji tuntas pada seluruh aspek rantai nilai, meliputi pemasok, input (bahan baku, tenaga kerja, uang, waktu, pengetahuan, dan kompetensi), proses (fungsi manajemen, termasuk kondisi fisik pabrik maupun kantor), produk (barang dan jasa), dan konsumen. Perseroan secara berkala dan berkelanjutan mengembangkan dan meningkatkan kerangka sistem pengelolaan risiko, serta meningkatkan struktur pengendalian internal yang terpadu dan komprehensif serta terintegrasi. Penerapan sistem pengelolaan risiko yang memadai dapat memberikan informasi dini tentang adanya potensi risiko yang berpengaruh bagi Perseroan dan menjadi dasar dalam penentuan langkah-langkah yang memadai untuk diketahui sejak awal, kemudian dicari solusi untuk mengurangi dampak risiko.

Direksi didukung fungsi pelaksana untuk menerapkan manajemen risiko secara konsisten dan berkelanjutan. Manajemen risiko menjadi tanggung jawab Dewan Komisaris, Direksi, Komite Audit, Audit Internal, Audit Eksternal, hingga karyawan di level operasional guna melaksanakan program pengawasan dan fungsi masing-masing bawahannya dalam pencapaian kinerja Perseroan. Secara berkala, Direksi dan Dewan Komisaris melakukan pertemuan, di antaranya untuk membahas efektivitas pengelolaan risiko dan penerapan keberlanjutan di tahun 2022. [2-16][2-18]

The Company also enrolled 2,651 employees in 70 sustainability-related training programs conducted internally, with a total of 13,477 training hours. The training programs are related to toxic and hazardous (B3) waste management, life cycle assessment, OHS, life cycle of environmentally friendly products, social investment, disaster response, emissions, and biodiversity.

Risk Prevention [2-25][3-3]

The Company implements risk management as part of the prevention principle as a planned, and sustainable action taken by parties who have business risks. This aims to minimize the impact of an event that potentially harm or endanger the risk owner, including to prevent problems related to sustainability.

Indocement has a Risk Management Policy as a reference in managing risks owned by the Company and determining mitigation measures for these risks. The Risk Management Policy applies to every division in the Company.

Risk management is implemented through risk identification, measurement, monitoring, and control. To reduce the negative impact of the Company's activities, due diligence is conducted in all aspects of the value chain, including suppliers, inputs (raw materials, labor, money, time, knowledge, and competencies), process (management function, including the physical condition of factories and offices), products (goods and services), and consumers. The Company regularly and continuously develops and improves the risk management system framework, as well as improves a consolidated, comprehensive, and integrated internal control structure. Implementing an adequate risk management system can provide early information about potential risks that could affect the Company and this information will be the basis for determining sufficient preemptive measures, then the solutions are sought to minimize the risk impact.

The Board of Directors is supported by operational functions to implement risk management consistently and sustainably. Risk management is the responsibility of the Board of Commissioners, Board of Directors, Audit Committee, Internal Audit, External Audit, and employees at the operational level as leaders to conduct supervisory programs towards movement of tasks and functions of their respective subordinates in order to achieve the Company's performance. Periodically, the Board of Directors and Board of Commissioners hold meetings, among others, to discuss the effectiveness of risk management and sustainability implementation in 2022. [2-16][2-18]

Jenis Risiko Types of Risks	Peristiwa Risiko Risk Event	Pengelolaan Risiko Risk Management
Ekonomi Economics		
Risiko ekonomi akibat perubahan iklim Economic risks due to climate change	<p>Risiko diterapkannya pajak karbon di Indonesia untuk industri bangunan, transportasi dan industri lain yang menghasilkan emisi.</p> <p>The risk of implementing a carbon tax in Indonesia for the building industry, transportation and other industries that generate emissions.</p>	<p>Indocement memiliki keuntungan di mana Perseroan sangat kompetitif dalam meningkatkan penggunaan bahan bakar alternatif, mengurangi rasio <i>clinker</i>, dan meningkatkan ekonomi sirkular yang secara tidak langsung berdampak pada efisiensi biaya produksi, operasi, dan distribusi. Selain itu, memperkuat posisi semen hidrolik di pasar seiring dengan adanya peningkatan preferensi terhadap material bangunan dengan harga dan jejak lingkungan yang lebih rendah.</p> <p>Indocement has the advantage that the Company is very competitive in increasing the use of alternative fuels, reducing the clinker ratio, and increasing the circular economy which indirectly impacts the efficiency of production, operation and distribution costs. In addition, strengthening the position of hydraulic cement in the market along with the increasing preference for building materials that are cheaper and environmentally friendly.</p>
	<p>Risiko hambatan pada operasi akibat variasi cuaca, misalnya gangguan rantai pasokan akibat hujan lebat dan dampak bencana alam, yang menyebabkan timbulnya biaya-biaya tambahan.</p> <p>Risk of operational constraint due to weather variations, for instance supply chain disruptions due to heavy rains and natural disaster impact, that may cause additional costs.</p>	<p>Indocement senantiasa melakukan perencanaan yang matang dan pengawasan lapangan yang memadai dengan mempertimbangkan faktor-faktor alam untuk memastikan kegiatan operasional berjalan dengan lancar.</p> <p>Indocement always performs thoughtful planning and adequate operational supervision that considers natural factors to ensure operational activities run smoothly.</p>
Lingkungan Environmental		
Emisi dari kegiatan operasi Emissions from operational activities	<p>Timbulan debu dan kebisingan yang dapat meningkatkan keluhan masyarakat.</p> <p>Generation of dust and noise that can increase public complaints.</p>	<p>Menindaklanjuti semua keluhan dari masyarakat dan meningkatkan koordinasi dengan bagian operasional terhadap keluhan masyarakat. Perseroan menerapkan teknologi tepat guna untuk semakin menurunkan emisi debu dan kebisingan.</p> <p>Follow up on all complaints from the public and improve coordination with the operational division on public complaints. The Company applies effective technology to further reduce dust and noise emissions.</p>
	<p>Emisi karbon.</p> <p>Carbon emissions.</p>	<p>Pendekatan industri untuk mengurangi emisi CO₂ dengan menetapkan target pengurangan emisi tahun 2030, memaksimalkan teknologi dan proses, di antaranya melalui pengurangan kandungan <i>clinker</i>, peningkatan penggunaan bahan bakar yang berasal dari limbah dan bahan baku alternatif, serta energi terbarukan.</p> <p>The industrial approach to reduce CO₂ emissions is implemented by setting emission reduction target for 2030, maximizing technology and process, lowering clinker content, and increasing fuel derived from waste, alternative raw materials, and renewable energy.</p>

Jenis Risiko Types of Risks	Peristiwa Risiko Risk Event	Pengelolaan Risiko Risk Management
Sosial dan Ketenagakerjaan Social and Employment		
Keselamatan dan Kesehatan Kerja Occupational Health and Safety	<p>Potensi bahaya dari kegiatan operasi, misalnya pemuatan semen, kejatuhan material atau terjepit conveyor belt.</p> <p>Hazard potentials from operational activities such as loading cement, material falling, or stuck in the conveyor belt.</p>	<p>Penerapan standar dan sistem manajemen keselamatan dan kesehatan kerja di seluruh pabrik untuk meminimalkan potensi bahaya.</p> <p>Implementation of occupational health and safety standards and management system throughout the factory to minimize hazard potentials.</p>
Ketenagakerjaan masyarakat Community Employment	<p>Adanya kebutuhan masyarakat terhadap ketersediaan lapangan kerja yang berpengaruh terhadap <i>social license to operate</i> bagi Perseroan.</p> <p>There is a community need for employment availability, which affects the social license to operate for the Company.</p>	<p>Pengelolaan masyarakat melalui program lima pilar dan SDP, serta mengadakan pelatihan untuk meningkatkan pengetahuan dan keterampilan masyarakat, seperti pelatihan terkait UMKM, garmen, pertanian, perikanan, dan peternakan.</p> <p>Community management through the five pillars program and SDP, as well as training programs to improve community knowledge and skills, such as training programs related to MSMEs, garments, agriculture, fisheries, and animal husbandry.</p>
Tata Kelola Governance		
Pelaksanaan prinsip tata kelola perusahaan yang baik (GCG) oleh Insan Perseroan Implementation of good corporate governance (GCG) principles by Company Personnel	<p>Potensi risiko yang muncul karena adanya potensi kegagalan dalam pelaksanaan tata kelola yang baik (<i>good corporate governance/GCG</i>) Perseroan, ketidaktepatan perilaku dari Insan Perseroan serta tindakan setiap pihak yang terlibat langsung atau tidak langsung dengan Perseroan.</p> <p>Risk potentials arise due to potential failures in the implementation of the Company's good corporate governance (GCG), inappropriate behavior of the Company's Personnel, and actions of any direct or indirect parties related to the Company.</p>	<p>Perseroan memiliki Pedoman Etika Indocement, dimana setelah mendapatkan sosialisasi, karyawan menandatangani pernyataan untuk menaati dan melaksanakan Pedoman Etika tersebut dalam melaksanakan tugas kesehariannya.</p> <p>Perseroan juga menerbitkan Surat Keputusan Direksi Nomor 011/Kpts/Dir/ITP/VIII/2021 tanggal 31 Agustus 2021 tentang Kebijakan Program Kepatuhan Hukum dan Pelaksanaan Tata Kelola Perusahaan yang Baik.</p> <p>The Company has an Indocement Code of Conduct, where after receiving dissemination, employees sign a statement to comply with and implement the Code of Conduct in carrying out their daily tasks.</p> <p>The Company also issued Board of Directors' Decision Letter No. 011/Kpts/Dir/ITP/VIII/2021 dated 31 August 2021 on Legal Compliance Program Policies and Good Corporate Governance Implementation.</p>
Pelaksanaan ketentuan persaingan usaha Implementation of business competition provisions	<p>Potensi risiko pelanggaran yang muncul dalam pengelolaan operasional Perseroan terkait dengan ketentuan persaingan usaha.</p> <p>Risk potentials of violations that arise in the Company's operational management related to business competition provisions.</p>	<p>Perseroan mendaftarkan Program Kepatuhan Persaingan Usaha yang telah mendapatkan surat penetapan dari Komisi Pengawas Persaingan Usaha (KPPU) yang berlaku selama lima tahun.</p> <p>Perseroan juga memberikan sosialisasi bagi Insan Perseroan mengenai praktik persaingan usaha sesuai ketentuan baik lewat seminar ataupun informasi peraturan dan infografis yang disampaikan melalui intranet Perseroan.</p> <p>The Company registers the Business Competition Compliance Program, which has received a stipulation letter from the Business Competition Supervisory Commission (KPPU), valid for five years.</p> <p>The Company also provides dissemination to the Company's Personnel regarding business competition practices in accordance with the provisions through seminars or regulatory information and infographics conveyed through the Company's intranet.</p>

Jenis Risiko Types of Risks	Peristiwa Risiko Risk Event	Pengelolaan Risiko Risk Management
Pelanggaran atas ketentuan yang berlaku Violation of applicable provisions	Pelanggaran atas ketentuan yang berlaku akibat tidak adanya pembaharuan informasi peraturan perundangan. Violation of the applicable provisions due to the absence of laws and regulations information updates.	Melaksanakan <i>Compliance Week</i> untuk memperbaharui peraturan perundangan yang membawa dampak signifikan dalam operasional Perseroan. Selain melalui <i>Compliance Week</i> , sosialisasi peraturan baru juga dilakukan melalui media intranet. Organize Compliance Week to update laws and regulations that significantly impact the Company's operations. Apart from Compliance Week, dissemination of new regulations is also conducted through the intranet media.
Pelanggaran peraturan dalam pengelolaan dan/atau perilaku Insan Perseroan Violation of regulations on management and/or behavior of the Company's Personnel	Risiko pelanggaran peraturan dalam pengelolaan dan/atau perilaku Insan Perseroan. Risk potentials in violation of regulations on management and/or behavior of the Company's Personnel.	Menyediakan fasilitas <i>whistleblowing system</i> (WBS) yang disebut dengan "SpeakUp", yang memungkinkan setiap pemangku kepentingan dapat melaporkan pelanggaran yang dilakukan oleh Insan Perseroan. "SpeakUp" dapat diakses oleh pemangku kepentingan melalui situs web Perseroan dengan jaminan keamanan dan kerahasiaan identitas pelapor. Provide a whistleblowing system (WBS) facility called "SpeakUp", that enable stakeholders can report violations committed by the Company's Personnel. Stakeholders can access "SpeakUp" via the Company's website with guaranteed security and confidentiality of the whistleblowers.

Mekanisme Pengaduan melalui WBS [2-25][2-26]

Perseroan meningkatkan keterlibatan pemangku kepentingan dengan menyediakan fasilitas pengaduan dan sistem pelaporan pelanggaran (*Whistleblowing System*) bernama "SpeakUp". SpeakUp dapat diakses melalui situs web www.speakupfeedback.eu/web/heidelbergcement atau saluran telepon khusus untuk setiap negara, serta dapat digunakan oleh setiap pemangku kepentingan dalam melaporkan pelanggaran peraturan perundang-undangan maupun Pedoman Etika Indocement yang berlaku. Melalui SpeakUp, Indocement dapat mengelola pengaduan atau pengungkapan kejadian yang dapat mengakibatkan kerugian keuangan dan non-keuangan, termasuk penurunan citra Perseroan.

Perseroan mengelola dan menindaklanjuti segala bentuk pelaporan sesuai prosedur yang berlaku dengan tetap menjamin kerahasiaan data pelapor. Pengelolaan SpeakUp berada di bawah tanggung jawab manajemen Perseroan, bekerja sama dengan HeidelbergCement Group. Sosialisasi terkait SpeakUp dilakukan melalui pemasangan spanduk di setiap lokasi yang mudah terlihat di area pabrik dan terminal, serta melalui intranet dan situs web Perseroan, agar karyawan maupun pihak eksternal dapat menyampaikan laporan. Sepanjang 2022, terdapat empat laporan dugaan insiden ketidakpatuhan prosedur operasional. Seluruh laporan telah diselesaikan dengan mengacu pada standar operasional yang berlaku.

Complaint Mechanism through WBS [2-25][2-26]

The Company increases stakeholders' engagement by providing a complaint channel and a whistleblowing system called "SpeakUp." SpeakUp can be accessed through the website www.speakupfeedback.eu/web/heidelbergcement or special telephone line for each country that can be used by all of the stakeholders in reporting violations of laws and regulations and the applicable Indocement Code of Conduct. Through SpeakUp, Indocement can manage complaints or disclosure of events that may result in financial and non-financial losses, including a deterioration of the Company's image.

The Company manages and follows up on all forms of reporting in accordance with applicable procedures and guarantees the confidentiality of the whistleblower's data. SpeakUp management is under the responsibility of the Company's management, in cooperation with HeidelbergCement Group. SpeakUp is disseminated by placing banners in every easily visible location in factories and terminals, as well as through the intranet and the Company's website, thus employees and external parties can file the report. Throughout 2022, there were four reports regarding allegation of operational non-compliant incidents. All Reports have been resolved by referring to the applicable operational standards.



Indocement merupakan perusahaan swasta nasional pertama yang berhasil mendaftarkan Program Kepatuhan dengan nomor penetapan 02/KPPU-PKP/2022 kepada Komisi Pengawas Persaingan Usaha (KPPU) melalui sidang penetapan pada 7 Desember 2022. Program kepatuhan ini berlaku selama lima tahun.

Tahun 2022 juga merupakan tahun keempat terselenggaranya *Legal and Compliance Week*, yang ditujukan sebagai wadah penyegaran bagi seluruh Insan Perseroan untuk membangun budaya kepatuhan.

Upaya Indocement untuk meningkatkan praktik *corporate governance* yang unggul menunjukkan hasil penilaian ASEAN Corporate Governance Scorecard (ACGS) tahun 2022, yaitu 85,10 dan peningkatan sejumlah indeks ESG yang berhasil diraih oleh Perseroan.

Indocement is the first national private Company to successfully register its Compliance Program under designation No. 02/KPPU-PKP/2022 with the Business Competition Supervisory Commission (KPPU) through a designation session on 7 December 2022. This compliance program is valid for five years.

2022 is also the fourth year the Legal and Compliance Week has been held, which is intended as a forum for refreshment for all Company's Personnel to build a compliance culture.

The outcome of Indocement's efforts to improve its best corporate governance practices can be seen in the 2022 ASEAN Corporate Governance Scorecard (ACGS) assessment with a score of 85.10 and an increase on a number of ESG indexes achieved by the Company.

Kode Etik Perseroan dan Pemasok [2-23][2-24]

Perseroan memiliki Pedoman Etika Indocement yang menjadi pedoman dalam pelaksanaan kegiatan bisnis dan operasional di seluruh area kerja, serta berlaku bagi seluruh karyawan, termasuk Dewan Komisaris, Direksi, dan Manajemen. Pedoman Etika Indocement terdiri dari etika bisnis dan etika kerja. Etika bisnis merupakan standar perilaku dalam menjalin hubungan dengan pemangku kepentingan internal maupun eksternal, sedangkan etika kerja merupakan sistem nilai untuk melaksanakan kerja sehari-hari, di antaranya menciptakan kondisi kerja yang aman, sehat dan selamat, serta ramah lingkungan. Pedoman Etika Indocement secara rutin disosialisasikan kepada seluruh karyawan di setiap unit kerja, serta setiap karyawan wajib menandatangani surat pernyataan komitmen kepatuhan terhadap Kebijakan Etika Indocement setelah mengikuti sosialisasi.

Indocement juga memastikan pihak ketiga, dalam hal ini pemasok, untuk menjalankan bisnis yang beretika dengan berpedoman pada Kode Etik Pemasok yang disusun berdasarkan Kode Etik Pemasok HeidelbergCement Group. Kode Etik Pemasok berisi kepatuhan kepada hukum dan peraturan dalam hal pelestarian lingkungan, keamanan produk, HAM dan hal-hal mengenai kesejahteraan sosial. Kode Etik Pemasok juga memenuhi Standar Akuntabilitas Sosial Internasional SA8000, Standar Lingkungan ISO 14001, dan Organisasi Buruh Internasional (ILO) di dalam rantai pasokan hulu.

