

2025

Laporan Keberlanjutan  
Sustainability Report



INDOCEMENT  
Heidelberg Materials



# Resilient Today, Towards a Sustainable Future

PT INDOCEMENT TUNGGAL PRAKARSA Tbk.



SUSTAINABLE  
DEVELOPMENT  
GOALS

SUSTAINABILITY  
COMMITMENTS  
2030



2025

Laporan Keberlanjutan  
Sustainability Report

# Resilient Today, Towards a Sustainable Future



Tema **Resilient Today, Towards a Sustainable Future**, mencerminkan kinerja Indocement untuk membangun ketangguhan operasional di tengah tantangan industri semen dan perubahan iklim, sekaligus menegaskan arah Perseroan menuju pertumbuhan berkelanjutan. Perseroan meyakini untuk terus melanjutkan komitmen dan tujuan dalam melakukan usaha yang berwawasan lingkungan, sosial, serta didasari oleh tata kelola yang baik. Hal ini dilakukan Perseroan sebagai upaya untuk memperkuat kinerja operasional. Perseroan memastikan bahwa pertumbuhan saat ini, menjadi salah satu langkah yang sejalan dengan strategi dalam mencapai masa depan berkelanjutan.

The theme **Resilient Today, Towards a Sustainable Future** reflects Indocement's performance in building operational resilience amidst the challenges of cement industry and climate change, while also affirming the Company's direction towards sustainable growth. The Company believes in continuing its commitment and objectives to conducting business that is environmentally and socially conscious based on good governance. This is carried out by the Company as an effort to strengthen its operational performance. The Company ensures that the current growth is one of the steps in line with the strategy to achieve a sustainable future.

# Pernyataan Disclaimer

Laporan Keberlanjutan ini memuat pernyataan operasional, keuangan, proyeksi dan rencana, penerapan strategi dan kebijakan, serta tujuan PT Indocement Tunggal Prakarsa Tbk., atau selanjutnya disebut “Indocement”, “Perseroan”, dan “Kami”, kecuali hal-hal yang bersifat historis. Para pembaca perlu memahami bahwa laporan ini mengandung data dan informasi yang bersifat pandangan ke depan (*forward-looking statement*). Seluruh pernyataan yang mengandung pandangan ke depan memuat risiko dan ketidakpastian atas hasil dan kejadian yang mungkin berbeda secara material dari yang diperkirakan. Oleh karenanya, Indocement mengingatkan kepada para pembaca, bahwa Indocement tidak dapat memastikan data yang disajikan terkait pandangan ke depan adalah benar dan akurat.

Seluruh penulisan angka-angka pada seluruh tabel dan grafik dalam laporan ini menggunakan notasi bahasa Indonesia, sementara pemaparan numerik dalam teks menggunakan standar kaidah bahasa Inggris dan Indonesia, sesuai konteksnya.

This Sustainability Report contains statements of operations and finance, projections and plans, implementation of strategies and policies, as well as objectives of PT Indocement Tunggal Prakarsa Tbk., hereinafter referred to as “Indocement”, “the Company”, and “We”, except for historical matters. Readers should understand that this report contains data and information that are forward-looking statements. All forward-looking statements involve risks and uncertainties of results and events that may differ materially from those anticipated. Therefore, Indocement reminds the readers that it cannot guarantee the truth and accuracy of the data presented in this forward-looking statements.

All figures in the tables and charts in this report are written in Indonesian notation, while numerical presentations in the text use standard English and Indonesian grammatical rules according to its respective context.



# Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Indocement Tunggul Prakarsa Tbk.

Statement of Members of Board of Commissioners on the Responsibility for the 2025 Sustainability Report of PT Indocement Tunggul Prakarsa Tbk.

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Indocement Tunggul Prakarsa Tbk. tahun 2025 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan tersebut.

We, the undersigned, state that all information in the Sustainability Report of PT Indocement Tunggul Prakarsa Tbk. for the year 2025 are presented in its entirety and we are fully responsible for the correctness of the contents in the Sustainability Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

**Dewan Komisaris**  
Board of Commissioners  
Jakarta, 24 April 2026

**Roberto Callieri**  
Komisaris Utama  
President Commissioner

**Tedy Djuhar**  
Wakil Komisaris Utama/  
Komisaris Independen  
Vice President Commissioner/  
Independent Commissioner

**Franciscus Welirang**  
Komisaris Independen  
Independent Commissioner

**René Samir Aldach**  
Komisaris  
Commissioner

**Simon Subrata**  
Wakil Komisaris Utama/  
Komisaris Independen  
Vice President Commissioner/  
Independent Commissioner

**Juan Francisco Defalque**  
Komisaris  
Commissioner

**Suharso Monoarfa**  
Komisaris  
Commissioner

# Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Indocement Tunggul Prakarsa Tbk.

Statement of Members of Board of Directors on the Responsibility for the 2025 Sustainability Report of PT Indocement Tunggul Prakarsa Tbk.

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Indocement Tunggul Prakarsa Tbk. tahun 2025 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan tersebut.

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This statement is hereby made in all truthfulness.

Direksi  
Board of Directors  
Jakarta, 24 April 2026



**Christian Kartawijaya**

Direktur Utama  
President Director



**Benny Setiawan Santosa**

Wakil Direktur Utama  
Vice President Director



**Hasan Imer**

Direktur  
Director



**Troy Dartojo Sopotro**

Direktur  
Director



**Oey Marcos**

Direktur  
Director



**Holger March**

Direktur  
Director



**Sunnira Ly**

Direktur  
Director



# Daftar Isi

## Table of Content



Resilient Today, Towards a Sustainable Future	ii	Ikhtisar Kinerja Keberlanjutan Sustainability Performance Highlights	6
Pernyataan Disclaimer	1	Penghargaan Awards	8
Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Indocement Tunggul Prakarsa Tbk. Statement of Members of Board of Commissioners on the Responsibility for the 2025 Sustainability Report of PT Indocement Tunggul Prakarsa Tbk.	2	Sertifikasi Certifications	10
Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Indocement Tunggul Prakarsa Tbk. Statement of Members of Board of Directors on the Responsibility for the 2025 Sustainability Report of PT Indocement Tunggul Prakarsa Tbk.	3	Sambutan Direktur Utama Message from the President Director	12
Daftar Isi Table of Content	4	Strategi Keberlanjutan Sustainability Strategy	18
		Tentang Indocement About Indocement	22
		Wilayah Operasi dan Jaringan Bisnis Operational Areas and Business Network	28
		Tentang Laporan About the Report	34



## Menguatkan Tata Kelola dan Kinerja Ekonomi untuk Ketangguhan Korporasi

### Strengthening Governance and Economic Performance for Corporate Resilience

Tata Kelola Keberlanjutan Sustainability Governance	44	Kinerja Ekonomi Economic Performance	62
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## Menguatkan Kolaborasi Bersama Karyawan dan Masyarakat Sekitar Strengthening Collaboration with Employees and the Surrounding Community

Mengelola Sumber Daya Manusia (SDM) Managing Human Capital (HC)	70	Masyarakat yang Berdaya dan Sejahtera Empowered and Prosperous Communities	88
Aman, Selamat, dan Sehat di Tempat Bekerja Safe, Secure, and Healthy in the Workplace	81		



## Menguatkan Kinerja Ramah Lingkungan Menuju Lingkungan Lestari Strengthening Environmentally Friendly Performance Towards a Sustainable Environment

Pengelolaan Energi Energy Management	109	Pengelolaan Air Limbah (Efluen) Effluent Management	130
Pengelolaan Emisi Gas Rumah Kaca (GRK) Greenhouse Gas (GHG) Emission Management	115	Material Ramah Lingkungan Environmentally Friendly Materials	133
Pengendalian Emisi Debu dan Gas Konvensional Dust and Conventional Gas Emission Control	120	Menerapkan Ekonomi Sirkular Implementing Circular Economy	134
Pengelolaan Air Water Management	125	Melindungi Keanekaragaman Hayati Protecting Biodiversity	141
Referensi POJK No. 51/POJK.03/2017 & SEOJK No. 16/SEOJK.04/2021, serta Indeks Isi Standar GRI 2021 dan SASB: <i>Construction Material Sector Disclosure</i> Reference POJK No. 51/POJK.03/2017 & SEOJK No. 16/SEOJK.04/2021, and GRI Standards 2021 and SASB: <i>Construction Material Sector Disclosure Content Index</i>	147	Lembar Umpan Balik Feedback Form	157



# Ikhtisar Kinerja Keberlanjutan

## Sustainability Performance Highlights

Uraian Description	Satuan Unit	2025	2024	2023
<b>Kinerja Ekonomi yang Berkelanjutan [B.1]</b> Sustainable Economic Performance				
Volume Penjualan Sales Volume	Ribu Ton Thousand Tons	19.941	20.496	19.345
Pendapatan Neto Net Revenues		17.731	18.549	17.950
Laba Tahun Berjalan Profit for the Year	Miliar Rupiah Billion Rupiah	2.249	2.008	1.950
Produksi Semen Ramah Lingkungan (PCC, PPC, Slag, dan Hidraulis) Green Cement Production (PCC, PPC, Slag, and Hydraulic)	Juta Ton Million Tons	14,31	15,04	14,36
Penyerapan Tenaga Kerja Lokal Use of Local Workforce	Orang People	2.752	3.378	3.202
<b>Solusi bagi Lingkungan [B.2]</b> Environment Solution				
Intensitas Emisi dari Proses Kalsinasi dan Pembakaran (Neto) Emission Intensity from Calcination and Burning Process (Net)		0,512	0,533	0,546
Intensitas Emisi dari Proses Kalsinasi dan Pembakaran (Bruto) Emission Intensity from Calcination and Burning Process (Gross)	Ton CO <sub>2</sub> e/Ton Semen Ekuivalen Ton CO <sub>2</sub> e/Ton Equivalent Cement	0,530	0,547	0,559
Intensitas Emisi* (Bruto) Emission Intensity* (Gross)		0,530	0,550	0,567
Pengurangan Emisi (Baseline 1990) Emission Reduction (Baseline 1990)	%	37,6	35,1	33,5
Emisi Cakupan 1 (Neto) Scope 1 Emissions (Net)		10,23	11,00	10,64
Emisi Cakupan 2 (Neto) Scope 2 Emissions (Net)	Juta Ton CO <sub>2</sub> e Million Tons CO <sub>2</sub> e	1,75	1,74	1,45
Penggunaan Energi Energy Consumption	GJ	53.033.404	53.776.863	51.403.660
Intensitas Energi Energy Intensity	GJ/Ton Semen Ekuivalen GJ/Ton Equivalent Cement	2,64	2,62	2,64
Efisiensi Penggunaan Energi (Baseline 2013) Energy Use Efficiency (Baseline 2013)	%	11,2	12,0	11,3
Rehabilitasi Lahan Terganggu Disrupted Land Rehabilitation	Batang Pohon Trees	88.646	26.087	67.356
Penggunaan Air Water Consumption	m <sup>3</sup>	3.098.049	3.441.582	4.231.085
Intensitas Penggunaan Air Water Use Intensity	m <sup>3</sup> /Ton Clinker	0,24	0,25	0,32
Efisiensi Penggunaan Air (Baseline 2015) Water Use Efficiency (Baseline 2015)	%	19,1	13,9	(10,2)
Timbulan Limbah Bahan Berbahaya dan Beracun (B3) Hazardous and Toxic Waste Generated	Ton Tons	59.824**	26.297	22.103

Uraian Description	Satuan Unit	2025	2024	2023
Pemanfaatan Limbah B3 sebagai Bahan Bakar dan Bahan Baku Alternatif Utilization of Hazardous Waste as Alternative Fuel and Raw Material	%	99	97	99
Total Pengurangan Limbah B3 Total Hazardous Waste Reduction	Ton Tons	(33.527)**	(4.194)	(3.785)
Timbulan Limbah Non-B3 Non-Hazardous Waste Generated	Ton Tons	939,77**	1.125	1.145
Pemanfaatan Limbah Non-B3 sebagai Kompos dan Bahan Bakar Alternatif Utilization of Non-Hazardous Waste as Compost and Alternative Fuel	%	78	92	99
Total Pengurangan Limbah Non-B3 Total Non-Hazardous Waste Reduction	Ton Tons	185	20	(488)

Keterangan | Note:

\* Intensitas emisi tidak termasuk yang bersumber dari penjualan maupun pembelian produk klinker.

Emission intensity does not include those generated from clinker product sales or purchases.

\*\* Peningkatan pada 2025 terjadi karena adanya penambahan cakupan perhitungan, yakni penambahan data dari Kompleks Pabrik Grobogan dan Kompleks Pabrik Maros.

The increase in 2025 was due to an expansion in the scope of calculations, namely the addition of data from the Grobogan Factory and the Maros Factory.

Uraian Description	Satuan Unit	2025	2024	2023
<b>Melindungi Karyawan Kami dan Komunitas [B.3]</b> Protecting Our Employees and Communities				
Jumlah Kecelakaan Kerja Perseroan dan Kontraktor Number of Occupational Accidents at the Company and Contractors	Kejadian Cases	1	7	12
Rata-rata Jam Pelatihan Karyawan Average Employee Training Hours	Jam/Orang Hours/Person	70,7	68,7	53,3
Realisasi Dana Pengembangan Masyarakat Realization of Community Development Fund	Miliar Rupiah Billion Rupiah	12,6	12,6	13,3
Realisasi Biaya Lingkungan Hidup Realization of Environmental Cost		281	286	212
Jumlah Kegiatan Pemberdayaan Masyarakat Number of Community Empowerment Activities	Kegiatan Activities	1.557	1.741	1.407
Jumlah <i>Local Hero</i> Number of Local Heroes	Orang People	52	53	60
<b>Tata Kelola Perseroan</b> Corporate Governance				
Hasil Penilaian ASEAN Corporate Governance Scorecard (ACGS)* ASEAN Corporate Governance Scorecard (ACGS) Assessment Results		106,58	102,37	84,04

Keterangan | Note:

\* Hasil penilaian ACGS merupakan hasil *self-assessment*.

The ACGS assessment results are based on self-assessment.



# Penghargaan

## Awards



Nama Penghargaan Name of Award	Tanggal Penghargaan Date of Award	Lembaga yang Memberikan Awarding Institution
<ul style="list-style-type: none"> <li>• PROPER Emas-Kompleks Pabrik Cirebon Gold PROPER - Cirebon Factory</li> <li>• PROPER Hijau-Kompleks Pabrik Citeureup Green PROPER - Citeureup Factory</li> <li>• PROPER Hijau-Kompleks Pabrik Tarjun Green PROPER - Tarjun Factory</li> </ul>	24 Februari 2025 24 February 2025	Kementerian Lingkungan Hidup Ministry of Environment
<b>PRIA Awards:</b>		
<ul style="list-style-type: none"> <li>• <i>Gold Winner</i>: Kategori Laporan Tahunan Sub Kategori <i>Sustainability Report</i> Gold Winner: Category of Annual Report, Sub Category of Sustainability Report</li> <li>• <i>Silver Winner</i>: Kategori Program Komunikasi <i>Social Responsibility</i> Sub Kategori <i>Community Based Development</i> Silver Winner: Category of Social Responsibility Communication Program, Sub Category of Community-Based Development</li> </ul>	26 Februari 2025 26 February 2025	PR Indonesia
The Best Corporate Emission Reduction Transparency Awards 2025 Public Company with Diamond Achievement in Emission Transparency	29 April 2025	Investortrust
<b>Circular Economy &amp; Sustainability Awards (CESA) 2025</b>		
<ul style="list-style-type: none"> <li>• Penghargaan Platinum Program Efisiensi Energi (<i>Circular Energy Transformation</i>) Platinum Award of Energy Efficiency (Circular Energy Transformation) Program</li> <li>• Penghargaan Platinum Perempuan Berbakti 2025 (Indocement Peduli Sehat) Platinum Award of Devoted Women 2025 (Indocement Cares for Health)</li> </ul>	18 Juli 2025 18 July 2025	Corporate Forum for CSR Development (CFCD)
<b>Indonesia Green &amp; Sustainable Company Award (IGSCA) 2025</b> Best Innovation in Circular Implementation	10 September 2025	SWA Network
<b>ASEAN Mineral Awards</b> Best Practices in Sustainable Mineral Development (Mineral Distribution-Non-Metallic)	4 Oktober 2025 4 October 2025	ASEAN
Platinum Indonesian CSR Awards (ICA) 2025 & Platinum Indonesian SDGs Awards (ISDA) 2025	17 Desember 2025 17 December 2025	CFCD



# Sertifikasi

## Certifications

Sertifikasi Certification	Lembaga Pemberi Awarding Institution	Lingkup Sertifikasi Scope of Certification	Masa Berlaku Validity Period
ISO 9001:2015 Sistem Manajemen Mutu ISO 9001:2015 Quality Management System			23 April 2023–11 April 2026
ISO 14001:2015 Sistem Manajemen Lingkungan ISO 14001:2015 Environmental Management System	PT SGS Indonesia	Seluruh Lokasi All Location	28 Agustus 2023–28 Agustus 2026 28 August 2023–28 August 2026
ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja ISO 45001:2018 Occupational Health and Safety Management System	PT SUCOFINDO		13 Maret 2023–8 Januari 2026 13 March 2023–8 January 2026
Sistem Manajemen Keselamatan dan Kesehatan Kerja Peraturan Pemerintah (SMK3) Occupational Health and Safety Management System, Government Regulation (OHSMS)	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia	1. Kompleks Pabrik Citeureup 2. Kompleks Pabrik Cirebon 3. Kompleks Pabrik Tarjun 1. Citeureup Factory 2. Cirebon Factory 3. Tarjun Factory	6 Oktober 2025–6 Oktober 2028 6 October 2025–6 October 2028
ISO 28000:2007 CTP-Persyaratan Sistem Manajemen Keamanan Rantai Pasokan ISO 28000:2007 CTP-Supply Chain Security Management System Requirements	PT SUCOFINDO	1. Kompleks Pabrik Citeureup 2. Kompleks Pabrik Cirebon 1. Citeureup Factory 2. Cirebon Factory	1. 13 Februari 2025–29 November 2027 2. 22 April 2025–21 April 2028 1. 13 February 2025–29 November 2027 2. 22 April 2025–21 April 2028
SNI ISO/IEC 17025:2017 CTP-Persyaratan Umum untuk Kompetensi Laboratorium Pengujian dan Laboratorium Kalibrasi SNI ISO/IEC 17025:2017 CTP-General Requirements for the Competency of Testing Laboratories and Calibration Laboratories	Komite Akreditasi Nasional National Accreditation Committee	1. Kompleks Pabrik Citeureup 2. Kompleks Pabrik Cirebon 3. Kompleks Pabrik Tarjun 1. Citeureup Factory 2. Cirebon Factory 3. Tarjun Factory	1. 27 Oktober 2021–24 Oktober 2026 2. 29 Agustus 2024–21 Agustus 2029 3. 27 Februari 2023–26 Februari 2028 1. 27 October 2021–24 October 2026 2. 29 August 2024–29 August 2029 3. 27 February 2023–26 February 2028
American Petroleum Institute (API) Spec 10A (Semen Sumur Minyak Kelas G Jenis HSR) American Petroleum Institute (API) Spec 10A (Oil Well Cement Class G Type HSR)	American Petroleum Institute	Kompleks Pabrik Citeureup Citeureup Factory	8 Maret 2023–8 Maret 2026 8 March 2023–8 March 2026
Standar Industri Hijau-No. SIH 23941.1:2018 Green Industry Standard-No. SIH 23941.1:2018	Lembaga Sertifikasi Industri Hijau Balai Besar Bahan dan Barang Teknik Green Industry Certification Institution of Center for Materials and Technical Goods	1. Kompleks Pabrik Citeureup 2. Kompleks Pabrik Cirebon 3. Kompleks Pabrik Tarjun 1. Citeureup Factory 2. Cirebon Factory 3. Tarjun Factory	1. 13 November 2025–22 Desember 2029 2. 13 November 2023–12 November 2027 3. 13 November 2023–12 November 2027 1. 13 November 2021–22 Desember 2029 2. 13 November 2023–12 November 2027 3. 13 November 2023–12 November 2027

Sertifikasi Certification	Lembaga Pemberi Awarding Institution	Lingkup Sertifikasi Scope of Certification	Masa Berlaku Validity Period
Green Label Indonesia Peringkat Platinum untuk Semen Tiga Roda Tipe PCC dan Semen Hidraulis Green Label Indonesia Platinum Rating for Semen Tiga Roda Tipe PCC and Hydraulic Cement	Green Product Council Indonesia	Kompleks Pabrik Citeureup Citeureup Factory	1 November 2025–1 November 2026
Green Label Indonesia Peringkat Gold untuk Semen Tiga Roda dan Semen Rajawali Tipe PCC Green Label Indonesia Gold Rating for Type PCC of Semen Tiga Roda and Semen Rajawali		1. Kompleks Pabrik Cirebon 2. Kompleks Pabrik Tarjun 1. Cirebon Factory 2. Tarjun Factory	
Environmental Product Declaration untuk Produk Semen Rajawali tipe Semen Portland Pozzolan Environmental Product Declaration for Semen Rajawali tipe Portland Pozzolan Cement	EPD International AB	Kompleks Pabrik Cirebon Cirebon Factory	11 Oktober 2023–11 Oktober 2028 11 October 2023–11 October 2028



**Informasi lebih lanjut mengenai penghargaan dan sertifikasi produk 2025 dapat dilihat pada Laporan Tahunan 2025 dan situs web: <https://www.indocement.co.id/id/company/about-us/penghargaan-dan-sertifikasi>.**

Further information regarding awards and product certifications in 2025 can be seen on Annual Report 2025 and Company's website <https://www.indocement.co.id/en/company/about-us/awards-and-certifications>.



# Sambutan Direktur Utama [D.1][2-22]

Message from the President Director

**Christian  
Kartawijaya**  
Direktur Utama  
President Director





**Perseroan menerapkan Komitmen Keberlanjutan 2030 untuk mendukung pengurangan emisi dan dampak negatif perubahan iklim yang semakin terasa, salah satunya melalui penurunan bahan bakar fosil hingga 42%.**

The Company implements a Sustainability Commitment 2030 to help reduce emissions and mitigate the increasingly significant negative impacts of climate change, one of which is by reducing fossil fuel use of up to 42%.



**Para Pemangku Kepentingan yang terhormat,  
Dear Honorable Stakeholders,**

Kami menyampaikan apresiasi kepada seluruh pemangku kepentingan atas dukungan yang diberikan kepada Indocement selama 2025. Upaya kami dalam mendukung masa depan yang lebih cerah telah menghasilkan berbagai pencapaian penting dan nilai tambah bagi pemangku kepentingan. Kami, di Indocement senantiasa meningkatkan kinerja keberlanjutan dengan dukungan semua pemangku kepentingan.

We would like to express our appreciation to all stakeholders for their support to Indocement throughout 2025. Our efforts to support a brighter future have resulted in various important achievements and added values for stakeholders. We, at Indocement, always improve our sustainability performance with the support of all the stakeholders.

**Kebijakan untuk Merespons Tantangan  
Policies to Respond to Challenges**

Sepanjang 2025, industri semen menghadapi dinamika permintaan, tekanan biaya energi, serta percepatan transisi menuju ekonomi rendah karbon. Di saat yang sama, ketidakpastian global dan perubahan iklim turut memengaruhi stabilitas industri, serta meningkatkan ekspektasi pemangku kepentingan terhadap praktik lingkungan, sosial, dan tata kelola (LST). Semua kondisi ini merupakan tantangan, sekaligus peluang bagi Perseroan untuk memperkuat ketahanan usaha, melakukan berbagai inovasi proses produksi, dan meningkatkan efektivitas strategi.

Throughout 2025, the cement industry encountered dynamic demand, energy cost pressures, and accelerated transition to a low-carbon economy. At the same time, global uncertainty and climate change affected industry stability and increased stakeholder expectations on environmental, social, and governance (ESG) practices. All of these conditions presented both challenges and opportunities for the Company to strengthen its business resilience, implement various production process innovations, and increase strategic effectiveness.

Indocement menyadari bahwa industri semen menghadapi tantangan signifikan dalam pengelolaan emisi karbon. Melalui efisiensi energi, peningkatan penggunaan bahan bakar alternatif, pengendalian emisi

Indocement realizes that cement industry encounters significant challenges in managing carbon emissions. Through energy efficiency, increased use of alternative fuels, emission and dust control, and low-carbon product



dan debu, serta pengembangan produk rendah karbon, Perseroan berusaha untuk konsisten dalam menjalankan Komitmen Keberlanjutan 2030 yang telah ditetapkan. Pengembangan semen hijau dan produk berbasis material substitusi juga menjadi bagian dari strategi guna mengurangi jejak karbon, sekaligus meningkatkan daya saing. Langkah ini mendukung terciptanya dampak positif bagi lingkungan dan masyarakat.

Komitmen Keberlanjutan 2030 menetapkan sasaran pengurangan intensitas emisi Cakupan 1 hingga 490 kg CO<sub>2</sub>e/ton semen ekuivalen dan peningkatan substitusi bahan bakar alternatif hingga 42%. Perseroan juga mengembangkan portofolio produk rendah karbon, termasuk Semen Tiga Roda Portland Komposit (PCC), semen *slag* (Duracem) dan semen hidraulis (semen hijau). Selain itu, Indocement telah melakukan pengendalian emisi debu sejak 2015 dengan mengganti *electrostatic precipitators* menjadi *bag filter* pada fasilitas produksi. Hingga akhir 2025, emisi debu yang dikeluarkan rata-rata hanya 14,6 mg/Nm<sup>3</sup>, jauh di bawah standar yang ditetapkan pemerintah sebesar 60 mg/Nm<sup>3</sup>.

## Strategi Pencapaian Keberlanjutan

### Strategy to Achieve Sustainability

Sepanjang 2025, kelebihan kapasitas masih menjadi tantangan utama industri semen di Indonesia dan mendorong persaingan usaha yang semakin ketat. Melemahnya daya beli masyarakat juga memengaruhi permintaan semen, khususnya pada segmen ritel. Meskipun demikian, perpanjangan insentif pajak pertambahan nilai yang ditanggung pemerintah (PPN DTP) hingga 100% untuk pembelian rumah tertentu, peluang penurunan suku bunga, serta program pemerintah di sektor perumahan, masih memberikan prospek perbaikan permintaan semen di masa depan.

Guna merespon kondisi tersebut, Indocement memperkuat pemasaran semen hidraulis sebagai substitusi *Ordinary Portland Cement* (OPC) serta meningkatkan efektivitas distribusi nasional.

## Penerapan Kinerja Keberlanjutan

### Sustainability Performance Implementation

#### Kinerja Operasional

Selama 2025, Perseroan mencatat total volume penjualan semen dan klinker sebesar 19.941 ribu ton. Perseroan juga meningkatkan efisiensi biaya melalui kenaikan rasio penggunaan bahan bakar alternatif hingga 42%.

development, the Company strives to consistently implement its established Sustainability Commitment 2030. The development of green cement and substitute material-based products is also part of the strategies to reduce carbon footprint while increasing competitiveness. This step supports the creation of a positive impact on the environment and society.

The Sustainability Commitment 2030 sets a target of reducing Scope 1 emissions intensity to 490 kg CO<sub>2</sub>e/tons of cement equivalent and increasing alternative fuel substitution by up to 42%. The Company also develops a portfolio of low-carbon products, including Semen Tiga Roda Portland Composite (PCC), slag cement (Duracem), and hydraulic cement (green cement). Furthermore, Indocement has been controlling dust emissions since 2015 by replacing electrostatic precipitators with bag filters in its production facilities. Until the end of 2025, the average dust emissions were only 14.6 mg/Nm<sup>3</sup>, far below the standard set by the government of 60 mg/Nm<sup>3</sup>.

Throughout 2025, overcapacity remained a major challenge for Indonesia's cement industry and drove the increasingly fierce competition. The weakening purchasing power also impacted cement demand, particularly in retail segment. Nevertheless, the extension of the government-borne value-added tax (PPN DTP) incentive of up to 100% for certain home purchases, potential for interest rate reductions, and government programs in housing sector still offer prospects for improving cement demand in the future.

To respond to these conditions, Indocement strengthens the marketing of hydraulic cement as a substitute for Ordinary Portland Cement (OPC) and increases the effectiveness of national distribution.

#### Operational Performance

During 2025, the Company recorded a total cement and clinker sales volume of 19,941 thousand tons. The Company also improved cost efficiency by increasing the alternative fuel use ratio up to 42%.

Implementasi ini telah mencakup Kompleks Pabrik Maros dan Kompleks Pabrik Grobogan melalui pembangunan infrastruktur pendukung dan optimalisasi pasokan bahan bakar alternatif. Upaya tersebut menjadi bagian dari proses dekarbonisasi dan peningkatan efisiensi energi yang merupakan salah satu strategi pengurangan emisi.

Selain itu, optimalisasi operasional Semen Grobogan memberikan dampak positif terhadap efisiensi biaya logistik dan penguatan pangsa pasar di Jawa Tengah. Selain itu, penggunaan *big bag* serta akuisisi Terminal Siawung di Sulawesi Selatan juga memperkuat efisiensi rantai pasok dan memperluas jangkauan distribusi ke Indonesia bagian timur.