Code of Conduct of the Company and Suppliers [2-23][2-24]

The Company has an Indocement Code of Conduct, which guides the implementation of business and operational activities in all work areas and applies to all employees, including the Board of Commissioners, Board of Directors, and Management. Indocement Code of Conduct consists of business and work ethics. Business ethics is a standard of behavior in establishing relationships with internal and external stakeholders, while work ethics is a value system for carrying out daily work, among others, creating working conditions that are secure, healthy, safe, and environmentally friendly. Indocement Code of Conduct is routinely disseminated to all employees in each working unit, and each employee is required to sign a statement of commitment to complying with Indocement Code of Conduct after attending the dissemination.

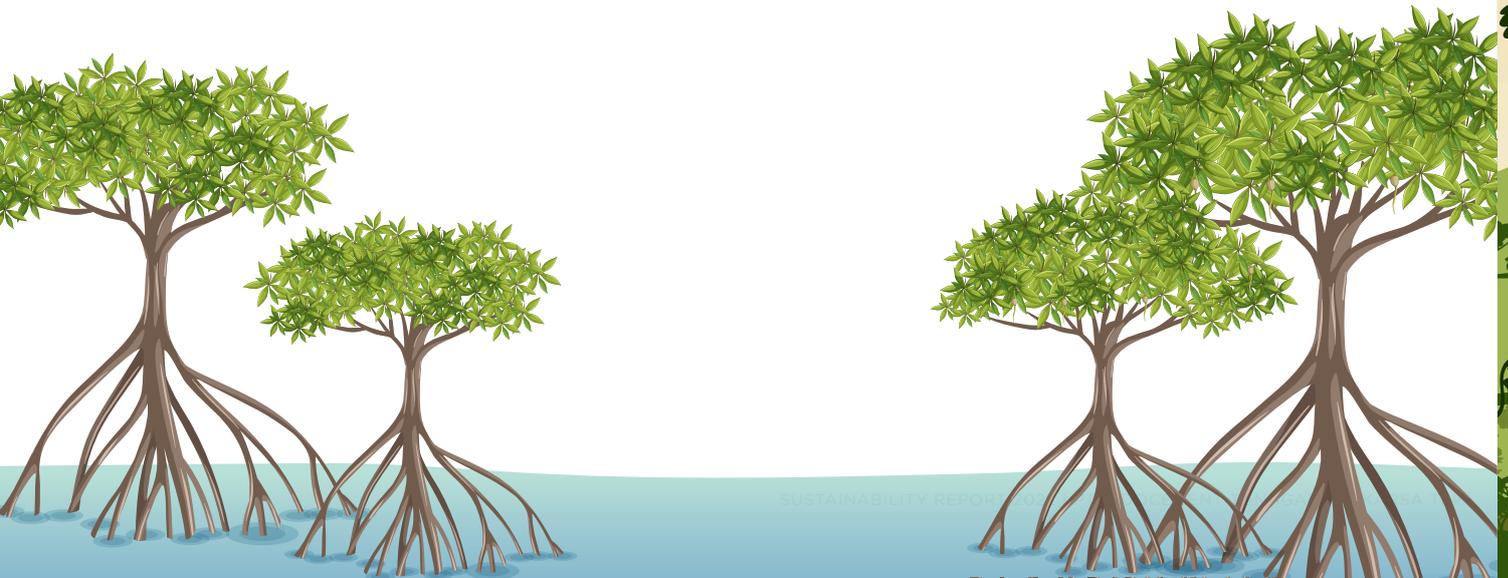
Indocement also ensures that the third party, in this regard the supplier, conducts ethical business by referring to the Supplier Code of Conduct, which was compiled based on HeidelbergCement Group Supplier Code of Conduct. The Supplier Code of Conduct contains compliance with laws and regulations in terms of environmental preservation, product safety, human rights and matters related to social welfare. The Supplier Code of Conduct also complies with SA8000 International Social Accountability Standard, ISO 14001 Environmental Standard, and the International Labor Organization (ILO) in the upstream supply chain.

Antikorupsi [205-2][205-3]

Indocement berkomitmen untuk meningkatkan dan memelihara budaya antikorupsi untuk mencegah kerugian, baik materil maupun non-materil yang dapat mengganggu kelangsungan usaha atau bisnis Perseroan. Kebijakan mengenai persaingan usaha dan antikorupsi, tercantum dalam Pedoman Etika Indocement. Untuk meningkatkan pemahaman karyawan, Perseroan mewajibkan karyawan eselon 1 hingga eselon 4 yang memiliki risiko terkait persaingan usaha dan antikorupsi untuk mengikuti pelatihan e-c@mpus yang pada 2022 terlaksana dengan pencapaian 100% untuk 349 karyawan. Perseroan juga senantiasa memberikan pelatihan dan penyegaran terkait aspek hukum lainnya dalam operasional Perseroan dan hal-hal terkait dengan tugas tanggung jawab karyawan. Selama 2022, tidak ada kasus korupsi yang terjadi di lingkungan Perseroan.

Anti-Corruption [205-2][205-3]

Indocement is committed to improving and maintaining an anti-corruption culture to prevent losses, both material and non-material, which can disrupt the Company's business continuity. The Indocement Code of Conduct also contains business competition and anti-corruption policies. To increase employees' understanding, Indocement obligate's echelon 1 to echelon 4 employees with risks related to business competition and anti-corruption to attend e-C@mpus training program, which in 2022 was held with 100% achievement for 349 employees. The Company also constantly provides training and refreshment programs related to other legal aspects of the Company's operations and matters pertaining to employees' duties and responsibilities. Throughout 2022, no corruption cases occurred within the Company.



KETAHANAN KORPORASI

Corporate Resillience



Pendekatan Manajemen [3-3]

Management Approach



Menjadi pelopor dalam menyediakan produk-produk semen yang lebih ramah lingkungan membantu Indocement dalam mencapai ketahanan bisnis sekaligus melindungi pembangunan berkelanjutan bagi masyarakat dan lingkungan. Indocement terus memperluas sosialisasi penggunaan semen ramah lingkungan kepada masyarakat dan pelanggan, serta memberikan layanan yang setara dan maksimal bagi para pelanggan.

Being a pioneer in providing more environmentally-friendly cement products helps Indocement to achieve business resilience, simultaneously protecting sustainable development for the community and the environment. Indocement continues to expand the dissemination on the use of environmentally friendly cement to the community and customers, and to provide equal and maximum service for customers.



Progres 2022

2022 Progress

80%

Produksi semen ramah lingkungan (semen hidraulis, PPC, PCC, slag) dibandingkan total produksi semen

Production of eco-friendly cement (hydraulic cement, PPC, PCC, slag) compared to total cement production

Rp131 miliar | billion

Kenaikan EBITDA
Increase in EBITDA

Rp257 miliar | billion

Investasi teknologi untuk produksi ramah lingkungan
Technology investment for environmentally friendly production

Rp5.143 miliar | billion

Laba Bruto
Gross Profit

10,5%

Pertumbuhan pendapatan
Revenue growth

Rp1.842 miliar | billion

Laba Tahun Berjalan
Net profit

Komitmen dan Kebijakan

Commitments and Policies

- SC2030 HeidelbergCement Group.
- Rencana Kerja Anggaran Belanja (RKAB).
- Peraturan Otoritas Jasa Keuangan Nomor 51 Tahun 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik.
- Pedoman Etika Indocement.
- Kepatuhan Hukum dan Pelaksanaan Tata Kelola Perusahaan yang Baik.
- Surat Keputusan Direksi Nomor 011/Kpts/Dir/ITP/VIII/2021 tanggal 31 Agustus 2021 tentang Kebijakan Program Kepatuhan Hukum dan Pelaksanaan Tata Kelola Perusahaan yang Baik.
- HeidelbergCement Group SC2030.
- Work Plan and Budget (RKAB).
- Financial Services Authority Regulation No. 51 of 2017 on Sustainable Finance Implementation for Financial Services Institutions, Issuers, and Public Companies.
- Indocement Code of Conduct.
- Legal Compliance and Good Corporate Governance Implementation.
- Board of Directors' Decision Letter No. 011/Kpts/Dir/ITP/VIII/2021 dated 31 August 2021 on Legal Compliance Program Policies and Good Corporate Governance Implementation.

Strategi Pencapaian Kinerja Tahun 2022

2022 Performance Achievement Strategy



- Penerapan sistem KPI pada aspek ESG yang mendorong individu memiliki kinerja keberlanjutan.
- Mengembangkan sistem manajemen keberlanjutan yang terintegrasi di setiap pabrik.
- Meningkatkan sosialisasi dan mendorong penggunaan semen ramah lingkungan, yaitu PPC, PCC, semen *slag*, dan semen hidraulis, baik untuk proyek infrastruktur maupun komersial.
- Memaksimalkan pemakaian bahan bakar dan bahan baku alternatif.
- Memperluas *footprints* untuk perluasan pasar di wilayah Indonesia Timur dan Sumatra melalui kerja sama perjanjian sewa penggunaan fasilitas produksi semen serta pemindahan/pembukaan terminal baru.
- Berfokus pada perluasan strategi keberlanjutan, saluran distribusi, dan digitalisasi atau automasi proses, termasuk memanfaatkan peluang untuk peningkatan pangsa pasar.
- Mengedepankan upaya efisiensi di bidang produksi dengan menerapkan *expert system* yang telah terbukti meningkatkan efisiensi dalam biaya produksi.
- Implementing KPI system on ESG aspect, which encourages individuals to have sustainable performance.
- Developing an integrated sustainability management system at each plant.
- Increasing dissemination and encouraging the use of green cement, namely PPC, PCC, slag cement, and hydraulic cement, both for infrastructure and commercial projects.
- Maximizing the use of alternative fuels and raw materials.
- Expanding footprints for market expansion in Eastern Indonesia and Sumatra through cooperation in leasing agreements for using cement production facilities and moving/opening new terminals.
- Focusing on expanding sustainability strategies, distribution channels, and digitizing or automating processes, including taking advantage of opportunities to increase market share.
- Prioritizing efficiency efforts in production by implementing an expert system proven to increase production cost efficiency.

Pemantauan kinerja ekonomi secara terintegrasi dimulai dari pengadaan melalui *internal control system* dan dipantau oleh Komite Audit. Pelaporan kinerja ekonomi Perseroan kepada pemangku kepentingan melalui Laporan Keuangan yang mengacu pada Standar Akuntansi Keuangan.

Integrated monitoring of economic performance starts from procurement through the internal control system that is monitored by the Audit Committee. The Company's economic performance is reported to stakeholders through Financial Statements that refers to the Financial Accounting Standards.

MENGHADIRKAN PRODUK RAMAH LINGKUNGAN

Presenting Environmentally Friendly Products



Fokus inovasi kami yaitu mengganti beberapa *clinker* dengan *Supplementary Cementitious Materials (SCM)*, yang dapat memberikan performa yang sama bahkan lebih baik dari OPC. Penambahan SCM dalam proses produksi semen akan menghasilkan campuran yang lebih homogen, menghindari terjadinya spot pada campuran yang mempengaruhi *setting time*, kualitas SCM yang digunakan lebih terkontrol, serta konsistensi pasokan dan kualitas yang lebih baik.

The focus of our innovation is to replace some clinker with Supplementary Cementitious Materials (SCM), which can provide the same performance or even better than OPC.

The addition of SCM in the cement production process will produce a more homogeneous mix, that avoids spots in the mix affecting the setting time, with more controlled quality of SCM used, and better supply and quality consistency.

Perseroan berkomitmen untuk memberikan layanan atas produk dan jasa yang setara kepada seluruh pelanggan. Selain itu, Perseroan memastikan seluruh produk telah memenuhi kriteria keselamatan dan kesehatan pelanggan yang dibuktikan dengan diperolehnya Sertifikat Standar Nasional Indonesia (SNI) dari Balai Besar Bahan dan Barang Teknik (B4T-LSPR). Perseroan telah mencantumkan informasi spesifik pada seluruh kemasan produk berupa logo Indocement, nama produk, nomor SNI, berat dalam kemasan, jenis semen, petunjuk penggunaan, serta nomor layanan konsumen untuk menyampaikan keluhan atau pengaduan. Hal ini dilakukan selain untuk pemenuhan sertifikasi, namun juga sebagai upaya Perseroan untuk mengendalikan potensi dampak yang ditimbulkan produk kepada pelanggan maupun lingkungan.

Lebih lanjut, Indocement telah memproduksi semen dengan proses yang lebih ramah lingkungan, yaitu PCC, PPC, semen *slag*, dan semen hidraulis. Proses produksi semen ini mengutamakan penggunaan bahan baku dan bahan bakar alternatif yang dapat mengurangi emisi CO₂, dengan kualitas semen yang lebih baik. Inovasi Indocement ini juga sejalan dengan Instruksi Menteri Pekerjaan Umum dan Perumahan Rakyat (PUPR) Nomor 4 Tahun 2020 tentang Penggunaan Semen *Non-Ordinary Portland Cement (Non-OPC)* yang lebih ramah lingkungan pada Pekerjaan Konstruksi di Kementerian PUPR.

The Company is committed to providing equal services to all customers for its products and services. Furthermore, the Company ensures that all products meet customer health and safety criteria, as evidenced by obtaining the Indonesian National Standard (SNI) Certificate from the Center for Materials and Technical Goods (B4T-LSPR). The Company has included specific information on all product packaging in the form of Indocement logo, product name, SNI number, weight in packaging, type of cement, instructions for use, and the customer service number in case of any grievances or complaints. The purpose is not only to meet certification requirements, however also as the Company's effort to control the potential impact of products on customers and the environment.

Furthermore, Indocement has produced cement with more environmental friendly process, namely PCC, PPC, slag cement, and hydraulic cement. The cement production process prioritizes the use of alternative materials and alternative fuels that can reduce CO₂, emissions with better cement quality. Indocement's innovation is also in line with the Instruction of the Minister of Public Works and Housing (PUPR) No. 4 of 2020 concerning Use of Non-Ordinary Portland Cement (Non-OPC), which is more environmental friendly in Construction Works at the Ministry of Public Works and Housing.



Proses produksi semen hijau dapat menurunkan emisi GRK cakupan 1 serta tingkat rasio *clinker* yang lebih rendah dari OPC. Selain mengoptimalkan penggunaan material konstruksi yang ramah lingkungan, pemakaian semen non-OPC semakin meningkatkan kualitas pekerjaan konstruksi karena spesifikasinya yang dapat disesuaikan dengan kebutuhan konstruksi.

Perseroan berkomitmen untuk menjaga konsistensi mutu produk dengan menerapkan kebijakan mutu. Konsistensi kualitas PCC meliputi konsistensi kekuatan dan performa beton, *setting time*, serta konsistensi desain campuran beton. Pengendalian mutu produk dilaksanakan pada setiap tahapan produksi sehingga produk yang dihasilkan memiliki mutu dan kualitas yang secara konsisten memenuhi persyaratan.

The green cement production process can reduce scope 1 GHG emissions and a lower clinker ratio than OPC. In addition to optimizing the use of environmental friendly construction materials, the use of non-OPC cement further improves the construction work quality because its specifications can be adjusted to construction needs.

The Company is committed to maintaining product quality consistency by implementing a quality policy. PCC quality consistency includes concrete strength and performance consistency, setting time, and concrete mix design consistency. Product quality control is implemented at each production stage to ensure that the resulting products have standards and quality that consistently meets the requirements.



- PCC dan PPC, yaitu semen portland dengan menambahkan aditif berupa bahan komposit dan bahan pozzolan yang dapat mengurangi 30%–35% emisi CO₂.

PCC and PPC, which is portland cement with additional additive such as composite and pozzolanic materials, can reduce CO₂ emissions by 30%–35%.

- Telah memenuhi SNI 7046:2014 untuk semen bag dan curah, diproduksi di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.

SNI 7046:2014 standardized for bag and bulk cement, produced at Citeureup Factory, Cirebon Factory, and Tarjun Factory.

- Semen hidraulis bisa digunakan untuk konstruksi yang berada dekat laut karena semen ini memiliki temperatur yang sangat rendah, sehingga baik untuk cor. Rasio *clinker* yang lebih rendah memungkinkan semen hidraulis emisi karbon lebih rendah hingga 80–100 kg/ton semen dibandingkan dengan OPC.

Hydraulic cement can be used for construction near the sea because this cement has a very low temperature, making it good for casting. Compared to OPC, the lower clinker ratio allows hydraulic cement to have lower carbon emissions of up to 80–100 kg/ton of cement.

- Telah memenuhi SNI 8912:2020 untuk semen curah, diproduksi di Kompleks Pabrik Citeureup.

SNI 8912:2020 standardized for bulk cement, produced at Citeureup Factory.

- *Slag cement portland cement* dengan menambahkan *slag* (limbah proses peleburan logam) yang memiliki kinerja Cementitious yang sangat baik, dapat mereduksi 50%–55% CO₂.

Slag Cement Portland Cement, by adding slag (metal smelting process waste), which has excellent cementitious performance, can reduce 50%–55% CO₂.

- Telah memenuhi SNI 8363:2017 untuk semen curah, diproduksi di Kompleks Pabrik Citeureup.

SNI 8363: 2017 standardized for bulk cement, produced at Citeureup Factory.

TANGGUNG JAWAB TERHADAP PRODUK DAN PELANGGAN

Kepuasan pelanggan menjadi kunci untuk mengembangkan usaha di masa depan. Oleh sebab itu, Perseroan menjaga kepuasan pelanggan dengan memberikan pelayanan yang prima dan menjaga kualitas produk sesuai dengan yang diinginkan konsumen. Perseroan secara aktif berkoordinasi untuk menjamin kualitas produk agar sesuai dengan ketentuan dalam kontrak pembelian serta spesifikasi yang dicantumkan pada kemasan, brosur, maupun presentasi pemasaran. Perseroan menjaga tanggung jawab terhadap konsumen sebagaimana yang diatur dalam UU Nomor 8 Tahun 1999 tentang Perlindungan Konsumen, khususnya Pasal 7 yang mengatur kewajiban pelaku usaha, di antaranya memperlakukan atau melayani konsumen secara benar dan jujur serta tidak diskriminatif; serta menjamin mutu barang dan/atau jasa yang diproduksi dan/atau diperdagangkan berdasarkan ketentuan standar mutu barang dan/atau jasa yang berlaku. Perseroan menyatakan tidak memiliki catatan pelanggaran maupun adanya produk yang ditarik dari pasaran selama 2022.

Perseroan sangat menjaga komunikasi dua arah kepada pelanggan sebagai upaya untuk meningkatkan mutu layanan kepada pelanggan. Layanan komunikasi dua arah dapat digunakan oleh pelanggan melalui:

1. Menyediakan situs web sebagai wadah informasi utama bagi pelanggan mengenai produk dan jaringan distribusi Perseroan;
2. Akun media sosial Perseroan dengan nama akun @SemenTigaRoda dan @Harmoni3Roda (Facebook, Twitter, Instagram, YouTube, dan TikTok);
3. Program Sekolah Tukang Semen Tiga Roda (SETARA) dan komunitas Alumni SETARA untuk meningkatkan kualitas dari pekerja bangunan agar menghasilkan pekerjaan yang lebih baik bagi pelanggan-pelanggan mereka;
4. Layanan dukungan teknis untuk membantu pelanggan dalam menggunakan semen di lapangan;
5. Kunjungan rutin tenaga penjualan untuk memberikan pelayanan terbaik atas kebutuhan pelanggan;
6. Survei kepuasan pelanggan yang dilaksanakan secara rutin untuk mendapatkan masukan dari pelanggan sebagai dasar untuk memberikan solusi dan perbaikan layanan; serta
7. *Gathering* dengan Sahabat Tiga Roda, Mitra Semen Tiga Roda, dan pelanggan semen curah, serta adanya program promosi menarik untuk pelanggan retail.

Pelanggan juga dapat menggunakan jalur pengaduan pelanggan serta portal pertanyaan atau informasi terkait produk dan layanan melalui telepon, surel, SMS, aplikasi WhatsApp, dan melalui tenaga penjualan yang mengunjungi pengecer dan pelanggan. Pada 2022, terdapat 4.685 keluhan pelanggan dan 100% pengaduan tersebut telah diselesaikan oleh unit terkait.

RESPONSIBILITY FOR PRODUCTS AND CUSTOMERS

Customer satisfaction is the key to develop future business. Therefore, the Company maintains customer satisfaction by providing excellent service and maintaining product quality according to customer demand. The Company actively coordinates to ensure that the product quality complies with the provisions in the purchase contract and specifications on the packaging, brochures, and marketing presentations. The Company maintains responsibility for consumers as stipulated in Law No. 8 of 1999 on Consumer Protection, particularly Article 7, which regulates the obligations of business actors, among others, treating or serving consumers properly and honestly without discrimination; as well as guaranteeing the quality of goods and/or services produced and/or traded based on the provisions of the applicable standards for quality of goods and/or services. The Company declares that the Company has no records of violations or any products withdrawn from the market throughout 2022.

The Company seriously maintains two-way communication with customers in an effort to improve its customer service quality. Customers can use the two-way communication services via:

1. Website as the main channel to disseminate information to customers about the Company's products and distribution networks;
2. Social media accounts under the username @SemenTigaRoda and @Harmoni3Roda (Facebook, Twitter, Instagram, YouTube, and TikTok);
3. *Sekolah Tukang Semen Tiga Roda* (SETARA) program and SETARA Alumni communities to improve the quality of construction workers to produce better work for their customers;
4. Technical support services to assist customers in using cement in the field;
5. Routine visits from sales force to provide the best service for customer's needs;
6. Regular customer satisfaction survey to obtain feedback from customers as a basis for providing solutions and service improvements; and
7. *Gathering* with *Sahabat Tiga Roda*, *Mitra Semen Tiga Roda*, and bulk cement customers, as well as attractive promotional programs for retail customers.

Customers can also use the channels for customer complaints and product and service-related inquiries or information portals by phone, email, SMS, WhatsApp, and through sales force who visits retailers and customers. In 2022, there were 4,685 customer complaints and 100% of these complaints were resolved by the relevant units.

Penanganan Keluhan Pelanggan
Customer Complaint Handling

Kategori Laporan Report Category	2022	Persentase Percentage	2021	2020
Informasi Information	4.685	82%	6.660	7.076
Pengaduan Complaint	640	11%	337	472
Permintaan atau Pertanyaan Request or Inquires	406	7%	332	476
Jumlah Total	5.731	100%	7.329	8.024

Status Laporan Pengaduan dan Permintaan Status of Complaints and Inquires	2022	Persentase Percentage	2021	2020
Selesai Settled	5.731	100%	7.329	8.024
Dalam Proses In Progress	-	-	-	-
Jumlah Laporan Total Reports	5.731	100%	7.329	8.024

KINERJA EKONOMI UNTUK KETAHANAN PERSEROAN

Meskipun kondisi pandemi COVID-19 telah membaik, pertumbuhan volume domestik semen nasional pada 2022 cenderung tetap. Peningkatan proyek-proyek pembangunan Ibu Kota Negara (IKN) dan perubahan pasar diproyeksikan memberikan peluang bagi Perseroan dengan adanya peningkatan permintaan hingga 1,7% sampai dengan 2025. Indocement secara berkelanjutan berupaya mempertahankan margin yang sehat dengan melaksanakan *operational excellence program*, pengurangan biaya tetap, pemanfaatan *kiln* yang efisien, menaikkan harga retail secara kompetitif, dan transformasi digital pada kegiatan operasional.

Berbagai tantangan dan masalah masih dihadapi oleh Perseroan di 2022, di antaranya moratorium pembangunan pabrik semen hingga 2030 dan kondisi kelebihan pasokan, serta adanya kebijakan *zero over-dimension over-loading* (ODOL) akan menjadi risiko utama bagi industri semen karena berpotensi menaikkan beban distribusi dan logistik. Menyikapi kondisi ekonomi dan industri semen selama 2022, Indocement mengambil serangkaian inisiatif strategis dengan cara memperkuat *footprints* untuk wilayah Indonesia timur dan ekspor melalui penandatanganan perjanjian sewa penggunaan fasilitas produk semen milik Grup Bosowa, perubahan moda transportasi logistik untuk mengakomodasi kebijakan *zero ODOL*, pemakaian bahan bakar alternatif, dan ekstensifikasi produk semen hijau untuk mengganti OPC dengan harga yang kompetitif bagi industri. Penggunaan bahan bakar alternatif ini juga menjadi langkah Indocement untuk mengurangi penggunaan batu bara yang harganya masih relatif tinggi serta kemungkinan adanya gangguan pasokan batu bara akibat cuaca ekstrim.

ECONOMIC PERFORMANCE FOR COMPANY RESILIENCE

Although the COVID-19 pandemic condition has been improving, the growth in national cement domestic volume in 2022 was likely to remain the same. Increased development projects for the National Capital (IKN) and market changes are projected to provide opportunities for the Company with an increase in demand of up to 1.7% by 2025. Indocement continuously pursues to maintain healthy margins by implementing operational excellence programs, reducing fixed costs, using kilns efficiently, competitively increasing retail prices, and performing digital transformation of operational activities.

The Company still faced various challenges and problems in 2022, among others, moratorium on cement factory construction until 2030, oversupply conditions, and a zero over-dimensional over-loading (ODOL) policy, which would become a major risk for the cement industry due to the potential to increase distribution and logistics cost. Responding to the economic and cement industry conditions in 2022, Indocement took a series of strategic initiatives by strengthening its footprints for eastern Indonesia and exports by signing lease agreement for cement production facility owned by Bosowa Group, shifting logistics transportation modes to accommodate the zero ODOL policy, utilizing alternative fuel, and extending green cement product to replace OPC with competitive prices for the industry. The utilization of alternative fuels also became Indocement's measure to reduce the use of coal, whose prices are still relatively high, and the possibility of coal supply disruptions due to extreme weather.

Perseroan mencatatkan produksi semen sebesar 16,6 juta ton, menurun -1% dibandingkan tahun sebelumnya, serta berhasil mencatatkan pendapatan bersih sebesar Rp16.328 miliar dibandingkan tahun sebelumnya yang sebesar Rp14.772 miliar. Perseroan mencapai Rp1.842 miliar laba bersih atau mengalami kenaikan sebesar 3% dibandingkan tahun sebelumnya sebesar Rp1.788 miliar.

The Company recorded cement production at 16.6 million tons a decrease of -1% compared to in the previous year, and managed to record net income of Rp16,328 billion compared to in the previous year amounted to Rp14,772 billion. The Company achieved Rp1,842 billion of net profit or an increase of 3% compared to in the previous year of Rp1,788 billion.

dalam miliar Rupiah

in billion Rupiah

Uraian Description	Realisasi Realization		
	2022	2021	2020
Pendapatan Segmen Segment Revenues			
Semen* Cement*	15.415	13.987	13.481
Beton siap-pakai* Ready-mix concrete*	1.445	1.069	1.041
Tambang agregat* Aggregates quarries*	210	150	28
Jumlah Pendapatan Total Revenues	16.328	14.772	14.184
Beban Pokok Pendapatan Cost of Revenues	11.185	9.646	9.071
Laba Bruto Gross Profit	5.143	5.126	5.114

*sebelum eliminasi penjualan antar segmen

*before elimination on inter-segment sales

Informasi lebih lanjut mengenai target kinerja ekonomi Perseroan dapat dilihat dalam Laporan Tahunan 2022. Data keuangan pada laporan ini telah melalui audit oleh akuntan publik yang independen. Seluruh pendapatan usaha Indocement berasal dari penjualan semen, beton siap-pakai, dan agregat tanpa ada bantuan finansial dari Pemerintah. Indocement juga memastikan tidak ada penerimaan lain sebagai keuntungan atau implikasi finansial dari pengelolaan isu perubahan iklim. Indocement mengatribusikan sebesar Rp1.777 miliar kepada penyandang dana, Rp1.308 miliar sebagai kewajiban kepada pemerintah, serta Rp13 miliar untuk pengembangan komunitas. Informasi keuangan Indocement dapat dilihat secara lengkap pada Laporan Tahunan Indocement 2022. [\[201-2\]](#)[\[201-4\]](#)

Further information regarding the Company's economic performance targets can be seen in the 2022 Annual Report. The financial data in this report has been audited by an independent public accountant. All of Indocement's operating revenues are generated from sales of cement, ready-mix concrete, and aggregates without any financial assistance from the Government. Indocement also ensures that there are no other acceptances as benefits or financial implications from managing climate change issues. Indocement attributed Rp1,777 billion to funders, Rp1,308 billion as an obligation to the government, and Rp13 billion for community development. Indocement's financial information can be fully reviewed in Indocement's 2022 Annual Report. [\[201-2\]](#)[\[201-4\]](#)

Nilai Ekonomi Dihilkan dan Didistribusikan [201-1]
Economic Value Generated and Distributed

dalam miliar Rupiah

in billion Rupiah

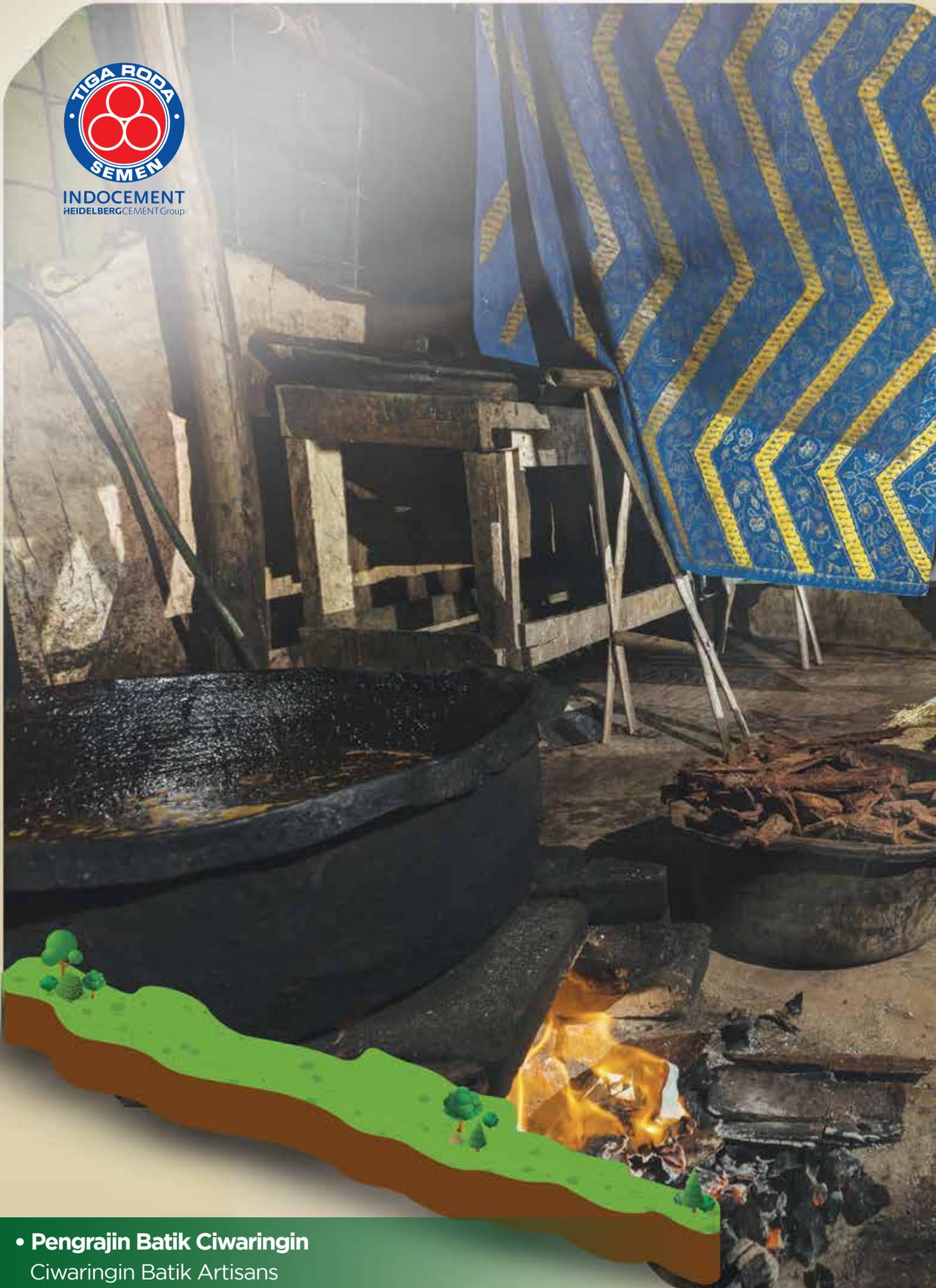
Uraian Description	2022	2021	2020
Nilai Ekonomi yang Dihilkan Economic Values Generated			
Pendapatan Revenues			
• Pendapatan Neto Net Revenues			
• Pendapatan Keuangan Finance Income	16.435	15.010	14.508
• Bagian atas Laba Bersih Entitas Asosiasi - Neto Share of Net Profit of Associates - Net			
Distribusi Nilai Ekonomi Economic Values Distributed			
• Biaya Operasi Operating Cost	7.616	6.550	5.271
• Gaji, Upah, dan Kesejahteraan Karyawan Salary, Wages, and Employee Benefits	1.549	1.499	1.589
Pembayaran kepada Penyandang Dana Funding Payments			
• Pembayaran Dividen Kas Cash Dividend Payments	1.777	1.881	2.720
• Pembayaran Beban Bunga dan Beban Keuangan Lainnya Interest Expense and Other Financial Charges Payments			
Pembayaran kepada Pemerintah Payments to the State			
» Pembayaran Pajak Penghasilan Badan Income Tax Payments	1.308	1.769	1.641
» Pembayaran Pajak Lainnya Other Tax Payments			
• Investasi untuk Pengembangan Komunitas Investment for Community Development	13	13	14
Jumlah Nilai Ekonomi yang Didistribusikan Total Economic Values Distributed	12.263	11.712	11.235
Nilai Ekonomi yang Ditahan Economic Values Retained	4.172	3.298	3.273

Keterangan | Notes:

- Kinerja ekonomi Perseroan disampaikan secara konsolidasi sesuai laporan keuangan yang diaudit, tidak disampaikan berdasar wilayah, area, atau produk.
The Company's economic performance is reported in a consolidated manner according to the audited financial statements. It is not reported based on the region, area, or product.
- Penghitungan nilai ekonomi yang disajikan pada Laporan Keberlanjutan menggunakan metode *cash basis* sesuai yang disarankan Standar GRI, sehingga angka yang disajikan dapat saja berbeda dengan Laporan Keuangan yang diaudit.
The calculation of economic values presented in the Sustainability Report used the cash basis method as recommended by the GRI Standards, and therefore, the numbers presented may differ from the Audited Financial Statements.



INDOCEMENT
HEIDELBERGCEMENT Group



• **Pengrajin Batik Ciwaringin**
Ciwaringin Batik Artisans

TUMBUH BERSAMA KARYAWAN DAN KOMUNITAS

Grow with Employee and Community

03



TUMBUH BERSAMA KARYAWAN DAN KOMUNITAS

Grow with Employee and Community



- Meningkatkan kondisi keselamatan dan kesehatan kerja karyawan, kontraktor, dan serta pihak ketiga.
 - Mendukung pengembangan masyarakat melalui rekrutmen dan penilaian yang transparan.
 - Mendukung pengembangan sosial dan ekonomi masyarakat sekitar dan memastikan komunikasi yang transparan dengan semua pemangku kepentingan.
 - Mendukung keragaman dan kesetaraan.
- Improving the occupational health and safety of employees, contractors, and third parties.
 - Supporting community development through transparent recruitment and assessment.
 - Supporting the surrounding community's social and economic development and ensuring transparent communication with all stakeholders.
 - Supporting diversity and equality.

MENGELOLA KESELAMATAN DAN KESEHATAN KERJA (K3)

Managing Occupational Health and Safety (OHS)

Indocement mengutamakan keselamatan dan kesehatan karyawan, serta tetap mengupayakan lingkungan kerja yang sehat dan aman untuk mendukung kelancaran operasional Perseroan.

Indocement prioritizes its employees' safety and health, and strives for a healthy and safe work environment to support the smooth operation of the Company.