### Kinerja Lingkungan

Perseroan berhasil menurunkan intensitas emisi gas rumah kaca (GRK) Cakupan 1 dan 2 sebesar 3% atau 0,02 ton CO<sub>2</sub>e/ton semen ekuivalen sepanjang 2025, dibandingkan 2024. Sementara, kontribusi semen hidraulis sebagai substitusi OPC mencapai 27,3% dari total permintaan, meningkat dari 26,7% pada 2024. Dengan kandungan klinker yang lebih rendah, produk ini menghasilkan emisi CO<sub>2</sub> yang lebih kecil. Peningkatan tersebut mencerminkan upaya Perseroan dalam memperluas portofolio produk rendah karbon. Perseroan juga memperluas pemanfaatan energi terbarukan melalui pemasangan pembangkit listrik tenaga surya di fasilitas produksi. Panel surya telah terpasang dan beroperasi di Kompleks Pabrik Citeureup, dengan kapasitas total 40,7 MWp, pada Kompleks Pabrik Cirebon dengan kapasitas 6,5 MWp, dan di Kompleks Pabrik Tarjun dengan kapasitas total 24,79 MWp.

Perseroan meningkatkan pemanfaatan bahan bakar alternatif, termasuk *refuse-derived fuel* (RDF) dari pengolahan sampah rumah tangga untuk menggantikan sebagian konsumsi batu bara. Hingga 2025, rasio bahan bakar alternatif meningkat dari 2,3% pada 2015 menjadi 29%, seiring penurunan bahan bakar fosil dari 97,7% menjadi 71%, dengan kandungan LCV batu bara mencapai 90%–98% untuk meningkatkan efisiensi energi dan pengendalian emisi.

Sejak 2025, Perseroan juga menjalin kemitraan dengan UPST Dinas Lingkungan Hidup Provinsi DKI Jakarta dan TPS *Reuse-Reduce-Recycle* (3R) KSM Lestari Martapura Kabupaten Banjar, serta berinvestasi Rp353 miliar dalam pembangunan fasilitas RDF.

This implementation has included Maros Factory and Grobogan Factory through the development of supporting infrastructure and optimization of alternative fuel supply. Such efforts were part of the decarbonization process and increased energy efficiency, a strategy to reduce emissions.

Furthermore, the operational optimization of Semen Grobogan provides a positive impact on logistics cost efficiency and strengthens market share in Central Java. Moreover, the use of big bag and the acquisition of Siawung Terminal in South Sulawesi also help strengthen supply chain efficiency and expand distribution reach to eastern Indonesia.

### Environmental Performance

The Company successfully reduced net greenhouse gas (GHG) emissions intensity from Scopes 1 and 2 by 3% or 0.02 tons of CO<sub>2</sub>e/tons of cement equivalent throughout 2025, compared to 2024. Meanwhile, hydraulic cement's contribution as an OPC substitute reached 27.3% of the total demand, rose from 26.7% in 2024. With a lower clinker content, this product produces lower CO<sub>2</sub> emissions. Such increase reflects the Company's efforts to expand its low-carbon product portfolio. The Company also expanded the use of renewable energy through the installation of solar power plants at its production facilities. Solar panels have been installed and are operating at Citeureup Factory with a total capacity of 40.7 MWp, at Cirebon Factory with a capacity of 6.5 MWp, and at Tarjun Factory with a total capacity of 24.79 MWp.

The Company increases the use of alternative fuels, including refuse-derived fuel (RDF) from household waste processing to partially replace coal consumption. Until 2025, the alternative fuel ratio increased from 2.3% in 2015 to 29%, in line with the reduction in fossil fuel use from 97.7% to 71%, with coal's LCV content reaching 90%–98% to improve energy efficiency and control emissions.

Since 2025, the Company has also partnered with the Integrated Waste Management Unit (UPST) of the DKI Jakarta Provincial Environmental Agency and the Reuse-Reduce-Recycle Waste Management Site (TPS 3R) of KSM Lestari Martapura in Banjar Regency, and invested Rp353 billion in the construction of RDF facility.



Selain itu, lebih dari 1 juta ton limbah biomassa, seperti bonggol jagung, sekam padi, dan cangkang kopi, serta limbah lain seperti ban bekas, plastik, dan tekstil dimanfaatkan sebagai bahan bakar pengganti batu bara.

Dalam aspek keanekaragaman hayati, Perseroan terus memperkuat upaya reklamasi dan konservasi di area operasional. Hingga akhir 2025, area budidaya di tambang batu kapur dan tanah mencapai 26 ha di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun yang juga dimanfaatkan sebagai Pusat Penelitian, Pelatihan, dan Pemberdayaan Masyarakat (P4M). Perseroan menanam 88.646 pohon dari berbagai spesies dengan indeks keanekaragaman flora di lahan pascatambang berada pada kategori sedang hingga tinggi. Upaya ini dilengkapi dengan pengembangan Kebun Koleksi Pohon Endemik Cirebon, penanaman bakau di Tarjun, serta penyulaman tanaman di area reklamasi Citeureup. Atas komitmen tersebut, Perseroan memperoleh PROPER Emas di Kompleks Pabrik Cirebon serta PROPER Hijau di Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun.

### Kinerja Sosial

Audit dan evaluasi keselamatan dan kesehatan kerja (K3) pada 2025 menunjukkan peningkatan kinerja yang signifikan, ditandai dengan penurunan tingkat kecelakaan kerja sebesar 86% dibandingkan tahun sebelumnya. Pencapaian tersebut merupakan hasil penguatan budaya keselamatan melalui implementasi berbagai program keselamatan kerja. Perseroan juga menginvestasikan Rp5,3 miliar untuk pelatihan dan pengembangan, dengan rata-rata 70,7 jam pelatihan per karyawan.

Di bidang sosial, Perseroan melaksanakan 1.557 program tanggung jawab sosial dan lingkungan (TJSL) dengan realisasi anggaran Rp12,6 miliar. Program tersebut difokuskan pada penguatan pendidikan, ekonomi, kesehatan, sosial, agama, budaya, dan keamanan, serta pembangunan di wilayah operasional. Pengukuran dampak melalui metode *social return on investment* (SROI) menunjukkan nilai 2,25–5,81 pada beberapa program, yang mencerminkan bahwa setiap investasi program memberikan manfaat sosial yang jauh lebih besar bagi masyarakat.

Furthermore, more than 1 million tons of biomass waste, such as corn cobs, rice husks, and coffee shells, as well as other waste such as used tires, plastic, and textiles, are utilized as a substitute fuel for coal.

In terms of biodiversity, the Company continuously strengthens reclamation and conservation efforts in its operational areas. As of the end of 2025, the cultivation areas in limestone and clay quarries reached 26 hectares in Citeureup Factories, Cirebon Factories, and Tarjun Factories, which also served as the Center for Research, Training, and Community Empowerment (P4M). The Company plants 88,646 trees of various species, with a flora diversity index in the post-mining land falling into the moderate and high category. This effort is complemented by the development of Cirebon Endemic Tree Collection Garden, mangrove planting in Tarjun, and replanting in Citeureup reclamation area. In recognition of this commitment, the Company receives a Gold PROPER rating for Cirebon Factory and a Green PROPER rating in Citeureup Factory and Tarjun Factory.

### Social Performance

Occupational health and safety (OHS) audit and evaluation in 2025 showed a significant improvement in performance, marked by an 86% reduction in occupational accident rate compared to that of the previous year. Such achievement was the result of strengthening safety culture through the implementation of various safety programs. The Company also invested Rp5.3 billion in training and development, with an average of 70.7 training hours per employee.

In social sector, the Company implemented 1,557 corporate social responsibility (CSR) programs with a realized budget of Rp12.6 billion. These programs focused on strengthening education, economy, health, social welfare, religion, culture, and security, as well as developing operational areas. The impact measurement by using social return on investment (SROI) method showed values ranging from 2.25 to 5.81 for several programs, reflecting that each program investment provided significantly greater social benefits to the community.

## Apresiasi Appreciation

Direksi menyampaikan apresiasi yang tulus kepada seluruh pemangku kepentingan atas dukungan dan kemitraan yang terus terjalin dengan Perseroan. Kolaborasi ini menjadi landasan penting dalam memperkuat penerapan kinerja berkelanjutan. Perseroan akan terus memperkuat sinergi ini guna menciptakan nilai jangka panjang dan mendukung Tujuan Pembangunan Berkelanjutan (TPB).

The Board of Directors would like to express its sincere appreciation to all stakeholders for their continued support and partnership with the Company. This collaboration serves as a crucial foundation for strengthening the implementation of sustainable performance. The Company will continue to strengthen this synergy to create long-term values and support the Sustainable Development Goals (SDGs).

Jakarta, 24 April 2026



**Christian Kartawijaya**  
Direktur Utama  
President Director



# Strategi Keberlanjutan [A.1][2-22]

## Sustainability Strategy

Indocement memiliki strategi keberlanjutan, komitmen, dan sasaran jangka panjang yang sejalan dengan Heidelberg Materials Sustainability Commitments 2030 (SC 2030). Indocement telah menyusun pemetaan isu material berdasarkan kebutuhan para pemangku kepentingan serta pendekatan dalam mengelola risiko, perubahan, dan peluang yang terkait dengan masalah lingkungan, sosial, dan tata kelola. Selain itu, Indocement juga telah mengintegrasikan prioritas isu material dan kontribusi terhadap TPB.

Indocement has sustainability strategies, commitments, and long-term goals that are in line with the Heidelberg Materials Sustainability Commitments 2030 (SC 2030). Indocement has prepared a material issue mapping based on stakeholder needs and approach to managing risks, changes, and opportunities related to environmental, social, and governance issues. Furthermore, Indocement has also integrated material issue priorities and contributions into the SDGs.

### Membangun Masa Depan Nol Building a Net Zero Future



#### Energi dan Emisi Energy and 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 fulfilling our part of the global responsibility to keep temperature rise below 2°C, and we will continue to reduce our impact on air, land, and water.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> <li>1. Investasi dalam teknologi pemanfaatan karbon.</li> <li>2. Optimasi penggunaan bahan baku dan bahan aditif untuk mengurangi rasio klinker.</li> <li>3. Peningkatan produksi semen dengan kadar klinker lebih rendah.</li> <li>4. Pengawasan dan evaluasi peta jalan pengurangan emisi CO<sub>2</sub> secara periodik.</li> <li>5. Pemantauan emisi SO<sub>x</sub>, NO<sub>x</sub>, dan partikel secara berkelanjutan.</li> <li>6. Pengukuran jejak logam dan senyawa organik volatil (VOC) setiap tahun.</li> <li>7. Pemanfaatan energi terbarukan untuk penggunaan listrik di pabrik.</li> <li>8. Peralihan teknologi pengendalian emisi debu dengan <i>bag filter</i>. [EM-CM-110a.2]</li> </ol> | <ol style="list-style-type: none"> <li>1. Investment in carbon utilization technology.</li> <li>2. Optimization of raw material and additive use to reduce clinker ratio.</li> <li>3. Increased cement production with lower clinker content.</li> <li>4. Periodic monitoring and evaluation of CO<sub>2</sub> emission reduction roadmap.</li> <li>5. Continuous monitoring of SO<sub>x</sub>, NO<sub>x</sub>, and particle emissions.</li> <li>6. Measuring metal and volatile organic compound (VOC) footprint on an annual basis.</li> <li>7. Utilizing renewable energy for electrical usage in the factory.</li> <li>8. Transition of dust emission control technology with bag filter. [EM-CM-110a.2]</li> </ol> |
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## Membangun Masa Depan yang Aman dan Inklusif Building a Safe and Inclusive Future



### Hak Asasi Manusia, Pengelolaan Bakat dan Kinerja, serta 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 adhere to international human rights, anti-corruption, and labor standards, and proactively collaborate with all stakeholders in a transparent and open manner.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> <li>1. Pelatihan wajib berkala terkait HAM, antikorupsi, dan ketenagakerjaan.</li> <li>2. Pengelolaan kepatuhan pemasok berdasarkan standar rantai pasokan berkelanjutan.</li> <li>3. Sistem pelaporan insiden secara anonim.</li> <li>4. Partisipasi aktif dalam inisiatif keberlanjutan global.</li> <li>5. Pengembangan jejaring dengan organisasi nirlaba dan Lembaga Swadaya Masyarakat (LSM).</li> <li>6. Kolaborasi dengan organisasi advokasi industri.</li> <li>7. Transparansi dalam proses rekrutmen dan prosedur operasional standar.</li> <li>8. Kebijakan pengembangan sumber daya manusia yang berkelanjutan.</li> <li>9. Reorganisasi terhadap Komite HAM sebagai pengawas pelaksanaan HAM.</li> </ol> | <ol style="list-style-type: none"> <li>1. Regular mandatory training on human rights, anti-corruption, and labor.</li> <li>2. Management of supplier compliance based on sustainable supply chain standards.</li> <li>3. Anonymous incident reporting system.</li> <li>4. Active participation in global sustainability initiatives.</li> <li>5. Networking with non-profit organizations and Non-Governmental Organizations (NGOs).</li> <li>6. Collaboration with industry advocacy organizations.</li> <li>7. Transparency in recruitment processes and standard operating procedures.</li> <li>8. Policies on sustainable human capital development.</li> <li>9. Reorganization of Human Rights Committee as a supervisor of human rights implementation.</li> </ol> |
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### Keselamatan dan Kesehatan Kerja (K3) Occupational Health and Safety (OHS)

Kami berkomitmen untuk terus meningkatkan kondisi K3 karyawan, kontraktor, dan pihak ketiga.

We are committed to continuously improving the OHS conditions of our employees, contractors, and third parties.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> <li>1. Melaksanakan pelatihan berkala mengenai K3 untuk semua karyawan serta kontraktor.</li> <li>2. Menerapkan kebijakan K3 yang wajib diikuti oleh setiap individu yang berada di lokasi operasional.</li> <li>3. Menyusun dan mengimplementasikan rencana induk K3 yang mencakup persyaratan organisasi, program pelatihan, area fokus, dan sasaran untuk peningkatan kinerja.</li> <li>4. Membangun sistem pencatatan dan pelaporan K3 yang efektif dan berkelanjutan.</li> <li>5. Melaksanakan Bulan K3 dan Safety Week.</li> <li>6. Melakukan peningkatan lingkungan kerja yang aman dan pekerja kompeten melalui Group Action 2025.</li> </ol> | <ol style="list-style-type: none"> <li>1. Conducting regular training on OHS for all employees and contractors.</li> <li>2. Implementing OHS Policy that must be followed by every individual at the operational location.</li> <li>3. Preparing and implementing OHS master plan that includes organizational requirements, training programs, focus areas, and targets for performance improvement.</li> <li>4. Building an effective and sustainable OHS recording and reporting system.</li> <li>5. Implementing OHS Month and Safety Week.</li> <li>6. Carrying out improvements to create a safe work environment and competent workers through Group Action 2025.</li> </ol> |
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### Tetangga yang Baik Good Neighbor

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

We are committed to support the social and economic development of the surrounding communities and ensure transparent communication with all stakeholders.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> <li>1. Mengimplementasikan program pelatihan dan pengembangan kapasitas berbasis pada keahlian karyawan dan kebutuhan masyarakat.</li> <li>2. Melanjutkan kolaborasi dengan tokoh masyarakat dalam program bina lingkungan, memperkuat UMKM melalui inisiatif pemberdayaan ekonomi, meningkatkan kesadaran lingkungan melalui program daur ulang sampah, dan mengembangkan local hero untuk mendorong perubahan sosial di komunitas sekitar.</li> <li>3. Membangun sistem employee volunteering.</li> </ol> | <ol style="list-style-type: none"> <li>1. Implementing training and capacity building programs based on employee skills and community needs.</li> <li>2. Continuing cooperation with community leaders in Community Development program, strengthening MSMEs through economic empowerment initiatives, increasing environmental awareness through waste recycling programs, and developing local heroes to drive social change in surrounding communities.</li> <li>3. Building employee volunteering system.</li> </ol> |
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## Membangun Masa Depan yang Berkelanjutan dan Tangguh Building a Circular and Resilient Future



### Ekonomi Sirkular Circular Economy

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

We engage in natural resource conservation by continuously increasing the utilization of alternative resources as substitutes for natural materials.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"><li>1. Pemanfaatan teknologi untuk mengoptimalkan penggunaan sumber daya alternatif.</li><li>2. Menyusun rencana strategis untuk mengidentifikasi dan memanfaatkan bahan baku alternatif yang tersedia.</li><li>3. Melakukan kolaborasi dan kemitraan dalam studi kelayakan pemanfaatan bahan bakar dan bahan baku alternatif (AFAM).</li><li>4. Internalisasi nilai ekonomi sirkular kepada seluruh karyawan Indocement melalui program sedekah sampah di Harmony Corner dan daur ulang sampah melibatkan masyarakat.</li><li>5. Perolehan SNI baru 2022.</li></ol> | <ol style="list-style-type: none"><li>1. Utilization of technology to optimize the use of alternative resources.</li><li>2. Preparing a strategic plan to identify and utilize available alternative raw materials.</li><li>3. Cooperating and partnering in a feasibility study on the use of alternative fuel and alternative materials (AFAM).</li><li>4. Internalizing the value of circular economy to all Indocement employees through waste charity program at Harmony Corner and waste recycling involving the community.</li><li>5. Obtaining new SNI 2022.</li></ol> |
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### Kinerja Ekonomi Economic Performance

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 sustainable product and service innovation.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"><li>1. Efisiensi biaya melalui peningkatan rasio bahan bakar alternatif, utilisasi aset transportasi, dan efisiensi biaya distribusi melalui perluasan <i>footprint</i>.</li><li>2. Evaluasi kinerja bisnis berdasarkan unit bisnis terpadu.</li><li>3. Implementasi indikator kinerja utama (KPI) dan sistem insentif berbasis kinerja.</li></ol> | <ol style="list-style-type: none"><li>1. Cost efficiency through increasing the ratio of alternative fuels, utilization of transportation assets, and distribution cost efficiency through footprint expansion.</li><li>2. Evaluation of business performance based on integrated business units.</li><li>3. Implementation of key performance indicators (KPIs) and performance-based incentive systems.</li></ol> |
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## Membangun Masa Depan Alam yang Positif Building a Nature Positive Future



### Keanekaragaman Hayati Biodiversity

Kami berkomitmen agar operasi pabrik sesuai dengan rencana yang disetujui otoritas dan kebutuhan masyarakat, serta mengupayakan dampak positif pada nilai keanekaragaman hayati di seluruh lokasi tambang.  
We are committed to operate our factories in accordance with approved authority plans and community needs, as well as striving for positive impacts on biodiversity values at all mining locations.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> <li>1. Meningkatkan kualitas kawasan yang berfungsi sebagai perlindungan bagi keanekaragaman hayati.</li> <li>2. Meningkatkan nilai ekologis dan ekonomi pada lahan pascatambang dan pascaoperasional pabrik untuk mendukung pelestarian keanekaragaman hayati.</li> <li>3. Mengembangkan pemahaman dan kesadaran tentang pentingnya perlindungan keanekaragaman hayati, baik di kalangan karyawan maupun masyarakat secara umum.</li> <li>4. Menyusun kebijakan penggunaan lahan tambang secara berkelanjutan untuk memberikan manfaat positif bagi lingkungan dan masyarakat.</li> <li>5. Mengacu pada norma dan prinsip perlindungan keanekaragaman hayati dalam pelaksanaan rencana reklamasi.</li> </ol> | <ol style="list-style-type: none"> <li>1. Improving the quality of areas serving as protection for biodiversity.</li> <li>2. Increasing ecological and economic value of post-mining and post-operational land to support biodiversity conservation.</li> <li>3. Developing understanding and awareness of the importance of biodiversity protection, both among employees and the general public.</li> <li>4. Developing policy on sustainable mining land use to provide positive benefits to the environment and society.</li> <li>5. Referring to the norms and principles of biodiversity protection in implementing reclamation plan.</li> </ol> |
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### Melestarikan Sumber Daya Air Preserving Water Resources

Kami berkomitmen terhadap ketersediaan air bersih dan sanitasi yang layak.  
We are committed to ensure access to clean water and adequate sanitation.

#### Strategi Pencapaian Target Strategies to Achieve Targets

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| <ol style="list-style-type: none"> <li>1. Melaksanakan program konservasi air berdasarkan Rencana Pengelolaan Air yang ditetapkan untuk setiap pabrik, dengan fokus khusus pada lokasi yang menghadapi kelangkaan air (<i>water scarcity</i>).</li> <li>2. Mengikuti dan mendukung pencapaian tujuan dalam Rencana Strategis Global Pengurangan Konsumsi Air Tahun 2030.</li> <li>3. Mengoptimalkan efisiensi penggunaan air di seluruh lini operasi.</li> <li>4. Menerapkan komitmen WASH Pledge dari World Business Council for Sustainable Development untuk memastikan akses terhadap air bersih, sanitasi yang layak, dan fasilitas kebersihan di seluruh lokasi produksi.</li> </ol> | <ol style="list-style-type: none"> <li>1. Implementing water conservation program based on Water Management Plan established for each factory, with a special focus on locations facing water scarcity.</li> <li>2. Following and supporting in achieving goals in the Global Strategic Plan for Reducing Water Consumption by 2030.</li> <li>3. Optimizing water use efficiency across all lines of operations.</li> <li>4. Implementing WASH Pledge commitment from the World Business Council for Sustainable Development to ensure access to clean water, adequate sanitation, and hygiene facilities at all production sites.</li> </ol> |
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# Tentang Indocement

## About Indocement

### Visi, Misi, dan Nilai Keberlanjutan Perseroan [C.1] The Company's Vision, Mission, and Values of Sustainability



Sebagai perwujudan dari nilai *Material to Build Our Future*, Indocement menetapkan arah strategis periode 2026–2028 sebagai kerangka Perseroan dalam menjaga pertumbuhan usaha yang berkelanjutan di tengah perubahan lanskap industri. Melalui rencana ini, Indocement terus berupaya untuk menghadirkan produk dan solusi bahan bangunan yang berkualitas dengan semakin mengintegrasikan prinsip LST dalam operasional dan pengambilan keputusan bisnis. Didukung peningkatan keunggulan operasional, penguatan strategi bisnis, serta pemanfaatan digitalisasi, arah strategis ini mencerminkan upaya Perseroan dalam membangun fondasi usaha yang adaptif, bernilai tambah, dan relevan bagi kebutuhan pemangku kepentingan di masa depan.

As a manifestation of the purpose of *Material to Build Our Future*, Indocement has set its strategic direction for the 2026–2028 period as the Company's framework for maintaining sustainable business growth amid changes in the industrial landscape. Through this plan, Indocement continues to strive to deliver quality building materials and solutions by further integrating ESG principles into its operations and business decision-making. Supported by improved operational excellence, strengthened business strategies, and the utilization of digitalization, this strategic direction reflects the Company's efforts to build an adaptive, value-added business foundation that is relevant to the future needs of its stakeholders.





# Visi Vision

## Semen

Produsen Semen Paling Terkemuka dan Terpercaya di Indonesia;

## Beton Siap-Pakai

Pemain RMC Terkemuka dan Terpercaya di Jawa dan Memiliki Jaringan di Kalimantan, Bali, dan Sulawesi Selatan;

## Agregat

Pemain Agregat Terpercaya di Jabodetabek dengan Jaringan di Jawa Tengah dan Sulawesi;

## Mortar

Pemain Mortar yang Terdepan di Jawa dan Sumatra Bagian Selatan (mortar putih).

## Cement

The Most Prominent and Trusted Cement Producer in Indonesia;

## RMC

A Prominent and Trusted RMC Player in Java, and Footprints in Kalimantan, Bali, and South Sulawesi;

## Aggregates

The Trusted Aggregates Player in Jabodetabek and Footprints in Central Java and Sulawesi;

## Mortar

The Reputable Mortar Player in Java and Southern Sumatra (white mortar).



# Misi Mission

**Kami berkecimpung dalam bisnis penyediaan semen ramah lingkungan dan bahan bangunan bermutu tinggi yang mengutamakan solusi untuk pelanggan dengan cara yang mendorong peningkatan profitabilitas sekaligus mengedepankan aspek lingkungan, sosial, dan tata kelola (LST) serta digitalisasi.**

We are in the business of providing quality green cement and building materials with customer centric solutions in a way that drives improving profitability whilst leading environment, social, and governance (ESG) and digitalization.





## Nilai-nilai Perusahaan Corporate Values



**A** Accountability

**S** Strive for Excellence

**I** Integrity

**S** Service-Mindedness

**T** Teamwork

## Gaya Kepemimpinan Baru New Leadership Style



- We Centric
- Care
- Open Communications
- Process-Driven Performance Oriented
- Agile and Decisiveness
- Customer Centric



Informasi lebih lanjut mengenai nilai Perseroan dapat dilihat di Laporan Tahunan 2025. Further information on the Company's values can be found in the 2025 Annual Report.

## Sekilas Indocement [2-1]

Indocement at a Glance



### Nama Perseroan Company Name

**PT INDOCEMENT TUNGGAL PRAKARSA Tbk.**

### Bidang Usaha Line of Business

Industri Semen  
Cement Industry

### Kantor Pusat [C.2] Head Office

Wisma Indocement  
Lantai 13 | 13<sup>th</sup> Floor  
Jl. Jenderal Sudirman Kav. 70-71  
Jakarta 12910, Indonesia  
Telepon | Phone: 021-8752812 ext. 3808  
Surel | E-mail: corpsec@indocement.co.id  
Situs Web | Website: www.indocement.co.id

### Hubungan Investor Investor Relations

Telepon | Telephone: +62-21-8752-812 ext. 1117  
Surel | E-mail: investor.relations@indocement.co.id



### Layanan Pelanggan Customer Services

Wisma Indocement  
Lantai 4 | 4<sup>th</sup> Floor  
Jl. Jenderal Sudirman Kav. 70-71  
Jakarta 12910, Indonesia  
Telepon | Telephone: +62 800-10-376-32 (Bebas Pulsa | Toll Free)  
+62-21-2553-3555 (Tarif Normal | Normal Tarif)  
Faksimili | Facsimile: +62-21-522-3782  
Surel | E-mail: customercare@indocement.co.id  
SMS dan WhatsApp | SMS and WhatsApp: +62 812-128-3000



### Bentuk Legal Legal Form

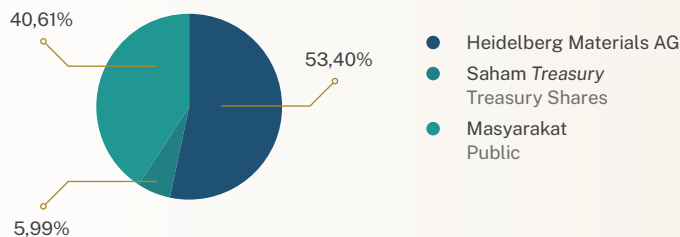
Perseroan Terbuka  
Public Company

### Landasan Hukum Legal Basis

Akta Pendirian Nomor 227 tanggal 16 Januari 1985, Notaris Ridwan Suselo, S.H., dengan perubahan terakhir atas Anggaran Dasar dalam Akta Notaris Deni Thanur, S.E., S.H., M.Kn. Nomor 09 tanggal 21 Mei 2025, dan telah mendapatkan Surat Keputusan Menteri Hukum Republik Indonesia Nomor AHU-0047927.AH.01.02.TAHUN 2025 tanggal 22 Juli 2025.  
Deed of Incorporation Number 227 dated 16 January 1985, Notary Ridwan Suselo, S.H., with the latest amendment to the Articles of Association in the Deed of Notary Deni Thanur, S.E., S.H., M.Kn. Number 09 dated 21 May 2025, and has obtained the Decree of Minister of Law of the Republic of Indonesia Number AHU-0047927.AH.01.02.TAHUN 2025 dated 22 July 2025.



### Kepemilikan Saham [C.3] Share Ownership





## Skala Usaha [C.3][2-6] Business Scale

Uraian Description	Satuan Unit	2025	2024	2023
Jumlah Karyawan Segmen Semen Total Employees of Cement Segment	Orang People	3.032 <sup>(1)</sup>	3.391 <sup>(1)</sup>	3.217
Jumlah Penjualan Semen Total Sales of Cement	Ribu Ton Thousand Tons	19.941	20.496	19.345
Produksi Semen <sup>(2)</sup> Cement Production		18,5	19,6	18,0
Produksi Beton Siap-Pakai Ready-Mix Concrete Production	Juta Ton Million Tons	1,5	1,9	1,8
Produksi Agregat Aggregate Production		2,2	2,3	2,3
<b>Jumlah Lingkup Operasi</b> Total Scope of Operations				
Jumlah Pabrik <sup>(2)</sup> Number of Plants	Pabrik Plant	17	17	17
Fasilitas Terminal dan Land Silo Terminals and Land Silo Facility	Terminal Terminals	12	13	14
<b>Posisi Keuangan</b> Financial Position				
Jumlah Aset Total Assets		31.725	30.420	29.650
Pendapatan Neto Net Revenues		17.731	18.549	17.950
Jumlah Liabilitas Total Liabilities	Miliar Rupiah Billion Rupiah	8.522	8.306	8.680
Jumlah Ekuitas Total Equity		23.203	22.114	20.970
Jumlah Kapitalisasi Pasar Saham Total Stock Market Capitalization		26.279	27.241	32.252

### Keterangan | Notes:

- (1) Data karyawan mencakup PT Semen Grobogan.  
Employee data included PT Semen Grobogan.
- (2) Termasuk Data Kompleks Pabrik Grobogan, Kompleks Pabrik Maros, dan Unit Penggilingan Semen Banyuwangi.  
Including Data of Grobogan Factory, Maros Factory, and Banyuwangi Cement Grinding Unit.