Pendekatan Manajemen [3-3]

Management Approach

Target K3
OHS Targets

Progres 2022
2022 Progress

Zero Fatality
Fatality: Zero case

Zero Fatality
Fatality: Zero case

Lost Time Injury (LTI): 0,5
Employee lost time injury: 3 cases

Lost Time Injury (LTI): 0,27
Employee lost time injury: 1 case

Non Effective Rates-Injury (NER-I): 0,09
Occupational Disease: Zero case

Non Effective Rates-Injury (NER-I): 0,01
Occupational Disease: Zero case

Komitmen dan Kebijakan

Commitments and Policies

- SC2030 HeidelbergCement Group.
- Kebijakan Keselamatan dan Kesehatan Kerja (K3) Indocement yang ditetapkan pada 9 September 2019 oleh Direktur Utama Perseroan.
- Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan dan Kesehatan Kerja.
- Peraturan Menteri Tenaga Kerja Nomor 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja dan Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Pedoman Penerapan SMK3. **[403-1]**
- ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan Kerja.
- Pedoman Global Cement and Concrete Association (GCCA).
- HeidelbergCement Group SC2030.
- Indocement's Occupational Health and Safety (OHS) Policy as stipulated on 9 September 2019 by the Company's President Director.
- Law of the Republic of Indonesia No. 1 of 1970 on Occupational Health and Safety.
- Regulation of the Minister of Manpower No. 5 of 1996 on Occupational Health and Safety Management System and Government Regulation (PP) No. 50 of 2012 on Guidelines for Occupational Health and Safety Management System Implementation. **[403-1]**
- ISO 45001:2018 on Occupational Health and Safety Management System.
- Global Cement and Concrete Association (GCCA) Guidelines.

Strategi Pencapaian Kinerja Tahun 2022 **[403-7]**

2022 Performance Achievement Strategy



- Membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) untuk meningkatkan budaya K3 karyawan maupun kontraktor.
- Melaksanakan Bulan K3 Nasional dengan tema nasional, yaitu Penerapan Budaya K3 pada Setiap Kegiatan Usaha Guna Mendukung Perlindungan Tenaga Kerja di Era Digitalisasi, dan tema bulan K3 Indocement yaitu *Zero Harm Menuju World Class Safety Culture*
- Mengadakan pelatihan K3 secara rutin bagi seluruh karyawan di Indocement *Safety Health Environment Learning Center (I-SHELTER)*.
- Melaksanakan Minggu Keselamatan (*Safety Week*).
- Menerapkan *Contractor Safety Management System (CSMS)*.
- Menegakkan Peraturan Keselamatan Jiwa (*Life Saving Rules*).
- Menerapkan *Permit to Work*.
- Mencegah risiko penyakit akibat kerja yang berbahaya melalui pelaksanaan program preventif, promotif, kuratif, dan rehabilitatif.
- Establishing an Occupational Health and Safety Advisory Committee (P2K3) to improve the OHS culture of employees and contractors.
- Conducting a National OHS Month with a national theme, namely the Implementation of OHS Culture in Every Business Activity to Support Workforce Protection in the Digitalization Era, and Indocement's OHS month theme, namely Zero Harm Towards a World Class Safety Culture
- Conducting routine OHS training for all employees at Indocement Health Environment Learning Center (I-SHELTER).
- Conducting Safety Week.
- Implementing Contractor Safety Management System (CSMS).
- Enforcing Life Saving Rules.
- Implementing Permit to Work.
- Preventing the risk of dangerous occupational diseases by implementing preventive, promotive, curative, and rehabilitative programs.

Pengelolaan K3 dan evaluasi pengelolaan K3 karyawan berada di bawah tanggung jawab masing-masing pimpinan unit operasi, dibantu Unit Safety dengan koordinasi Corporate SHE Division serta diawasi langsung oleh Direktur yang membawahi Sumber Daya Manusia. Salah satu upaya pemantauan kondisi terkini di lokasi kerja ialah dengan menjalankan program *virtual inspection*, berupa penunjukkan salah satu karyawan untuk melakukan inspeksi area pabrik menggunakan kamera. Dengan cara ini, Corporate SHE Division dapat secara langsung memantau dan memberikan arahan apabila terjadi kesalahan. Audit Sistem Manajemen K3 (SMK3) Perseroan dilakukan secara internal dan eksternal, serta telah mencakup 100% karyawan pada setiap unit operasi. **[403-8]**

Evaluation of OHS management and employee's OHS management is under the responsibility of each operating unit head, assisted by the Safety Unit in coordination with the Corporate SHE Division and directly supervised by the Human Resources Director. One of the efforts to monitor current conditions at work sites is to run a virtual inspection program, by appointing one of the employees to inspect the factory area using a camera. By this way, the Corporate SHE Division can directly monitor and provide direction in case of an error. The Company's OHS Management System (SMK3) audit is carried out internally and externally and has covered 100% of employees in each operating unit. **[403-8]**

Selama periode pelaporan, Indocement memastikan pengelolaan pekerjaan dengan kategori berisiko tinggi telah dipatuhi dan dijalankan oleh seluruh manajemen, karyawan, perusahaan mitra/kontraktor, dan pemangku kepentingan lainnya. Pemetaan dan audit pekerjaan dengan kategori tinggi berdasarkan SMK3 dan Life Saving Rules (LSR) dilakukan setiap dua tahun sekali. Perseroan juga melibatkan karyawan untuk secara aktif memantau risiko atau kemungkinan kecelakaan kerja di wilayah operasi melalui platform SHE on My Hand. Sesuai dengan prosedur keselamatan, setiap pekerja juga dapat menolak suatu pekerjaan apabila situasi tempat bekerja dianggap berbahaya. [403-1][403-2][403-4]

During the reporting period, Indocement ensured that all management, employees, partner companies/contractors, and other stakeholders had complied with and carried out the work management in high-risk category. Mapping and auditing of work with a high category based on the Occupational Health and Safety Management System and Life Saving Rules (LSR) is carried out once every two years. The Company also involves employees to actively monitor risks or possible occupational accidents in the operational area through SHE on My Hand platform. In accordance with safety procedures, every employee can also refuse a job if the workplace situation is considered dangerous. [403-1][403-2][403-4]

Indocement memiliki P2K3 di setiap kompleks pabrik dan subP2K3 di setiap divisi/plant. P2K3 mengawasi dan melaksanakan mitigasi risiko K3 di wilayah kerja Perseroan setiap harinya. Melalui P2K3, setiap pekerja dapat memberikan atau mendapatkan informasi terbaru mengenai implementasi K3 di lapangan. Anggota P2K3/subP2K3 terdiri dari 50% perwakilan manajemen Perseroan dan 50% karyawan yang diwakili pengurus serikat pekerja di masing-masing kompleks pabrik. [403-4]

Indocement has P2K3 in each factory and a subP2K3 in each division/plant. P2K3 oversees and implements OHS risk mitigation daily in the Company's work sites. Through P2K3, every employee can provide or get the latest information regarding OHS implementation in the field. Members of P2K3/subP2K3 consist of 50% of the Company's management representatives and 50% of employees who are represented by labor union officials in each factory. [403-4]

Pengelolaan Beberapa Pekerjaan dengan Risiko Kecelakaan Kerja sesuai Life Saving Rules [403-2][403-3]
 Management of Several Works with Occupational Accident Risk according to Life Saving Rules

Risiko Risk	Pengelolaan Management
Bekerja di Ketinggian Working at Heights	<ul style="list-style-type: none"> Memiliki Surat Izin "Bekerja di Ketinggian". Menggunakan perlengkapan pengaman jatuh (<i>fall protection equipment</i>) yang memenuhi standar internasional. Melakukan inspeksi dan pemeliharaan berkala terhadap perlengkapan pengaman jatuh. Menggunakan material dan perlengkapan perancah yang memenuhi standar internasional. Menggunakan tangga vertikal bongkar-pasang dalam kondisi aman atau stabil dari pergeseran pada bagian atas maupun bawah dan harus diperiksa sebelum digunakan, serta penerapan rasio 4:1. <ul style="list-style-type: none"> Having a "Working at Heights" Permit. Using fall protection equipment that complies with international standards. Performing periodic inspections and maintenance of fall safety equipment. Using materials and scaffolding equipment that meets international standards. Using vertical ladders for unloading that are in a safe or stable condition, preventing movement at the top and bottom, checking before use, as well as applying a 4:1 ratio.
Memasuki Ruang Terbatas Confined Space Entry	<ul style="list-style-type: none"> Memiliki Surat Izin "Ruang Terbatas". Dilakukan oleh petugas ruang terbatas yang kompeten untuk melaksanakan pekerjaan sesuai peran dan tanggung jawabnya. Melakukan isolasi energi terhadap semua potensi sumber energi. Melakukan pengukuran kondisi/kandungan udara sebelum bekerja dan secara berkala. Berkoordinasi dengan petugas <i>rescue</i> sebelum pekerjaan berlangsung dan menjaga komunikasi antar petugas ruang terbatas. Mendahulukan evakuasi keluar dari ruang terbatas saat terjadi keadaan darurat. <ul style="list-style-type: none"> Having a "Limited Space" Permit. Conducted by a limited space officer who is competent in carrying out the work in accordance with its roles and responsibilities. Conducting energy isolation of all potential energy sources. Conducting measurement of the air condition/content before work and periodically. Coordinating with the rescue officers before the work takes place and maintaining communication in the limited spaces. Prioritizing evacuation out of the confined space during an emergency.

Risiko Risk	Pengelolaan Management
Bekerja di Area Panas dan Pekerjaan Panas Working at Hot Areas and Hot Work	<ul style="list-style-type: none"> Memiliki Surat Izin "Area Panas". Melakukan identifikasi potensi bahaya dan penilaian risiko terhadap potensi material/gas panas serta menentukan pengendalian risikonya. Memasang rambu, membatasi akses, menyalakan tanda bahaya, serta menentukan jalur evakuasi. Melakukan isolasi terhadap semua sumber energi. Memastikan tidak ada pekerjaan paralel/bersamaan saat akan dilakukannya pembersihan sumbatan material. Menggunakan alat pelindung diri (APD) khusus area panas. Dilakukan oleh petugas yang berkompeten dan dilakukan pengawasan oleh penanggung jawab lokasi. <ul style="list-style-type: none"> Having a "Hot Area" Permit. Identifying potential hazards and risk assessment of the potential of hot materials/gases, and determining risk control. Installing signs, restricting access, turning on the alarm, and determining the evacuation path. Conducting isolation of all energy sources. Ensuring no parallel/concurrent work is done when cleaning material blockages Using personal protective equipment (PPE). Conducted by a competent officer and supervised by the person in charge of the location.
Keselamatan Mengemudi Driving Safety	<ul style="list-style-type: none"> Memiliki Surat Izin Mengemudi (SIM) sesuai kendaraan yang dikemudikan. Memastikan pengemudi dalam kondisi sehat. Menggunakan sabuk pengaman/keselamatan. Memastikan jumlah penumpang tidak melebihi spesifikasi rancangan pabrik. Mematuhi rambu-rambu dan marka lalu lintas. <ul style="list-style-type: none"> Having a Driving License (SIM) according to the vehicle being driven. Ensuring the driver is in good health. Using safety/security seat belts. Ensuring passenger numbers do not exceed manufacturer's design specifications. Obeying traffic sign and markings.

KINERJA K3 DI INDOCEMENT [403-9]

Hasil audit dan evaluasi K3 pada tahun 2022 menunjukkan kinerja K3 yang lebih baik, yaitu tingkat kecelakaan kerja 7 kasus, menurun 46,2% dibanding tahun sebelumnya sebanyak 13 kasus. Jenis cedera yang berhubungan dengan pekerjaan selama tahun 2022 didominasi oleh kecelakaan terbentur oleh benda bergerak.

OHS PERFORMANCE AT INDOCEMENT [403-9]

The 2022 OHS audit and evaluation results indicate better OHS performance, showing 7 cases of occupational accidents, a decrease of 46.2% compared to that of previous year of 13 cases. Types of occupational-related injuries during 2022 were dominated by accidents caused by moving objects.

Jumlah Kecelakaan Kerja di Operasi Perseroan dan Kontraktor Rekanan
Number of Work Accident at Own Operation and Partner Contractors

Tingkat Kecelakaan Kerja Injury Rate	2022	2021	2020
Ringan Minor	6	12	12
Sedang dan Serius Medium and Serious	1	1	1
Fatal	0	0	0
Jumlah Total	7	13	13

Keterangan: Insiden kecelakaan kerja hanya dialami oleh karyawan laki-laki.
Notes: The occupational accidents were only experienced by male employees.

Jumlah Jam Kerja Hilang karena Kecelakaan Kerja
Number of Lost Working Days due to Work Accidents

Kompleks Pabrik Factory	2022	2021	2020
Citeureup	11	0	0
Cirebon	0	24	0
Tarjun	0	0	0
Jam Kerja Hilang Lost Working Hour	11	24	0
Jumlah Jam Kerja Selamat Number of Safe Working Hours	7.291.153,5	7.451.447,5	7.880.881,5

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

Uraian Description	Citeureup			Cirebon			Tarjun		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Operasi Perseroan Company Operation									
Frequency Rate	0,7	0	0	0,27	1,22	0	0	0	0
Severity Rate	2,1	0	0	3,0	3,7	0	0	0	0
Lost Time Injury (LTI)	1	0	0	0	1	0	0	0	0
Lost Working Days (LWD)	11	0	0	0	3	0	0	0	0
Medical Treatment Injury (MTI)	3	9	9	3	2	1	0	1	2
Kontraktor Rekanan Partner Contractors									
Lost Time Injury (LTI)	0	0	1	0	0	0	0	0	0

Keterangan: Nilai Tingkat Kecelakaan Kerja, NLT, LTI, LDR dicatat berdasarkan 1 juta jam kerja mengacu pada Health and Safety Report Guidelines Version 14 tahun 2017 di HeidelbergCement Group sesuai rujukan WBCSD-CSI.

Notes: Severity Level, NLT, LTI, LDR recorded per one million working hours refers to Health and Safety Report Guidance Version 14 of 2017 from HeidelbergCement Group based on WBCSD-CSI reference.

PELATIHAN DAN PENINGKATAN BUDAYA K3
[403-5]

Perseroan secara konsisten meningkatkan pemahaman antara karyawan dan setiap kontraktor mengenai budaya keselamatan yang mencakup prinsip, panduan, dan prosedur Keselamatan, Kesehatan Kerja, dan Lingkungan (K3L). Indocement memiliki I-SHELTER sebagai pusat kegiatan pelatihan K3 dan lingkungan yang ada di seluruh kompleks pabrik Perseroan. Fasilitas pendukung yang ada di I-SHELTER meliputi simulasi alat pelindung diri, simulasi *kiln* dan simulasi berkendara, serta sejumlah program pelatihan seperti bekerja di ruang terbatas, ketinggian, perancah, dan area panas (*hot work*), *lock out, tag out, try out* (LOTOTO), izin kerja berbahaya, kegawatdaruratan, pekerjaan *refractory*, dan *e-learning*. Perseroan melibatkan seluruh karyawan, termasuk jajaran Direksi dan Plant/Division Manager dalam setiap kegiatan pelatihan, terutama *e-learning* yang telah terfasilitasi di I-SHELTER.

OHS CULTURE TRAINING AND DEVELOPMENT
[403-5]

The Company consistently improves safety culture understanding between employees and each contractor, such as Occupational Health and Safety and Environmental (OHSE) principles, guidelines, and procedures. Indocement has I-SHELTER as a center for OHS and environmental training activities in all of the Company's factories. The supporting facilities at I-SHELTER include personal protective equipment simulation, kiln simulation and driving simulation, as well as number of training programs such as working in confined spaces, heights, scaffolding, and hot work, lock out, tag out, try out (LOTOTO), hazardous work permits, emergencies, refractory work, and e-learning. The Company involves all employees, including the Board of Directors and Plant/Division Managers, in every training activity, especially the e-learning facilitated at I-SHELTER.

Pada 2022, Perseroan telah mengadakan 172 pelatihan dan sertifikasi K3 yang diikuti 12.210 karyawan, secara daring maupun tatap muka dengan total 63.539,5 jam pelatihan. Pelatihan dan sertifikasi K3 yang diberikan meliputi *lifting safety*, *safety driving*, *work permit*, prosedur bekerja dari ketinggian, pencegahan *near miss*, tanggap darurat, dan lain sebagainya. [403-5]

Di sisi lain, Perseroan juga melaksanakan aktivitas strategis untuk meningkatkan budaya K3 bagi seluruh karyawan dan kontraktor, di antaranya:

1. Pelaksanaan Bulan K3 2022 pada 19 Januari 2022–19 Maret 2022 dengan tema nasional yaitu Penerapan Budaya K3 Pada Setiap Kegiatan Usaha Guna Mendukung Perlindungan Tenaga Kerja di Era Digitalisasi serta tema bulan K3 internal Indocement yaitu *Zero Harm Menuju World Class Safety Culture*.
2. Program Board of Directors SHE Walk yang dilaksanakan pada 19 Januari 2022, 13 Mei 2022 dan 25 Juli 2022 sebagai upaya pengawasan penerapan K3 di lapangan oleh Direksi Perseroan, serta untuk memperkuat *Safety Leadership* bagi jajaran Direksi dan Plant/Division Manager.
3. Pelaksanakan Indocement *Safety Forum* (ISF) pada 2–3 Maret 2022 yang membahas evaluasi Kinerja K3 serta Program Kerja 2022 dan Group Safety Action 2022.
4. Evaluasi penerapan *Contractor Safety Management System* (CSMS) yang dilaksanakan pada 2022 dengan hasil 295 rekanan dapat bekerja sama dengan Perseroan.

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

Perseroan mewajibkan seluruh karyawan dan mitra kerja untuk melakukan pemeriksaan kesehatan berkala (*medical check up/MCU*) setiap tahunnya sebagai upaya mitigasi terhadap risiko penyakit akibat kerja (PAK), penyakit degeneratif, dan penyakit infeksi. Pada 2022, terdapat 1.577 karyawan yang telah melakukan pemeriksaan. Sepanjang periode pelaporan, tidak teridentifikasi adanya PAK.

Perseroan menyediakan fasilitas kesehatan berupa klinik umum, klinik gigi, klinik kesehatan ibu dan anak serta keluarga berencana, apotek, serta unit ruang tindakan yang melayani keadaan gawat darurat selama 24 jam. Pelayanan gawat darurat klinik dilengkapi dengan dua unit ambulans. Selain itu, Perseroan juga memberikan fasilitas asuransi kesehatan. Jumlah karyawan yang memanfaatkan fasilitas pelayanan pengobatan selama 2022 tercatat sebanyak 16.227 kunjungan atau mengalami penurunan 0,03% dibandingkan tahun sebelumnya sebanyak 16.616 kunjungan.