## Aktivitas Bisnis dan Rantai Pasok [C.4][2-6] Business Activities and Supply Chain

Indocement melakukan kegiatan operasional di empat kompleks pabrik yang dimiliki sendiri, yakni Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, Kompleks Pabrik Tarjun, dan Kompleks Pabrik Grobogan. Perseroan juga menyewa satu kompleks pabrik, yaitu Kompleks Pabrik Maros, serta satu unit penggilingan semen di Banyuwangi. Indocement mengelola sendiri area pertambangan di kelima kompleks pabrik tersebut dengan luas total sebesar 8.720 ha. Pada 2025, total kapasitas produksi terpasang mencapai 33,5 juta ton semen.

Indocement carries out operational activities in four owned factories, namely Citeureup Factory, Cirebon Factory, Tarjun Factory, and Grobogan Factory. The Company also leases one factory, Maros Factory, and a cement grinding unit in Banyuwangi. Indocement manages its own mining areas in these five factories with a total area of 8,720 ha. In 2025, the total installed production capacity reached 33.5 million tons of cement.

## Lokasi Pabrik dan Kapasitas Terpasang 2025

### Factory Locations and Installed Capacity in 2025

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	10	18,4
Palimanan, Cirebon Jawa Barat   West Java	2	4,3
Tarjun, Kotabaru Kalimantan Selatan   South Kalimantan	1	2,8
Tanggungharjo, Grobogan Jawa Tengah   Central Java	1	2,7
<b>Skema Perjanjian Induk Sewa dan Penggunaan Aset</b> Scheme of Master Lease Agreement and Use of Asset		
Maros Sulawesi Selatan   South Sulawesi	2	3,5
Banyuwangi* Jawa Timur   East Java	1	1,8

Keterangan | Notes:

\* Unit Penggilingan Semen.  
Cement Grinding Unit.



**Wakil Menteri Lingkungan Hidup dan Sekda Provinsi Jawa Barat menanam 50 pohon di TPPAS Lulut Nambo dalam rangka acara HUT ke-50 Indocement.**  
The Deputy Minister of Environment and the West Java Provincial Secretary planted 50 trees at TPPAS Lulut Nambo as part of Indocement's 50<sup>th</sup> Anniversary.





# Wilayah Operasi dan Jaringan Bisnis

[C.3][C.4][2-6]

## Operational Areas and Business Network

**Terminal Semen Lampung, Lampung**  
Lampung Cement Terminal, Lampung



**Terminal Semen Apung Pontianak, Kalimantan Barat**  
Pontianak Floating Cement Terminal, West Kalimantan



**Terminal Semen Samarinda, Kalimantan Timur**  
Samarinda Cement Terminal, East Kalimantan



**Terminal Semen Barru, Sulawesi Selatan**  
Barru Cement Terminal, South Sulawesi



**Kompleks Pabrik Maros, Sulawesi Selatan**  
Maros Factory, South Sulawesi



**Terminal Semen Apung Kuala Tanjung, Sumatra Utara**  
Kuala Tanjung Floating Cement Terminal, North Sumatra



**Terminal Semen Tanjung Priok, Jakarta**  
Tanjung Priok Cement Terminal, Jakarta



**Terminal Semen Palembang, Sumatra Selatan**  
Palembang Cement Terminal, South Sumatra



**Kompleks Pabrik Citeureup, Bogor, Jawa Barat**  
Citeureup Factory, Bogor, West Java



**Kompleks Pabrik Cirebon, Cirebon, Jawa Barat**  
Cirebon Factory, Cirebon, West Java



**Kompleks Pabrik Tarjun, Kotabaru, Kalimantan Selatan**  
Tarjun Factory, Kotabaru, South Kalimantan



**Kompleks Pabrik Grobogan, Jawa Tengah**  
Grobogan Factory, Central Java



**Unit Penggilingan Semen Banyuwangi, Jawa Timur**  
Banyuwangi Cement Grinding Unit, East Java



**Indocement memiliki 16 Gudang Semen, 3 Gudang Palet, 2 Container Yard, yaitu:**

Indocement owns 16 Cement Warehouses, 3 Palette Warehouses, 2 Container Yards, namely:



1. Gudang Sunda Kelapa
2. Gudang Cisauk
3. Gudang Sukabumi
4. Gudang Serang
5. Gudang Cimareme
6. Gudang Garut
7. Gudang Majalengka

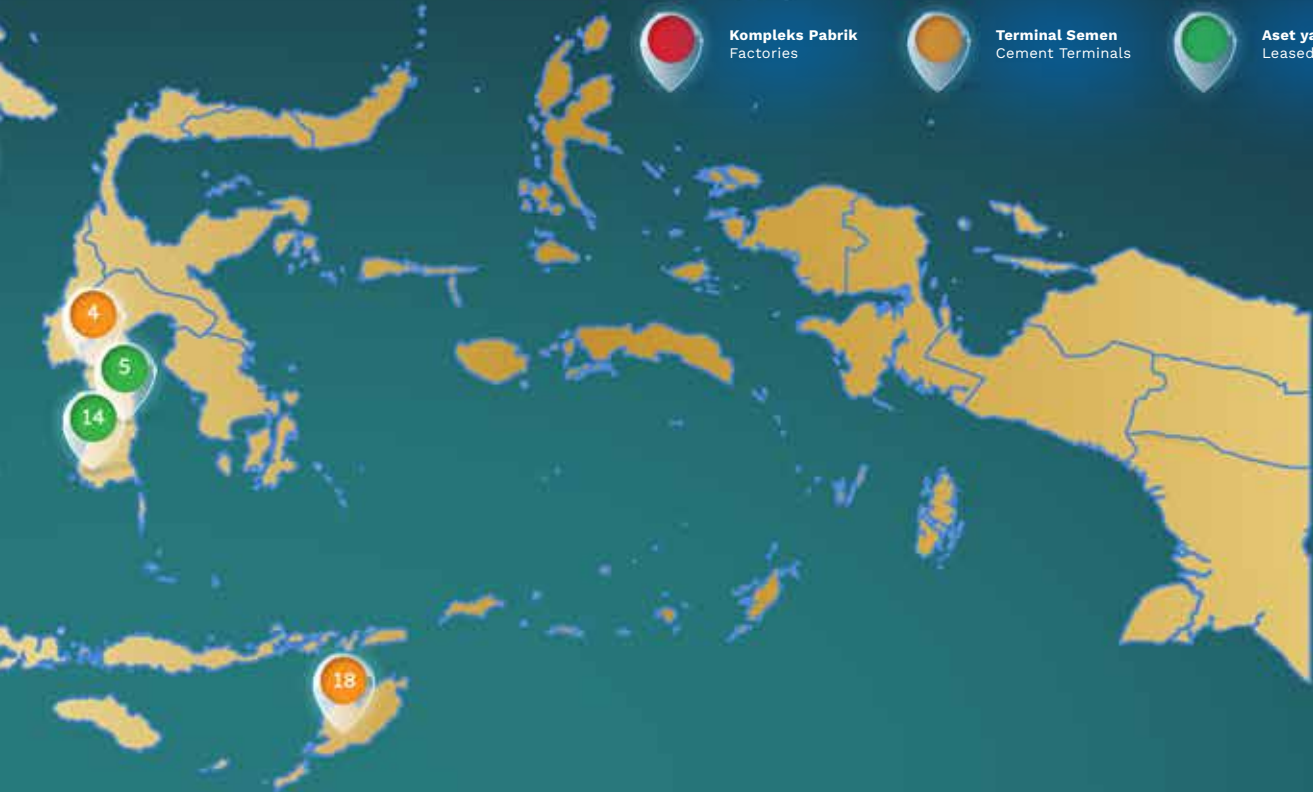
1. Sunda Kelapa Warehouse
2. Cisauk Warehouse
3. Sukabumi Warehouse
4. Serang Warehouse
5. Cimareme Warehouse
6. Garut Warehouse
7. Majalengka Warehouse

8. Gudang Pematang
9. Gudang Magelang
10. Gudang Pati
11. Gudang Wonogiri
12. Gudang Puncak
13. Gudang Tasikmalaya
14. Gudang Brebes

8. Pematang Warehouse
9. Magelang Warehouse
10. Pati Warehouse
11. Wonogiri Warehouse
12. Puncak Warehouse
13. Tasikmalaya Warehouse
14. Brebes Warehouse

15. Gudang Kalianak, Surabaya
16. Gudang Pandeglang, Banten
17. Gudang Palet Citeureup
18. Gudang Palet Palimanan
19. Gudang Palet Grobogan
20. Container Yard Kompleks Pabrik Citeureup
21. Container Yard Kompleks Pabrik Tarjun

15. Kalianak Warehouse, Surabaya
16. Pandeglang Warehouse, Banten
17. Citeureup Pallet Warehouse
18. Palimanan Pallet Warehouse
19. Grobogan Pallet Warehouse
20. Container Yard of Citeureup Factory
21. Container Yard of Tarjun Factory



**Kompleks Pabrik**  
Factories

**Terminal Semen**  
Cement Terminals

**Aset yang Disewa**  
Leased Assets

**Terminal Semen Makassar, Sulawesi Selatan**  
Makassar Cement Terminal, South Sulawesi

**Land Silo Dawuan, Karawang, Jawa Barat**  
Dawuan Land Silo, Karawang, West Java

**Terminal Semen Lembar 1, Lombok Barat, Nusa Tenggara Barat**  
Lembar Cement Terminal 1, West Lombok, West Nusa Tenggara

**Terminal Semen Lembar 2, Lombok Barat, Nusa Tenggara Barat**  
Lembar Cement Terminal 2, West Lombok, West Nusa Tenggara

**Terminal Semen Apung Kupang, Nusa Tenggara Timur**  
Kupang Floating Cement Terminal, East Nusa Tenggara





## Pasar Terlayani [C.4][2-6] Market Served

Hingga akhir periode pelaporan, Indocement berhasil memenuhi permintaan pasar domestik sebesar 29,1% atau 19.390 ribu ton. Perseroan juga mencatatkan pangsa pasar di beberapa negara Asia, seperti Taiwan, Vietnam, Bangladesh, Malaysia, Filipina, serta Australia, Afrika Barat, Kamerun dan Ghana. Maka dari itu, Perseroan berhasil melakukan ekspor semen dan klinker mencapai 551 ribu ton atau setara dengan 2,8% dari total penjualan.

Until the end of the reporting period, Indocement managed to meet domestic market demand of 29.1% or 19,390 thousand ton. The Company also recorded market share in several Asian countries, such as Taiwan, Vietnam, Bangladesh, Malaysia, Philippines, as well as Australia, West Africa, Cameroon, and Ghana. Accordingly, the Company managed to export 551 thousand tons of cement and clinker or equivalent to 2.8% of the total sales.



**Pertambangan dan Produksi**  
Mining and Production

Indocement memiliki dan mengoperasikan sendiri penambangan di lima lokasi kompleks pabrik, Indocement juga memproduksi agregat dan beton siap-pakai melalui entitas anak. Indocement owns and operates its mines at five factories' locations, Indocement also produces aggregates and ready-mix concrete through its subsidiaries.

**Distribusi dan Logistik**  
Distribution and Logistics

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

**Bahan Baku Tambang**  
Mining Raw Materials

**Produksi Semen**  
Cement Production

**Batu Kapur, Tanah Liat, Limy-Marl dan Trass**  
Limestone, Clay, Limy-Marl and Trass

**Semen**  
Cement

**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)

**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.

Pemasangan Panel Surya 2025:

1. Kompleks Pabrik Citeureup, dengan kapasitas 40,7 MWp, terdiri dari 32,5 MWp *ground-mounted solar panel* dan 8,2 MWp *rooftop solar panel*.
2. Kompleks Pabrik Cirebon, dengan kapasitas 6,5 MWp.
3. Kompleks Pabrik Tarjun, terdiri dari 20 MWp *ground-mounted solar panel* dan 5,14 MWp *rooftop solar panel*.

Installation of Solar Panel in 2025:

1. Citeureup Factory, with a capacity of 40.7 MWp, consists of 32.5 MWp ground-mounted solar panels and 8.2 MWp rooftop solar panel.
2. Cirebon Factory, with a capacity of 6.5 MWp.
3. Tarjun Factory, consists of 20 MWp ground-mounted solar panel and 5.14 MWp rooftop solar panel.

Efektivitas *Pallet Management and Monitoring System* (PMMS) meningkat mencapai Rp16 miliar sejak PMMS mulai beroperasi pada bulan Juni 2020 dengan perputaran sebanyak kurang lebih 250.000 palet per bulan. The effectiveness of *Pallet Management and Monitoring System* (PMMS) has increased to Rp16 billion since PMMS began operating in June 2020 with a turnover of approximately 250,000 pallets per month.



Kampanye pemasaran yang sangat aktif melalui kanal media sosial (Instagram, Facebook, TikTok, Threads, YouTube). Highly active marketing campaigns through social media channels (Instagram, Facebook, TikTok, Threads, YouTube).

**27,3%**

Persentase produksi semen hidraulik untuk menggantikan OPC mengalami kenaikan menjadi 27,3% dibandingkan 26,7% pada 2024. The percentage of hydraulic cement production replacing OPC increased to 27.3% compared to 26.7% in 2024.

**6,6%**

Persentase penggunaan RDF RDF utilization percentage



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 online order, stocktaking in warehouses, and delivery process.

Semen Rajawali produksi Kompleks Pabrik Cirebon telah memiliki *Environmental Product Declaration*. Semen Rajawali, produced by Cirebon Factory, obtained an *Environmental Product Declaration*.

Menggunakan 2,2% *fly ash* dan 2,5% *Granulated Blast Furnace Slag* (GBFS) sebagai bahan baku alternatif semen. Using 2.2% fly ash and 2.5% Granulated Blast Furnace Slag (GBFS) as alternative materials for cement.

**2,7%**



Pengurangan emisi CO<sub>2</sub> cakupan 1 dan 2 Reduction of CO<sub>2</sub> emissions scope 1 and 2

**Rp56** miliar billion Efisiensi biaya transportasi Transportation cost efficiency

**20** ton per hari tons per day

Pengambilan RDF dari hasil uji coba Plant Rorotan dengan total **1.639 ton**, serta **500 ton/hari** pengiriman RDF dari TPST Bantargebang dengan total **96.738 ton**.

Collection of RDF from the Rorotan Plant trial with a total of **1,639 tons**, as well as **500 tons/day** of RDF delivery from the Bantargebang TPST with a total of **96,738 tons**.

**98%**

Penggunaan batu bara rendah kalori Low CV Coal utilization

**29%**

Bahan bakar alternatif untuk mengurangi penggunaan batu bara Alternative fuels to reduce coal use

Pembangunan dan pengoperasian *rice husk feeding facility* di Kompleks Pabrik Grobogan dan Kompleks Pabrik Maros. The construction and operation of rice husk feeding facilities at the Grobogan Factory and Maros Factory.

Kapasitas fasilitas bahan bakar alternatif Indocement yang terpasang saat ini 6.100 ton per hari. Indocement telah berhasil mengonsumsi 917 ribu ton biomassa dan 162 ribu ton RDF di 2025. Indocement's current installed capacity of alternative fuel facilities is 6,100 tons per day. Indocement successfully consumed 917 thousand tons of biomass and 162 thousand tons of RDF in 2025.










Diraihnya Penghargaan PROPER Emas untuk Kompleks Pabrik Cirebon serta PROPER Hijau untuk Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun. Achieving Gold PROPER for Cirebon Factory and Green PROPER for Citeureup Factory and Tarjun Factory.





## Keanggotaan Asosiasi [C.5][2-28]

### Association Membership

Nama Asosiasi Association Name	Posisi Position
<b>Nasional   National</b>	
 Dewan Produk Hijau Indonesia Green Product Council Indonesia (GPCI)	Pendiri Founder
 Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI) Association of Indonesian Cement Companies	
 Asosiasi Pengusaha Indonesia (APINDO) Indonesian Employers Association	
 Asosiasi Emiten Indonesia (AEI) Indonesian Issuers Companies Association	Anggota Member
 Indonesia Corporate Secretary Association (ICSA)	
 Kamar Dagang dan Industri Indonesia (KADIN) Indonesian Chamber of Commerce and Industry	
<b>Internasional   International</b>	
 Global Cement and Concrete Association (GCCA)*	Anggota Member

**Keterangan | Notes:**

\* Keanggotaan tidak langsung karena Indocement merupakan bagian dari Heidelberg Materials yang tercatat sebagai anggota organisasi tersebut.  
Indirect membership due to Indocement is part of Heidelberg Materials, which is listed as a member of the organization.



## Perubahan Signifikan [C.6] Significant Changes

Terdapat beberapa perubahan signifikan yang terjadi selama 2025, antara lain:

1. Berdasarkan RUPS Tahunan yang diselenggarakan pada 21 Mei 2025, Perseroan menyetujui pengunduran diri Kevin Gerard Gluskie sebagai Komisaris dan mengangkat Suharso Monoarfa sebagai penggantinya untuk sisa masa jabatan, serta menyetujui penunjukan kembali Sunnira Ly sebagai Direktur. Dengan demikian, susunan Dewan Komisaris dan Direksi Perseroan berlaku sejak penutupan RUPS Tahunan tersebut hingga penutupan RUPS Tahunan tahun buku 2026 yang akan diselenggarakan pada 2027, dengan pengecualian masa jabatan Roberto Callieri yang berakhir pada penutupan RUPS Tahunan tahun buku 2025 yang diadakan pada tahun 2026 dan Sunnira Ly yang berakhir pada penutupan RUPS Tahunan tahun buku 2027 yang diadakan pada tahun 2028;
2. RUPS Luar Biasa yang diselenggarakan pada 21 Mei 2025 menyetujui penarikan kembali sebagian saham hasil pembelian kembali saham tahun 2021 dan 2022 melalui pengurangan modal ditempatkan dan disetor sebanyak 165.628.900 saham atau setara Rp82.814.450.000. Dengan keputusan tersebut, modal ditempatkan dan disetor Perseroan menjadi Rp1.757.801.399.500 yang terbagi atas 3.515.602.799 saham dengan nilai nominal Rp500;
3. Perubahan pada visi dan misi Perseroan merupakan hasil evaluasi yang dilakukan oleh Manajemen Puncak dalam agenda rutin *Executive Retreat*.

There were several significant changes that occurred in 2025, including:

1. Based on the Annual GMS held on 21 May 2025, the Company approved the resignation of Kevin Gerard Gluskie as the Commissioner and appointed Suharso Monoarfa as the replacement for the remaining term of office, and approved the reappointment of Sunnira Ly as the Director. Therefore, the composition of the Company's Board of Commissioners and Board of Directors is effective as of the closing of the Annual GMS until the closing of the Annual GMS for the 2026 fiscal year to be held in 2027, with the exception of Roberto Callieri's term of office, which ends at the closing of the Annual GMS for the 2025 held in 2026 financial year, and Sunnira Ly's term of office, which ends at the closing of the Annual GMS for the 2027 held in 2028 financial year;
2. The Extraordinary GMS that was held on 21 May 2025 approved the partial withdraws shares buyback in the 2021 and 2022 through a reduction in issued and paid-up capital of 165,628,900 shares or equivalent to Rp82,814,450,000. With such resolution, the Company's issued and paid-up capital was Rp1,757,801,399,500, divided into 3,515,602,799 shares with a nominal value of Rp500;
3. The changes to the Company's vision and mission are the result of an evaluation conducted by Top Management during a routine Executive Retreat.



Informasi lebih lanjut mengenai perubahan signifikan yang terjadi di 2025 dapat dilihat pada Laporan Tahunan Indocement 2025.

Further information regarding significant changes that occurred in 2025 can be seen in the 2025 Annual Report of Indocement.



# Tentang Laporan

## About the Report

Laporan Keberlanjutan Indocement diterbitkan setiap tahun sebagai bentuk transparansi kepada seluruh pemangku kepentingan terkait kinerja Perseroan. Laporan ini mencakup periode 1 Januari–31 Desember 2025, sementara Laporan Keberlanjutan 2024 telah dipublikasikan di situs web Perseroan pada April 2025. Data yang disajikan meliputi kinerja ekonomi, lingkungan, sosial, dan tata kelola (LST) yang mencakup kantor pusat, empat kompleks pabrik Indocement (Citeureup, Cirebon, Tarjun, dan Grobogan), Kompleks Pabrik Maros, serta unit penggilingan semen Banyuwangi dengan status sewa. Data keuangan disajikan secara konsolidasi yang mencakup seluruh kompleks pabrik, 25 entitas anak, dan 6 entitas asosiasi Perseroan. [2-2][2-3]

Laporan ini disusun dengan mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik serta Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan, serta sesuai dengan Standar Global Reporting Initiative (GRI 2021), Sustainability Accounting Standard Board (SASB) kategori *Construction Material*, serta melakukan persiapan penerapan IFRS S1 dan S2 melalui pengungkapan kinerja terkait iklim.

Menindaklanjuti penerbitan Pernyataan Standar Pelaporan Keberlanjutan (PSPK) 1 dan PSPK 2, Perseroan terus mencermati perkembangan kebijakan serta regulasi terkait implementasi standar tersebut. Saat ini, PSPK dipandang sebagai kerangka pelaporan yang akan diimplementasikan secara bertahap. Dengan demikian, pengungkapan dalam Laporan Keberlanjutan ini belum dimaksudkan sebagai bentuk penerapan maupun pernyataan kepatuhan terhadap PSPK. Ke depan, Perseroan berupaya untuk melakukan penyesuaian secara bertahap terhadap kebijakan, proses, serta sistem internal seiring dengan kesiapan organisasi dan perkembangan ketentuan dari regulator.

Terdapat beberapa informasi dan data yang dinyatakan kembali dari laporan periode sebelumnya ditandai dengan indikator [2-4], termasuk untuk alasan penyajian kembalinya. Laporan Keberlanjutan ini belum diverifikasi oleh pihak ketiga independen, namun demikian, Perseroan memastikan bahwa seluruh data dapat dipastikan kebenarannya.

Indocement's Sustainability Report is published as an effort to provide transparent information to all stakeholders regarding the Company's performance. Indocement's Sustainability Report is published annually for the period of 1 January–31 December 2025. The 2024 Sustainability Report was published on the Company's website in April 2025. The data presented in this report covers economic performance, employment, as well as environmental, social, and governance (ESG) that significantly impact Indocement's head office and four factories, namely Citeureup Factory, Cirebon Factory, Tarjun Factory, and Grobogan Factory, as well as one leased factory in Maros and the leased cement grinding unit in Banyuwangi. The consolidated financial data covers the performance of all factories, 25 subsidiaries, and 6 associated entities. [2-2][2-3]

This report is compiled according to Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, as well as Financial Services Authority Circular (SEOJK) No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports, and in accordance to the Global Reporting Initiative (GRI 2021) Standards, the Sustainability Accounting Standards Board (SASB) for Construction Material category, and prepared for the implementation of IFRS S1 and S2 through climate-related performance disclosures.

Following the issuance of Sustainability Disclosure Standards (PSPK) 1 and PSPK 2, the Company continues to monitor developments in policies and regulations related to the implementation of these standards. Currently, PSPK is viewed as a reporting framework that will be implemented gradually. Thus, the disclosures in this Sustainability Report are yet not intended as an application or statement of compliance with PSPK. Going forward, the Company will gradually adjust its policies, process, and internal system in line with the organization's readiness and developments in regulatory requirements.

Certain information and data have been restated from the previous reporting period, as indicated by the marker [2-4], including the reasons for their restatement. This Sustainability Report has not been verified by an independent third party, however, the Company ensures that all data is accurate.

Sebagai upaya pemenuhan IFRS S1 terkait “reliability of public claims”, kami memastikan bahwa data yang disampaikan, termasuk lingkungan, telah didukung oleh bukti teknis dan proses verifikasi yang memadai. Data kinerja ekonomi Perseroan juga diambil Laporan Keuangan yang telah diaudit oleh Kantor Akuntan Publik (KAP) Rintis, Jumadi, Rianto dan Rekan (firma anggota jaringan global PricewaterhouseCoopers/PwC). Penyusunan laporan melibatkan tim internal dan telah memperoleh persetujuan Direksi atas isi laporan, termasuk topik material dan batasannya, dengan pengawasan serta peninjauan oleh Direktur Utama sebelum disampaikan kepada Dewan Komisaris. [G.1][2-4][2-5][2-14]

In compliance with IFRS S1 regarding the “reliability of public claims,” we ensure that all sustainability claims submitted, including those related to the environment, are supported by technical evidence and adequate verification process. The Company’s economic performance data is also taken from the audited Financial Statements of Public Accounting Firm (KAP) Rintis, Jumadi, Rianto dan Rekan (member firm of PricewaterhouseCoopers/PwC global network). The report is prepared by involving an internal team and has obtained approval from the Board of Directors for the contents that include material topics and their limitations, as well as has been supervised and reviewed by the President Director before submitted to the Board of Commissioners. [G.1][2-4][2-5][2-14]



**Laporan Keberlanjutan 2025 ini tersedia dalam versi digital melalui situs web:**

**<https://www.indocement.co.id/id/investor/reports-presentations/laporankeberlanjutan>.**

The 2025 Sustainability Report is available digitally on the website:

**<https://www.indocement.co.id/en/investor/reports-presentations/sustainability-report>.**

## Tanggapan Umpan Balik Laporan Sebelumnya [G.3]

### Response to Feedback on Previous Reports

Indocement menerima beberapa kritik dan masukan atas Laporan Keberlanjutan 2024, antara lain untuk menyampaikan informasi yang lebih lengkap dan komprehensif. Seluruh kritik, masukan, maupun saran atas laporan periode sebelumnya telah ditindaklanjuti dan disampaikan dalam Laporan ini. Kami juga menerima kritik, saran, ataupun masukan atas Laporan Keberlanjutan 2025 yang dapat disampaikan melalui lembar umpan balik pada bagian akhir laporan maupun melalui:

Indocement received several criticisms and input on the 2024 Sustainability Report, including suggestions for providing more complete and comprehensive information. All criticisms, input, and suggestions regarding previous period’s report have been followed up and presented in this report. We also welcome any criticisms, suggestions, and input on the 2025 Sustainability Report, which can be submitted through the feedback form at the end of the report or through:

## Kontak terkait Laporan Keberlanjutan [2-3]

### Contacts related to the Sustainability Report

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## Topik Material dan Dukungan terhadap TPB [3-1][3-2]

### Material Topics and Supports for SDGs

Indocement meninjau topik material setiap tahunnya untuk memastikan prospek bisnis, strategi, dan inisiatif keberlanjutan tetap relevan dengan dinamika ekspektasi pemangku kepentingan. Pada 2025, Indocement memperluas proses penilaian materialitas dengan menerapkan pendekatan *double materiality assessment* (DMA) yang mencakup dua aspek utama, yaitu materialitas dampak, yang menilai dampak aktivitas perusahaan terhadap lingkungan dan sosial (*inside-out*), serta materialitas finansial, yang menilai dampak isu material terhadap kondisi keuangan dan kinerja bisnis perusahaan (*outside-in*). Topik material dirumuskan ulang melalui penyelenggaraan *focus group discussion* (FGD) yang dipandu oleh tim ahli selaku pihak independen dan dihadiri perwakilan fungsi-fungsi di Indocement. Sesuai hasil FGD, Laporan Keberlanjutan ini mengungkapkan 10 topik material sebagai prioritas, yang mencerminkan perubahan dari periode sebelumnya seiring perbedaan metode penentuan serta perkembangan isu keberlanjutan pada 2025.

Indocement reviews material topics annually to ensure that business prospects, strategies, and sustainability initiatives remain relevant to the dynamics of stakeholder expectations. In 2025, Indocement expanded its materiality assessment process by implementing double materiality assessment (DMA) approach that covers two main aspects, namely impact materiality, which assesses the impact of the Company's activities on the environment and society (*inside-out*), and financial materiality, which assesses the impact of material issues on the Company's financial condition and business performance (*outside-in*). Material topics were reformulated through focus group discussions (FGDs) guided by a team of independent experts and attended by representatives from various functions at Indocement. Based on the FGD results, this Sustainability Report reveals 10 material topics as priorities, reflecting changes from the previous period in line with differences in the determination method and developments in sustainability issues in 2025.

No.	Topik Material Material Topics	Pemangku Kepentingan Terdampak Impacted Stakeholders	Materialitas Dampak Impact Materiality	Materialitas Finansial Financial Materiality
1	 <b>Energi</b> Energy	<b>Pemegang Saham, Karyawan, Masyarakat Lokal, Pemerintah</b> Shareholders, Employees, Local Communities, Government	●●●●	●●●●
2	 <b>Emisi</b> Emission	<b>Karyawan, Masyarakat Lokal, Pemerintah</b> Employees, Local Communities, Government	●●●●	●●●●
3	 <b>Sirkular Ekonomi</b> Circular Economy	<b>Karyawan, Masyarakat Lokal, Pemerintah</b> Employees, Local Communities, Government	●●●●	●●●●
4	 <b>Keselamatan dan Kesehatan Kerja (K3)</b> Occupational Health and Safety (OHS)	<b>Karyawan, Pemerintah</b> Employees, Government	●●●○	●●●●
5	 <b>Melestarikan Sumber Daya Air</b> Preserving Water Resources	<b>Karyawan, Masyarakat Lokal, Pemerintah</b> Employees, Local Communities, Government	●●●○	●●●●
6	 <b>Tetangga yang Baik</b> Good Neighbor	<b>Karyawan, Masyarakat Lokal, Pemerintah</b> Employees, Local Communities, Government	●●●○	●●●●
7	 <b>Kenakeragaman Hayati</b> Biodiversity	<b>Karyawan, Masyarakat Lokal, Pemerintah</b> Employees, Local Communities, Government	●●○●	●●●●
8	 <b>Ketangguhan Perusahaan dan Tata Kelola Keberlanjutan</b> Corporate Resilience and Sustainable Governance	<b>Pemegang Saham, Karyawan, Media, Pemerintah</b> Shareholders, Employees, Media, Government	●●○●	●●●●

No.	Topik Material Material Topics	Pemangku Kepentingan Terdampak Impacted Stakeholders	Materialitas Dampak Impact Materiality	Materialitas Finansial Financial Materiality
9	 <b>Hak Asasi Manusia</b> Human Rights	<b>Pemegang Saham, Karyawan, Pemerintah, Pemasok, Masyarakat Lokal</b> Shareholders, Employees, Government, Suppliers, Local Communities	●○○○	●●○○
10	 <b>Pengelolaan Bakat dan Kinerja</b> Talent and Performance Management	<b>Karyawan, Masyarakat Lokal, Pemerintah</b> Employees, Local Communities, Government	●○○○	●●○○

- Lingkungan | Environmental
- Sosial | Social
- Tata Kelola | Governance

- Pemangku Kepentingan Internal | Internal Stakeholders
- Pemangku Kepentingan Eksternal | External Stakeholders

Skala 1-4  
Scale 1-4

- = 1 (Sangat Rendah | Very Low)
- = 2 (Rendah | Low)
- = 3 (Tinggi | High)
- = 4 (Sangat Tinggi | Very High)




### Dukungan pada TPB

Berdasarkan topik material tersebut, Perseroan kembali mengidentifikasi prioritas dukungan terhadap TPB dengan mengacu pada Metadata Indikator TPB Kementerian PPN/Bappenas serta pendekatan SDG Compass. Pengungkapan ini mencakup capaian 2025 dan target 2026 sebagai kontribusi terhadap pencapaian TPB nasional pada 2030. Perseroan juga memetakan area dampak utama yang relevan dengan kegiatan usaha dan menerjemahkannya ke dalam indikator kinerja utama (KPI) yang terukur dan terintegrasi dalam pengelolaan kinerja, khususnya pada aspek energi terbarukan, pemanfaatan bahan bakar dan bahan baku alternatif dalam pengelolaan limbah, serta aksi mitigasi perubahan iklim yang selaras dengan target TPB prioritas.

### Supports for SDGs

Based on these material topics, the Company has re-identified its priority support for SDG by referring to the SDG Indicator Metadata of the Ministry of National Development Planning/Bappenas and the SDG Compass approach. This disclosure covers the 2025 achievements and 2026 targets as contributions to the achievement of national SDGs in 2030. The Company also maps the main areas of impact relevant to its business activities and translates them into measurable key performance indicators (KPIs) that are integrated into performance management, particularly in the aspects of renewable energy, use of alternative fuels and raw materials in waste management, and climate change mitigation actions that are in line with priority SDG targets.








### Pemetaan TPB SDGs Mapping

SDGs	Target Nasional/Global National/Global Target	KPI Indocement KPI of Indocement	Satuan Unit	2025	Alignment
 7	7.2 Renewable Energy	% renewable energy	%	25,51	Strong
 12	12.5 Waste Reduction	AFR/TSR	%	29	Strong
 13	13.2 Climate Action	Scope 1 Scope 2 Scope 3	Juta Ton CO <sub>2</sub> e Million Tons of CO <sub>2</sub> e	10,65 1,75 0,35	Strong





## Perbandingan Target SC 2030 dan Indikator Metadata SDGs Bappenas Comparison of SC 2030 Targets and Bappenas SDGs Metadata Indicators

No	Topik Material Material Topics	Target SC 2030 SC 2030 Target
1.	Energi Energy	<ol style="list-style-type: none"> <li>Mengurangi emisi bersih Cakupan 1 hingga 400 kg CO<sub>2</sub>/ton <i>cementitious</i>.</li> <li>Mengurangi total CO<sub>2</sub> <i>footprint</i> sebesar:               <ol style="list-style-type: none"> <li>Cakupan 1 <i>gross</i> 24% dibandingkan <i>baseline</i> 2020.</li> <li>Cakupan 2 <i>gross</i> 65% dibandingkan <i>baseline</i> 2020.</li> </ol> </li> <li>Mengurangi emisi sulfur dan nitrogen oksida (SO<sub>x</sub> dan NO<sub>x</sub>) masing-masing sebesar 40% dibandingkan <i>baseline</i> 2020.</li> </ol>
2.	Emisi Emission	<ol style="list-style-type: none"> <li>Reducing net emissions of Scope 1 to 400 kg CO<sub>2</sub>/ton <i>cementitious</i>.</li> <li>Reducing total CO<sub>2</sub> <i>footprint</i> by:               <ol style="list-style-type: none"> <li>Scope 1 <i>gross</i> by 24% compared to <i>baseline</i> 2020.</li> <li>Scope 2 <i>gross</i> by 65% compared to <i>baseline</i> 2020.</li> </ol> </li> <li>Reducing sulfur and nitrogen oxide (SO<sub>x</sub> and NO<sub>x</sub>) emissions by 40% each compared to <i>baseline</i> 2020.</li> </ol>
3.	Ekonomi Sirkular Circular Economy	<p>Menawarkan alternatif sirkular untuk 50% produk beton yang bertujuan untuk cakupan penuh. Offering circular alternatives for 50% of concrete products aiming for full coverage.</p>
4.	Keselamatan dan Kesehatan Kerja (K3) Occupational Health and Safety (OHS)	<p>Mencapai nihil fatalitas dan mengurangi tingkat kehilangan waktu kerja akibat kecelakaan kerja (LTIFR) hingga 50% dibandingkan 2020. Achieving zero fatalities and reducing the lost time injury frequency rate (LTIFR) by 50% compared to 2020.</p>
5.	Melestarikan Sumber Daya Air Preserving Water Resources	<p>100% lokasi di area yang berisiko terhadap air menerapkan:</p> <ul style="list-style-type: none"> <li>AGG: rencana pengelolaan air sistem daur ulang air.</li> <li>CEM: rencana pengelolaan air sistem daur ulang air.</li> </ul> <p>100% of locations in areas at risk of water implement it:</p> <ul style="list-style-type: none"> <li>AGG: water management plan of water recycling system.</li> <li>CEM: water management plan of water recycling system.</li> </ul>

	Indikator SDGs SDGs indicators	Pencapaian ITP 2025 2025 ITP Achievements
 <b>Tujuan   Goals 7</b> <ol style="list-style-type: none"> <li>7.2.1(a) Bauran energi terbarukan (dari energi primer)</li> <li>7.3.1* Intensitas energi primer               <ol style="list-style-type: none"> <li>7.2.1(a) Renewable energy mix (from primary energy)</li> <li>7.3.1* Primary energy intensity</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Mengurangi emisi bersih Cakupan 1 hingga 527 kg CO<sub>2</sub>/ton <i>cementitious</i>.</li> <li>Pengurangan emisi Cakupan 1 gross sebesar 15% dibandingkan <i>baseline</i> 2020.</li> <li>Emisi sulfur oksida (SO<sub>x</sub>) turun 33% dibandingkan <i>baseline</i> 2020.</li> <li>Rasio penggunaan bahan bakar alternatif sebesar 29%.</li> <li>Pengurangan intensitas energi sebesar 0,8% dan intensitas emisi sebesar 3%.</li> <li>Total kapasitas terpasang untuk solar panel <i>rooftop</i> dan <i>ground mounted</i> sebesar 72 MW.</li> </ol>	
 <b>Tujuan   Goals 13</b> <ol style="list-style-type: none"> <li>13.2.2* Jumlah emisi gas rumah kaca (GRK) per tahun</li> <li>13.2.2.[a] Potensi Penurunan emisi gas rumah kaca (GRK)</li> <li>13.2.2.[b] Potensi Penurunan intensitas emisi gas rumah kaca (GRK)               <ol style="list-style-type: none"> <li>13.2.2* Total greenhouse gas (GHG) emissions per year</li> <li>13.2.2.[a] Potential reduction of greenhouse gas (GHG) emissions</li> <li>13.2.2.[b] Potential reduction of greenhouse gas (GHG) emission intensity</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Reduced net Scope 1 emissions by 527 kg CO<sub>2</sub>/ton <i>cementitious</i>.</li> <li>Reduced gross Scope 1 emissions by 15% compared to the 2020 <i>baseline</i>.</li> <li>Reduced sulfur oxide (SO<sub>x</sub>) emissions by 33% compared to the 2020 <i>baseline</i>.</li> <li>Reduced alternative fuel usage ratio of 29%.</li> <li>Reduced energy intensity by 0.8% and emission intensity by 3%.</li> <li>Total installed capacity of <i>rooftop</i> and <i>ground mounted</i> solar panel are 72 MW.</li> </ol>	
 <b>Tujuan   Goals 11</b> <ol style="list-style-type: none"> <li>11.6.1.(a) Persentase rumah tangga dengan layanan penuh pengumpulan sampah</li> <li>11.6.1.(b) Persentase timbulan sampah terolah di fasilitas pengolahan sampah               <ol style="list-style-type: none"> <li>11.6.1.(a) Percentage of households with full waste collection services</li> <li>11.6.1.(b) Percentage of waste generated processed at waste processing facilities</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Menggunakan 2,2% <i>fly ash</i> dan 2,5% GBFS sebagai bahan baku alternatif semen.</li> <li>Persentase produksi semen hidraulik untuk menggantikan OPC mengalami kenaikan menjadi 27,3% dibandingkan 26,7% pada 2025.</li> <li>Rasio substitusi energi termal (<i>thermal substitution rate</i>/TSR) mencapai 29%.               <ol style="list-style-type: none"> <li>Using 2.2% <i>fly ash</i> and 2.5% GBFS as alternative cement raw materials.</li> <li>The percentage of hydraulic cement production replacing OPC increased to 27.3% compared to 26.7% in 2025.</li> <li>The thermal substitution rate (TSR) reached 29%.</li> </ol> </li> </ol>	
 <b>Tujuan   Goals 12</b> <ol style="list-style-type: none"> <li>12.4.2* (a) Limbah B3 yang dihasilkan per kapita; (b) Jumlah limbah B3 yang ditangani/diolah berdasarkan jenis penanganannya/pengolahannya</li> <li>12.5.1.(a) Persentase timbulan sampah yang didaur ulang               <ol style="list-style-type: none"> <li>12.4.2* (a) Hazardous waste generated per capita; (b) Amount of hazardous waste handled/processed based on the type of handling/processing</li> <li>12.5.1.(a) Percentage of waste generated that is recycled</li> </ol> </li> </ol>		
 <b>Tujuan   Goals 3</b> <ol style="list-style-type: none"> <li>3.6.1 Kematian akibat kecelakaan kerja</li> <li>3.7.2 <i>Total Fatality Rate</i></li> <li>3.8.2 Cakupan karyawan ke dalam Jaminan Kesehatan Nasional               <ol style="list-style-type: none"> <li>3.6.1 Deaths due to Occupational Accidents</li> <li>3.7.2 <i>Total Fatality Rate</i></li> <li>3.8.2 Employee coverage under National Health Insurance</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Mencapai nihil fatalitas dan tingkat kehilangan waktu kerja akibat kecelakaan kerja (LTIFR) adalah 0.</li> <li>Partisipasi karyawan dalam pelatihan K3 sebanyak 2.387 orang.               <ol style="list-style-type: none"> <li>Achieving zero fatalities and the lost time rate due to occupational accidents (LTIFR) are 0.</li> <li>Employee participation in OHS training 2,387 people.</li> </ol> </li> </ol>	
 <b>Tujuan   Goals 4</b> <ol style="list-style-type: none"> <li>4.2.2 Tingkat partisipasi karyawan dalam pelatihan yang diberikan               <ol style="list-style-type: none"> <li>4.2.2 Level of employee participation in the training provided</li> </ol> </li> </ol>		
 <b>Tujuan   Goals 6</b> <ol style="list-style-type: none"> <li>6.2.1* Persentase rumah tangga yang menggunakan layanan sanitasi yang dikelola secara aman, termasuk fasilitas cuci tangan dengan air dan sabun.</li> <li>6.3.1.(a) Persentase limbah cair industri yang dikelola secara aman               <ol style="list-style-type: none"> <li>6.2.1* Percentage of households using safely managed sanitation services, including handwashing facilities with water and soap.</li> <li>6.3.1.(a) Percentage of safely managed industrial wastewater</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Seluruh Kompleks Pabrik telah menjalankan konservasi air sesuai dengan Rencana Pengelolaan Air.</li> <li>Intensitas pemakaian air untuk proses produksi semen pada 2025 mencapai 0,24 m<sup>3</sup>/ton klinker.               <ol style="list-style-type: none"> <li>The Company's entire factories has implemented water conservation in line with the Water Management Plan.</li> <li>The intensity of water use for cement production process in 2025 reached 0.24 m<sup>3</sup>/ton clinker.</li> </ol> </li> </ol>	



No	Topik Material Material Topics	Target SC 2030 SC 2030 Target
6	Tetangga yang Baik Good Neighbor	1. Target <i>Employee Volunteering</i> 5.000 jam/tahun. 2. Semua karyawan ditawari cuti berbayar selama satu hari per tahun untuk kerja bakti sukarela. 1. <i>Employee Volunteering</i> target 5,000 hours/year. 2. All employees are offered one day of paid leave per year for volunteer work.
7	Keanekaragaman Hayati Biodiversity	100% tambang aktif berkontribusi pada tujuan global alam yang positif, dengan 15% ruang untuk alam. 100% of active mines contribute to the global goal of positive nature, with 15% space for nature.
8	Ketangguhan Korporasi dan Tata Kelola Berkelanjutan Corporate Resilience and Sustainable Governance	Mencapai 50% dari pendapatan total kami yang berasal dari produk berkelanjutan yang bersifat rendah karbon atau sirkular. Achieve 50% of our gross revenue from sustainable products that are either low-carbon or circular.
9	Hak Asasi Manusia Human Rights	Memastikan 25% posisi kepemimpinan diisi oleh perempuan. Ensuring 25% of leadership positions are filled by female.
10	Pengelolaan Bakat dan Kinerja Talent and Performance Management	

Indikator SDGs SDGs indicators	Pencapaian ITP 2025 2025 ITP Achievements
 <p><b>Tujuan   Goals 8</b></p> <p>1. 8.2.1* Laju pertumbuhan PDB per tenaga kerja/Tingkat pertumbuhan PDB riil per orang bekerja per tahun</p> <p>2. 8.3.1* Proporsi lapangan kerja informal, berdasarkan sektor dan jenis kelamin</p> <p>3. 8.3.1.[a] Proporsi UMKM yang mengakses kredit lembaga keuangan formal</p> <p>4. 8.8.2 Peningkatan kepatuhan atas hak-hak pekerja (kebebasan berserikat dan perundingan kolektif) berdasarkan sumber tekstual ILO dan peraturan perundang-undangan negara terkait</p>	<p>1. Keikutsertaan karyawan pada program <i>Employee Volunteering</i> sebesar 6.984 jam.</p> <p>2. Terlaksananya 1.557 program pemberdayaan masyarakat dan UMKM di 100% area operasi.</p> <p>3. Adanya 52 <i>local hero</i>.</p> <p>1. Participation of employees in Employee Volunteering programs: 6,984 hours.</p> <p>2. 1,557 programs of community and MSME empowerment are implemented at 100% of operational areas.</p> <p>3. The existence of 52 local heroes.</p>
 <p><b>Tujuan   Goals 13</b></p> <p>13.2.2.[a] Potensi penurunan emisi gas rumah kaca (GRK)</p> <p>13.2.2.[a] Potential reduction in greenhouse gas (GHG) emissions</p>	<p>1. Penyerapan total CO<sub>2</sub> sebesar 581 ton/ha di area konservasi dan reklamasi pascatambang Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.</p>
 <p><b>Tujuan   Goals 15</b></p> <p>15.1.1* Proporsi tutupan hutan terhadap luas daratan</p> <p>15.1.1* Proportion of forest cover to land area</p>	<p>2. Peningkatan nilai indeks keanekaragaman (H') dibandingkan tahun sebelumnya.</p> <p>3. Pemulihan lahan pascatambang sebesar 159 ha atau 72% dari luas total lahan pascatambang di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Tarjun.</p> <p>4. Implementasi Proyek <i>Quarry Life Award</i> untuk kategori Riset di Kompleks Pabrik Citeureup dan kategori Komunitas di Kompleks Pabrik Cirebon.</p> <p>1. A total 581 tons/ha CO<sub>2</sub> absorption in the post-mining conservation and reclamation areas of Citeureup Factory, Cirebon Factory, and Tarjun Factory.</p> <p>2. Increase in diversity index value (H') compared to that of the previous year.</p> <p>3. Post-mining land recovery of 159 ha or 72% of the total area of post-mining land in Citeureup Factory, Cirebon Factory, and Tarjun Factory.</p> <p>4. Quarry Life Award project implementation for Research category in Citeureup Factory and Community category in Cirebon Factory.</p>
 <p><b>Tujuan   Goals 9</b></p> <p>9.4.1.[a] Penurunan emisi gas rumah kaca sektor industri</p> <p>9.4.1.[a] Reduction of greenhouse gas emissions in the industrial sector</p>	<p>1. <i>Sustainable revenue</i> sebesar 69,64% dari <i>total revenue</i>.</p> <p>2. Nihil kasus korupsi.</p> <p>1. Sustainable revenue of 69.64% of total revenue.</p> <p>2. Zero corruption case.</p>
 <p><b>Tujuan   Goals 16</b></p> <p>16.5.1.(a) Indeks Perilaku Anti Korupsi (IPAK)</p> <p>16.5.1.(a) Anti-Corruption Behavior Index</p>	
 <p><b>Tujuan   Goals 5</b></p> <p>5.5.2* Proporsi perempuan yang berada di posisi managerial</p> <p>5.5.2* Proportion of women in managerial positions</p>	<p>1. Persentase wanita yang menjabat sebagai senior manajemen sebesar 10% dari total 39 senior manajemen.</p> <p>2. 100% kepatuhan pemasok terhadap Kode Etik Pemasok.</p> <p>1. Percentage of women serving in senior management positions was 10% of total 39 senior management.</p> <p>2. 100% of suppliers' compliance with the Supplier Code of Conduct.</p>
 <p><b>Tujuan   Goals 16</b></p> <p>1. 16.7.2.(c) Indeks Aspek Kesetaraan</p> <p>2. 16.10.1(b) Jumlah penanganan pengaduan pelanggaran Hak Asasi Manusia (HAM)</p> <p>1. 16.7.2.(c) Equality Aspect Index</p> <p>2. 16.10.1(b) Number of complaints handled regarding Human Rights (HAM) violations</p>	
 <p><b>Tujuan   Goals 4</b></p> <p>4.2.2 Tingkat partisipasi karyawan dalam pelatihan yang diberikan</p> <p>4.2.2 Level of employee participation in the training provided</p>	<p>Tercapainya jam pelatihan karyawan hingga 194.960 jam.</p> <p>Achieving employee training hours up to 194,960 hours.</p>

# Menguatkan Tata Kelola dan Kinerja Ekonomi untuk Ketangguhan Korporasi

Strengthening Governance and Economic  
Performance for Corporate Resilience

**Bab** | Chapter

# 01

# PENGHARGAAN PROPER EMAS

PT INDOCEMENT TUNGGAL PRAKARSA TBK -  
PABRIK PALIMANAN





# Tata Kelola Keberlanjutan

## Sustainability Governance



**Struktur tata kelola dirancang untuk memberikan pengawasan strategis, mendorong integrasi aspek LST ke dalam proses bisnis, serta mendukung akuntabilitas atas kinerja keberlanjutan Perseroan.**

The governance structure is designed to provide strategic oversight, encourage the integration of ESG aspects into business processes, and support accountability for the Company's sustainability performance.



### Struktur Tata Kelola Keberlanjutan

#### Sustainability Governance Structure

Berdasarkan UU No. 40 Tahun 2007 tentang Perseroan Terbatas, organ perusahaan tertinggi yaitu Rapat Umum Pemegang Saham (RUPS), Direksi sebagai pengelola seluruh kegiatan operasional, dan Dewan Komisaris sebagai pengawas serta memberi arahan strategis kepada Direksi. Direktur memegang peran sebagai pemangku jabatan manajerial tertinggi. Adapun Nominasi dan pengangkatan Direksi serta Dewan Komisaris, Remunerasi Direksi dan Dewan Komisaris disahkan dan ditetapkan dalam RUPS melalui pertimbangan pemegang saham selaku pemangku kepentingan. [2-10][2-11]

Kinerja Dewan Komisaris dan Direksi dievaluasi oleh pemegang saham dalam RUPS, setelah sebelumnya Dewan Komisaris dan Direksi melakukan penilaian mandiri (*self-assessment*) berdasarkan pelaksanaan tugas, tanggung jawab, dan kewajiban yang telah ditetapkan. Penilaian mandiri yang dilakukan oleh Direksi akan dievaluasi oleh Dewan Komisaris untuk mendapatkan persetujuan, dengan dukungan Komite Nominasi dan Remunerasi, sebelum akhirnya dilaporkan kepada pemegang saham di RUPS. Lebih lanjut, upaya Perseroan dalam mendukung pencapaian TPB menjadi tanggung jawab Direktur Utama dan Manajemen Puncak. Pengawasan Dewan Komisaris dan Direksi juga telah mencakup aspek risiko keberlanjutan dan risiko iklim. [2-18]

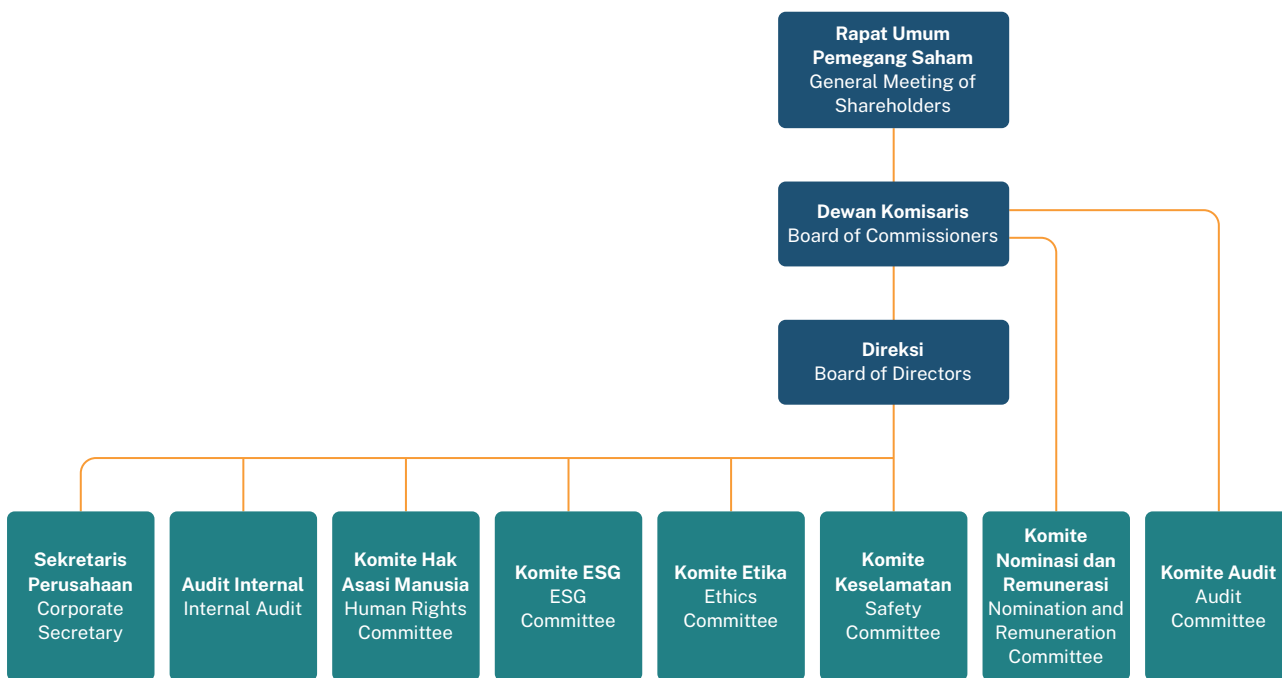
Based on Law No. 40 of 2007 on Limited Liability Companies, the highest level of company's organ is the General Meeting of Shareholders (GMS). The Board of Directors manages all operational activities, and Board of Commissioners supervises and provides strategic direction to the Board of Directors. The Director holds the highest managerial position. The Board of Directors and Board of Commissioners' nomination and appointment, as well as their remuneration, are ratified and determined at the GMS through the shareholders' consideration as stakeholders. [2-10][2-11]

The Board of Commissioners and Board of Directors' performance is evaluated by shareholders at the GMS, after the Board of Commissioners and Board of Directors conduct self-assessment based on the implementation of their assigned duties, responsibilities, and obligations. Self-assessment conducted by the Board of Directors will be evaluated by the Board of Commissioners for approval, with the support of the Nomination and Remuneration Committee, before being reported to shareholders at the GMS. Furthermore, the Company's efforts to support the achievement of SDGs are the responsibility of the President Director and Top Management. Oversight by the Board of Commissioners and Board of Directors also covers sustainability and climate risk aspects. [2-18]

Sebagai bagian dari penerapan tata kelola keberlanjutan, Direksi melibatkan pemangku kepentingan dalam pengelolaan aspek LST melalui konsultasi yang dilakukan langsung oleh anggota Direksi atau pejabat yang ditunjuk sesuai isu yang dibahas. Untuk pelaksanaan konsultasi program CSR, kewenangan komunikasi dengan pemangku kepentingan diberikan kepada Divisi CSR. Pada 2025, komposisi Dewan Komisaris Perseroan mengalami perubahan sesuai dengan keputusan RUPS Tahunan pada 21 Mei 2025 yang mengangkat Suharso Monoarfa menggantikan Kevin Gerard Gluskie sebagai Komisaris Perseroan. Selain itu, Sunnira Ly ditunjuk kembali sebagai Direktur Perseroan. [C.6][E.1][2-12][2-13]

As part of implementing sustainable governance, the Board of Directors involves stakeholders in managing ESG aspects through direct consultations, either with the Board of Directors' members or with officers appointed according to the issues. In the context of CSR program consultations, the CSR Division is granted authority to communicate with stakeholders. In 2025, the composition of the Company's Board of Commissioners underwent changes in accordance with the Annual GMS resolutions dated 21 May 2025, which appointed Suharso Monoarfa to replace Kevin Gerard Gluskie as the Commissioner of the Company. Furthermore, Sunnira Ly was reappointed as the Director of the Company. [C.6][E.1][2-12][2-13]

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



**Komite Environmental, Social, and Governance (ESG)**  
 Environmental, Social, and Governance (ESG) Committee

Sejak 2021, Indocement membentuk Komite ESG di bawah pengawasan Direktur Utama dan Manajemen Puncak sebagai Dewan Pengarah. Komite ESG memiliki tanggung jawab untuk merumuskan strategi, kebijakan, dan rencana aksi terkait kinerja lingkungan, sosial, dan tata kelola (LST), serta menyelaraskan tujuan dan targetnya.

Since 2021, Indocement has established ESG Committee under the supervision of the President Director and Top Management as the Steering Committee. The ESG Committee is responsible for formulating strategies, policies, and action plans related to environmental, social, and governance (ESG) performance, as well as aligning its objectives and targets.