Perseroan juga menyediakan pelatihan dan penyuluhan kesehatan terkait ergonomik, penyakit akibat kerja bising, penyakit akibat kerja debu, penanggulangan penderita gawat darurat, dan respons kegawatdaruratan. Pelatihan kesehatan dilakukan secara daring melalui *e-learning* dan kegiatan dalam kelas yang dikelola oleh Corporate People Development Department (CPDD). Kegiatan penyuluhan

In 2022, the Company organized 172 OHS trainings and certifications attended by 12,210 employees, online and on-site, for a total of 63,539.5 training hours. These OHS training programs and certifications include lifting safety, safety driving, work permits, procedures for work at heights, near miss prevention, emergency response, etc. [403-5]

On the other hand, the Company also carries out strategic activities to improve the OHS culture for all employees and contractors, among others:

1. Implementation of the 2022 OHS Month on 19 January 2022–19 March 2022 with a national theme, namely the Application of OHS Culture in Every Business Activity to Support Workforce Protection in the Digitalization Era and Indocement's internal OHS month theme namely Zero Harm Towards a World Class Safety Culture.
2. The Board of Directors SHE Walk Program which was held on 19 January 2022, 13 May 2022 and 25 July 2022 as an effort to supervise the implementation of OHS in the field by the Company's Directors, as well as to strengthen Safety Leadership for the Board of Directors and Plant/Division Managers.
3. Organized the Indocement Safety Forum (ISF) on 2–3 March 2022 which discussed OHS Performance evaluation and the 2022 Work Program and 2022 Group Safety Action.
4. Evaluation of the implementation of the Contractor Safety Management System (CSMS) which will be implemented in 2022 with the result that 295 vendors can work with the Company.

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

The Company requires all employees and work partners to carry out periodic medical check up (MCU) annually as an effort to mitigate the risks of work-related disease, degenerative, and infectious diseases. In 2022, there were 1,577 employees who had conducted the inspection. Throughout the reporting period, no work-related ill health was identified.

The Company provides health facilities in the form of general, dental, maternal, and child health clinics, as well as family planning, pharmacies, and practice rooms that provide 24-hour emergency services. The clinic emergency services are equipped with two ambulance units. In addition, the Company also provides health insurance facilities. The number of employees utilizing medical service facilities during 2022 was recorded at 16,227 visits or a decrease of 0.03% compared to that of previous year of 16,616 visits.

The Company also provides training and health counseling related to ergonomics, noise-related occupational diseases, dust-related occupational diseases, emergency management for patients, and emergency responses. The health training is conducted online through e-learning and in-class activities managed by the Corporate People Development Department (CPDD). Dissemination activities

juga dilaksanakan setiap bulan berupa penyampaian informasi kesehatan melalui rapat P2K3 ataupun sub P2K3 Plant/Divisi, serta menyebarkan informasi kesehatan pada media intranet serta pemasangan spanduk kesehatan.

PENCEGAHAN DAN PENANGANAN COVID-19

Meskipun kondisi pandemi COVID-19 secara umum telah menurun dan terkendali, hingga tahun 2022, Perseroan masih menerapkan beberapa kebijakan pengendalian COVID-19 di seluruh wilayah operasi. Penerapan protokol kesehatan untuk mencegah dan menangani penyebaran COVID-19 masih dilakukan, seperti syarat penggunaan masker saat memasuki area kerja, memastikan kelengkapan vaksin dan *booster*, kebijakan isolasi mandiri serta *tracing* bagi karyawan yang terkonfirmasi positif COVID-19. Perseroan juga secara rutin memberikan sosialisasi informasi terkait COVID-19 bagi seluruh karyawan serta keluarga karyawan, melalui webinar, spanduk, poster, dan lainnya.

Perseroan juga menerapkan kebijakan *work from office* (WFO) dan *work from home* (WFH) bagi karyawan. Untuk menunjang sistem bekerja tersebut, Perseroan terus meningkatkan digitalisasi dan integrasi dalam sistem kerja. Perseroan berupaya menghadirkan *work-life balance* bagi karyawan selama pandemi, yaitu dengan memberikan fleksibilitas waktu dalam bekerja bagi karyawan agar memiliki lebih banyak waktu bersama keluarga. Di sisi lain, jika ada karyawan yang melakukan isolasi mandiri tidak akan diberikan beban kerja yang terlalu banyak.

are also conducted monthly by conveying health information through P2K3 meetings or P2K3 Plant/Division sub-groups, and by disseminating health information on intranet and installing health banners.

COVID-19 PREVENTION AND HANDLING

Even though the condition of the COVID-19 pandemic in general has recovered and is under control, until 2022, the Company is still implementing several COVID-19 control policies in all operating areas. Implementation of health protocols to prevent and deal with the spread of COVID-19 is still being carried out, such as the requirement to use masks when entering the work area, ensuring the completeness of vaccines and boosters, policies independent isolation and tracing for employees who are confirmed positive for COVID-19. Company regularly conduct dissemination regarding COVID-19 for all employees and their families, either through webinars, banners, posters, and others.



The Company also implements work from office (WFO) and work from home (WFH) policies for employees. To support such a working system, the Company continues to improve digitalization and integration in work system. The Company seeks to create a work-life balance for employees during the pandemic, namely by providing time flexibility at work for employees to have more time with their families, and so on. On the other hand, if there are employees who carry out independent isolation, they will not be given too much workload.

DUKUNGAN PADA KERAGAMAN DAN KESETARAAN

Support for Diversity and Equality

Perseroan menjunjung tinggi HAM dan menerapkan antidiskriminasi pada praktik ketenagakerjaan, yaitu perlakuan yang sama atau tidak membedakan jenis kelamin, suku, agama, dan ras pada seluruh karyawan. Indocement mengedepankan kesetaraan, keberagaman, dan transparansi dalam pengelolaan karyawan dan aspek-aspek ketenagakerjaan lainnya. Perseroan memberikan kesempatan yang setara kepada setiap individu untuk bekerja sebagai karyawan serta mengembangkan karier. Selain itu, Perseroan memastikan rasio pengupahan yang adil dan program perlindungan sosial bagi pekerja sesuai ketentuan yang berlaku.

Indocement telah memiliki serangkaian kebijakan yang mencakup ketentuan terkait HAM, keberagaman, dan kesetaraan. Pedoman Etika Indocement telah memuat komitmen untuk mematuhi peraturan yang berkaitan dengan HAM dalam berinteraksi dengan pelanggan, masyarakat, dan karyawan, serta menerapkan prinsip kesetaraan dalam memberikan hak kepada pemegang saham. Selain itu, Insan Perseroan berkomitmen untuk menerapkan antidiskriminasi dengan melaksanakan prinsip-prinsip:

1. Menumbuhkan rasa saling menghormati.
2. Membina hubungan dan kerja sama.
3. Menciptakan kesempatan kerja yang adil.
4. Memberikan hak, manfaat, dan fasilitas sesuai ketentuan yang berlaku.
5. Berperan aktif dalam menciptakan lingkungan kerja yang kondusif.

Ketentuan lainnya terkait HAM, keberagaman, dan kesetaraan juga telah diatur dalam Perjanjian Kerja Bersama (PKB) serta Peraturan Tata Tertib Staf Manajemen Indocement (PTSMI). Sepanjang 2022, tidak ada isu maupun indikasi pelanggaran HAM yang dilakukan oleh Perseroan terhadap pekerja maupun komunitas lokal, serta tidak ada (nol kasus) pengaduan terkait HAM di tempat kerja.

Indocement mendorong keterlibatan pekerja perempuan dalam berbagai forum untuk menguatkan peran mereka dalam industri semen. Hingga akhir 2022, jumlah pekerja Indocement yaitu 3.349, terdiri dari 93,8% karyawan laki-laki dan 6,2% karyawan perempuan. Persentase pekerja laki-laki yang lebih besar bukan dilatarbelakangi adanya diskriminasi gender, melainkan karena karakteristik industri semen yang lebih diminati oleh laki-laki. Keberagaman dan kesetaraan pada aspek ketenagakerjaan di Indocement juga terlihat dari peningkatan jumlah eselon 1 (manajer) perempuan dari tahun ke tahun. Hingga akhir tahun 2022, ada tiga manajer atau 10% dari total manajer di Indocement, jumlah ini meningkat dibandingkan tahun sebelumnya.

The Company upholding Human Rights and implementing antidiscrimination in employment practices, which covers equal treatment or no discrimination against gender, ethnicity, religion, and race for all employees. Indocement prioritizes equality, diversity, and transparency in employee management and other employment aspects. The Company provides equal opportunities for every individual to work as an employee and develop a career. In addition, the Company ensures a fair wage ratio and social protection programs for employees according to applicable regulations.

Indocement has owned set of policies, in which its articles include provisions related to human rights, diversity, and equality. Indocement's Code of Conduct contains a commitment to complying with regulations related to human rights in interacting with customers, public, and employees, as well as applying the participation principle in granting rights to shareholders. Furthermore, the Company's Personnel are committed to implementing anti-discrimination by applying the following principles:

1. Growing mutual respect.
2. Fostering relationships and cooperation.
3. Creating fair employment opportunities.
4. Providing rights, benefits, and facilities according to the applicable regulations.
5. Playing an active role in creating a conducive work environment.

Other provisions related to human rights, diversity, and equality are regulated in the Collective Labor Agreement (CLA) and Indocement Management Staff Rules of Conduct (PTSMI). Throughout 2022, there were no issues or indications of human rights violations committed by the Company against workers or local communities, and there were no (zero cases) complaints related to human rights in the workplace.

Indocement encourages the involvement of female workers in various forums to strengthen their role in the cement industry. At the end of 2022, the number of Indocement employees was 3,349, consisting of 93.8% male and 6.2% female employees. The more significant percentage of male workers was not due to gender discrimination. This was due to the cement industry characteristics that are more attractive to men. Diversity and equality in employment at Indocement can also be seen from the increase in the number of female echelon 1 (managers) from year to year. In 2022, there were three female managers or 10% of total managers at Indocement, an increase compared to in the previous year.

Pada tahun 2022, Serikat Pekerja (“SP”) Perseroan Kompleks Pabrik Tarjun resmi dipimpin oleh ketua baru yang merupakan seorang perempuan, yang secara aklamasi terpilih menjadi Ketua Serikat Pekerja Industri Semen Seluruh Indonesia Indocement Kompleks Pabrik Tarjun, Kotabaru (SP ISSI ITP) untuk periode 2023–2025.

HUBUNGAN INDUSTRIAL

Perseroan mendukung penuh kebebasan berserikat bagi pekerja dengan terbentuknya Serikat Pekerja di seluruh kompleks pabrik. Pada tahun 2022, Perseroan bersama Serikat Pekerja telah menyelesaikan dan menandatangani Perjanjian Kerja Bersama (PKB) X periode 2023–2024 yang meliputi seluruh unit kerja. Seluruh karyawan (100%) tetap terikat pada PKB dan Kode Etik Indocement. PKB memuat hasil perundingan mengenai ketentuan umum, penerimaan, pengangkatan, promosi, demosi dan penilaian karyawan, pengupahan, keselamatan, kesehatan kerja dan lingkungan hidup, tata tertib karyawan, sanksi atas pelanggaran, jam kerja dan waktu istirahat, jaminan sosial, pendidikan dan pengembangan sumber daya, fasilitas ibadah, olahraga, koperasi karyawan, rekreasi, kesehatan ibu dan anak, izin keluar, cuti tahunan dan hari libur, pemutusan hubungan kerja, uang pesangon, pengunduran diri, penghargaan, penyelesaian keluhan, serta ketentuan pelaksanaan PKB. [2-30]

In 2022, the Company Labor Union (“SP”) of the Tarjun Factory will be officially led by a new chairman, a woman, who was elected by acclamation as Chair of the Indonesian Cement Industry Labor Union at Tarjun Indocement Factory, Kotabaru (SP ISSI ITP) for the 2023–2025 period.

INDUSTRIAL RELATIONS

The Company fully supports employees’ freedom of association by forming Labor Unions throughout the factories. In 2022, the Company and the Labor Union completed and signed a Collective Labor Agreement (CLA) X for the 2023–2024 period covering all work units. All employees (100%) remain bound by the CLA and Indocement Code of Conduct. The CLA contains the negotiation results on general provisions, acceptance, appointment, promotion, employee demotion and appraisal, wages, occupational health and safety and environment, employee regulations, sanctions for violations, working hours and rest periods, social security, education and resource development, religious facilities, sports, employee cooperatives, recreation, mother and child health, exit permit, annual leave and holidays, termination of employment, severance pay, resignation, awards, complaint resolution, and provisions for CLA enforcement. [2-30]

PENGELOLAAN BAKAT DAN KINERJA

Talent and Performance Management

Indocement berkomitmen memberikan kesempatan yang sama bagi seluruh karyawan tanpa memandang suku, agama, ras, dan antargolongan (SARA), jenis kelamin, serta wilayah asal dalam penempatan dan pengembangan kompetensi. Perseroan juga memberikan promosi dan penghargaan sesuai dengan kinerja dan kompetensi karyawan.

Indocement is committed to providing equal opportunities for all employees regardless of ethnicity, religion, race, inter-group (SARA), gender, and region of origin for work placement and competency development. The Company also grants promotion and awards according to employee performance and competence.



Pendekatan Manajemen [3-3]

Management Approach



Target 2022
2022 Target

148,05

rata-rata jam pelatihan per tahun
average training hours per year



Progres 2022
2022 Progress

163,11

rata-rata jam pelatihan per tahun
average training hours per year

Komitmen dan Kebijakan

Commitments and Policies

- Perjanjian Kerja Bersama IX.
- Peraturan Tata Tertib Staf Manajemen Indocement (PTSMI).
- Kebijakan Etika Indocement.
- UU Nomor 13 Tahun 2003 tentang Ketenagakerjaan.
- Collective Labor Agreement IX.
- Indocement Management Staff Rules of Conduct (PTSMI).
- Indocement Code of Conduct.
- Law No. 13 of 2003 on Manpower.

Strategi Pencapaian Kinerja Tahun 2022

2022 Performance Achievement Strategy



- Sosialisasi Indocement *New Purpose dan New Leadership Style*
- Pengembangan HR *Information System* secara terintegrasi melalui platform *Workday*.
- Secara aktif menyesuaikan pengembangan karyawan sejalan dengan strategi Perseroan.
- Optimalisasi *e-learning* untuk menjangkau tiga kompleks pabrik.
- *Training* vokasi dan pemagangan di bawah Kementerian Ketenagakerjaan Republik Indonesia sebagai bagian dari program pengembangan masyarakat.
- Socialization of Indocement *New Purpose and New Leadership Style*
- Development of an integrated HR *Information System* via *Workday* platform.
- Active adjustment of employee development according to the Company's strategy.
- Optimization of *e-learning* to cover three factories.
- Vocational training and internship under the Ministry of Manpower of the Republic of Indonesia as part of a community development program.

Pengelolaan dan evaluasi ketenagakerjaan, termasuk pelatihan dan pengembangan karyawan berada di bawah tanggung jawab Corporate Human Resource Division (CHRD) dan diawasi langsung oleh Direktur yang membawahi SDM. Hasil evaluasi program pelatihan dan pengembangan karyawan (*post evaluation*) pada tahun 2022 menunjukkan peningkatan. Implementasi program pelatihan dan pengembangan karyawan di masa pandemi memberikan pembelajaran yang berharga bagi Indocement, salah satunya fleksibilitas dan ketangkasan (*agility*) dalam menyesuaikan kebutuhan pelatihan secara bauran (daring dan luring) bagi karyawan.

Employment management and evaluation, including training and employee development, are under the responsibility of the Corporate Human Resource Division (CHRD) and directly supervised by the Director in charge of Human Resources. The post-evaluation of employee training and development programs in 2022 showed improvement. The employee training and development program held during the pandemic provided valuable lessons for Indocement, one of which is flexibility and agility in adjusting the hybrid training needs (online and offline) for employees.



Pada 2022, Indocement berhasil meraih penghargaan **Stellar Workplace Award 2022** pada dua kategori, yaitu **Stellar Workplace Recognition in Employee Commitment** dan **Stellar Workplace Recognition in Employee Satisfaction**.

In 2022, Indocement won the 2022 Stellar Workplace Award in two categories, namely Stellar Workplace Recognition in Employee Commitment and Stellar Workplace Recognition in Employee Satisfaction.

INDOCEMENT AGENT OF CHANGE

Indocement *Agent of Change* merupakan program pengembangan kemampuan manajerial dan kepemimpinan bagi karyawan Indocement yang terpilih selama dua tahun dan telah dilaksanakan sejak 2021. Program ini bertajuk *Agent of Change RECONNECT* dengan fokus mencapai tujuan bisnis di masa krisis. Melalui penambahan program *design thinking* bagi peserta, lulusan program ini diharapkan mampu mengakselerasi pertumbuhan dan keberlanjutan bisnis Indocement. Program Indocement *Agent of Change* mempersiapkan karyawan untuk memiliki cara pandang yang baru dalam menghadapi perubahan serta mengimplementasikan Indocement *new purpose*.

INDOCEMENT AGENT OF CHANGE

Indocement *Agent of Change* is a managerial and leadership capability development program for selected Indocement employees for two years, and has been implemented since 2021. This program is titled *Agent of Change RECONNECT*, focusing on achieving business goals in crisis. By adding a *design thinking* program for participants, graduates of this program are expected to be able to accelerate Indocement's business growth and sustainability. Indocement *Agent of Change* program prepares employees to have new mindset to overcome the changes to implement Indocement's new purpose.

KOMPOSISI KARYAWAN

Pada 2022, Perseroan mempekerjakan 3.349 karyawan pada segmen semen, dengan komposisi 3.192 karyawan tetap dan 157 karyawan kontrak. Sementara itu, terdapat total 147 karyawan yang pensiun, mengundurkan diri dan meninggal dunia. Informasi lebih lanjut mengenai jumlah karyawan yang mengundurkan diri dapat dilihat pada Lampiran di halaman 139-140.

Perseroan memastikan selama periode pelaporan tidak ada karyawan yang bekerja berdasarkan musim. Perseroan juga memastikan tidak ada karyawan tetap maupun kontrak yang termasuk pekerja anak atau pekerja di bawah umur serta tidak adanya praktik kerja paksa di semua kegiatan operasional.