Secara berkala, Komite ESG menilai efektivitas program LST, mengidentifikasi peluang perbaikan, dan melaporkan hasil kerja serta rekomendasi kepada Direksi setiap akhir tahun pelaporan. Dalam konteks penerapan IFRS S1 dan IFRS S2, Komite ESG berperan sebagai struktur utama dalam pengawasan risiko dan peluang keberlanjutan, termasuk risiko dan peluang terkait perubahan iklim. Penilaian kinerja Komite ESG dilakukan melalui rapat Direksi. [E.1][2-12][2-14][2-16][2-18]

The ESG Committee periodically assesses ESG programs' effectiveness, identifies opportunities for improvement, and reports work results and recommendations to the Board of Directors at the end of each reporting year. In the context of implementing IFRS S1 and IFRS S2, ESG Committee serves as the primary structure for overseeing sustainability risks and opportunities, including risks and opportunities related to climate change. The ESG Committee's performance is assessed through the Board of Directors' meetings. [E.1][2-12][2-14][2-16][2-18]

### Anggota dan Susunan Komite ESG Members and Composition of the ESG Committee

Dewan Pengarah Supervisory Board	Anggota EXCOM EXCOM member
Koordinator Coordinator	Pejabat yang ditunjuk oleh Direktur Utama Officials appointed by President Director
Sekretaris Secretary	Investor Relations Officer
CO <sub>2</sub> Roadmap	Pejabat yang memiliki kompetensi dalam bidang CO <sub>2</sub> Roadmap –yang ditunjuk oleh Direktur Utama Officials with competencies in CO <sub>2</sub> Roadmap –appointed by President Director
Produk Berkelanjutan Sustainable Products	<ul style="list-style-type: none"> <li>• Direktur Komersial</li> <li>• Direktur yang membawahi bidang teknik PT Pionirbeton Industri</li> <li>• Commercial Director</li> <li>• Director in charge of technical at PT Pionirbeton Industri</li> </ul>
Lingkungan, Air, dan Keselamatan Environment, Water, and Safety	Corporate SHE Division Manager
Land Use dan Keanekaragaman Hayati Land Use and Biodiversity	Staf Mining Division Staff of Mining Division
Tanggung Jawab Sosial dan Lingkungan (TJSL) Corporate Social Responsibility (CSR)	Corporate Social Responsibility Division
Beton Siap-Pakai Ready-Mix Concrete	<ul style="list-style-type: none"> <li>• Direktur Utama PT Pionirbeton Industri</li> <li>• Direktur yang membawahi bidang Teknik PT Pionirbeton Industri atau pejabat yang ditunjuk oleh Direktur Utama PT Pionirbeton Industri</li> <li>• President Director of PT Pionirbeton Industri</li> <li>• Director in Charge of Engineering at PT Pionirbeton Industri or officials appointed by President Director of PT Pionirbeton Industri</li> </ul>
Agregat Aggregate	Direktur Utama PT Mandiri Sejahtera Sentra dan PT Tarabatuh Manunggal President Director of PT Mandiri Sejahtera Sentra and PT Tarabatuh Manunggal
Tata Kelola Governance	Corporate Secretary
Overall Support	Pejabat yang ditunjuk oleh Direktur Utama Officials appointed by President Director

## Komite Hak Asasi Manusia (HAM)

### Human Rights Committee

Pada 2023, Indocement membentuk Komite Hak Asasi Manusia (HAM) yang bekerja sama dengan Internal Audit untuk memastikan penerapan prinsip hak asasi manusia di seluruh aktivitas operasional Perseroan. Komite HAM mengawasi implementasi sistem manajemen kepatuhan HAM serta pelaksanaan *Human Rights Risk Assessment* (HRRRA) sebagai bagian dari proses *due diligence* Perseroan. HRRRA dilakukan melalui wawancara dan penilaian risiko terhadap karyawan dari berbagai unit kerja, dengan cakupan isu ketenagakerjaan, keselamatan dan kesehatan kerja (K3), kesetaraan dan non-diskriminasi, kebebasan berserikat, serta aspek keamanan kerja. Hasil HRRRA digunakan sebagai dasar penyempurnaan kebijakan internal, penguatan pengendalian risiko, dan peningkatan program sosialisasi serta pelatihan terkait penghormatan HAM.

In 2023, Indocement established Human Rights Committee that cooperated with Internal Audit to ensure the implementation of human rights principles across all of the Company's operational activities. The Human Rights Committee oversees the implementation of Human Rights Compliance Management System and Human Rights Risk Assessment (HRRRA) as part of the Company's due diligence process. HRRRA is conducted through interviews and risk assessments of employees from various work units, covering issues related to employment, occupational health and safety (OHS), equality and non-discrimination, freedom of association, and job security. HRRRA results are used as the basis for improving internal policies, strengthening risk controls, and enhancing dissemination and training programs related to respect for human rights.

## Management Technology Team (MTT) [E.1]

Sebagai upaya dalam merumuskan strategi dan kebijakan, serta mendukung kinerja keberlanjutan, Indocement membentuk Management Technology Team (MTT) yang dipimpin langsung oleh Direktur Utama dan dikoordinasikan secara operasional oleh Direktur Human Capital. Adapun anggota dari MTT terdiri dari General Manager serta Plant/Division Manager yang bertanggung jawab untuk melakukan evaluasi proyek atau program yang sedang berjalan, mengusulkan langkah strategis, serta merancang proyek masa depan, termasuk yang terkait LST.

As an effort to formulate strategies and policies and support sustainability performance, Indocement establishes the Management Technology Team (MTT), chaired directly by President Director and coordinated operationally by Human Capital Director. MTT members, which include General Managers and Plant/Division Managers, are responsible for evaluating ongoing projects or programs, proposing strategic steps, and designing future projects, including those related to ESG.

Secara berkala, Plant/Division Manager dan Department Head melakukan komunikasi melalui *Executive Retreat*, *Executive Strategic Forum*, dan *Quantum Challenge Briefing*, serta melakukan monitoring dan evaluasi melalui rapat bulanan dengan MTT. Rekomendasi yang dihasilkan oleh MTT menjadi salah satu dasar penyusunan strategi dekarbonisasi, ekonomi sirkular, serta efisiensi energi sebagaimana diuraikan dalam bagian "Pengelolaan Energi" laporan ini. Adapun rekomendasi dari MTT dapat dijadikan sebagai salah satu dasar penyusunan target dan strategi jangka pendek dan jangka panjang Perseroan, kemudian disampaikan kepada Dewan Komisaris dan Komite Audit untuk mendapatkan persetujuan sebelum disampaikan kepada pemegang saham. [2-16]

On a regular basis, the Plant/Division Managers and Department Heads communicate through Executive Retreat, Executive Strategic Forum, and Quantum Challenge Briefing, and conduct monitoring and evaluation through monthly meetings with MTT. Recommendations generated by the MTT serve as the basis for preparing decarbonization, circular economy, and energy efficiency strategies, as outlined in the "Energy Management" section of this report. Recommendations from the MTT can be used as the basis for preparing the Company's short-term and long-term targets and strategies, which are then submitted to the Board of Commissioners and Audit Committee for approval before being submitted to shareholders. [2-16]



## Kebijakan Remunerasi dan Benturan Kepentingan

### Remuneration Policy and Conflict of Interest

RUPS Tahunan Perseroan yang diadakan pada 21 Mei 2025 memutuskan untuk melimpahkan wewenang kepada Dewan Komisaris untuk menentukan besaran remunerasi, termasuk gaji dan tunjangan lainnya bagi anggota Direksi Perseroan untuk tahun buku 2025. RUPS juga memutuskan dan menetapkan honorarium tahunan Dewan Komisaris pada 2025 akan sama dengan honorarium yang dibayarkan pada 2024, serta tidak melebihi 8% dari total remunerasi Direksi. Aspek keberlanjutan telah dimasukkan ke dalam penilaian KPI dan menjadi mekanisme kompensasi bagi seluruh jajaran Manajemen Puncak. [2-19][2-20][2-21]

Selama 2025, Perseroan tidak mendapatkan sanksi denda atau sanksi hukum lainnya oleh lembaga yang berwenang dalam pengelolaan industri manufaktur maupun oleh Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI). Perseroan juga meyakini tidak ada hubungan semenda antara anggota Direksi dan Dewan Komisaris, maupun antar anggota tersebut yang dapat menimbulkan konflik kepentingan, sesuai *Code of Business Conduct* Heidelberg Materials. Selama periode pelaporan, tidak ditemukan indikasi adanya benturan kepentingan dalam setiap keputusan yang diambil oleh Indocement. [2-15][2-27]

The Company's Annual GMS, held on 21 May 2025, resolved to delegate authority to the Board of Commissioners to determine the remuneration amount, including salaries and other allowances, for members of the Company's Board of Directors for the 2025 fiscal year. The GMS also resolved and determined that the annual honorarium for the Board of Commissioners in 2025 would be the same as the honorarium paid in 2024 and would not exceed 8% of the total remuneration of the Board of Directors. Sustainability aspects have been incorporated into the KPI assessment and serve as a compensation mechanism for all levels of Top Management. [2-19][2-20][2-21]

Throughout 2025, there were no fines or other legal sanctions imposed on the Company by institutions authorized in managing manufacturing industry or by Financial Services Authority (OJK) and Indonesia Stock Exchange (IDX). The Company also believes that there is no relationship between members of the Board of Directors and the Board of Commissioners, nor among members that may cause conflict of interest, in accordance with Heidelberg Materials' Code of Business Conduct. During the reporting period, there were no indications of conflict of interest in every decision made by Indocement. [2-15][2-27]



Detail informasi mengenai RUPS, struktur dan komposisi Dewan Komisaris, Direksi, beserta fungsi-fungsi di bawahnya, proses nominasi dan seleksi, rasio dan besaran remunerasi, tugas dan tanggung jawab, kebijakan dan remunerasi, serta evaluasi kinerja terdapat di dalam Laporan Tahunan 2025 Indocement. [2-9][2-10][2-18][2-19][2-20][2-21]  
Detailed information regarding the GMS, structure and composition of the Board of Commissioners, the Board of Directors, along with their subordinate functions, nomination and selection process, remuneration ratio and amount, duties and responsibilities, policies and remuneration, and performance evaluation are set out in Indocement's 2025 Annual Report. [2-9][2-10][2-18][2-19][2-20][2-21]

## Pengelolaan Risiko Keberlanjutan [E.3][2-25]

### Sustainability Risk Management

Sebagai acuan dalam mengelola dan memitigasi risiko, Perseroan memiliki Kebijakan Manajemen Risiko yang telah disesuaikan dengan standar ISO 31000:2018 terkait Manajemen Risiko yang berlaku di seluruh unit kerja Perseroan. Seluruh anggota Dewan Komisaris, Direksi, Komite Audit, Audit Internal, Audit Eksternal, hingga karyawan di level operasional bertanggung jawab dalam pengawasan dan pengelolaan risiko. Secara berkala, Direksi dan Dewan Komisaris melakukan pertemuan guna membahas efektivitas pengelolaan risiko dan penerapan keberlanjutan. [2-16]

As a reference for managing and mitigating risk, the Company has the Risk Management Policy, adjusted to the ISO 31000:2018 standard for Risk Management, which applies to all Company work units. All members of the Board of Commissioners, Board of Directors, Audit Committee, Internal Audit, External Audit, and employees at operational level are responsible for overseeing and managing risk. Periodically, the Board of Directors and Board of Commissioners convene meetings to discuss the effectiveness of risk management and sustainability implementation. [2-16]

Sebagai upaya dalam memitigasi dampak negatif dari kegiatan operasional, Perseroan melakukan *due diligence* pada setiap aspek rantai nilai. *Due diligence* dilaksanakan termasuk pada pemasok, input (bahan baku, tenaga kerja, uang, waktu, pengetahuan, dan kompetensi), proses (fungsi manajemen, kondisi fisik pabrik, dan kantor), produk (barang dan jasa), serta konsumen. Secara berkala, Perseroan juga terus mengembangkan dan memperbaiki kerangka sistem pengelolaan risiko, serta meningkatkan struktur pengendalian internal yang terintegrasi dan komprehensif. Adapun melalui penerapan sistem pengelolaan risiko yang efektif, dapat memberikan informasi awal terkait potensi risiko yang memengaruhi Perseroan dan menjadi dasar untuk menentukan langkah-langkah yang tepat untuk mengidentifikasi dan mengurangi dampak risiko.

As an effort to mitigate the negative impacts of operational activities, the Company conducts due diligence on every aspect of the value chain. Due diligence is also conducted on suppliers, inputs (raw materials, labor, money, time, knowledge, and competence), process (management function, physical condition of factories and offices), products (goods and services), and consumers. The Company also periodically develops and improves the risk management system framework, as well as improves an integrated and comprehensive internal control structure. The implementation of an effective risk management system provides early information regarding potential risks that affect the Company, and this information serves as the basis for determining the appropriate measures to identify and reduce the risk's impact.

Indocement memetakan risiko dan peluang dalam tiga jangka waktu, yaitu:

Indocement maps the risks and opportunities in three time frames, which are:

<b>Jangka Pendek (2025-2026)</b> Short-term (2025-2026)	<b>Jangka Menengah (2027-2030)</b> Medium-term (2027-2030)	<b>Jangka Panjang (pasca-2030)</b> Long-term (post-2030)
Risiko operasional harian, fluktuasi harga bahan baku dan energi, gangguan rantai pasokan, serta kepatuhan terhadap peraturan dan perizinan yang berlaku. Daily operational risks, fluctuations in raw material and energy prices, supply chain disruptions, and compliance with applicable regulations and licensing.	Perubahan kebijakan pemerintah, perkembangan teknologi, perubahan tren pasar, serta tantangan dalam peningkatan efisiensi produksi dan distribusi dalam rangka pencapaian target Sustainability Commitment (SC) 2030. Amendments to government policies, technological developments, changing market trends, and challenges in improving production and distribution efficiency in order to achieve the 2030 Sustainability Commitment (SC) targets.	Risiko perubahan iklim jangka panjang, pergeseran preferensi konsumen terhadap produk yang lebih ramah lingkungan, transformasi industri semen, serta ketahanan dan keberlanjutan model bisnis Perseroan dalam menghadapi disrupsi ekonomi dan teknologi. Long-term climate change risks, shifting consumer preferences towards more eco-friendly products, transformation of the cement industry, and the resilience and sustainability of the Company's business model in facing economic and technological disruption.

**Risiko Keberlanjutan Utama 2025**

Risiko keberlanjutan utama diidentifikasi melalui proses manajemen risiko Perseroan yang mengacu pada kerangka ISO 31000 dan prinsip IFRS S1, mencakup identifikasi, evaluasi, mitigasi, serta pemantauan risiko material yang berdampak pada kinerja ekonomi, lingkungan, dan sosial. Risiko tersebut menjadi pertimbangan penting dalam perumusan strategi bisnis, perencanaan operasional, dan pengambilan keputusan manajemen, serta dikelola secara terintegrasi melalui penyesuaian kebijakan, penguatan pengendalian internal, dan alokasi sumber daya yang memadai. Dalam konteks perubahan iklim, risiko transisi dan fisik dipertimbangkan dalam perencanaan jangka pendek, menengah, dan panjang untuk menjaga ketahanan dan keberlanjutan bisnis Perseroan.

**Key Sustainability Risks in 2025**

Key sustainability risks are identified through the Company's risk management process, which refers to ISO 31000 framework and IFRS S1 principles, covering the identification, assessment, mitigation, and monitoring of material risks that may impact economic, environmental, and social performance. These risks constitute an important consideration in formulating business strategy, planning operations, and decision-making by management, and are managed in an integrated manner by adjusting policies, strengthening internal control, and allocating adequate resources. In the context of climate change, both transition and physical risks are taken into account in short-, medium-, and long-term planning to safeguard the Company's resilience and business sustainability.



Peristiwa Risiko Risk Event	Dampak terhadap Perseroan Impact on the Company	Pengelolaan Risiko Risk Management
<b>Aspek Lingkungan   Environmental Aspect</b>		
<p>Timbulan emisi debu dan kebisingan dari kegiatan operasional (risiko lingkungan, kepatuhan/regulasi)</p> <p>Dust and noise emissions generated from operational activities (environmental, regulatory/compliance risk)</p>	<p><b>Dampak Operasional</b></p> <ul style="list-style-type: none"> <li>• Keluhan masyarakat yang berdampak pada terganggunya kelancaran operasional.</li> <li>• Potensi penghentian sementara kegiatan operasional akibat tekanan sosial atau keluhan masyarakat.</li> </ul> <p><b>Dampak Keuangan</b></p> <ul style="list-style-type: none"> <li>• Penambahan belanja modal untuk pengadaan teknologi pengendalian debu dan kebisingan.</li> <li>• Potensi denda atau penalti dari regulator jika standar emisi tidak dipenuhi.</li> <li>• Biaya tambahan untuk penanganan keluhan masyarakat atau kompensasi kepada pihak terdampak.</li> </ul> <p><b>Operational Impact</b></p> <ul style="list-style-type: none"> <li>• Community complaints that may disrupt smooth operational activities.</li> <li>• Potential temporary suspension of operations due to social pressure or public complaints.</li> </ul> <p><b>Financial Impact</b></p> <ul style="list-style-type: none"> <li>• Additional capital expenditure for the procurement of dust and noise control technologies.</li> <li>• Potential fines or penalties from regulators if emission standards are not met.</li> <li>• Additional costs for addressing community complaints or providing compensation to affected parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Terus menerapkan dan mengembangkan teknologi tepat guna untuk menurunkan emisi debu dan kebisingan.</li> <li>• Menindaklanjuti seluruh keluhan dari masyarakat dan meningkatkan koordinasi dengan bagian operasional terhadap keluhan masyarakat.</li> <li>• Continues to implement and develop appropriate technology to reduce dust and noise emissions.</li> <li>• Follows up on all complaints from the community and improves coordination with the operational division regarding community complaints.</li> </ul>
<b>Aspek Sosial   Social Aspect</b>		
<p>Kebutuhan masyarakat terhadap ketersediaan lapangan kerja</p> <p>Community's needs for employment opportunities</p>	<p><b>Dampak Operasional</b></p> <ul style="list-style-type: none"> <li>• Berpengaruh pada <i>social license to operate</i> Perseroan, yaitu penerimaan sosial dari masyarakat sekitar yang memengaruhi kelancaran aktivitas operasional.</li> <li>• Potensi gangguan atau protes sosial jika Perseroan dianggap tidak memberikan kontribusi yang cukup terhadap penciptaan lapangan kerja lokal.</li> </ul> <p><b>Dampak Keuangan</b></p> <ul style="list-style-type: none"> <li>• Biaya tambahan untuk program TJSL, khususnya yang berhubungan dengan peningkatan lapangan kerja lokal.</li> <li>• Potensi peningkatan pengeluaran operasional akibat tekanan untuk merekrut tenaga kerja lokal dalam jumlah lebih besar.</li> <li>• Risiko finansial terkait gangguan atau penundaan operasional akibat penolakan atau protes dari masyarakat lokal.</li> </ul> <p><b>Operational Impact</b></p> <ul style="list-style-type: none"> <li>• Impacts the Company's social license to operate, referring to the social acceptance from surrounding communities that influences the smooth running of operational activities.</li> <li>• Potential disruptions or social protests if the Company is perceived as not contributing sufficiently to local job creation.</li> </ul> <p><b>Financial Impact</b></p> <ul style="list-style-type: none"> <li>• Additional costs for CSR programs, particularly those related to enhancing local employment opportunities.</li> <li>• Potential increase in operational expenses due to pressure to hire a larger number of local workers.</li> <li>• Financial risks related to operational disruptions or delays caused by rejection or protests from the local community.</li> </ul>	<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 and SDP programs, as well as training programs to improve community knowledge and skills, such as training related to MSMEs, garments, agriculture, fisheries, and animal husbandry.</p>

Peristiwa Risiko Risk Event	Dampak terhadap Perseroan Impact on the Company	Pengelolaan Risiko Risk Management
<p>Pelanggaran HAM dalam operasional Perseroan Violation of Human Rights within the Company's operations</p>	<p><b>Dampak Operasional</b></p> <ul style="list-style-type: none"> <li>Munculnya tuntutan atas pelanggaran HAM, serta aksi protes atau penolakan yang bisa mengganggu kelancaran operasional.</li> <li>Penurunan reputasi Perseroan yang menghambat hubungan baik dengan pemangku kepentingan, termasuk masyarakat dan pemerintah.</li> <li>Potensi penghentian sementara kegiatan Perseroan jika kasus HAM meluas.</li> </ul> <p><b>Dampak Keuangan</b></p> <ul style="list-style-type: none"> <li>Kerugian finansial akibat tuntutan ganti rugi atas pelanggaran HAM.</li> <li>Biaya tambahan terkait penyelesaian hukum atau negosiasi dengan pihak terdampak.</li> <li>Kehilangan pendapatan akibat gangguan operasional atau boikot konsumen/investor akibat pelanggaran HAM.</li> <li>Penurunan kepercayaan investor, yang dapat memengaruhi harga saham atau pendanaan.</li> </ul> <p><b>Operational Impact</b></p> <ul style="list-style-type: none"> <li>Emergence of human rights violation claims, as well as protests and rejections that may disrupt operational continuity.</li> <li>Damage to the Company's reputation, hindering good relationships with stakeholders, including the community and government.</li> <li>Potential temporary suspension of Company operations if human rights issues escalate.</li> </ul> <p><b>Financial Impact</b></p> <ul style="list-style-type: none"> <li>Financial losses due to compensation claims related to human rights violations.</li> <li>Additional costs related to legal settlements or negotiations with affected parties.</li> <li>Loss of revenue due to operational disruptions or consumer/investor boycotts resulting from human rights violations.</li> <li>Decline in investor confidence, which may affect stock prices or access to funding.</li> </ul>	<ul style="list-style-type: none"> <li>Pembentukan Komite HAM yang bertugas untuk memberi arahan terkait implementasi HAM di Perseroan.</li> <li>Sosialisasi penghormatan HAM kepada Insan Perseroan.</li> <li>Pernyataan penghormatan HAM kepada Mitra Bisnis Perseroan.</li> <li>Melakukan <i>risk assessment</i> atas penerapan HAM dalam operasional Perseroan.</li> <li>Pelatihan tenaga keamanan Perseroan untuk mengedepankan pendekatan HAM.</li> <li>E-Learning terkait Implementasi HAM dalam pelaksanaan bisnis Perseroan.</li> <li>Establishment of the Human Rights Committee that is in charge of providing direction on human rights implementation in the Company.</li> <li>Dissemination of respect for human rights to the Company's Personnel.</li> <li>Statement of respect for human rights to the Company's Business Partners.</li> <li>Conducting risk assessment on human rights implementation within the Company's operations.</li> <li>Training of the Company's security personnel to prioritize human rights approach.</li> <li>E-Learning related to Human Rights Implementation in the Company's business implementation.</li> </ul>
<p>Kerugian reputasi, hukum, dan sosial akibat tidak memenuhi standar lingkungan, regulasi, atau harapan masyarakat sekitar Reputational, legal, and social damage if it fails to meet environmental standards, regulations, or the expectations of the surrounding community</p>	<p><b>Dampak Operasional</b></p> <ul style="list-style-type: none"> <li>Tuntutan dari masyarakat atau pemangku kepentingan terkait peningkatan kontribusi TJSL yang dapat memengaruhi kelancaran operasional Perseroan.</li> <li>Tekanan sosial yang mungkin menuntut perubahan proses produksi atau operasional demi memenuhi standar lingkungan dan sosial.</li> </ul> <p><b>Dampak Keuangan</b></p> <ul style="list-style-type: none"> <li>Penambahan biaya operasional akibat kewajiban Perseroan dalam menjalankan program-program TJSL.</li> <li>Pengeluaran tambahan untuk investasi di bidang sosial dan lingkungan.</li> <li>Potensi biaya akibat denda atau kompensasi apabila Perseroan gagal memenuhi kewajiban atau standar yang ditetapkan regulator maupun harapan publik.</li> </ul> <p><b>Operational Impact</b></p> <ul style="list-style-type: none"> <li>Demands from the community or stakeholders for increased CSR contributions, which may affect the Company's operational continuity.</li> <li>Social pressure that may require changes to production or operational processes to meet environmental and social standards.</li> </ul> <p><b>Financial Impact</b></p> <ul style="list-style-type: none"> <li>Increased operational costs due to the Company's obligations in implementing CSR programs.</li> <li>Additional expenditures for investments in social and environmental initiatives.</li> <li>Potential costs from fines or compensation if the Company fails to meet regulatory requirements or public expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Pembentukan Komite ESG dan Komite CSR.</li> <li>Pelaksanaan program TJSL setiap tahunnya untuk berbagai aspek, termasuk aspek lingkungan dan sosial.</li> <li>Diskusi tentang materi Pertumbuhan Berkelanjutan melalui Tata Kelola (<i>Sustainable Growth through Legal Governance</i>) dengan pakar <i>governance</i> melalui LCC Week.</li> <li>Establishment of ESG Committee and CSR Committee.</li> <li>Implementation for CSR programs every year for various aspects, including environmental and social aspects.</li> <li>Discussion on Sustainable Growth through Legal Governance with governance experts through LCC Week.</li> </ul>



### Pengelolaan Risiko terkait Perubahan Iklim [E.3][201-2]

Perseroan mengidentifikasi risiko perubahan iklim yang berpotensi berdampak terhadap kinerja operasional dan keuangan, serta melakukan langkah mitigasi dan adaptasi secara bertahap. Direksi, melalui pendelegasian kepada Koordinator Komite ESG, bertanggung jawab atas pengawasan risiko dan peluang terkait perubahan iklim, termasuk pemantauan peningkatan penggunaan bahan bakar alternatif, efisiensi energi, dan pengurangan intensitas emisi karbon. Dalam mendukung upaya adaptasi dan mitigasi perubahan iklim, Perseroan terus melakukan perbaikan dan pengembangan infrastruktur secara berkelanjutan sesuai dengan perencanaan jangka menengah dan panjang. Pada 2025, Perseroan telah mengalokasikan anggaran untuk kegiatan mitigasi perubahan iklim sebesar Rp133,6 miliar. [F.3]

Selama 2025, Perseroan belum menentukan nilai besaran implikasi finansial atas risiko iklim, namun demikian, Perseroan telah memetakan peluang terkait LST dan perubahan iklim, di antaranya:

1. Efisiensi biaya melalui pengurangan penggunaan bahan bakar fosil dan peningkatan pemanfaatan bahan bakar alternatif.
2. Meningkatkan penggunaan bahan baku dan bahan bakar alternatif untuk mendukung pengurangan emisi GRK.
3. Penerapan SNI 7064:2022 terkait spesifikasi teknis dan metode pengujian semen portland komposit, yang mendukung pengembangan produk yang lebih ramah lingkungan serta perluasan pasar.
4. Pemanfaatan kapal milik sendiri sebagai upaya efisiensi biaya transportasi logistik.
5. Optimalisasi distribusi melalui skema *shifted volume* dengan produk Semen Grobogan untuk meningkatkan efisiensi logistik serta memperluas penetrasi pasar di wilayah Jawa Tengah dan Jawa Timur.
6. Pengembangan dan pengoperasian PLTS di Kompleks Pabrik Citeureup (40,7 MWp), Kompleks Pabrik Cirebon (6,5 MWp), dan Kompleks Pabrik Tarjun (24,79 MWp) untuk mengurangi ketergantungan pada energi fosil dan meningkatkan efisiensi biaya energi.

### Climate Change Risk Management [E.3][201-2]

The Company has identified climate change risks that may potentially affect its operational and financial performance and has undertaken mitigation and adaptation measures on a phased basis. The Board of Directors, through delegation to ESG Committee Coordinator, is responsible for overseeing climate-related risks and opportunities, including monitoring the increased use of alternative fuels, energy efficiency initiatives, and reduction of carbon emission intensity. In support of climate change adaptation and mitigation efforts, the Company continues to pursue ongoing improvements and development of its infrastructure in line with its medium- and long-term planning. In 2025, the Company has allocated a budget of Rp133.6 billion for climate change mitigation activity. [F.3]

Throughout 2025, the Company did not yet determine the financial implications of climate risks. Nevertheless, the Company mapped the opportunities related to ESG and climate change, including:

1. Cost efficiency through reducing fossil fuel use and increasing the use of alternative fuels.
2. Increasing the use of alternative materials and alternative fuels to support GHG emission reductions.
3. Implementation of SNI 7064:2022 regarding technical specifications and testing methods for composite portland cement, which supports the development of more environmentally friendly products and market expansion.
4. Utilization of the Company's vessels as an effort to increase logistics transportation cost efficiency.
5. Distribution optimization through shifted volume scheme with Semen Grobogan products to improve logistics efficiency and expand market penetration in Central and East Java.
6. Development and operation of solar power plants (PLTS) at the Citeureup Factory (40.7 MWp), Cirebon Factory (6.5 MWp), and Tarjun Factory (24.79 MWp) to reduce dependence on fossil-based energy and improve energy cost efficiency.

### Risiko Iklim

Risiko iklim yang dihadapi Perseroan dikelompokkan ke dalam risiko transisi dan risiko fisik dengan mengacu pada kerangka klasifikasi risiko iklim dalam IFRS S2.

### Climate Risk

The climate risks encountered by the Company are grouped into transition risks and physical risks, based on the climate risk classification framework in IFRS S2.