EMPLOYEE COMPOSITION

In 2022, the Company employed 3,349 employees in the cement segment, comprising 3,192 permanent employees and 157 contract employees. Whereas, there were total of 147 employees who retire, resign and decease. Further information regarding the number of employees leaving the Company can be seen in the Appendix page 139-140.

The Company ensures that no employees work seasonally during the reporting period. The Company also ensures that no permanent or contract employees are considered child labor or underage workers and no forced labor practice in all operational activities.

Karyawan Berdasarkan Status Ketenagakerjaan [2-7]
Employees Based on Employment Status

Status Ketenagakerjaan Employment Status	2022			2021			2020		
	Laki-laki Male	Perempuan Female	Total	Laki-laki Male	Perempuan Female	Total	Laki-laki Male	Perempuan Female	Total
Karyawan Tetap Permanent Employee	2.994	198	3.192	3.151	205	3.336	3.300	215	3.515
Karyawan Kontrak Contract Employee	149	8	157	92	6	98	90	2	92
Total	3.143	206	3.349	3.243	211	3.454	3.390	217	3.607

Karyawan Berdasarkan Wilayah dan Jenis Kelamin [2-7]
Employees Based on Area and Gender

Wilayah Area	Jenis Kelamin Gender	2022		2021		2020	
		Total	%	Total	%	Total	%
Kantor Pusat Head Office	Laki-laki Male	544	79,9	537	79,8	569	80,2
	Perempuan Female	137	20,1	136	20,2	140	19,7
Total		681	100,0	673	100,0	709	100,0
Citeureup	Laki-laki Male	1.634	97,3	1.969	97,2	1.775	97,2
	Perempuan Female	45	2,7	49	2,8	49	2,7
Total		1.679	100,0	1.745	100,0	1.824	100,0
Cirebon	Laki-laki Male	411	98,3	426	97,9	440	97,6
	Perempuan Female	7	1,7	9	2,1	11	2,4
Total		418	100,0	435	100,0	451	100,0
Tarjun	Laki-laki Male	554	97,0	584	97,2	606	97,3
	Perempuan Female	17	3,0	17	2,8	17	2,7
Total		571	100,0	601	100,0	623	100,0

Karyawan Berdasarkan Usia [2-7]
Employees by Age

Kelompok Usia (Tahun) Age Group (Years)	2022		2021		2020	
	Total	%	Total	%	Total	%
<25	33	1,0	84	2,4	176	7,1
26-30	434	13,0	461	13,3	472	12,6
31-35	397	11,9	333	9,6	257	5,0
36-40	171	5,1	199	5,8	235	8,0
41-45	575	17,2	671	19,4	812	25,0
46-50	868	25,9	918	26,6	927	24,5
>50	871	26,0	788	22,8	728	18,1
Total	3.349	100,0	3.454	100,0	3.607	100,0

Data mengenai karyawan pada laporan diolah berdasarkan pangkalan data CHRD. Perseroan memiliki pekerja lain yang bukan karyawan, yaitu pekerja kontraktor/rekanan/pemasok yang bekerja berdasarkan kontrak yang telah disepakati, serta pekerja alih daya yang tidak disertakan dalam laporan ini. Rincian komposisi karyawan berdasarkan tingkat pendidikan dan eselon, serta *turnover* karyawan disajikan di lampiran komposisi pekerja pada halaman 138-140. [2-8]

Data related to employees in this report is processed based on CHRD database. The Company has other workers who are not employees, namely contractors/vendors/suppliers who work based on agreed contracts, and outsourced workers who are excluded in this report. Details of employee composition based on education level and echelon, as well as employee turnover, are presented in the employee composition attachment in the Appendix page 138-140. [2-8]

PENINGKATAN KOMPETENSI DAN PENGEMBANGAN KARYAWAN

Pada periode pelaporan, Perseroan telah merealisasikan sebesar Rp4,6 miliar untuk biaya pelatihan dan peningkatan kompetensi karyawan. Sebanyak 30.346 karyawan telah mengikuti 163.105 jam pelatihan, dengan rata-rata pelatihan per karyawan mencapai 5,4 jam. Jumlah jam pelatihan tersebut mengalami kenaikan sebesar 17,4% dibandingkan tahun sebelumnya yaitu 138.973 jam pelatihan selama 2021.

COMPETENCY IMPROVEMENT AND EMPLOYEE DEVELOPMENT

Within the reporting period, the Company realized Rp4.6 billion for training costs and increasing employee competency. A total of 30,346 employees attended 163,105 training hours, with average employee training hours of 5.4 hours. The number of training hours increased by 17.4% compared to in the previous year, which was 138,973 training hours in 2021.

Peserta dan Jam Pelatihan Tahun 2022 [404-1]
Participants and Training Hours of 2022

No	Wilayah Area	Peserta Participants	Jam Pelatihan Training Hours	Rata-rata Jam Pelatihan Setiap Peserta Average Training Hour per Participant
1	Kantor Pusat Head Office	8.529	44.541	5,2
2	Citeureup	14.284	58.329	4,1
3	Cirebon	2.822	27.404	9,7
4	Tarjun	4.711	32.833	7,0
Total		30.346	163.105*	5,4*

*dengan pembulatan | with rounding

Indocement juga mendukung pemerintah dalam mengembangkan SDM yang unggul melalui Kegiatan Pengembangan Pendidikan dan Pelatihan Vokasi Industri yang dijalankan oleh CHRD. Hingga akhir 2022, siswa/siswi dari 21 Sekolah Menengah Kejuruan/SMK (6 SMK di Kabupaten Bogor, 10 SMK di Kabupaten/Kota Cirebon, dan 5 SMK di Kabupaten Kotabaru) telah menerima berbagai pelatihan. Jenis pelatihan yang diberikan pada program ini berupa pembekalan *training basic safety, welding, basic maintenance*, dan beberapa kompetensi terkait dengan *skill* di industri semen.

Pada 2022, Perseroan juga berhasil mengadakan program pemagangan 63 siswa yang berasal dari SMK di Kabupaten Bogor, setelah tahun sebelumnya memberikan pemagangan bagi 13 orang alumni Balai Latihan Kerja (BLK) dari Kotabaru, Kalimantan Selatan. Siswa yang terpilih dari jurusan teknik alat berat, teknik instalasi tenaga listrik, dan kimia industri ini telah melalui proses *profiling* yang meliputi tes psikologi (kemampuan, minat, dan bakat siswa), seleksi berdasarkan nilai rata-rata praktek kerja industri (prakerin) dan masukan serta penilaian dari SMK mitra vokasi.

Indocement also supports the government in developing superior human resources through Industrial Vocational Education and Training Development Activities carried out by the CHRD. As of the end of 2022, students from 21 Vocational School/SMK (6 SMK in Bogor Regency, 10 SMK in Cirebon Regency/City, and 5 SMK in Kotabaru Regency) received various training. The types of training provided in this program include basic safety, welding, basic maintenance, and several competencies related to skills in the cement industry.

In 2022, the Company also succeeded in holding an internship program for 63 students from SMK in Bogor Regency, after providing internship for 13 alumni of Vocational Training Center (BLK) from Kotabaru, South Kalimantan, in the previous year. Selected students from heavy equipment engineering, electrical installation engineering, and industrial chemistry majors have undergone a profiling process including psychological tests (students' ability, interest, and aptitude), selection based on the average score of industrial work practices (prakerin), as well as input and assessment from partner SMK.

Indocement tengah mengembangkan program HR terintegrasi dengan HeidelbergCement Group melalui platform *Workday*, yang pada 2022 memasuki tahap I dan sosialisasi. *Workday* diharapkan memberikan kemudahan integrasi pelaporan terkait HR dan juga meningkatkan *employee experience*, termasuk kemudahan dalam mengakses modul-modul pelatihan dan *knowledge sharing* di antara seluruh Insan Indocement.

Indocement is developing an integrated HR program with HeidelbergCement Group via the Workday platform, which entered phase I and dissemination in 2022. Workday is expected to provide easy integration of HR-related reporting and improve employee experience, including ease of accessing training modules and knowledge sharing among all Indocement Personnel.



EVALUASI KINERJA DAN PROGRAM KARYAWAN PURNA KARYA

Perseroan secara berkala melakukan evaluasi kinerja bagi 100% karyawan berdasarkan KPI sesuai dengan tugas dan tanggung jawab setiap karyawan. Beberapa aspek penilaian kinerja karyawan juga dikaitkan dengan ESG. Perseroan memberikan apresiasi bagi karyawan yang berprestasi, serta memberikan bonus bagi karyawan berdasarkan kinerja Perseroan dan pencapaian KPI masing-masing karyawan. **[404-3]**

Perseroan memastikan bahwa remunerasi karyawan telah mengikuti peraturan upah minimum regional (UMR) yang berlaku. Remunerasi karyawan tetap Perseroan lebih besar dari UMR yang berlaku.

PERFORMANCE EVALUATION AND EMPLOYEE RETIREMENT PROGRAM

The Company periodically evaluates performance for 100% employees based on KPI according to each employee's duties and responsibilities. Several of employee performance assessment aspects are also related to the ESG. The Company appreciates outstanding employees and provides bonuses for employees based on the Company's performance and each employee's KPI achievement. **[404-3]**

The Company ensures that employee remuneration follows the applicable regional minimum wage (UMR) regulations. The remuneration for the Company's permanent employees is greater than the applicable UMR.

Perseroan juga memiliki kebijakan pensiun bagi 104 karyawan pensiun yang usianya sudah mencapai 55 tahun. Kebijakan tersebut berupa program masa persiapan pensiun (MPP) bagi karyawan yang telah memasuki masa menjelang purna karya di usia 53 tahun. Topik-topik pembahasan MPP meliputi aspek psikologi, motivasi, kesehatan, manajemen keuangan keluarga, dan kewirausahaan skala mikro. [201-3][404-2]

Informasi lebih lengkap mengenai pengelolaan SDM, pengembangan karier dan kompetensi, serta pemenuhan hak karyawan dapat dibaca pada Laporan Tahunan Indocement 2022.

The Company also has a pension policy for 104 retired employees whose age has reached 55 years. The policy is stipulated in the retirement preparation program (MPP) for employees entering retirement age at 53. MPP key topics covered psychology, motivational, health, family financial management, and micro entrepreneurship. [201-3][404-2]

More detailed information on HR management, career, competency development, and fulfillment of employee rights can refer to Indocement's 2022 Annual Report.



PEMBERDAYAAN MASYARAKAT LOKAL

Local Community Empowerment

Program-program pemberdayaan masyarakat Indocement menjadi wadah bagi Perseroan untuk melibatkan komunitas lokal sebagai mitra penting dalam pembangunan berkelanjutan, serta meningkatkan kesejahteraan dan kemandirian masyarakat di sekitar wilayah operasi.

Indocement's community empowerment program is a platform for the Company to involve local communities as important partners in sustainable development and to improve the welfare and independence of communities around the operational area.



Pendekatan Manajemen [3-3]

Management Approach

Target 2022 2022 Target

100%

Pelaksanaan kegiatan Bilikom di wilayah sekitar tiga kompleks pabrik.
implementation of Bilikom activities around the three factories.

Pencapaian Program TJSL

- Kompleks Pabrik Citeureup: 100%
- Kompleks Pabrik Cirebon: 100%
- Kompleks Pabrik Tarjun: 100%

CSR Program Achievements

- Citeureup Factory: 100%
- Cirebon Factory: 100%
- Tarjun Factory: 100%

Pengukuran SROI

- Kompleks Pabrik Citeureup: >2
- Kompleks Pabrik Cirebon: >2
- Kompleks Pabrik Tarjun: >2

SROI Measurement

- Citeureup Factory: >2
- Cirebon Factory: >2
- Tarjun Factory: >2

Progres 2022 2022 Progress

100%

Pelaksanaan kegiatan Bilikom di wilayah sekitar tiga kompleks pabrik.
implementation of Bilikom activities around the three factories.

Pencapaian Program TJSL

- Kompleks Pabrik Citeureup: 101%
- Kompleks Pabrik Cirebon: 111%
- Kompleks Pabrik Tarjun: 151%

CSR Program Achievements

- Citeureup Factory: 101%
- Cirebon Factory: 111%
- Tarjun Factory: 151%

Pengukuran SROI

- Kompleks Pabrik Citeureup: 3,93
- Kompleks Pabrik Cirebon: 2,68
- Kompleks Pabrik Tarjun: 3,15

SROI Measurement

- Citeureup Factory: 3.93
- Cirebon Factory: 2.68
- Tarjun Factory: 3.15

Realisasi 2022
2022 Realization

Rp13,1 miliar

billion

program pemberdayaan masyarakat.
of community empowerment program.

Komitmen dan Kebijakan

Commitments and Policies

- SC2030 HeidelbergCement Group.
- UU Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan PP Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan.
- ISO 26000 Guidance on Social Responsibility.
- HeidelbergCement Group SC2030
- Law No. 40 of 2007 on Limited Liability Companies and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility.
- ISO 26000 Guidance on Social Responsibility.

Strategi Pencapaian Kinerja Tahun 2022

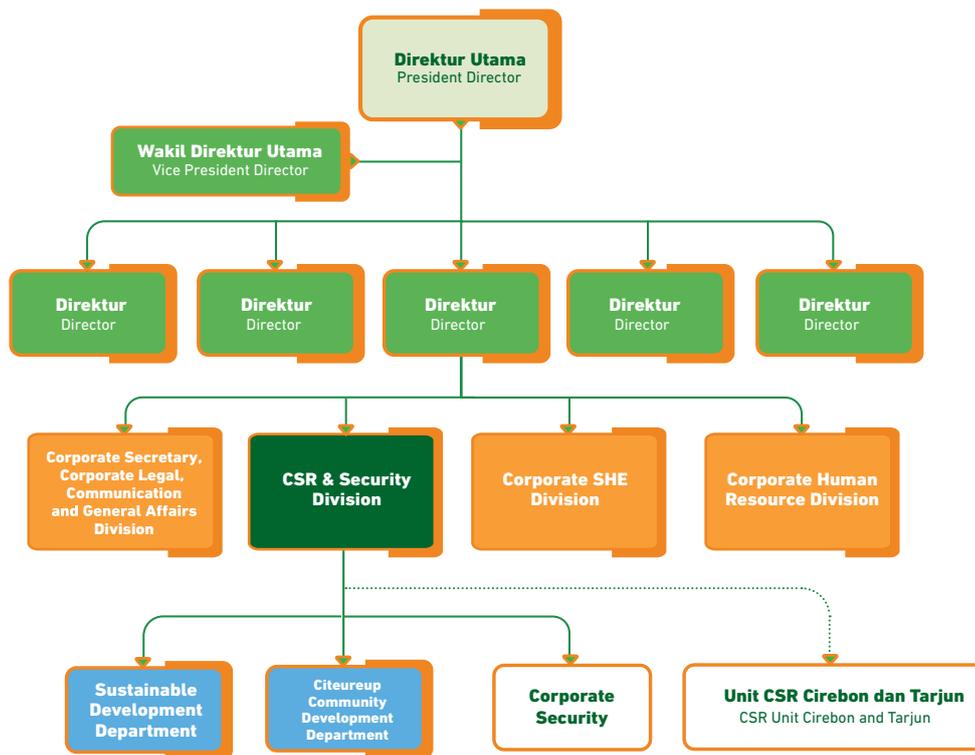
2022 Performance Achievement Strategy



- Realisasi pembiayaan program pemberdayaan masyarakat sebesar Rp13,1 miliar.
- Pemetaan sosial yang dilaksanakan setiap empat tahun sekali untuk memperbarui informasi mengenai kondisi sosial ekonomi masyarakat yang terakhir telah dilaksanakan pada tahun 2020.
- Pelibatan masyarakat melalui kontraktor lokal senilai Rp144,72 miliar.
- Membantu masyarakat dalam mengakses pelayanan dasar.
- Bersama masyarakat melaksanakan program mitigasi dan adaptasi terhadap perubahan iklim.
- Secara aktif membantu masyarakat dalam mengembangkan status peningkatan dan kemandirian desa yang ditetapkan berdasarkan Indeks Desa Membangun (IDM).
- Berpartisipasi dalam pengembangan ekonomi inklusif bagi masyarakat.
- The realization of community empowerment program financing amounted to Rp13.1 billion.
- Social mapping is carried out every four years to update information on the community's socio-economic conditions, which was previously conducted in 2020.
- Community involvement through local contractors amounted to Rp144.72 billion.
- Assist community in accessing basic services.
- Together with the community carry out climate change mitigation and adaptation programs.
- Actively assisting the community in developing the status of village improvement and independence which is determined based on the Indeks Desa Membangun (IDM).
- Participate in the development of economic inclusion for the community.