Peristiwa Risiko Risk Event	Dampak terhadap Perseroan [201-2] Impact on the Company	Pengelolaan Risiko Risk Management
<b>Risiko Transisi   Transition Risk</b>		
Penerapan pajak karbon di Indonesia Implementation of carbon tax in Indonesia	<p><b>Dampak Operasional</b></p> <ul style="list-style-type: none"> <li>• Kenaikan biaya operasional akibat pajak atas emisi karbon yang dihasilkan oleh aktivitas industri.</li> <li>• Kebutuhan untuk mengadopsi teknologi yang lebih ramah lingkungan guna mengurangi emisi gas rumah kaca (GRK).</li> <li>• Adaptasi terhadap proses produksi yang lebih efisien dan ramah lingkungan.</li> <li>• Potensi gangguan operasional selama masa transisi penerapan teknologi baru.</li> </ul> <p><b>Dampak Keuangan</b></p> <ul style="list-style-type: none"> <li>• Peningkatan biaya produksi yang berpotensi mengurangi laba Perseroan.</li> <li>• Investasi tambahan untuk implementasi teknologi hijau dan pengurangan emisi karbon.</li> <li>• Risiko finansial berupa denda atau penalti jika Perseroan gagal memenuhi kewajiban pajak karbon.</li> <li>• Peningkatan pengeluaran modal (<i>capital expenditure</i>/CAPEX) untuk investasi teknologi rendah emisi.</li> <li>• Tambahan biaya rutin dari pajak karbon, meningkatkan biaya produksi secara keseluruhan.</li> <li>• Potensi penurunan profitabilitas jangka pendek akibat peningkatan biaya operasional.</li> </ul> <p><b>Operational Impact</b></p> <ul style="list-style-type: none"> <li>• Increased operational costs due to carbon emission taxes resulting from industrial activities.</li> <li>• The need to adopt more environmentally friendly technologies to reduce greenhouse gas (GHG) emissions.</li> <li>• Adaptation to more efficient and environmentally friendly production processes.</li> <li>• Potential operational disruptions during the transition to new technologies.</li> </ul> <p><b>Financial Impact</b></p> <ul style="list-style-type: none"> <li>• Increased production costs that may potentially reduce the Company's profit.</li> <li>• Additional investment required for the implementation of green technology and carbon emission reduction.</li> <li>• Financial risks in the form of fines or penalties if the Company fails to meet carbon tax obligations.</li> <li>• Increased capital expenditure (CAPEX) for investment in low-emission technologies.</li> <li>• Additional recurring costs from carbon taxes, raising overall production costs.</li> <li>• Potential short-term decrease in profitability due to increased operational costs.</li> </ul>	<p>Meningkatkan penggunaan bahan bakar alternatif, mengurangi kandungan klinker, serta meningkatkan ekonomi sirkular yang secara tidak langsung berdampak pada efisiensi biaya produksi, operasi, dan distribusi. Perseroan memperkuat posisi semen hidraulis di pasar seiring peningkatan preferensi pasar terhadap bahan bangunan dengan harga dan jejak lingkungan yang lebih rendah.</p> <p>Increasing the use of alternative fuels, reducing clinker ratios, and enhancing circular economy practices indirectly improve cost efficiency in production, operations, and distribution. The Company strengthens its position in the hydraulic cement market as market preferences shift towards building materials with lower prices and environmental footprints.</p>



Peristiwa Risiko Risk Event	Dampak terhadap Perseroan [201-2] Impact on the Company	Pengelolaan Risiko Risk Management
<p><b>Risiko Kompetitif:</b> Jika perusahaan tidak mampu beradaptasi dengan tren produk ramah lingkungan maka akan tertinggal.</p> <p><b>Risiko Pasar:</b> Kehilangan pelanggan yang memilih produk dari perusahaan yang lebih ramah lingkungan.</p> <p><b>Competitive Risk:</b> The company may leave behind competitors if it fails to adapt to the growing demand for environmentally friendly products.</p> <p><b>Market Risk:</b> There is a potential loss of customers who prefer products offered by companies with stronger environmental commitments.</p>	<p><b>Dampak Operasional:</b></p> <ul style="list-style-type: none"> <li>• Penyesuaian proses produksi untuk memenuhi standar produk ramah lingkungan.</li> <li>• Investasi dalam pengembangan produk dan inovasi teknologi ramah lingkungan.</li> <li>• Perlunya pelatihan dan peningkatan kompetensi sumber daya manusia agar mampu mengelola teknologi baru tersebut.</li> </ul> <p><b>Dampak Keuangan:</b></p> <ul style="list-style-type: none"> <li>• Peningkatan belanja modal (CAPEX) untuk investasi teknologi ramah lingkungan.</li> <li>• Potensi peningkatan biaya produksi dalam jangka pendek karena investasi dalam riset dan pengembangan produk.</li> <li>• Peluang peningkatan pendapatan dan pangsa pasar dalam jangka panjang seiring bertambahnya minat konsumen terhadap produk ramah lingkungan.</li> </ul> <p><b>Operational Impact:</b></p> <ul style="list-style-type: none"> <li>• Adjustment of production processes to meet environmentally friendly product standards.</li> <li>• Investment in the development of environmentally friendly products and technological innovations.</li> <li>• A need to train and upskill human resources to effectively manage new technologies.</li> </ul> <p><b>Financial Impact:</b></p> <ul style="list-style-type: none"> <li>• Increase of capital expenditure (CAPEX) for investment in environmentally friendly technologies.</li> <li>• Potential short-term rise in production costs due to investments in product research and development.</li> <li>• Long-term opportunities for increased revenue and market share as consumer interest in environmentally friendly products grows.</li> </ul>	<ul style="list-style-type: none"> <li>• Memperkuat posisi semen hidraulis di pasar seiring peningkatan preferensi konsumen terhadap bahan bangunan dengan harga dan jejak lingkungan yang lebih rendah.</li> <li>• Peningkatan CAPEX untuk pengadaan teknologi ramah lingkungan.</li> <li>• Pelatihan dan peningkatan kompetensi karyawan.</li> <li>• Strengthens market position of hydraulic cement along with the increasing consumer preference for building materials with lower prices and environmental footprints.</li> <li>• Increased CAPEX for the procurement of environmentally friendly technology.</li> <li>• Employee training and competency development.</li> </ul>
<b>Risiko Fisik   Physical Aspect</b>		
<p><b>Risiko Akut:</b> Perubahan pola cuaca ekstrem dan bencana alam (banjir, longsor, badai)</p> <p><b>Acute Risk:</b> Changes in extreme weather patterns and natural disasters (floods, landslides, storms)</p>	<p><b>Dampak Operasional</b></p> <ul style="list-style-type: none"> <li>• Gangguan dalam jadwal operasional, seperti keterlambatan produksi atau distribusi.</li> <li>• Perlunya adaptasi operasional, seperti modifikasi proses produksi atau peningkatan pemeliharaan fasilitas agar tahan terhadap cuaca ekstrem.</li> <li>• Tertundanya pengiriman bahan baku atau produk jadi karena akses jalan atau pelabuhan terganggu.</li> <li>• Penurunan efisiensi produksi, terutama pada proses pengeringan bahan baku (<i>raw meal</i>) jika kelembaban tinggi.</li> <li>• Kerusakan peralatan atau infrastruktur akibat banjir atau petir.</li> <li>• Gangguan pada tenaga kerja (absensi meningkat karena bencana atau gangguan akses ke lokasi kerja).</li> </ul> <p><b>Dampak Keuangan</b></p> <ul style="list-style-type: none"> <li>• Peningkatan biaya operasional dan pemeliharaan akibat kerusakan atau gangguan operasional.</li> <li>• Kerugian pendapatan karena keterlambatan atau gangguan produksi dan distribusi.</li> <li>• Biaya tambahan untuk asuransi atau mitigasi risiko cuaca.</li> <li>• Potensi kerugian pendapatan jika pabrik harus berhenti beroperasi sementara waktu.</li> </ul>	<ul style="list-style-type: none"> <li>• Membangun fasilitas dengan sistem drainase yang baik, fondasi kuat, dan proteksi terhadap banjir dan suhu tinggi.</li> <li>• Menggunakan sistem peringatan dini dan prakiraan cuaca untuk mengantisipasi gangguan produksi atau logistik.</li> <li>• Menyiapkan jalur alternatif pengiriman bahan dan produk jika jalur utama terganggu.</li> <li>• Menyesuaikan jadwal operasi pada musim ekstrem agar proses tetap efisien dan aman.</li> <li>• Meningkatkan kesiapan karyawan dalam menghadapi gangguan cuaca, termasuk evakuasi dan perlindungan alat.</li> <li>• Melindungi aset penting dan risiko operasional akibat cuaca ekstrem dengan asuransi.</li> <li>• Efisiensi energi dan transisi ke teknologi rendah karbon.</li> </ul>

Peristiwa Risiko Risk Event	Dampak terhadap Perseroan [201-2] Impact on the Company	Pengelolaan Risiko Risk Management
	<p><b>Operational Impact</b></p> <ul style="list-style-type: none"> <li>• Disruptions in operational schedules, such as delays in production or distribution.</li> <li>• The need for operational adaptation, such as modifying production processes or enhancing facility maintenance to withstand extreme weather conditions.</li> <li>• Delays in the delivery of raw materials or finished goods due to disrupted access to roads or ports.</li> <li>• Reduced production efficiency, particularly in the drying process of raw meal when humidity levels are high.</li> <li>• Damage to equipment or infrastructure caused by flooding or lightning strikes.</li> <li>• Disruptions in the workforce, such as increased absenteeism due to natural disasters or limited access to the workplace.</li> </ul> <p><b>Financial Impact</b></p> <ul style="list-style-type: none"> <li>• Increased operational and maintenance costs due to damage or operational disruptions.</li> <li>• Loss of revenue caused by delays or disruptions in production and distribution.</li> <li>• Additional costs for insurance or weather risk mitigation.</li> <li>• Potential revenue loss if the plant must temporarily cease operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Building facilities with proper drainage systems, strong foundations, and protection against flooding and high temperatures.</li> <li>• Using early warning systems and weather forecasts to anticipate production or logistics disruptions.</li> <li>• Preparing alternative routes for delivering raw materials and finished products in case the main routes are disrupted.</li> <li>• Adjusting operations during extreme weather seasons to maintain efficiency and safety.</li> <li>• Enhancing employee readiness to handle weather-related disruptions, including evacuation procedures and equipment protection.</li> <li>• Protecting critical assets and mitigating operational risks due to extreme weather through comprehensive insurance coverage.</li> <li>• Energy efficiency and transition to low-carbon technologies.</li> </ul>
<p><b>Risiko Kronis:</b> Kekeringan dan panas ekstrem Chronic Risk: Extreme heat and drought</p>	<p><b>Dampak Operasional</b></p> <ul style="list-style-type: none"> <li>• Gangguan operasional akibat keterbatasan pasokan air.</li> <li>• Penurunan performa peralatan akibat suhu tinggi dan kelembaban rendah.</li> <li>• Meningkatnya keluhan dari masyarakat sekitar.</li> <li>• Potensi konflik dengan masyarakat sekitar karena perebutan sumber daya, sehingga dapat menghambat proses produksi.</li> <li>• Potensi sanksi atau pembatasan izin operasi jika dianggap mengeksploitasi sumber air saat krisis.</li> </ul> <p><b>Dampak Finansial</b></p> <ul style="list-style-type: none"> <li>• Biaya tambahan untuk memperoleh atau mengolah air (misalnya dari air hujan).</li> <li>• Penurunan produktivitas yang berujung pada penurunan pendapatan.</li> <li>• Pengeluaran tak terduga untuk mitigasi darurat, seperti tangki air tambahan atau teknologi pendinginan alternatif.</li> </ul> <p><b>Operational Impact</b></p> <ul style="list-style-type: none"> <li>• Operational disruptions due to limited water supply.</li> <li>• Reduced equipment performance caused by high temperatures and low humidity.</li> <li>• Increased complaints from surrounding communities.</li> <li>• Potential conflicts with local communities over resource competition, which could hinder the production process.</li> <li>• Potential sanctions or operational permit restrictions if the company is deemed to exploit water resources during a crisis.</li> </ul> <p><b>Financial Impact</b></p> <ul style="list-style-type: none"> <li>• Additional costs for obtaining or treating water (e.g., from rainwater).</li> <li>• Reduced productivity leading to a decline in revenue.</li> <li>• Unexpected expenses for emergency mitigation, such as additional water tanks or alternative cooling technologies.</li> </ul>	<ul style="list-style-type: none"> <li>• Efisiensi air melalui implementasi sistem tertutup.</li> <li>• Menggunakan ulang air bekas pendinginan mesin.</li> <li>• Pemantauan iklim dan sistem peringatan dini untuk perencanaan produksi dan penyediaan pasokan air.</li> <li>• Investasi pada teknologi yang ramah air dan energi.</li> <li>• Berkolaborasi dengan masyarakat lokal dan pemerintah untuk menjaga keberlanjutan sumber daya air.</li> <li>• Membuat skenario penyesuaian operasional jika terjadi kekeringan ekstrem.</li> <li>• Water efficiency by implementing closed-loop systems.</li> <li>• Reusing water used for machine cooling.</li> <li>• Climate monitoring and early warning systems for production planning and water supply provision.</li> <li>• Investing in water- and energy-efficient technologies.</li> <li>• Collaborating with local communities and governments to ensure sustainable water resource management.</li> <li>• Developing operational adjustment scenarios in the event of extreme drought.</li> </ul>



## Tantangan dan Pengaruh terhadap Kinerja Keberlanjutan [E.5] Challenges and Impacts on Sustainability Performance

Industri semen nasional kembali menghadapi tantangan pada 2025 akibat melemahnya permintaan di berbagai wilayah, terutama sebagai dampak cuaca ekstrem, siklon tropis yang memengaruhi aktivitas logistik dan konstruksi di beberapa wilayah Indonesia. Pasar terbesar di Pulau Jawa mencatatkan penurunan pengiriman sebesar 7,3%, diikuti penurunan 8,7% di Sulawesi, 20,5% di Kalimantan, serta 8,1% di wilayah Maluku-Papua. Kondisi ini mendorong Indocement untuk memperkuat efisiensi operasional melalui peningkatan penggunaan bahan bakar alternatif, optimalisasi aset produksi, serta percepatan digitalisasi guna memastikan proses distribusi dan produksi lebih efektif.

Lebih lanjut, adanya kelebihan pasokan juga membuka peluang bagi Indocement untuk meningkatkan porsi produksi semen rendah karbon, sekaligus mengurangi ketergantungan pada batu bara. Optimalisasi logistik melalui Kompleks Pabrik Grobogan dan Kompleks Pabrik Maros turut mendukung penguatan pasar Jawa Tengah, Jawa Timur, dan Indonesia Timur.

Dalam menjaga efisiensi lintas pabrik, kami melanjutkan program penyesuaian proses di Kompleks Pabrik Grobogan dan Kompleks Pabrik Maros, termasuk pengurangan faktor klinker, implementasi *Maintenance Management System* (MAXIMO dan MIRO), serta peningkatan penggunaan bahan bakar alternatif sebesar 29%. Perseroan juga terus meningkatkan kompetensi sumber daya manusia melalui berbagai program pelatihan guna mendukung transisi menuju operasional yang lebih rendah emisi dan berwawasan lingkungan, sekaligus mempercepat internalisasi nilai perusahaan dan pembentukan budaya kerja berkelanjutan. Di sisi lain, untuk mempertahankan posisi sebagai pemimpin pasar produk semen yang mendukung praktik pembangunan berkelanjutan, Perseroan terus berinovasi sesuai kebutuhan pelanggan serta memperkuat kehadiran seluruh merek melalui strategi pemasaran digital dan komunikasi media sosial yang lebih terintegrasi guna meningkatkan *awareness* terhadap keunggulan produk ramah lingkungan. [F.1]

The national cement industry again faced challenges in 2025 due to the weakening demand in various regions, particularly as a result of extreme weather, tropical cyclones, which affected logistics and construction activities in several parts of Indonesia. The largest market in Java recorded a 7.3% decline in delivery, followed by a 8.7% decline in Sulawesi, 20.5% in Kalimantan, and 8.1% in Maluku-Papua region. This condition drives Indocement to strengthen its operational efficiency by increasing the use of alternative fuels, optimizing production assets, and accelerating digitalization to ensure a more effective distribution and production process.

Furthermore, the excess supply also provides Indocement an opportunity to increase production portion of low-carbon cement, while reducing dependence on coal. Optimizing logistics through Grobogan Factory and Maros Factory also helped in strengthening markets in Central Java, East Java, and Eastern Indonesia.

To maintain efficiency across our plants, we continue our process adjustment program at Grobogan Factory and Maros Factory, including reducing clinker factors, implementing Maintenance Management System (MAXIMO and MIRO), and increasing the use of alternative fuels by 29%. The Company also continues to improve human resource competencies through various training programs to support the transition to lower-emission and environmentally friendly operations, while accelerating the internalization of corporate values and formation of a sustainable work culture. On the other hand, to maintain its position as the market leader in cement products that support sustainable development practices, the Company continues to innovate according to customer needs and strengthen the presence of all brands through a more integrated digital marketing strategy and social media communications to increase awareness of the advantages of environmentally friendly products. [F.1]

## Kepatuhan dan Etika Bisnis Compliance and Business Ethics



Sejak 7 Desember 2022, Indocement menjadi perusahaan swasta pertama yang berhasil mendaftarkan Program Kepatuhan dengan nomor penetapan 02/KPPU-PKP/2022 kepada Komisi Pengawas Persaingan Usaha (KPPU) melalui sidang penetapan. Adapun program kepatuhan ini berlaku selama 5 tahun. Selama periode pelaporan, telah terlaksana *recurrence* Sosialisasi Indocement Code of Conduct yang dilaksanakan oleh masing-masing Plant/Divisi.

Since 7 December 2022, Indocement has become the first private company to successfully register its Compliance Program under Decree No. 02/KPPU-PKP/2022 to the Business Competition Supervisory Commission (KPPU) through a hearing. This compliance program is valid for 5 years. Throughout the reporting period, the recurrence of Indocement Code of Conduct Dissemination was carried out by each Plant/Division.

### Implementasi Kode Etik Perseroan dan Pemasok [F.1][2-23][2-24]

Perseroan mengimplementasikan Pedoman Etika Indocement sebagai pedoman utama yang mengatur perilaku seluruh karyawan, termasuk Dewan Komisaris, Direksi, dan Manajemen, dalam menjalankan kegiatan bisnis dan operasional. Pedoman ini mencakup dua pilar utama, yaitu etika bisnis dalam hubungan dengan pemangku kepentingan serta etika kerja yang menekankan nilai-nilai seperti terciptanya lingkungan kerja yang aman, sehat, dan berwawasan lingkungan. Pedoman Etika disosialisasikan secara berkala kepada seluruh karyawan yang kemudian menandatangani pernyataan kepatuhan. Selain itu, Indocement memastikan pihak ketiga, termasuk pemasok, mematuhi prinsip bisnis beretika melalui Kode Etik Rekanan yang mengacu pada Kode Etik Pemasok Heidelberg Materials serta standar internasional seperti SA8000, ISO 14001, dan pedoman ILO terkait rantai pasok yang bertanggung jawab.

### Praktik Antikorupsi [205-1][205-2][205-3]

Pedoman Etika Indocement mengatur komitmen Perseroan terhadap persaingan usaha yang sehat dan prinsip antikorupsi. Perseroan menerapkan kebijakan zero toleransi terhadap korupsi dan praktik usaha tidak etis serta secara konsisten memperkuat budaya antikorupsi melalui pelatihan dan sosialisasi berkala.

Lebih lanjut, sebanyak 1.705 karyawan telah mengikuti pelatihan melalui platform *Workday* dan 847 karyawan mengikuti kegiatan *Compliance Town Hall Meeting*. Pelatihan ini diwajibkan bagi seluruh karyawan untuk meningkatkan pemahaman karyawan tentang kebijakan antikorupsi. Seluruh peserta pelatihan berhasil mencapai kelulusan dengan tingkat partisipasi 100%.

### Implementation of the Company and Supplier Code of Conduct [F.1][2-23][2-24]

The Company implements Indocement Code of Conduct as the principal guideline governing the conduct of all employees, including the Board of Commissioners, the Board of Directors, and Management, in carrying out business and operational activities. This Code is founded on two main pillars: business ethics in regard to relationship with stakeholders, and work ethics that emphasise values such as creating a safe, sound, and environmentally responsible working environment. The Code of Conduct is disseminated periodically to all employees, who are then required to sign a statement of compliance. In addition, Indocement ensures that third parties, including suppliers, adhere to ethical business principles through the Partner Code of Conduct, which refers to the Heidelberg Materials Supplier Code of Conduct, international standards such as SA8000, ISO 14001, and relevant ILO guidelines on responsible supply chains.

### Anti-Corruption Practices [205-1][205-2][205-3]

Indocement Code of Conduct sets out the Company's commitment to fair competition and anti-corruption principles. The Company adopts a zero-tolerance policy towards corruption and unethical business practices and consistently reinforces an anti-corruption culture through regular training and periodic awareness programs.

Furthermore, 1,705 employees participated in trainings through *Workday* platform, and 847 employees participated in the *Compliance Town Hall Meeting* activity. This training is mandatory for all employees to enhance their understanding of anti-corruption policies. All participants successfully passed the training, achieving a 100% participation rate.



Perseroan juga secara berkala memberikan pelatihan serta penyegaran mengenai aspek hukum lainnya yang terkait dengan operasional dan tugas karyawan.

The Company also periodically provides training and refresher courses on other legal aspects related to operations and employee duties.



**Hingga akhir periode pelaporan, Perseroan tidak menerima pengaduan maupun menghadapi kasus hukum terkait dugaan pelanggaran antikorupsi, antipersaingan, antikolusi, atau monopoli yang melibatkan karyawan maupun mitra kerja, serta tidak dikenakan denda atau sanksi non-moneter atas ketidakpatuhan terhadap peraturan di bidang sosial dan ekonomi. [205-3][206-1][419-1]**

Until the end of the reporting period, the Company had not received any complaints nor faced any legal proceedings related to alleged violations of anti-corruption, anti-competition, anti-collusion, or anti-monopoly regulations involving employees or business partners, nor had the Company been subjected to any fines or non-monetary sanctions for non-compliance with applicable social and economic regulations. [205-3][206-1][419-1]

### **Penerapan Sistem Pelaporan Pelanggan melalui Whistleblowing System (WBS) [2-25][2-26]**

Untuk memperkuat mekanisme pengaduan yang transparan, Perseroan menyediakan sistem pelaporan pelanggaran SpeakUp yang dapat diakses melalui situs web <https://heidelbergmaterials.speakup.report/id/speakup/home> atau saluran telepon khusus di tiap negara. Sistem ini disosialisasikan melalui *banner* di area strategis dan media digital Perseroan. SpeakUp menjadi saluran bagi karyawan dan pemangku kepentingan eksternal untuk melaporkan dugaan pelanggaran hukum maupun Pedoman Etika, sehingga Perseroan dapat memantau dan menindaklanjuti potensi risiko finansial, operasional, maupun reputasional.



Pelaksanaan dan pengawasan SpeakUp dikelola oleh Manajemen Perseroan dan bekerja sama dengan Heidelberg Materials. Pelaporan yang diterima melalui SpeakUp akan diterima oleh Compliance Director Heidelberg Materials, kemudian dipilih laporan mana saja yang perlu ditindaklanjuti dan dikirimkan ke Country Compliance Officer Indonesia untuk ditindaklanjuti. Seluruh laporan yang diterima melalui SpeakUp ditindaklanjuti berdasarkan prosedur penanganan pelanggaran Perseroan, dengan tetap menjaga kerahasiaan identitas pelapor (*anonymity whistleblower*). Pada 2025, terdapat 28 laporan masuk yang seluruhnya telah ditindaklanjuti, meningkat dibandingkan 2024 sebesar 12 laporan. Adapun laporan yang masuk melalui SpeakUp sebagian besar mengenai relasi antar karyawan.

### **Implementation of Customer Reporting System through Whistleblowing System (WBS) [2-25][2-26]**

To strengthen the transparency in grievance mechanism, the Company established SpeakUp whistleblowing system, accessible at <https://heidelbergmaterials.speakup.report/en-GB/speakup/home> or through dedicated country-specific telephone lines. This system is regularly promoted by placing banners in strategic locations and the Company's digital media. SpeakUp serves as a channel for employees and external stakeholders to report suspected violations of laws or the Code of Conduct, enabling the Company to monitor and follow up on potential financial, operational, and reputational risks.

The implementation and oversight of SpeakUp is managed by the Company's Management in collaboration with Heidelberg Materials. Reports submitted through SpeakUp are received by the Compliance Director Heidelberg Materials, who then selects those that require follow-up and sends to Country Compliance Officer Indonesia. All reports received through SpeakUp are followed up based on the Company's violation handling procedures, while maintaining the confidentiality of the whistleblower (*whistleblower anonymity*). In 2025, there were 28 reports received, all were followed up, an increase of 12 reports compared to that of 2024. The reports submitted through SpeakUp mainly about employee relations.

Mekanisme Pengaduan "SpeakUp"  
"SpeakUp" Whistleblowing Mechanism



Pelibatan Pemangku Kepentingan [E.4][2-29]  
Stakeholders' Engagement

Pemangku Kepentingan Stakeholders	Metode Pendekatan dan Pengelolaan Approach and Management Methods		Respons Kebutuhan Pemangku Kepentingan Responses to Stakeholder Needs
	Sarana Pelibatan dan Frekuensi Facilities for Engagement and Frequency	Topik Signifikan dan Kebutuhan Pemangku Kepentingan Significant Topics and Stakeholder Needs	
<b>Internal</b>			
Pemegang Saham Shareholders	<ol style="list-style-type: none"> <li>Rapat Umum Pemegang Saham (RUPS) secara berkala minimal satu tahun sekali atau insidental</li> <li>Diskusi secara berkala sesuai kebutuhan</li> <li>General Meeting of Shareholders (GMS), periodically, at least once a year or incidental</li> <li>Regular discussions as needed</li> </ol>	<ol style="list-style-type: none"> <li>Peningkatan nilai investasi dan dividen</li> <li>Keterbukaan informasi dan pelaporan kinerja</li> <li>Kinerja Perseroan yang baik</li> <li>Increase in the value of investment and dividend</li> <li>Information disclosure and performance reporting</li> <li>Good performance of the Company</li> </ol>	<ol style="list-style-type: none"> <li>Rapat Umum Pemegang Saham (RUPS) Tahunan dan RUPS Luar Biasa yang diadakan pada 21 Mei 2025</li> <li>Paparan Publik yang dilakukan pada 25 Maret 2025</li> <li>Publikasi Laporan Tahunan dan Laporan Keberlanjutan setiap tahunnya</li> <li>Publikasi Laporan Keuangan Perseroan untuk periode triwulan I dan III, tengah tahun dan tahunan</li> <li>Penyampaian siaran pers</li> <li>Pertemuan yang dilakukan secara daring dan fisik dengan analisis sebanyak 93 kali</li> <li>Investor visit plant site sebanyak lima kali</li> <li>Pengungkapan kinerja melalui beragam kanal media (situs web, media sosial, pengumuman, dan laporan)</li> <li>Annual General Meeting of Shareholders (GMS) and Extraordinary GMS, held on 21 May 2025</li> <li>Public Expose, held on 25 March 2025</li> <li>Annual publication of the Annual Report and Sustainability Report</li> <li>Publication of the Company's Financial Statements for the quarter I and III, mid-year, and year-end periods</li> <li>Delivery of press releases</li> <li>Online and in-person meetings with analysts, held 93 times</li> <li>Investor visits to plant sites, held five times</li> <li>Performance disclosure through various media channels (website, social media, announcements, and reports)</li> </ol>



Pemangku Kepentingan Stakeholders	Metode Pendekatan dan Pengelolaan Approach and Management Methods		Respons Kebutuhan Pemangku Kepentingan Responses to Stakeholder Needs
	Sarana Pelibatan dan Frekuensi Facilities for Engagement and Frequency	Topik Signifikan dan Kebutuhan Pemangku Kepentingan Significant Topics and Stakeholder Needs	
Karyawan Employees	<ol style="list-style-type: none"> <li>Menciptakan hubungan industrial yang harmonis serta membangun komunikasi yang baik dengan serikat pekerja, antara lain dengan menyelenggarakan forum bipartit/rapat koordinasi sebulan sekali atau sewaktu-waktu jika diperlukan</li> <li>Pemberian berbagai penghargaan kepada karyawan setiap tahun</li> <li>Pemberian manfaat kesehatan pascapensiun yang berlaku selama lima tahun setelah tanggal pensiun</li> </ol>	<ol style="list-style-type: none"> <li>Pemenuhan hak-hak dan kesejahteraan karyawan</li> <li>Kesetaraan kesempatan berkarier, remunerasi, dan fasilitas kerja</li> <li>Penerapan K3</li> <li>Keterlibatan dalam kinerja ekonomi, lingkungan, dan sosial yang unggul</li> </ol>	<ol style="list-style-type: none"> <li>Pertemuan berkala</li> <li>Diskusi dengan manajemen dalam program pengembangan karyawan</li> <li>Pelibatan aktif dalam kegiatan Perseroan, seperti sedekah sampah dan donor darah</li> <li>Penganugerahan karyawan terbaik kepada sepuluh karyawan Perseroan</li> <li>Sosialisasi investasi saham dalam LCC Week, kerja sama dengan PT Bursa Efek Indonesia</li> <li>Mengadakan Perayaan Bulan K3 dan Safety Week secara rutin setiap tahunnya</li> <li>Mengadakan Culture Week untuk kebersamaan karyawan di unit kerja masing-masing</li> <li>Penyelenggaraan pekan olahraga dan seni (Porseni) yang melibatkan karyawan</li> <li>Mendukung kelompok olahraga karyawan seperti Indocement Runner dan program Cuma Pngen Sehat (CPS)</li> </ol>