Pengelolaan program CSR serta komunikasi dengan pemangku kepentingan terkait pemenuhan TJSJL dilaksanakan oleh CSR dan Security Division yang bertanggung jawab langsung kepada Direktur yang membawahi HRGA. Indocement juga melibatkan masyarakat secara langsung dalam pengawasan dan evaluasi program melalui forum Bilikom. Forum dilaksanakan setiap empat bulan sekali untuk menangani berbagai isu, pengaduan, ekspektasi, dan menerima masukan dari pemangku kepentingan. Masukan yang didapatkan pada forum menjadi salah satu dasar pertimbangan dalam merencanakan dan melaksanakan program pemberdayaan masyarakat. [2-12]

CSR program management, as well as the communication with stakeholders regarding the fulfillment of CSR, is carried out by the CSR and Security Division, which reports directly to the Director in charge of HRGA. Indocement also directly involves the community in program monitoring and evaluation through the Bilikom forum. The forum is held once every four months to address various issues, complaints, expectations, and receive input from stakeholders. The input obtained at the forum is one of the primary considerations in planning and implementing community empowerment programs. [2-12]



VISI CSR CSR VISION

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

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



MISI CSR CSR MISSION



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

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

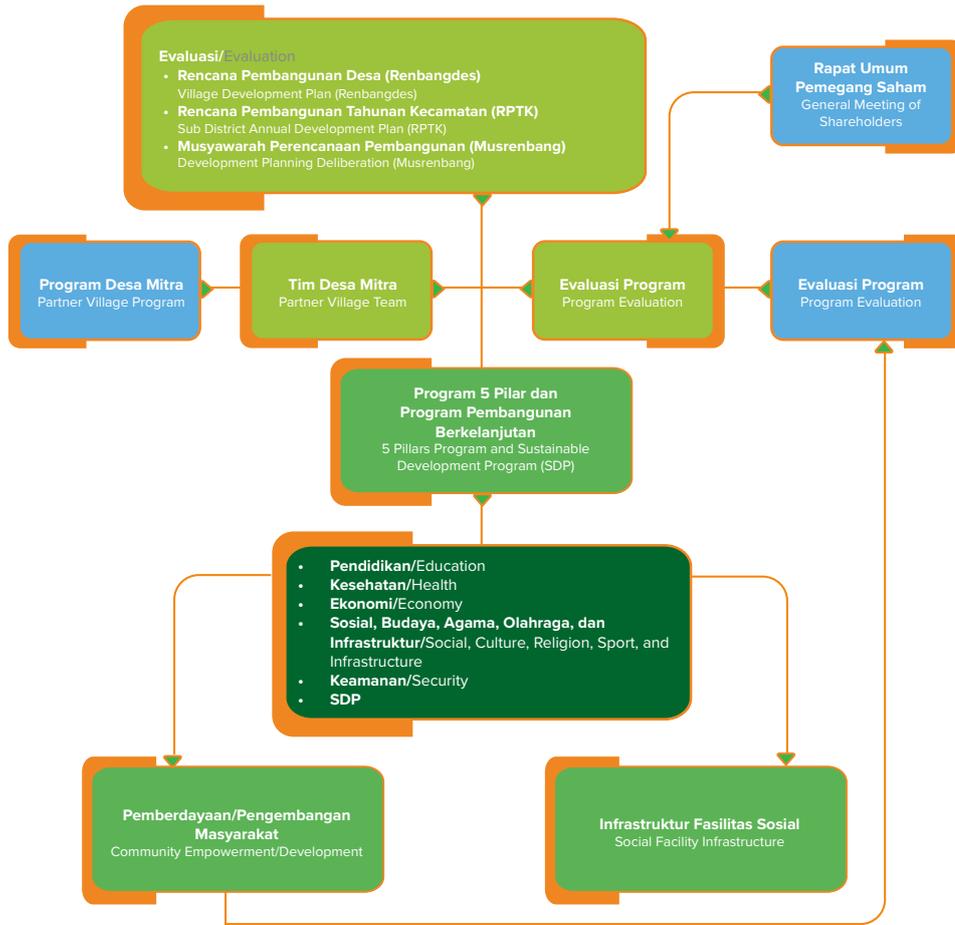
FILOSOFI CSR CSR PHILOSOPHY

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

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



Monitoring dan Evaluasi Kegiatan CSR
Monitoring and Evaluation of CSR Activities



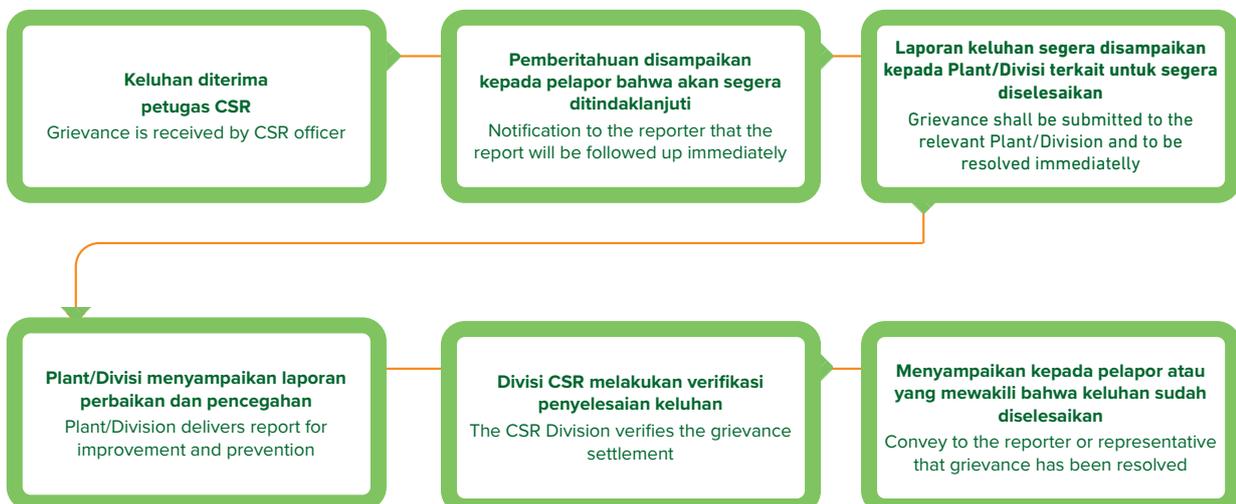
MEKANISME PENGADUAN MASYARAKAT DAN LINGKUNGAN [413-1]

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

COMMUNITY AND ENVIRONMENT COMPLAINT MECHANISM [413-1]

The Bilikom CSR Forum is a forum for the community to submit suggestions and input regarding community and environmental development programs to the Company. The community can also file complaints or suggestions directly through CSR officers, to be followed up by the relevant functions in accordance with the applicable SOP.

SOP Penanganan Keluhan
SOP for Grievance Mechanism



Selama 2022, Perseroan menerima tiga keluhan dari masyarakat yang didominasi oleh keluhan mengenai lingkungan. Sebanyak tiga keluhan telah selesai ditangani oleh fungsi terkait sesuai dengan SOP yang berlaku.

Throughout 2022, the Company received three grievance from the community, which were dominated by grievance regarding environment. A total of three complaints were already resolved by related functions in accordance with the applicable SOP.

Rincian Keluhan Lingkungan dan Penyelesaian
Details of Environmental Grievance and Settlement

Keluhan Lingkungan Environmental Case	Jumlah Keluhan Number of Case			Keluhan Diselesaikan Case Resolved		
	2022	2021	2020	2022	2021	2020
Debu Dust	0	1	5	0	1	5
Polusi bau Odor pollution	0	1	1	0	1	1
Getar Vibration	0	0	0	0	0	0
Lingkungan Environment	3	3	5	3	3	5
Jumlah Total	3	5	11	3	5	11

PROGRAM PEMBANGUNAN BERKELANJUTAN

Meskipun kegiatan operasional Perseroan tidak secara langsung berdampak negatif terhadap masyarakat, Perseroan melaksanakan program pemberdayaan masyarakat secara berkelanjutan (*sustainable development program/SDP*) untuk membangun masyarakat mandiri dan memberikan kualitas kehidupan yang lebih baik. Perseroan memiliki lima pilar kegiatan CSR, yaitu Pendidikan; Kesehatan; Ekonomi; Sosial, Budaya, Agama, Olahraga, dan Infrastruktur (Sosbudagor); serta Keamanan. Rencana program CSR disusun dengan melibatkan masyarakat dan pemerintah desa melalui Bilikom yang dilaksanakan di semua desa mitra yang terkena dampak. Masukan yang diberikan pemangku kepentingan pada forum Bilikom kepada Perseroan menjadi salah satu dasar pertimbangan dalam perencanaan dan pelaksanaan program pemberdayaan masyarakat. [413-2]

SUSTAINABLE DEVELOPMENT PROGRAM

Even though the Company's operational activities do not directly have a negative impact on the community, the Company implements a sustainable development program (SDP) to build an independent community and provide a better life quality. The Company has five pillars of CSR activities, namely Education; Health; Economy; Social, Culture, Religion, Sports and Infrastructure (Sosbudagor); and Security. The CSR program plan is prepared by involving the community and village government through Bilikom, which is implemented in all affected partner villages. The input provided by stakeholders in Bilikom forum to the Company is one of the basic considerations in planning and implementing community development programs. [413-2]

Pencapaian Program TJSL Berdasarkan 5 Pilar
CSR Program Achievements Based on 5 Pillars

Pilar Pillars	Kompleks Pabrik Factory								
	Citeureup			Cirebon			Tarjun		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Pendidikan Education	100%	100%	100%	123%	88%	64%	168%	90%	182%
Kesehatan Health	100%	100%	88,9%	100%	82%	127%	167%	52%	125%
Ekonomi Economy	100%	100%	100%	200%	43%	130%	182%	102%	88%
Sosial, Budaya, Agama, dan Olahraga Social, Cultural, Religious, and Sports	100%	100%	103%	115%	95%	93%	147%	93%	147%

Pilar Pillars	Kompleks Pabrik Factory								
	Citeureup			Cirebon			Tarjun		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Keamanan Security	100%	100%	100%	96%	93%	97%	140%	98%	138%
Sustainable Development Program (SDP)	104%	93%	93%	102%	116%	117%	100%	92%	75%
Rerata Total Average	101%	99%	97,5%	111%	86%	104%	151%	88%	108%

Kontribusi Pilar TJSL terhadap TPB
CSR Pillars Contribution towards SDGs

Pilar Pillars	Program TJSL CSR Programs	Jumlah Program Total Programs	TPB SDGs
Pendidikan Education	Renovasi sekolah, penyediaan komputer, pelatihan keterampilan. Renovation of school, computer supply, skill training.	13	
Kesehatan Health	Puskesmas keliling, pelatihan kader kesehatan, pemberian makan tambahan. Mobile clinic, health cadre training, supplementary food supply.	461	
Ekonomi Economy	Pengembangan usaha jangkrik, usaha perikanan, pertanian, pengembangan wisata desa. Cricket business development, fishery business, agriculture, village tourism development.	10	
Sosial, Budaya, Agama, Olahraga, dan Infrastruktur Social, Cultural, Religious, Sports, and Infrastructure	Pembangunan fasilitas umum, betonisasi jalan, perbaikan Posyandu, perbaikan rumah ibadah, pembangunan jembatan, pengembangan olahraga, program hari besar Islam, pengembangan seni budaya. Public facilities development, road concreting, posyandu maintenance, worship house maintenance, bridge construction, sports development, Islamic festive days program, art and cultural development.	236	
Keamanan Security	Pemberian perlengkapan dan pelatihan Linmas. Equipment grant and training for community security force.	3	
Sustainable Development Program (SDP)	<ul style="list-style-type: none"> Pengembangan Kampung Berwawasan Lingkungan Pengelolaan Sampah Berbasis Masyarakat Sekolah Berwawasan Lingkungan Kegiatan Seni dan Budaya Pengembangan Program Ekonomi dan Koperasi Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat Pengelolaan Lahan eks tambang Bersama dengan Kelompok Tani Environmentally Friendly Village Development Community Based Waste Management Environmentally Based School Art and Cultural Activities Economic and Cooperative Development Program Center of Research, Training, and Community Empowerment (P4M) Ex-quarry Development with Agriculture Community 	155	
Total		878	

Ketercapaian program pemberdayaan masyarakat tidak lepas dari hadirnya *local hero*, sebagai penggerak dan penguat motivasi masyarakat untuk bekerja sama dalam mencapai Visi dan Misi TJSL Indocement. Hingga akhir 2022, terdapat 61 *local hero* yang berada di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, Kompleks Pabrik Tarjun, Bandung, dan Cilegon.

The achievement of community empowerment programs is closely related to the presence of local heroes, who act as drivers and reinforcers of community motivation to cooperate in achieving Indocement's CSR Vision and Mission. Until the end of 2022, there were 61 local heroes in Citeureup Factory, Cirebon Factory, and Tarjun Factory, as well as in Bandung and Cilegon.

PROGRAM UNGGULAN PEMBERDAYAAN MASYARAKAT

FEATURED COMMUNITY DEVELOPMENT PROGRAMS



Kompleks Pabrik Citeureup Citeureup Factory



Kesehatan Health

Program Tiro Sehat meliputi penyuluhan dan seminar kesehatan, peningkatan kapasitas kader kesehatan, kantin sehat sekolah, kesehatan kerja untuk pengrajin UMKM, pelatihan kader jumantik, pelatihan dokter kecil, dan pelatihan bantuan hidup dasar.

Tiro Sehat program includes health counseling and seminars, health cadre capacity development, healthy canteens at schools, occupational health for MSME artisans, training for mosquito larvae observers (jumantik), little doctor training, and basic life aid training.

Target ▶ Peningkatan kapasitas kader kesehatan desa mitra.
To increase the capacity of health cadres at partner villages

Penerima Manfaat ▶ 120 kader.
Beneficiaries 120 cadres.

Program sarana air bersih (SAB) yang ditujukan untuk mengatasi masalah kekeringan saat musim kemarau di desa-desa mitra sekitar Kompleks Pabrik Citeureup. Program ini mengimplementasikan pengelolaan air berbasis masyarakat.

The clean water facility (SAB) program aims to overcome drought issues in partner villages around Citeureup Factory during the dry season. This program implements community-based water management.

Target ▶ Pengelolaan sarana air bersih (SAB) berbasis masyarakat dan konservasi mata air di Desa Bantarjati dan Tajur.

To manage the community-based clean water facilities (SAB) and spring conservation in Bantarjati and Tajur Villages.

Penerima Manfaat ▶ • 33.620 orang dari 12 desa mitra.
Beneficiaries • Ketersediaan air bersih sebesar 1.344.800 liter dari total 104 unit SAB.
• 33,620 people from 12 partner villages.
• Availability of 1,344,800 liters of clean water from a total of 104 SAB units.



P4M merupakan tempat untuk mengembangkan budidaya pertanian, perikanan, dan peternakan yang sederhana dan tepat guna bagi masyarakat desa mitra. Salah satu edukasi wisata yang dikembangkan oleh P4M adalah Tiga Roda Edu Green Park yang terdiri dari lima kluster edukasi, yaitu kampung tani, kampung ternak, kampung ikan, kampung eduwisata, serta kampung R&D dan pelatihan.

P4M is a place to develop simple and appropriate practices of agriculture, fishery, and animal husbandry for the communities at partner villages. One of the educational tourisms developed by P4M is Tiga Roda Edu Green Park, which consists of five educational clusters, namely farming villages, livestock villages, fish villages, edutourism villages, and R&D and training villages.

Target

- ▶ Peningkatan pengetahuan dan keterampilan masyarakat.

To increase communities' knowledge and skills

**Penerima Manfaat
Beneficiaries**

- ▶ 242 orang di 12 desa mitra.
242 people in 12 partner villages.

Pengembangan Sekolah Adiwiyata, bekerja sama dengan Pemerintah Daerah, sekolah, termasuk siswa dan guru, menerapkan Gerakan Peduli dan Berbudaya Lingkungan Hidup Sekolah (PBLHS). Kegiatan yang dilakukan antara lain kebersihan area sekolah, fungsi sanitasi dan *drainase*, pengelolaan sampah, penghijauan, konservasi air dan energi, serta inovasi sekolah terkait perilaku ramah lingkungan hidup.

Development of Adiwiyata School, in collaboration with Regional Government, schools, including students and teachers, to implement *Peduli dan Berbudaya Lingkungan Hidup Sekolah* (PBLHS) Movement. Activities conducted include cleaning school area, sanitation and drainage functions, waste management, planting, water and energy conservation, as well as school innovations related to environmentally friendly behavior.

Target

- ▶ Peningkatan pemahaman dan tanggung jawab lingkungan dimulai dari sekolah.

To increase understanding and responsibility for the environment that starts from school.

**Penerima Manfaat
Beneficiaries**

- ▶
 - 27 sekolah di 12 desa mitra.
 - 6 sekolah mendapat penghargaan Sekolah Adiwiyata atau Penghargaan Raksha Prasadha dari Kabupaten Bogor.
 - 2 sekolah mendapatkan penghargaan tingkat nasional.
- 27 schools in 12 partner villages.
- 6 schools received Adiwiyata School or Raksha Prasadha awards from Bogor Regency.
- 2 schools received national level awards.



Program bank sampah berbasis masyarakat dibuat di setiap RT atau RW yang ada di desa mitra sekitar Kompleks Pabrik Citeureup. Sampai tahun 2022, sudah terbentuk 28 unit bank sampah.

A community-based waste bank program is implemented in every neighborhood unit or community unit in partner villages around Citeureup Factory. Until 2022, 28 waste bank units were installed.

Target

- ▶ Mengurangi potensi sampah di desa mitra sekaligus menambah pendapatan anggota/nasabah.

To reduce potential waste in partner villages while increasing the income of members/customers.

**Penerima Manfaat
Beneficiaries**

- ▶
 - Total sampah yang sudah dikelola oleh Bank Sampah mencapai 26.667 kg.
 - Total nasabah mencapai 1.353 orang.
 - Total transaksi semua Bank Sampah selama tahun 2022 mencapai sekitar Rp64 juta.
- Total waste that has been managed by the Waste Bank reached 26,667 kg.
- Total customers reached 1,353 people.
- Total transactions of all Waste Banks in 2022 reached Rp64 million.

Program pendampingan UMKM kreatif dan pelatihan UMKM bekerja sama dengan Dinas UMKM dan Koperasi Kabupaten Bogor.

Creative MSME assistance programs and MSME training in collaboration with MSME and Cooperatives Department of Bogor Regency.

Target

- ▶ Peningkatan pendapatan UMKM dan promosi serta membantu perluasan pasar produk-produk kreatif UMKM.

To increase MSME income and promotion, also to help expand the market for MSME creative products.

**Penerima Manfaat
Beneficiaries**

- ▶
 - Pendampingan bagi 66 UMKM, yang 38 di antaranya memproduksi produk-produk kreatif.
 - Pendampingan bagi 2 koperasi yang mencakup 12 desa mitra, yaitu Koperasi Serba Usaha Rancage dan Koperasi Sawargi Sadaya 45.
- Assistance for 66 MSMEs, 38 of which produce creative products.
- Assistance for 2 cooperatives covering 12 partner villages, namely Koperasi Serba Usaha Rancage and Koperasi Sawargi Sadaya 45.

Program Kampung Ramah Lingkungan (KRL), yaitu penerapan konsep adaptasi dan mitigasi berbasis masyarakat. Kelompok-kelompok masyarakat pada KRL nantinya akan menjadi basis kegiatan masyarakat menuju Program Kampung Iklim yang digagas oleh KLHK. Program TJSL ini juga mendorong kegiatan ekonomi bagi masyarakat.

Kampung Ramah Lingkungan (KRL) Program is an implementation of community-based adaptation and mitigation concepts. The community groups on KRL will be the basis for community activities towards the Climate Village Program initiated by the KLHK. This CSR program also encourages economic activities for the community.