**Eksternal | External**

Pelanggan Customers	<p>Pertemuan secara berkala sesuai kebutuhan, atau minimal satu tahun sekali Regular meetings as necessary, or at least once a year</p>	<ol style="list-style-type: none"> <li>Harga kompetitif dengan jaminan kualitas produk dan pasokan</li> <li>Penerapan standar produk dan informasi yang lengkap</li> <li>Pelayanan keluhan</li> <li>Menghasilkan produk ramah lingkungan</li> </ol>	<ol style="list-style-type: none"> <li>Diskusi dengan pelanggan sesuai kebutuhan</li> <li>Sekolah Tukang Semen Tiga Roda</li> <li>Survei kepuasan pelanggan</li> <li>Memberikan produk berkualitas</li> <li>Layanan pelanggan</li> <li>Program 'Toko Care'</li> <li>Melaksanakan program Pembangunan Rumah Tukang dalam rangka peringatan 50 tahun Indocement</li> </ol>
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## Menguatkan Tata Kelola dan Kinerja Ekonomi untuk Ketangguhan Korporasi

Strengthening Governance and Economic Performance for Corporate Resilience

Pemangku Kepentingan Stakeholders	Metode Pendekatan dan Pengelolaan Approach and Management Methods		Respons Kebutuhan Pemangku Kepentingan Responses to Stakeholder Needs
	Sarana Pelibatan dan Frekuensi Facilities for Engagement and Frequency	Topik Signifikan dan Kebutuhan Pemangku Kepentingan Significant Topics and Stakeholder Needs	
Pemerintah Government	<ol style="list-style-type: none"> <li>Pertemuan Forum Tripartit dan kunjungan kerja sesuai dengan kebutuhan</li> <li>Kerja sama kegiatan TJSL yang dilaksanakan sesuai kebutuhan</li> <li>Tripartite Forum meetings and working visits as needed</li> <li>Collaboration on CSR activities carried out as needed</li> </ol>	<ol style="list-style-type: none"> <li>Kepatuhan terhadap perundang-undangan dan peraturan yang berlaku</li> <li>Tata kelola yang baik</li> <li>Pelaksanaan TJSL dan pelaporan berkala</li> <li>Pembayaran pajak</li> <li>Mengendalikan emisi dan polutan</li> <li>Menjaga keanekaragaman hayati</li> <li>Meningkatkan efisiensi energi</li> <li>Pengelolaan limbah</li> <li>Mengembangkan budaya keselamatan</li> <li>Compliance with the applicable laws and regulations</li> <li>Good corporate governance</li> <li>Implementation of CSR and periodic reporting</li> <li>Payment of taxes</li> <li>Controlling emissions and pollutants</li> <li>Safeguarding biodiversity</li> <li>Improving energy efficiency</li> <li>Waste management</li> <li>Developing a culture of safety</li> </ol>	<ol style="list-style-type: none"> <li>Mematuhi peraturan dan kewajiban pajak</li> <li>Penerapan program TJSL</li> <li>Menyelenggarakan Quarry Life Award</li> <li>Complying with tax regulations and obligations</li> <li>CSR programs implementation</li> <li>Organize the Quarry Life Award</li> </ol>
Masyarakat Lokal Local Communities	<ol style="list-style-type: none"> <li>Pelaksanaan kegiatan TJSL sesuai kebutuhan</li> <li>Pertemuan bilikom minimal empat bulan sekali setiap desa</li> <li>CSR activities to be performed as needed</li> <li>Bilikom meetings at least every four months in each village</li> </ol>	<ol style="list-style-type: none"> <li>Kemitraan dan pemberdayaan masyarakat</li> <li>Tingkat kesejahteraan</li> <li>Pengendalian emisi dan polutan</li> <li>Menjaga keanekaragaman hayati</li> <li>Meningkatkan efisiensi energi</li> <li>Partnership and community empowerment</li> <li>Prosperity level</li> <li>Controlling emissions and pollutants</li> <li>Safeguarding biodiversity</li> <li>Improving energy efficiency</li> </ol>	<ol style="list-style-type: none"> <li>Penerapan program TJSL di desa mitra</li> <li>Mendukung Badan Usaha Milik Desa (BUMDes) dan bank sampah dalam pemanfaatan sampah</li> <li>Implementing CSR programs in partner villages</li> <li>Supporting Village-Owned Enterprises (BUMDes) and waste banks in waste utilization</li> </ol>
Media	<ol style="list-style-type: none"> <li>Menjalin komunikasi intensif melalui pertemuan rutin sesuai kebutuhan</li> <li>Pemasangan iklan produk sesuai kebutuhan</li> <li>Establishing intensive communication through regular meetings as needed</li> <li>Product advertising as needed</li> </ol>	<ol style="list-style-type: none"> <li>Keterbukaan informasi</li> <li>Kerja sama pelaksanaan program</li> <li>Information disclosure</li> <li>Collaboration in program implementation</li> </ol>	<ol style="list-style-type: none"> <li>Publikasi</li> <li>Media <i>gathering</i> yang dilakukan tujuh kali pada 2025</li> <li>Publication</li> <li>Media gatherings, held seven times in 2025</li> </ol>
Pemasok Supplier	Menjalin komunikasi dengan pemasok Establishing communication with suppliers	Kepatuhan pemasok atas penghormatan kepada HAM Suppliers' compliance on respect for human rights	Sosialisasi Kode Etik Pemasok Perseroan Dissemination of the Company's Supplier Code of Conduct



# Kinerja Ekonomi

## Economic Performance

### Pendekatan Manajemen [3-3]

#### Management Approach



#### Signifikansi Topik

##### Significance of the Topic

Stabilitas kinerja ekonomi menjadi fondasi Perseroan dalam menjaga keberlanjutan operasional agar tetap mampu memberikan manfaat serta memenuhi tanggung jawab kepada pemangku kepentingan di tengah dinamika ekonomi. Berbagai risiko, peluang, dan perubahan kondisi ekonomi mendorong Perseroan untuk melakukan penyesuaian strategi secara adaptif.

The stability of economic performance is the foundation for the Company to maintain operational sustainability, ensuring continuous provision of benefits and fulfillment of responsibilities to stakeholders amidst economic dynamics. Various risks, opportunities, and shifts in economic conditions encourage the Company to adapt its strategy.

#### Komitmen dan Kebijakan

##### Commitments and Policies

- Sustainability Commitment 2030 Heidelberg Materials
- 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
- Heidelberg Materials Sustainability Commitment 2030
- Work Plan and Budget (RKAB)
- Financial Services Authority Regulation No. 51 of 2017 on the Implementation of Sustainable Finance 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



#### Target 2030

##### 2030 Target

**Rp6,2** triliun  
trillion

Investasi teknologi untuk produksi ramah lingkungan  
Investment in technology for environmentally friendly production

#### Pencapaian 2025

##### 2025 Achievement

**30,6%**

Peningkatan Kas dan Setara Kas  
Increase in Cash and Cash Equivalents

**80,7%**

Penjualan Klinker Ekspor  
Export Clinker Sales

**12,0%**

Peningkatan Laba Tahun Berjalan  
Increase in Profit for the Year

**Rp1,5** triliun  
trillion

Investasi teknologi untuk produksi ramah lingkungan hingga 2025 [F.3]  
Investment in technology for environmentally friendly production until 2025

### Strategi Pencapaian Kinerja 2025 2025 Performance Achievement Strategies

- Penerapan sistem KPI pada aspek LST yang mendorong individu memiliki kinerja keberlanjutan.
- Mengembangkan sistem manajemen keberlanjutan yang terintegrasi di setiap pabrik.
- Meningkatkan sosialisasi dan mendorong penggunaan semen ramah lingkungan, yaitu PCC, semen slag, dan semen hidrolik kepada seluruh pelanggan (proyek infrastruktur dan komersial).
- Memaksimalkan pemakaian bahan bakar dan bahan baku alternatif.
- Memanfaatkan energi listrik dari sumber terbarukan seperti panel surya atap dan *ground-mounted*.
- Berfokus pada perluasan strategi keberlanjutan, saluran distribusi, dan digitalisasi atau otomatisasi proses, termasuk memanfaatkan peluang untuk peningkatan pangsa pasar.
- Menerapkan *expert system* yang telah terbukti meningkatkan efisiensi dalam biaya produksi.
- Implementing KPI systems for ESG aspects to drive individuals towards sustainable performance.
- Developing integrated sustainability management systems at each plant.
- Increasing awareness and promoting the use of green cement, including PCC, slag cement and hydraulic cement is available, to all customers (infrastructure and commercial projects).
- Maximizing the use of alternative fuels and alternative materials.
- Utilizing electricity from renewable sources such as rooftop and ground-mounted solar panels.
- Focusing on expanding sustainability strategies, distribution channels, and process digitalization or automation, including leveraging opportunities for increased market share.
- Implementing proven expert systems that enhance cost efficiency.

### Evaluasi yang Dilakukan Evaluation Conducted

Pengelolaan kinerja ekonomi dijalankan melalui mekanisme pemantauan terintegrasi yang dimulai dari proses pengadaan dengan dukungan *internal control system* dan pengawasan Komite Audit. Hasil kinerja ekonomi kemudian dilaporkan secara transparan melalui Laporan Keuangan yang mematuhi Standar Akuntansi Keuangan (SAK). Sementara itu, Direktur Komersial dan Direktur Teknik bertanggung jawab memastikan penerapan manajemen mutu serta konsistensi kualitas layanan pelanggan sebagai bagian dari komitmen Perseroan terhadap praktik usaha berkelanjutan.

Economic performance management is carried out through an integrated monitoring mechanism starting from the procurement process, supported by an internal control system and oversight by the Audit Committee. The economic performance results are then reported transparently through Financial Statements that comply with Financial Accounting Standards (SAK). Meanwhile, the Commercial Director and Technical Director are responsible for ensuring the implementation of quality management and consistent customer service as part of the Company's commitment to sustainable business practices.



#### Direktur yang Bertanggung Jawab Responsible Director

Direktur Komersial dan Direktur Teknik  
Commercial Director and Technical Director

### Nilai Ekonomi Dihasilkan dan Didistribusikan Economic Value Generated and Distributed

Kinerja industri semen nasional masih menghadapi tekanan akibat penurunan harga pasar dan melemahnya penjualan ritel, di tengah kelebihan pasokan dengan kesenjangan antara permintaan domestik sekitar 63,9 juta ton dan kapasitas produksi nasional 119,3 juta ton. Meski demikian, Perseroan tetap mencatat kinerja ekonomi positif dengan menjaga margin melalui langkah efisiensi komprehensif, termasuk program *operational excellence*, rasionalisasi biaya tetap, optimalisasi kinerja *kiln*, strategi harga kompetitif, serta percepatan adopsi teknologi digital. Laporan keuangan Perseroan telah diaudit oleh Kantor Akuntan Publik independen, dengan seluruh pendapatan berasal dari penjualan semen, beton siap-pakai, dan agregat, serta tanpa menerima bantuan finansial, insentif pajak, maupun dukungan lainnya dari Pemerintah selama 2025. [201-4]

The national cement industry remained under pressure, driven by declining market prices and softer retail demand, alongside a continued oversupply, as reflected in the disparity between domestic demand of approximately 63.9 million tons and national production capacity of 119.3 million tons. Notwithstanding these conditions, the Company delivered a positive economic performance by preserving margins through comprehensive efficiency initiatives, including operational excellence programs, fixed cost rationalization, enhanced kiln performance, adoption of competitive pricing strategies, and accelerated implementation of digital technologies. The Company's financial statements have been audited by an independent public accounting firm. All revenues were generated from the sale of cement, ready-mix concrete, and aggregates. The Company did not receive any financial assistance, tax incentives, or other forms of government support throughout 2025. [201-4]



Perseroan memandang pajak sebagai kontribusi strategis bagi pembangunan ekonomi dan sosial. Pendekatan perpajakan dijalankan berdasarkan prinsip kepatuhan, transparansi, dan akuntabilitas dengan memastikan pemenuhan seluruh regulasi yang berlaku, serta dikelola di bawah tanggung jawab Direktur Keuangan. Perseroan menjalin komunikasi terbuka dengan otoritas pajak dan pemerintah, serta memanfaatkan masukan pemangku kepentingan untuk meningkatkan transparansi dan praktik perpajakan secara berkelanjutan. Kepatuhan pajak juga tercermin dari penghargaan yang diterima secara konsisten sebagai wajib pajak patuh. [207-1][207-2][207-3]

The Company views tax as a strategic contribution to economic and social development. Its tax approach is based on the principles of compliance, transparency, and accountability, ensuring adherence to all applicable regulations, and is managed under the responsibility of the Finance Director. The Company maintains open communication with tax authorities and the government, and leverages stakeholder input to enhance transparency and responsible tax practices on an ongoing basis. Tax compliance is also reflected in the consistent recognition received as a compliant taxpayer. [207-1][207-2][207-3]



Informasi lebih rinci mengenai target dan realisasi kinerja ekonomi, serta informasi mengenai pembayaran pajak dapat ditemukan dalam Bab "Analisis dan Pembahasan Manajemen" pada Laporan Tahunan 2025 dan Laporan Keuangan Audited 2025 Indocement. [207-4]  
More detailed information regarding economic performance targets and realization, as well as tax payments, can be seen in the "Management Discussion and Analysis" chapter of the 2025 Annual Report and the 2025 Audited Financial Statements of Indocement. [207-4]

## Target dan Realisasi [F.2][F.3]

### Target and Realization

Uraian Description	Satuan Unit	Target 2025 2025 Target	Realisasi 2025 Realization in 2025
Produksi Semen Cement Production		20-21	19
Volume Penjualan Bisnis Semen Cement Business Sales Volume	Juta Ton Million Tons	20.946	19.941
Pendapatan Neto Net Revenues		20.651	17.731
Laba Tahun Berjalan Profit for the Year		1.811	2.249
Aset Assets	Rp Miliar Rp Billion	32.088	31.725
Liabilitas Liabilities		8.758	8.522
Ekuitas Equity		23.330	23.203

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

### Economic Value Generated and Distributed (Billion Rupiah)

Uraian Description	2025	2024	2023
<b>Nilai Ekonomi yang Dihasilkan   Economic Values Generated (A)</b>			
Pendapatan   Revenues			
• Pendapatan Neto Net Revenues			
• Pendapatan Keuangan Finance Income	18.554	18.858	18.188
• Bagian atas Laba Bersih Entitas Asosiasi - Neto Share of Net Profit of Associates - Net			
• Penghasilan Lain Other Income			

Uraian Description	2025	2024	2023
<b>Nilai Ekonomi yang Didistribusikan   Economic Values Distributed (B)</b>			
Biaya Operasi Operating Cost	12.476	12.982	12.519
Gaji, Upah, dan Kesejahteraan Karyawan Salary, Wages, and Employee Benefits	1.712	1.680	1.619
Pembayaran kepada Penyandang Dana Funding Payments			
• Pembayaran Dividen Kas Cash Dividend Payments	1.040	488	1.077
• 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	1.444	1.538	1.578
• Pembayaran Pajak Lainnya Other Tax Payments			
Investasi untuk Pengembangan Komunitas Investment for Community Development	13	13	13
<b>Jumlah Nilai Ekonomi yang Didistribusikan Total Economic Values Distributed</b>	<b>16.685</b>	<b>16.701</b>	<b>16.736</b>
<b>Nilai Ekonomi yang Ditahan (A-B) Economic Values Retained (A-B)</b>	<b>1.869</b>	<b>2.157</b>	<b>1.452</b>

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.

## Tanggung Jawab Indocement terhadap Produk dan Pelanggan [F.17][F.28] Indocement's Responsibility to Products and Customers



### SNI 7064:2014

Untuk semen bag dan curah yang diproduksi di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.  
For bag and bulk cements produced in Citeureup, Cirebon, and Tarjun Factory.



### SNI 8363:2017 & SNI 8912:2020

Untuk semen curah yang diproduksi di Kompleks Pabrik Citeureup.  
For bulk cement produced in Citeureup Factory.

Perseroan senantiasa memberikan layanan yang setara bagi seluruh pelanggan melalui penyediaan produk dan jasa yang aman serta berkualitas. Seluruh (100%) produk yang dipasarkan telah memenuhi persyaratan keselamatan dan kesehatan pelanggan sesuai Undang-Undang Nomor 8 Tahun 1999 tentang Perlindungan Konsumen serta memperoleh Sertifikat SNI dari Balai Besar Bahan dan Barang Teknik (B4T-LSPR). Untuk menjaga konsistensi mutu, Perseroan menerapkan pengendalian kualitas yang ketat pada setiap tahapan produksi dan memastikan seluruh (100%) produk telah dievaluasi keamanannya. [F.27] [416-2][417-2][417-3]

The Company consistently provides equal service to all customers by delivering safe and high-quality products and services. All (100%) products marketed have complied with customer safety and health requirements in accordance with Law No. 8 of 1999 on Consumer Protection and have obtained SNI certification from the Center for Materials and Technical Products (B4T-LSPR). To maintain consistent quality, the Company implements strict quality control at every stage of production and ensures that all (100%) products have undergone safety evaluations. [F.27][416-2][417-2][417-3]



Pengendalian mutu dilakukan di setiap tahapan proses produksi guna memastikan kesesuaian kualitas secara berkelanjutan. Seluruh kemasan produk juga dilengkapi informasi yang jelas, termasuk identitas produk, nomor SNI, petunjuk penggunaan, serta layanan konsumen sebagai sarana penanganan keluhan dan pengelolaan risiko bagi pelanggan. Seluruh upaya yang telah dilakukan selama 2025, berhasil membuat Perseroan tidak mencatat adanya pelanggaran, keluhan signifikan, maupun penarikan produk dari pasar. [F.28][F.29][416-1][417-1]

### **Inovasi dan Pengembangan Produk [F.26][F.28]**

Perseroan memperkuat portofolio produknya melalui Semen Jempolan yang menawarkan harga kompetitif dengan tetap menjaga standar kualitas, guna memperluas jangkauan pasar dan memenuhi kebutuhan konsumen akan semen berkualitas yang lebih terjangkau. Selama 2025, Perseroan telah memanfaatkan penggunaan teknologi kecerdasan buatan (AI) sebagai upaya transformasi digital, di antaranya:

1. Penggunaan *robotic radar system* yang berguna untuk menjamin keselamatan pekerja pada saat operasional dan proses produksi;
2. Penggunaan AI di Kompleks Pabrik Grobogan untuk *camera control system* yang berguna untuk membatasi kecepatan seluruh truk yang memasuki area operasional;
3. Penggunaan AI yang terpasang di alat berat pada Kompleks Pabrik Citeureup. Upaya ini digunakan sebagai penanda pengingat bagi pekerja agar menggunakan *seat belt*.

### **Memberikan Kepuasan bagi Pelanggan [F.30]**

Kami meyakini bahwa kepuasan pelanggan merupakan faktor penting bagi keberlanjutan bisnis, sehingga Perseroan terus memperkuat layanan dan menjaga kualitas produk agar sesuai dengan kebutuhan dan harapan konsumen. Hal ini didukung melalui koordinasi lintas unit untuk memastikan produk memenuhi ketentuan kontrak dan spesifikasi pelanggan. Pada 2025, Indocement melakukan survei kepuasan pelanggan melalui wawancara tatap muka dan memperoleh skor 82,90 (Pulau Jawa), yang menunjukkan penilaian pelanggan terhadap kualitas produk, harga, dan layanan sudah cukup baik.

Quality control is carried out at every stage of the production process to ensure consistent product quality. All product packaging is also equipped with clear information, including product identity, SNI number, usage instructions, and customer service contact details as a channel for handling complaints and managing customer risks. As a result of these efforts throughout 2025, the Company recorded no violations, significant complaints, or product recalls from the market. [F.28][F.29][416-1][417-1]

### **Product Innovation and Development [F.26][F.28]**

The Company has strengthened its product portfolio through Semen Jempolan, which offers competitive pricing while maintaining quality standards, aiming to expand market reach and meet customer demand for more affordable, high-quality cement. Throughout 2025, the Company leveraged artificial intelligence (AI) technologies as part of its digital transformation initiatives, among others:

1. Deployment of a robotic radar system to ensure worker safety during operations and production process;
2. Utilization of AI at Grobogan Factory for camera control system, designed to regulate the speed of all trucks entering the operational area;
3. Utilization of AI that is installed on heavy equipment at Citeureup Factory, serving as a reminder system to ensure that workers use seat belts.

### **Providing Customer Satisfaction [F.30]**

The Company believes that customer satisfaction is a key factor in sustaining its business, and therefore continues to strengthen its service quality and maintain its product standards in line with customer needs and expectations. This is supported by cross-functional coordination to ensure that the products comply with contractual requirements and customer specifications. In 2025, Indocement conducted a customer satisfaction survey through face-to-face interviews and achieved a score of 82.90 (Java), indicating that customers' assessment of product quality, pricing, and service was generally favourable.

### Layanan Pengaduan Pelanggan

Sebagai upaya untuk meningkatkan mutu layanan kepada pelanggan, Indocement menyediakan berbagai kanal pengaduan dan pusat informasi yang dapat diakses pelanggan melalui telepon, surel, SMS, aplikasi WhatsApp, serta kunjungan langsung oleh tim penjualan. Selama 2025, Perseroan menerima 5.783 laporan terkait permintaan informasi, pengaduan, maupun permintaan dan pertanyaan lainnya yang seluruhnya (100%) telah diselesaikan.

Perseroan juga memberikan layanan komunikasi dua arah melalui:

1. 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, Instagram, Threads, Twitter (X), Youtube, dan TikTok);
3. Program Mitra Semen Tiga Roda yang terdiri dari pelanggan toko bangunan, pelanggan kontraktor dan pengembang;
4. Program SETARA dan komunitas Alumni SETARA untuk meningkatkan kualitas dari pekerja bangunan agar menghasilkan pekerjaan yang lebih baik bagi pelanggan-pelanggan mereka;
5. Aplikasi Tukang Pro dan masterumah.id sebagai media yang membantu tukang, kontraktor, pemilik rumah dan pelaku konstruksi dalam melaksanakan peran masing-masing dalam konstruksi;
6. Layanan dukungan teknis untuk membantu pelanggan dalam menggunakan semen di lapangan; dan
7. Kunjungan rutin tenaga penjualan untuk memberikan pelayanan terbaik atas kebutuhan pelanggan.

### Customer Complaint Service

As an effort to improve the quality of customer service, Indocement provides various complaint channels and information center accessible by phone, email, SMS, WhatsApp, and direct visits by sales team. During 2025, the Company received 5,783 reports related to information requests, complaints, and other inquiries, all of which (100%) were resolved.

The Company also provides two-way communication through:

1. Website as the main channel to disseminate information to customers about the Company's products and distribution networks;
2. The Company's social media accounts under the username @SemenTigaRoda and @Harmoni3Roda (Facebook, Instagram, Threads, Twitter (X), YouTube, and TikTok);
3. Mitra Semen Tiga Roda program, consisting of building material store customers, contractor customers, and developers;
4. SETARA program and SETARA Alumni communities to improve the quality of construction workers to produce better work for their customers;
5. Tukang Pro application and masterumah.id as media to assist masons, contractors, homeowners, and construction actors in carrying out their roles in construction;
6. Technical support services to assist customers in using cement in the field; and
7. Routine visits from sales team to provide the best service for customer's needs.

### Jumlah Pengaduan yang Diterima Number of Complaints Received

Kategori Laporan Report Category	2025		2024	2023
	Jumlah Total	%		
Informasi Information	4.964	86	4.184	2.709
Pengaduan Complaint	165	3	210	176
Permintaan atau Pertanyaan Request or Question	654	11	691	488
<b>Jumlah Total</b>	<b>5.783</b>	<b>100</b>	<b>5.058</b>	<b>3.373</b>

# Menguatkan Kolaborasi Bersama Karyawan dan Masyarakat Sekitar

Strengthening Collaboration with Employees  
and the Surrounding Community

Bab | Chapter

# 02





# Mengelola Sumber Daya Manusia (SDM)

## Managing Human Capital (HC)

### Pendekatan Manajemen [3-3] Management Approach

Pengelolaan sumber daya manusia merupakan faktor kunci dalam mendukung keberlanjutan operasional dan daya saing Perseroan. Indocement berkomitmen membangun kapabilitas karyawan yang adaptif, berintegritas, dan selaras dengan strategi keberlanjutan serta transformasi bisnis Perseroan.

Human capital management is a key factor in supporting the Company's operational sustainability and competitiveness. Indocement is committed to developing employee capabilities that are adaptive, integrity-driven, and aligned with the Company's sustainability strategy and business transformation.

### Pengelolaan Bakat dan Kinerja Talent and Performance Management

<p><b>Signifikansi Topik</b> Significance of the Topic</p>	<p>Pengembangan kompetensi dan pengelolaan talenta karyawan menjadi aspek penting dalam mendukung keberlanjutan kinerja Perseroan. Upaya ini berperan mendorong inovasi, penguatan sinergi dengan pemangku kepentingan, serta peningkatan efektivitas operasional dan kualitas produk. Perseroan secara berkelanjutan melaksanakan berbagai program peningkatan kapasitas, antara lain melalui <i>talent development program</i>, <i>agent of change</i>, serta pemberian penghargaan berbasis kinerja.</p> <p>Employees' competency development and talent management are crucial aspects in supporting the Company's sustainable performance. These efforts contribute to driving innovation, strengthening synergies with stakeholders, and improving operational effectiveness and product quality. The Company constantly implements various capacity-building programs, including talent development programs, agent of change programs, and performance-based awards.</p>
<p><b>Komitmen dan Kebijakan</b> Commitments and Policies</p>	<ul style="list-style-type: none"> <li>• Pedoman Etika Indocement</li> <li>• Kebijakan Hak Asasi Manusia (HAM) Indocement</li> <li>• Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan</li> <li>• Undang-undang (UU) Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang</li> <li>• Perjanjian Kerja Bersama (PKB) antara Manajemen Perseroan dengan Serikat Pekerja [2-30]</li> <li>• Peraturan Tata Tertib Staf Manajemen Indocement (PTSMI)</li> <li>• Indocement Code of Conduct</li> <li>• Human Rights Policy at Indocement</li> <li>• Law No. 13 of 2003 on Manpower</li> <li>• Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation as Law</li> <li>• Collective Labor Agreement (CLA) between the Company's Management and the Labor Union [2-30]</li> <li>• Indocement Management Staff Code (PTSMI)</li> </ul>
<p><b>Target Kinerja Pengelolaan SDM 2025</b> HC Management Performance Target in 2025</p>	<ul style="list-style-type: none"> <li>• 177.132 jumlah jam pelatihan per tahun</li> <li>• 64,0 jam/orang rata-rata jam pelatihan per tahun</li> <li>• 177,132 total training hours per year</li> <li>• 64.0 hours/employee average training hours per year</li> </ul>
<p><b>Strategi Pencapaian Kinerja 2025 [403-7]</b> Performance Achievement Strategy in 2025</p>	<ul style="list-style-type: none"> <li>• Penguatan budaya dan gaya kepemimpinan Perseroan melalui <i>Culture Week 2025</i> yang mengangkat tema <i>Together We Thrive – Collaboration to Build Caring Culture</i></li> <li>• Penambahan modul pada platform <i>Workday</i>, yang merupakan sistem HC terintegrasi dengan Heidelberg Materials</li> <li>• Secara aktif mendukung pengembangan diri dan peningkatan kompetensi karyawan sejalan dengan strategi Perseroan.</li> <li>• Optimalisasi <i>e-learning</i> dan pelatihan yang dilakukan secara daring, yang menjangkau seluruh kompleks pabrik.</li> <li>• Menjalankan program pelatihan lintas negara di Asia (<i>Cement Academy</i>) yang melibatkan karyawan di bidang teknik.</li> <li>• Menyelenggarakan pelatihan di luar negeri, baik yang diselenggarakan oleh Heidelberg Materials maupun oleh pihak ketiga.</li> <li>• Perampingan organisasi di beberapa fungsi.</li> <li>• Memelihara hubungan industrial yang harmonis.</li> <li>• Pelaksanaan program <i>Employee of The Year 2025</i>.</li> <li>• Melanjutkan program vokasi.</li> <li>• Memperbaiki pelatihan K3 di anak usaha Perseroan.</li> <li>• Strengthening the Company's culture and leadership style through Culture Week 2025 with the theme "Together We Thrive – Collaboration to Build a Caring Culture"</li> <li>• Adding new modules on the Workday platform, an integrated HC system with Heidelberg Materials</li> <li>• Actively supporting employee self-development and competency enhancement in alignment with the Company's strategy.</li> <li>• Optimizing e-learning and online training programs that reach all factories.</li> <li>• Executing cross-country training programs in Asia (Cement Academy) involving technical employees.</li> </ul>

	<ul style="list-style-type: none"> <li>Organizing international training programs, both by Heidelberg Materials and third parties.</li> <li>Streamlining the organization in several functions.</li> <li>Maintaining harmonious industrial relation.</li> <li>Implementing Employee of the Year 2025 program.</li> <li>Continuing vocational program.</li> <li>Improving OHS training in Company's subsidiaries.</li> </ul>
<b>Pencapaian Kinerja Pengelolaan SDM 2025</b> Performance Achievement of HC Management in 2025	<ul style="list-style-type: none"> <li>195,284 jumlah jam pelatihan per tahun</li> <li>70,7 jam/orang rata-rata jam pelatihan per tahun</li> <li>195,284 total training hours per year</li> <li>70.7 hours/employee average training hours per year</li> </ul>
<b>Evaluasi yang Dilakukan</b> Evaluation Conducted	<p>Evaluasi terhadap program pelatihan dilakukan melalui berbagai pendekatan, di antaranya:</p> <ul style="list-style-type: none"> <li>Post-test setelah pelatihan.</li> <li>Melakukan evaluasi oleh atasan setelah tiga bulan pelatihan.</li> <li>Pemberian penugasan setelah pelatihan ke luar bagi karyawan.</li> </ul> <p>Hasil dari evaluasi kemudian menjadi pertimbangan bagi CHCD untuk melakukan perbaikan berkelanjutan dalam hal pengelolaan sumber daya manusia, termasuk pelatihan karyawan.</p> <p>Training programs are evaluated through multiple methods, including:</p> <ul style="list-style-type: none"> <li>Post-training assessments.</li> <li>Conducting supervisor evaluations three months after training.</li> <li>Assignment of external tasks to employees who have completed the training.</li> </ul> <p>The outcomes of these evaluations serve as a foundation for CHCD to pursue continuous improvements in human capital management, particularly in the area of employee development.</p>
<b>Divisi yang Bertanggung Jawab</b> Responsible Division	Corporate Human Capital Division (CHCD) yang berada di bawah pengawasan langsung Direktur Human Capital. The Corporate Human Capital Division (CHCD) under direct supervision of the Human Capital Director.