- Target**
- ▶ Mengintensifkan kegiatan ekonomi di kelompok KRL yang sudah terbentuk
 - ▶ Menguatkan kelompok KRL untuk menciptakan kegiatan unggulan
 - ▶ Meningkatkan level KRL ke level yang lebih tinggi
 - ▶ Meningkatkan intensitas keterlibatan masyarakat dalam program KRL
 - ▶ Memperkuat kelembagaan KRL untuk mendukung kegiatan adaptasi dan mitigasi

- To intensify economic activity for existing KRL group
- To strengthen the KRL group in creating ultimate activity
- To boost KRL group level
- To increase community involvement intensity to KRL program
- To empower KRL organization to support adaptation and mitigation activity

- Penerima Manfaat Beneficiaries**
- ▶ Terbentuk 28 KRL di 12 desa mitra.
 - ▶ Transaksi ekonomi masyarakat sekitar Rp78 juta.
 - 28 KRL were established in 12 partner villages.
 - Community's economy transaction of Rp78 million.

Program Sedekah Sampah pertama kali diluncurkan pada Agustus 2022, penyeteroran sampah bisa dilakukan di Harmony Corner, Kompleks Pabrik Citeureup. Jenis sampah yang dapat diterima adalah sampah yang memiliki nilai kalori sebagai bahan bakar alternatif seperti tekstil, kertas, kardus, plastik, styrofoam, dan ban bekas. Setiap 3 kg sampah yang disetorkan oleh nasabah Sedekah Sampah dikonversi menjadi satu poin yang dapat diakumulasi dalam satu tahun. Poin tersebut dapat ditukar dengan berbagai cinderamata menarik, di antaranya tumbler, tas pakai ulang, tas ransel, dan kaos polo. Poin yang dikumpulkan juga bisa ditukar dengan aneka produk makanan dan minuman yang ada di Kafe Harmony Corner, termasuk juga aneka produk olahan UMKM mitra CSR Indocement.

The Sedekah Sampah Program was first launched in August 2022, waste can be submitted at the Harmony Corner, Citeureup Factory. Types of waste that are acceptable are waste that has a calorific value as an alternative fuel such as textiles, paper, cardboard, plastic, styrofoam, and used tires. Every 3 kg of waste submitted by Sedekah Sampah customers is converted into one point which can be accumulated in one year. These points can be exchanged for a variety of interesting souvenirs, including tumblers, reusable bags, backpacks, and polo shirts. Points collected can also be exchanged for a variety of food and beverage products available at Harmony Corner Café, including processed products from Indocement's CSR partner SMEs.

- Target**
- ▶ Meningkatkan nasabah Sedekah Sampah sejumlah 200 orang pada 2022, dan 350 orang untuk 2023.

Increase Sedekah Sampah program customers to 200 persons in 2022, and 350 persons in 2023.

- Penerima Manfaat Beneficiaries**
- ▶ Capaian volume sampah yang terkumpul selama 2022 adalah sebesar 13 ton dengan total nasabah 200 orang.

The volume of waste collected in 2022 is 13 tons with total customers of 200 persons.



Kompleks Pabrik Cirebon
Cirebon Factory



Ekonomi
Economy

Program Tiro Agile merupakan program mempertahankan dan meningkatkan kampung pengrajin batik tulis berwawasan lingkungan yang telah diwariskan secara turun temurun sejak tahun 1833.

Tiro Agile program is a program to preserve and improve the environmentally friendly handmade batik artisan village that has been handed down from generation to generation since 1833.

- Target**
- ▶ Meningkatkan pendapatan kelompok pengrajin batik
 - To increase income of batik craftsmen group

- Penerima Manfaat Beneficiaries**
- ▶ Pendapatan program Tiro Agile sebesar Rp98 juta
 - Tiro Agile program revenue of Rp98 million

Wanawisata Batu Lawang, mendorong elemen masyarakat menggali, mengelola, dan memanfaatkan potensi sumber daya alam secara arif dan bijaksana untuk meningkatkan kesejahteraan masyarakat.

Batu Lawang Eco-tourism, encourage community members to discover, manage, and utilize potential natural resources wisely in order to improve community welfare.

- Target**
- ▶ Meningkatkan pendapatan masyarakat
 - To increase locals income

- Penerima Manfaat Beneficiaries**
- ▶ Pendapatan Wanawisata Batu Lawang sebesar Rp114 juta
 - ▶ Menyerap 25 tenaga kerja lokal
 - ▶ Omzet rata-rata per bulan sebesar Rp10,4 juta
 - Batu Lawang Eco-tourism revenue of Rp114 million
 - Absorb 25 local workers
 - The average gross revenue per month amounted to Rp10.4 million

IndoBatik Ciwaringin, merupakan program pengembangan batik Ciwaringin bekerja sama dengan Lembaga Chain Center UGM. Selain memberikan bantuan pemasaran serta sarana dan prasarana untuk meningkatkan produksi batik, para perajin juga sudah mendapatkan sertifikasi keahlian membuat batik dan menjadi narasumber pelatihan membuat batik ke berbagai wilayah dan kalangan. Produksi batik ramah lingkungan secara signifikan telah mengurangi beban pencemaran air. Hal ini dibuktikan dengan perolehan ekolabel dari KLHK pada 2019, di mana kain batik yang diproduksi menggunakan pewarna alami yang ramah lingkungan.

IndoBatik Ciwaringin, is a Ciwaringin batik development program in collaboration with the UGM Chain Center Institute. In addition to providing marketing assistance, facilities, and infrastructure to increase batik production, the artisans have also received batik expertise certification and become resource persons for batik training in various regions and circles. The environmentally friendly batik production has significantly reduced water pollution. This is evidenced by the provision of an eco-label from the KLHK in 2019, where the produced batik fabrics use natural, environmentally friendly dyes.

Target

- ▶ Membangun “budaya mutu” dan kesadaran yang kuat di antara para pengrajin yang didominasi oleh kaum perempuan, serta mendorong kesehatan dan meningkatkan kesejahteraan pengrajin batik melalui proses produksi batik yang bersih dan ramah lingkungan.

To build a “quality culture” and strong awareness among craftsmen who are dominated by women, promote health, and improve the welfare of batik craftsmen through a clean and environmentally friendly batik production process.

Penerima Manfaat Beneficiaries

- ▶ 100% pengrajin sudah memproduksi pewarna alami, sehingga mengurangi beban pencemar air.
- ▶ Tujuh motif batik khas Ciwaringin mendapatkan hak cipta dari Kementerian Hukum dan HAM, yaitu pring sedapur, pecutan, rajeg, wesi, yusupan, gribigan, dan gedangan.
- ▶ Pendapatan masyarakat mencapai Rp131 juta.
- ▶ 100% of the craftsmen have produced natural dyes, and thus, it reduced the water pollutant load.
- ▶ Seven typical Ciwaringin batik motives were copyrighted by the Ministry of Law and Human Rights, namely pring sedapur, pecutan, rajeg, wesi, yusupan, gribigan, and gedangan.
- ▶ Locals revenue reached Rp131 million.

Indocement melaksanakan pendampingan agribisnis jamur merang kepada kelompok Jamur Maju Mapan Bersama, Desa Gempol, Cirebon. Kelompok ini bekerja sama dengan para petani melalui sistem kemitraan, yaitu menyediakan bahan baku dan menampung hasil panen dari para petani serta memberikan bimbingan teknis. Indocement melalui P4M juga melakukan pengkajian dan pelatihan pengolahan limbah media bekas jamur menjadi pupuk organik hayati (POH). Produksi POH melibatkan Kelompok Wanita Tani (KWT) Indah Makmur. Produksi POH dapat memberi dampak positif bagi lingkungan, dan produksinya telah sesuai dengan Peraturan Menteri Pertanian Nomor 70/Permentan/SR.140/10/2011 dan SNI 19-7030-2004, yaitu tidak boleh mengandung bakteri E. coli dan salmonella, serta harus mengandung unsur hara N, P, dan K yang cukup tinggi, sehingga dapat meningkatkan kesuburan tanah dan tanaman.

Indocement provides straw mushroom agribusiness assistance to Maju Mapan Bersama Mushroom group, Gempol Village, Cirebon. This group works with farmers through a partnership system, which provides raw materials, accommodates crops from farmers, and provides technical assistance. Indocement through P4M also conducted studies and training on processing the used mushroom media waste into biological organic fertilizer (POH). POH production involves Indah Makmur Women Farmers (KWT) Group. POH production positively impacts the environment, and its production complies with Minister of Agriculture Regulation No. 70/Permentan/SR.140/10/2011 and SNI 19-7030-2004, which must not contain E. coli and salmonella bacteria and must contain high levels of N, P, and K nutrients, so that it can increase soil and plant fertility.

Target

- ▶ Peningkatan ketahanan kelompok petani jamur di Desa Gempol dan meningkatkan pendapatan petani jamur melalui produksi dan pembuatan pupuk organik hayati dari limbah media bekas jamur.

To increase the resilience of mushroom farmer groups in Gempol Village and to increase the mushroom farmers' income through the production and manufacture of biological organic fertilizers from used mushroom media waste.

Penerima Manfaat Beneficiaries

- ▶ Memberikan manfaat bagi 54 petani.
- ▶ Membantu petani mendapatkan keuntungan perbulan Rp2,2 juta dengan produksi mencapai 1,5 kuintal.
- ▶ Produksi POH oleh KWT Indah Makmur pada 2022 sebesar 3,6 ton.
- ▶ Providing benefits for 54 farmers.
- ▶ Assisted the farmers to get a monthly profit of Rp2.2 million with 1.5 quintals production.
- ▶ POH production by KWT Indah Makmur in 2022 reached 3.6 ton.



Sustainable Development Program (SDP)

Pengolahan Sampah Menjadi Energi melalui Unit Pengelola Sampah (UPS) badan usaha milik desa di Palimanan sebagai pengolah sampah yang menghasilkan produk untuk dijual ke Indocement. Sampah yang telah diolah sebagai RDF berasal dari sampah rumah tangga.

Processing Waste into Energy through the Waste Management Unit (UPS), a village-owned business entity in Palimanan that processes waste to be products sold to Indocement. The waste processed as RDF comes from the household waste.

Target

- Mengurangi timbulan sampah dengan melibatkan masyarakat.

To reduce waste generation by involving the community.

Penerima Manfaat Beneficiaries

- Sebesar 1.099.000 kg sampah dimanfaatkan sebagai bahan bakar alternatif pada proses produksi semen.

The waste amounted to 1,099,000 kg utilized as alternative fuel in cement production process.



Kompleks Pabrik Tarjun Tarjun Factory



Pendidikan Education

Program Tiro Pintar, bertujuan untuk mendukung dan berkolaborasi dengan pihak sekolah untuk meningkatkan kemampuan berbahasa Inggris siswa-siswi di desa mitra.

Tiro Pintar program is aimed at supporting and collaborating with schools in improving students' English skill at partner villages.

Target

- Peningkatan kemampuan berbahasa Inggris.
To increase English skills.

Penerima Manfaat Beneficiaries

- 25 siswa.
25 students.



Ekonomi Economy

Goa Lowo, merupakan bentuk kepedulian Indocement terhadap lingkungan sekitar dan konsistensinya dalam pengembangan desa mitra.

Goa Lowo is a form of Indocement's involvement with the surrounding environment and consistency in the development of partner villages.

Target

- Meningkatkan pendapatan.
To increase income.

Penerima Manfaat Beneficiaries

- Pendapatan Goa Lowo sekitar Rp337 juta.
Goa Lowo revenue of Rp337 million.

REFERENSI POJK NO. 51/POJK.2017/03

POJK No. 51/POJK.2017/03 References

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INDEKS ISI STANDAR GRI (2021) DAN SASB: CONSTRUCTION MATERIALS SECTOR DISCLOSURE/2017

GRI Standards (2021) Content Index and SASB: Construction Materials Sector Disclosure

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LAMPIRAN

Appendix

KOMPOSISI KARYAWAN [2-7]

EMPLOYEE COMPOSITION [2-7]

Karyawan Berdasarkan Tingkat Pendidikan Employees by Education Level

Tingkat Pendidikan Education Level	2022		2021		2020	
	Total	%	Total	%	Total	%
Doktoral Doctoral	1	0,02	1	0,03	1	0,02
Pasca Sarjana Postgraduate	55	1,6	52	1,5	51	1,4
Sarjana Bachelor	490	14,6	470	13,6	491	13,6
Diploma	83	2,5	86	2,5	95	2,6
SMP/SMA Middle/High School	2.720	81,2	2.845	82,4	2.969	82,3
Total	3.349	100	3.454	100	3.607	100

Karyawan Berdasarkan Eselon/Jabatan Employees by Echelon/Position

Tingkat Pendidikan Education Level	2022		2021		2020	
	Total	%	Total	%	Total	%
Eselon 1 Echelon 1	43	1,3	41	1,2	42	1,2
Eselon 2 Echelon 2	112	3,3	114	3,3	119	3,3
Eselon 3 Echelon 3	333	9,9	316	9,1	301	8,3
Eselon 4 Echelon 4	459	13,7	448	13,0	478	13,2
Eselon 5 Echelon 5	824	24,6	843	24,4	840	23,3
Eselon 6 Echelon 6	1.578	47,1	1.692	49,0	1.827	50,7
Total	3.349	100	3.454	100	3.607	100

Perputaran Karyawan [401-1]
Employee Turnover

Wilayah Area	Uraian Description	Jenis Kelamin Gender	2022		2021		2020	
			Total	%	Total	%	Total	%
Kantor Pusat Head Office	Pensiun Pension	Laki-laki Male	11	84,62	29	90,63	12	100
		Perempuan Female	2	15,38	3	9,38	0	0
	Total	13	100	32	100	12	100	
	Meninggal Dunia Deceased	Laki-laki Male	1	100	1	50	0	0
		Perempuan Female	0	0	1	50	0	0
	Total	1	100	2	100	0	0	
	Mengundurkan Diri Resign	Laki-laki Male	5	62,50	3	60	2	100
		Perempuan Female	3	37,50	2	40	0	0
	Total	8	100	5	100	2	100	
	Total		22	100	39	100	14	100
Citeureup	Pensiun Pension	Laki-laki Male	60	92,31	42	100	59	95,2
		Perempuan Female	5	7,69	0	0	3	4,8
	Total	65	100	42	100	62	100	
	Meninggal Dunia Deceased	Laki-laki Male	4	100	15	100	4	80
		Perempuan Female	0	0	0	0	1	20
	Total	4	100	15	100	5	100	
	Mengundurkan Diri Resign	Laki-laki Male	9	100	17	90	30	96,8
		Perempuan Female	0	0	1	10	1	3,2
	Total	9	100	18	100	31	100	
	Total		78	100	75	100	98	100
Cirebon	Pensiun Pension	Laki-laki Male	9	90	9	90,00	14	87,5
		Perempuan Female	1	10	1	10,00	2	12,5
	Total	10	100	10	100	16	100	
	Meninggal Dunia Deceased	Laki-laki Male	2	100	1	100	4	100
		Perempuan Female	0	0	0	0	0	0
	Total	2	100	1	100	4	100	
	Mengundurkan Diri Resign	Laki-laki Male	4	100	6	85,71	3	100
		Perempuan Female	0	0	1	14,29	0	0
	Total	4	100	7	100	3	100	
	Total		16	100	18	100	23	100

Wilayah Area	Uraian Description	Jenis Kelamin Gender	2022		2021		2020	
			Total	%	Total	%	Total	%
Tarjun	Pensiun Pension	Laki-laki Male	24	100	10	100	11	100
		Perempuan Female	0	0	0	0	0	0
	Total		24	100	10	100	11	100
	Meninggal Dunia Deceased	Laki-laki Male	1	100	3	100	0	0
		Perempuan Female	0	0	0	0	0	0
	Total		1	100	3	100	0	0
Mengundurkan Diri Resign	Laki-laki Male	6	100	7	100	5	100	
	Perempuan Female	0	0	0	0	0	0	
	Total		6	100	7	100	5	100
Total		31	100	20	100	16	100	
Perputaran Karyawan Employee Turnover			147	100	152	100	151	100

LEMBAR UMPAN BALIK

Feedback Form

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

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

Mohon kirimkan lembar umpan balik ini ke:

Kindly send this feedback form to:

PT Indocement Tunggul Prakarsa Tbk.

Oey Marcos

Director & Corporate Secretary

Gadang Wardono

Corporate Social Responsibility & Security Division Manager

Wisma Indocement, Lantai 13 |
13th Floor

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Email

corpsec@indocement.co.id

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

Nama | Name :

Institusi/Perusahaan | Company :

Surel | Email :

Kelompok Pemangku Kepentingan | Stakeholders Group

Pemegang Saham | Shareholders

Karyawan | Employees

Pelanggan | Customer

Pemerintah | Government

Masyarakat | Community

Media

Lainnya | Others.....

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

1. Laporan ini meningkatkan kepercayaan Anda pada keberlanjutan Perseroan

This report increases your trust to the Company's sustainability

Setuju | Agree

Netral | Neutral

Sangat Tidak Setuju | Strongly Disagree

2. Laporan ini sudah menggambarkan kinerja Perseroan dalam mendukung pembangunan keberlanjutan

This report describes Company's performance in supporting sustainable development

Setuju | Agree

Netral | Neutral

Sangat Tidak Setuju | Strongly Disagree

Penilaian terhadap kegiatan manajemen keberlanjutan PT Indocement Tunggul Prakarsa Tbk.

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

3. Aspek material apa yang paling penting bagi Anda?

(Mohon berikan nilai 1= paling penting, hingga 8 = paling penting)

Which material aspect is the most important to you?

(Please give score 1= most important up to 8 = least important)

- Emisi | Emission ()
- Keanekaragaman Hayati | Biodiversity ()
- Efluen dan Limbah | Effluent and Waste ()
- Energi | Energy ()
- Keselamatan dan Kesehatan Kerja (K3) | Occupational Health and Safety (OHS) ()
- Komunitas Lokal | Local Community ()
- Kinerja Ekonomi | Economic Performance ()
- Tata Kelola Berkelanjutan | Sustainable Governance ()
- Hak Asasi Manusia | Human Rights ()

Mohon berikan saran/usul/komentar anda atas Laporan ini:

Please give your advice/suggestions/comments on this Report:

Terima kasih atas partisipasi anda.

Thank you for your participation.

2022

Laporan Keberlanjutan
Sustainability Report

ENERGIZING FOR A GREENER FUTURE



INDOCEMENT

PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

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