## Karyawan Indocement Indocement Employees

Sepanjang 2025, Perseroan memiliki 4.115 karyawan sedangkan total jumlah karyawan segmen bisnis semen (Indocement dan Grobogan) mencapai 3.032 yang terdiri dari 2.825 karyawan laki-laki (93%) dan 207 karyawan perempuan (7%). Ketidakeimbangan representasi gender mencerminkan karakteristik industri semen yang lebih diminati oleh laki-laki, bukan akibat praktik diskriminatif. Data karyawan bersumber dari pusat data CHCD yang mencakup Kantor Pusat serta Kompleks Pabrik Citeureup, Cirebon, Tarjun, dan Grobogan, sementara Kompleks Pabrik Maros tidak termasuk karena berstatus pabrik sewa. Selain karyawan Indocement, terdapat pekerja lain bukan karyawan (alih daya), antara lain pekerja kontraktor, rekanan, dan pemasok yang bekerja berdasarkan kontrak, namun jumlahnya belum dilaporkan karena sifatnya yang dinamis. Adapun Perseroan juga mempekerjakan 329 karyawan magang selama 2025. [2-7][2-8]

Throughout 2025, the Company had 4,115 employees, while the total employees in cement business segment (Indocement and Grobogan) reached 3,032, consisting of 2,825 male employees (93%) and 207 female employees (7%). The imbalance in gender representation reflect the nature of cement industry, which is more attractive to men, rather than a result of discriminatory practices. Employee data is sourced from CHCD database, which covers the Head Office and Citeureup, Cirebon, Tarjun, and Grobogan Factories. Meanwhile, Maros Factory is excluded due to its status as a leased facility. In addition to Indocement employees, there are other non-employee (outsourced) workers, including contractors, vendors, and suppliers who work based on agreed contracts, however, their number is not reported due to its dynamic nature. The Company also employed 329 interns in 2025. [2-7][2-8]



**Indocement berpartisipasi dalam Program Magang Nasional Kementerian Ketenagakerjaan Republik Indonesia Batch I, dimulai pada bulan Oktober 2025 yang akan berlangsung selama 6 bulan. Perseroan menerima 19 fresh graduates dari berbagai latar belakang jurusan dan universitas di seluruh Indonesia.**

**Indocement participated in Batch I of the Ministry of Manpower's National Internship Program, which began in October 2025 and lasted for 6 months. The Company accepted 19 fresh graduates from various majors and universities across Indonesia.**



## Komposisi Karyawan Berdasarkan Status Ketenagakerjaan Employee Composition Based on Employment Status

Status Ketenagakerjaan Employment Status	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Karyawan Tetap Permanent Employee	2.624	183	2.807	2.917	216	3.133	2.789	184	2.973
Karyawan Kontrak Contract Employee	201	24	225	239	19	258	226	18	244
<b>Jumlah Total</b>	<b>2.825</b>	<b>207</b>	<b>3.032</b>	<b>3.156</b>	<b>235</b>	<b>3.391</b>	<b>3.015</b>	<b>202</b>	<b>3.217</b>

## Komposisi Karyawan Tetap Berdasarkan Wilayah Penempatan Permanent Employee Composition Based on Placement Area

Wilayah Area	Jenis Kelamin Gender	2025		2024		2023	
		Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Kantor Pusat Head Office	Laki-laki Male	476	80	582	80	526	80
	Perempuan Female	117	20	142	20	132	20
<b>Jumlah Total</b>		<b>593</b>	<b>100</b>	<b>724</b>	<b>100</b>	<b>658</b>	<b>100</b>
Citeureup	Laki-laki Male	1.299	97	1.454	97	1.572	97
	Perempuan Female	44	3	45	3	47	3
<b>Jumlah Total</b>		<b>1.343</b>	<b>100</b>	<b>1.489</b>	<b>100</b>	<b>1.619</b>	<b>100</b>
Cirebon	Laki-laki Male	358	98	382	98	403	98
	Perempuan Female	6	2	7	2	7	2
<b>Jumlah Total</b>		<b>364</b>	<b>100</b>	<b>389</b>	<b>100</b>	<b>410</b>	<b>100</b>
Tarjun	Laki-laki Male	449	97	485	97	514	97
	Perempuan Female	15	3	15	3	18	3
<b>Jumlah Total</b>		<b>464</b>	<b>100</b>	<b>500</b>	<b>100</b>	<b>530</b>	<b>100</b>
Grobogan	Laki-laki Male	243	91	253	91		
	Perempuan Female	25	9	26	9		
<b>Jumlah Total</b>		<b>268</b>	<b>100</b>	<b>279</b>	<b>100</b>		

### Komposisi Karyawan Kontrak Berdasarkan Wilayah Penempatan Tahun 2025 Contract Employee Composition Based on Placement Area in 2025

Wilayah Area	Jenis Kelamin Gender					
	Laki-laki Male	%	Perempuan Female	%	Jumlah Total	%
Kantor Pusat Head Office	58	82	13	18	71	100
Citeureup	80	92	7	8	87	100
Cirebon	20	100	0	0	20	100
Tarjun	29	97	1	3	30	100
Grobogan	14	82	3	18	17	100

### Komposisi Karyawan Berdasarkan Jabatan [405-1] Employee Composition Based on Position

Jabatan Position	2025				2024				2023			
	Laki-laki Male		Perempuan Female		Laki-laki Male		Perempuan Female		Laki-laki Male		Perempuan Female	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Entry-level (Eselon   Echelon 5-6)	1.822	70,24	43	23,63	2.285	72,26	79	33,47	2.210	73,15	57	28,08
Mid-level (Eselon   Echelon 3-4)	632	24,35	119	65,38	732	23,15	137	58,05	673	22,28	126	62,07
Senior-level (Eselon   Echelon 1-2)	128	4,93	19	10,44	133	4,21	19	8,05	126	4,17	19	9,36
Executive-level (Direksi dan General Manager   Board of Directors and General Manager)	12	0,46	1	0,55	12	0,38	1	0,42	12	0,40	1	0,49
<b>Jumlah Total</b>	<b>2.594</b>	<b>100,00</b>	<b>182</b>	<b>100,00</b>	<b>3.162</b>	<b>100,00</b>	<b>236</b>	<b>100,00</b>	<b>3.021</b>	<b>100,00</b>	<b>203</b>	<b>100,00</b>

Keterangan | Note:

- Data mencakup 7 anggota Direksi.
- Data Komposisi Karyawan Berdasarkan Jabatan tidak termasuk data dari Kompleks Pabrik Grobogan.
- The data includes 7 members of the Board of Directors.
- The Employee Composition Data based on Position does not include data from Grobogan Factory.

### Komposisi Karyawan Berdasarkan Kelompok Usia\* [405-1] Employee Composition Based on Age Group\*

Kelompok Usia (Tahun) Age Group (Years)	2025										2024		2023	
	Entry-level		Mid-level		Senior-level		Executive-level		Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female						
18-25	0	0	14	0	0	0	0	0	14	0	88	16	17	4
25-35	434	10	135	33	3	0	0	0	572	43	872	78	756	64
35-45	210	5	208	47	39	5	0	0	457	57	488	48	535	38
45-55	1.104	25	253	35	46	11	6	0	1.409	71	1.663	89	1.676	94
>55	74	3	22	4	40	3	6	1	140	13	52	4	31	2
<b>Jumlah Total</b>	<b>1.865</b>		<b>751</b>		<b>147</b>		<b>13</b>		<b>2.592</b>	<b>184</b>	<b>3.163</b>	<b>235</b>	<b>3.015</b>	<b>202</b>

Keterangan | Note:

- \* Data Komposisi Karyawan Berdasarkan Kelompok Usia tidak termasuk data dari Kompleks Pabrik Grobogan.
- The Employee Composition Data based on Age Group does not include data from Grobogan Factory.



## Komposisi Karyawan Berdasarkan Tingkat Pendidikan\* Employee Composition Based on Education Level\*

Tingkat Pendidikan Education Level	2025		2024		2023	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Doktoral Doctoral	2	0,07	2	0,06	1	0,03
Pascasarjana Post-graduate	61	2,21	74	2,18	58	1,80
Sarjana Bachelor	568	20,55	782	23,06	475	14,77
Diploma	94	3,40	185	5,46	76	2,36
SMP/SMA Middle/High School	2.039	73,77	2.348	69,24	2.607	81,04
<b>Jumlah Total</b>	<b>2.764</b>	<b>100,00</b>	<b>3.391</b>	<b>100,00</b>	<b>3.217</b>	<b>100,00</b>

Keterangan | Note:

\* Data Komposisi Karyawan Berdasarkan Kelompok Usia tidak termasuk data dari Kompleks Pabrik Grobogan.  
The Employee Composition Data based on Age Group does not include data from Grobogan Factory.

### Rekrutmen dan Perputaran Pekerja [401-1]

Dalam proses perekrutan karyawan, Perseroan juga memberikan kesempatan setara bagi masyarakat lokal dan masyarakat adat setempat. Persentase manajemen senior yang direkrut dari komunitas lokal yaitu 12,9%, yang berasal dari area sekitar ketiga unit operasi. Selama 2025, Perseroan merekrut tujuh karyawan baru, terdiri dari enam karyawan laki-laki dan satu karyawan perempuan. Terdapat 292 karyawan yang meninggalkan Perseroan yang disebabkan karena pensiun, mengundurkan diri, ataupun diberhentikan. Tingkat perputaran karyawan di 2025 tercatat sebesar 9,46%. Informasi lebih lengkap mengenai jumlah karyawan masuk dan keluar berdasarkan jenis kelamin dan tingkat pendidikan, jabatan, dan usia dapat dilihat pada Lampiran. [202-2]

### Recruitment and Employee Turnover [401-1]

In the employee recruitment process, the Company also provides equal opportunities for local communities and indigenous peoples. The percentage of senior management recruited from the local community is 12.9%, originating from surrounding three operational units. Throughout 2025, the Company recruited seven new employees, consisting of six male employees and one female employee. There were 292 employees who left the Company due to retirement, resignation, or termination. The employee turnover rate in 2025 was recorded at 9.46%. More detailed information on the number of employees joining and leaving based on gender and education level, position, and age can refer to the Appendix. [202-2]

### Jumlah Karyawan Masuk Berdasarkan Usia dan Jenis Kelamin Number of Employees Joining Based on Age and Gender

Usia (Tahun) Age (Years)	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
<26	2	0	2	32	7	39	3	0	3
26 ≤ x < 36	4	1	5	7	2	9	10	1	11
36 ≤ x < 46	0	0	0	2	0	2	4	0	4
46 ≤ x < 51	0	0	0	0	0	0	0	0	0
51 ≤ x < 55	0	0	0	0	0	0	0	0	0
≥55	0	0	0	0	0	0	1	0	1
<b>Jumlah Total</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>41</b>	<b>9</b>	<b>50</b>	<b>18</b>	<b>1</b>	<b>19</b>

**Jumlah Karyawan Masuk Berdasarkan Wilayah Penempatan**  
Number of Employees Joining Based on Placement Area

Wilayah Area	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Kantor Pusat Head Office	6	0	6	39	8	47	18	1	19
Citeureup	0	1	1	0	1	1	0	0	0
Citeureup	0	0	0	0	0	0	0	0	0
Tarjun	0	0	0	2	0	2	0	0	0
Grobogan	0	3	3	0	0	0	0	0	0
<b>Jumlah Total</b>	<b>6</b>	<b>4</b>	<b>10</b>	<b>41</b>	<b>9</b>	<b>50</b>	<b>18</b>	<b>1</b>	<b>19</b>

**Jumlah Karyawan Keluar Berdasarkan Usia dan Jenis Kelamin**  
Number of Employees Leaving Based on Age and Gender

Usia (Tahun) Age (Years)	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
<26	3	1	4	1	0	1	0	0	0
26 ≤ x < 36	10	2	12	8	2	10	1	1	2
36 ≤ x < 46	6	1	7	6	2	8	2	1	3
46 ≤ x < 51	27	0	27	9	0	9	10	0	10
51 ≤ x < 55	55	4	59	12	0	12	10	0	10
≥55	174	9	183	168	9	177	122	4	126
<b>Jumlah Total</b>	<b>275</b>	<b>17</b>	<b>292</b>	<b>204</b>	<b>13</b>	<b>217</b>	<b>145</b>	<b>6</b>	<b>151</b>

**Jumlah Karyawan Keluar Berdasarkan Wilayah**  
Number of Employees Leaving Based on Area

Wilayah Area	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Kantor Pusat Head Office	44	12	56	33	10	43	18	3	21
Citeureup	159	5	164	120	3	123	79	1	80
Cirebon	30	0	30	20	0	20	10	1	11
Tarjun	42	0	42	31	0	31	38	1	39
Grobogan	14	0	14	17	3	20	20	7	27
<b>Jumlah Total</b>	<b>289</b>	<b>17</b>	<b>306</b>	<b>221</b>	<b>16</b>	<b>217</b>	<b>165</b>	<b>13</b>	<b>178</b>



## Keberagaman dan Kesempatan Setara [F.18] Diversity and Equal Opportunity

Kehadiran Generasi Z dalam angkatan kerja menghadirkan tantangan sekaligus peluang bagi Indocement untuk memperkuat transformasi menuju operasional yang lebih berkelanjutan. Perseroan terus mendorong inovasi di bidang keberlanjutan, sirkularitas, dan digitalisasi dengan menanamkan budaya kerja yang selaras dengan nilai inti *Accountability, Strive for Excellence, Integrity, Service Mindedness*, dan *Teamwork* (ASIST) serta nilai kepemimpinan seperti *We Centric, Care, Open Communication, Process Driven and Performance Oriented, Agile and Decisiveness*, serta *Customer Centric*.

Indocement juga menerapkan prinsip kesetaraan dalam rekrutmen dan kesempatan kerja, termasuk bagi penyandang disabilitas melalui penyediaan lingkungan kerja yang inklusif. Komitmen ini diatur dalam Peraturan Kerja Bersama (PKB) 2025–2028 antara Perseroan dengan Serikat Pekerja, diperkuat dengan penerapan prinsip non-diskriminasi serta upaya pemberdayaan karyawan melalui remunerasi yang adil, perlindungan sosial, dan kesempatan pengembangan karier yang setara kepada setiap individu.

## Hak Asasi Manusia Human Rights

Perseroan menjunjung tinggi penerapan Hak Asasi Manusia (HAM) melalui Kebijakan HAM yang berlaku bagi seluruh karyawan, tenaga keamanan, mitra usaha, serta masyarakat di sekitar wilayah operasional. Kebijakan ini mencakup larangan kerja paksa dan pekerja anak, kebebasan berserikat, pencegahan diskriminasi, perlindungan K3, penghormatan terhadap masyarakat adat dan mitra, pengelolaan dampak lingkungan operasional, serta peningkatan kesadaran HAM bagi tenaga keamanan. Komitmen tersebut juga diperkuat melalui Pedoman Etika Indocement, Perjanjian Kerja Bersama (PKB) periode 2025–2026 yang mencakup seluruh unit kerja, serta Tata Tertib Staf Manajemen Indocement (PTSMI). Seluruh (100%) karyawan tetap telah tercakup dalam PKB dan PTSMI. [F.19][2-30][406-1][407-1][408-1][409-1]

The presence of Generation Z in the workforce presents both challenges and opportunities for Indocement to strengthen its transformation towards more sustainable operations. The Company continuously drives innovation in sustainability, circularity, and digitalization by instilling a work culture in line with the core values of *Accountability, Strive for Excellence, Integrity, Service-Mindedness, and Teamwork* (ASIST), as well as leadership values such as *We Centric, Care, Open Communication, Process-Driven and Performance-Oriented, Agile and Decisiveness, and Customer Centric*.

Indocement also implements the principle of equality in recruitment and employment opportunities, including for people with disabilities, by providing an inclusive work environment. This commitment is set forth in the 2025–2028 Collective Labor Agreement (CLA) between the Company and Labor Union, reinforced by the implementation of non-discrimination principles and efforts to empower employees through fair remuneration, social protection, and equal career development opportunities for all individuals.

The Company upholds the implementation of human rights through its Human Rights Policy, which applies to all employees, security personnel, business partners, and communities surrounding its operational areas. This policy includes prohibition on forced and child labor, freedom of association, prevention of discrimination, protection of OHS, respect for indigenous communities and partners, management of the environmental impact of operations, and raising human rights awareness among security personnel. This commitment is also reinforced through the Indocement Code of Conduct, Collective Labor Agreement (CLA) period 2025–2026 covering all work units, and Indocement Management Staff Code (PTSMI). All (100%) permanent employees are covered by the CLA and PTSMI. [F.19][2-30][406-1][407-1][408-1][409-1]

Pada 2025, Perseroan memperbarui PKB dengan persetujuan tiga serikat pekerja di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun. Pembaruan PKB terutama dilakukan pada aspek periode atau masa berlaku PKB. Perseroan juga mendukung kebebasan berserikat melalui keberadaan serikat pekerja di seluruh kompleks pabrik. Pada 2025, Perseroan juga melaksanakan proses negosiasi upah bersama serikat pekerja yang menghasilkan kesepakatan yang diterima oleh kedua belah pihak.

In 2025, the Company renewed the CLA with the approval of three labor unions at Citeureup Factory, Cirebon Factory, and Tarjun Factory. CLA updates are mainly carried out on the aspect of period or validity period of CLA. The Company also supports freedom of association through the presence of labor unions across all factories. In 2025, the Company also conducted wage negotiations with labor unions, resulting in an agreement acceptable to both parties.

**Remunerasi dan Tunjangan Karyawan** [F.20][202-1][405-2]  
 Employee Remuneration and Allowances

Remunerasi dan manfaat karyawan diberikan sesuai dengan peraturan dan kebijakan yang berlaku, dengan berpedoman pada asas keadilan serta daya saing terhadap industri atau segmen bisnis sejenis. Remunerasi bagi karyawan pemula, baik laki-laki maupun perempuan, ditetapkan sesuai standar yang berlaku tanpa diskriminasi gender. Perseroan menerapkan rasio gaji pokok dan remunerasi laki-laki terhadap perempuan sebesar 1:1, yang mencerminkan kesetaraan imbalan bagi seluruh karyawan pada setiap jenjang jabatan dan kualifikasi. Selain itu, Perseroan memastikan remunerasi pekerja alih daya berada di atas Upah Minimum Provinsi (UMP) yang berlaku.

Employee remuneration and benefits are provided in accordance with applicable regulations and policies, on the basis of fairness and competitiveness within similar industries or business segments. Remuneration for entry-level employees, both male and female, is determined according to applicable standards without gender discrimination. The Company implements a 1:1 ratio of basic salary and remuneration for male to female, reflecting equal rewards for all employees at all levels and qualifications. Furthermore, the Company ensures that the outsourced workers' remuneration is above the applicable Provincial Minimum Wage (UMP).

**Manfaat dan Fasilitas yang Diterima Karyawan** [401-2]  
 Employee Benefits and Facilities

Uraian Description	Karyawan Tetap Permanent Employees	Karyawan Tidak Tetap Non-Permanent Employees
Dana Pensiun Pension Fund	Ada Yes	Tidak Ada No
Persiapan Masa Pensiun Retirement Preparation	Ada Yes	Tidak Ada No
Cuti Melahirkan Maternity Leave	Ada Yes	Ada Yes
BPJS Kesehatan dan Ketenagakerjaan Social Security Agency for Health and Employment	Ada Yes	Ada Yes



### Cuti Melahirkan [401-3]

Indocement memberikan hak cuti melahirkan kepada karyawan perempuan selama 1,5 bulan sebelum melahirkan dan 1,5 bulan setelah melahirkan. Sementara karyawan laki-laki diberikan izin meninggalkan pekerjaan selama dua hari kerja dengan tetap menerima upah apabila istrinya melahirkan. Sepanjang 2025, terdapat 4 karyawan perempuan yang mengambil cuti melahirkan, seluruhnya (100%) telah kembali bekerja.

### Program Pensiun [201-3][404-2]

Perseroan menerapkan kebijakan pensiun bagi seluruh karyawan yang mencapai usia 55 tahun. Pada 2025, sebanyak 32 karyawan telah memasuki usia pensiun. Kewajiban pensiun dipenuhi melalui Dana Pensiun Indocement, dengan kontribusi sebesar 5% dari karyawan dan 10% dari Perseroan. Sebagai bagian dari upaya pencapaian keberlanjutan sosial dan kesejahteraan karyawan, Indocement juga menyediakan Program Masa Persiapan Pensiun (MPP) bagi karyawan yang mendekati purnakarya (usia 53 tahun), yang mencakup pelatihan dan pendampingan terkait aspek psikologi, motivasi, kesehatan, pengelolaan keuangan keluarga, serta persiapan kewirausahaan skala kecil.

### Evaluasi Kinerja Karyawan [F.22][404-3] Employee Performance Evaluation

Indocement memberikan penilaian kinerja kepada seluruh (100%) karyawan berdasarkan penilaian KPI, termasuk KPI kinerja LST yang disesuaikan dengan divisi masing-masing. Penilaian karyawan juga menjadi dasar pertimbangan bagi jenjang karier karyawan, yang meliputi promosi, rotasi, atau demosi. Berdasarkan hasil penilaian, pada 2025, sebanyak 156 karyawan atau 5,64% dari total karyawan mendapatkan promosi. Karyawan yang dipromosikan terdiri dari 14 karyawan wanita dan 142 karyawan pria. Jenjang jabatan karyawan yang menerima manfaat ini terdiri dari 48,7% staf, 50,7% non-staf, dan 0,64% manajer.

### Survei Kepuasan Karyawan Employee Satisfaction Survey

Secara berkala, Perseroan melakukan survei kepuasan karyawan guna mengetahui tingkat kepuasan dan juga pengalaman karyawan (*employee experience*) atas tiga kategori *environment* yaitu *culture*, *space*, dan *technology environment*. Selama 2025, tingkat kepuasan karyawan mencapai 80% atau sesuai dari target yang diharapkan. Tercapainya tingkat kepuasan karyawan ini tidak lepas dari upaya Perseroan dalam memberikan remunerasi, tunjangan, maupun manfaat lain yang sesuai, menciptakan lingkungan kerja yang sehat dan aman, serta membangun karier dan kompetensi bagi karyawan.

### Maternity Leave [401-3]

Indocement provides maternity leave to female employees for 1.5 months before giving birth and 1.5 months after giving birth. Meanwhile, male employees are given permission to take two days off work with continued pay when their wife gives birth. Throughout 2025, there were 4 female employees who took maternity leave, all of whom (100%) returned to work.

### Retirement Program [201-3][404-2]

The Company implements a retirement policy for all employees who reach the age of 55. In 2025, 32 employees reached retirement age. Pension obligations were met through Indocement Pension Fund, with contributions of 5% from employees and 10% from the Company. As part of efforts to achieve social sustainability and employee welfare, Indocement also provides a Retirement Preparation Program (MPP) for employees approaching retirement (age 53), which includes training and mentoring related to aspects of psychology, motivation, health, family financial management, and preparation for small-scale entrepreneurship.

Indocement provides performance assessment to all (100%) employees based on KPI assessment, including ESG performance's KPI tailored to each division. Employee's assessment also serves as the basis for career path consideration, including promotion, rotation, or demotion. Based on the assessment results, in 2025, 156 employees, or 5.64% of the total, received promotions. The promoted employees consisted of 14 female employees and 142 male employees. The employee levels receiving these benefits comprised 48.7% staff, 50.7% non-staff, and 0.64% managers.

The Company periodically conducts employee satisfaction survey to determine employee satisfaction level and experience across three environments: culture, space, and technology. In 2025, the employee satisfaction rate reached 80%, meeting the expected target. This achievement was inseparable from the Company's efforts to provide appropriate remuneration, allowances, and other benefits, create a healthy and safe work environment, and build employee careers and competencies.



**Indocement mendapatkan penghargaan Indonesia Best Employee Engagement Award 2025 dengan predikat *Very Good* dari Majalah SWA dan Business Digest. Penghargaan ini diberikan karena Indocement dinilai berhasil menciptakan lingkungan kerja yang mendukung keterlibatan dan kesejahteraan karyawan.**

Indocement received the Indonesia Best Employee Engagement Award 2025 with a *Very Good* rating from SWA Magazine and Business Digest. This award was given for Indocement's success in creating a work environment that supports employee engagement and well-being.

## Pendidikan dan Pengembangan Kompetensi Karyawan [F.22]

### Employee Education and Competence Development

CHCD di bawah pengawasan Direktur Human Capital bertanggung jawab atas pengelolaan dan evaluasi ketenagakerjaan serta program pelatihan dan pengembangan. Berdasarkan hasil evaluasi program pelatihan dan pengembangan karyawan (*post evaluation*) 2025 menunjukkan adanya peningkatan. Selama 2025, Perseroan telah merealisasikan Rp5,3 miliar untuk biaya pelatihan dan peningkatan kompetensi karyawan. Sebanyak 30.213 peserta telah mengikuti 195.284 jam pelatihan dengan rata-rata jam pelatihan per karyawan mencapai 70,7 jam/karyawan. Peningkatan jam pelatihan didorong oleh peningkatan standarisasi HSE dari grup dan kompetensi teknikal karyawan, serta penerapan digitalisasi pelatihan yang memperluas akses pembelajaran.

The CHCD, under the supervision of Human Capital Director, is responsible for the management and evaluation of manpower, as well as training and development programs. The post-evaluation of employee training and development programs in 2025 showed an increase. Throughout 2025, the Company realized Rp5.3 billion for employee training and competence development. A total of 30,213 participants already completed 195,284 training hours, with an average of 70.7 hours per employee. The increase in training hours was driven by improvements in the group's HSE standards and employee technical competencies, as well as the implementation of digital training, which has expanded access to learning.

### Peserta dan Jam Pelatihan 2025 [404-1]

#### Participants and Training Hours of 2025

No	Wilayah Area	Karyawan Employees (orang   people)	Jam Pelatihan Training Hours (jam   hours)	Rata-rata Jam Pelatihan Setiap Peserta Average Training Hour per Participant (jam/orang   hours/people)
1	Kantor Pusat Head Office	593	26.341	44,41
2	Citeureup	1.343	65.970	49,12
3	Cirebon	364	57.566	158,14
4	Tarjun	464	45.407	97,85
<b>Jumlah Total</b>		<b>2.764</b>	<b>195.284</b>	<b>70,65</b>

### Pengembangan Kompetensi Terkait Keberlanjutan [E.2][2-17]

Pada 2025, dalam rangka meningkatkan pemahaman terhadap aspek keberlanjutan, Direksi dan Dewan Komisaris Perseroan mengikuti berbagai pelatihan keberlanjutan yang diselenggarakan baik secara internal maupun oleh pihak eksternal. Pelatihan internal yang diikuti antara lain Pelatihan internal yang diikuti antara lain Sosialisasi *Outlook* 2026 serta Sosialisasi: Ekonomi Makro dan Arah Kebijakan Pemerintah, sementara pelatihan eksternal mencakup Seminar PwC mengenai tren, isu, dan regulasi LST terkini.

### Competency Development Related to Sustainability [E.2][2-17]

In 2025, to enhance their understanding of sustainability aspects, the Company's Board of Directors and Board of Commissioners attended various sustainability training programs held both internally and externally. The internal training programs attended were the 2026 Outlook Socialization and Socialization: Macroeconomic Conditions and Government Policy Directions, while the external training program included a PwC Seminar on the latest ESG issues, trends, and regulations.



Selain itu, Perseroan mengikutsertakan 985 karyawan dalam sejumlah program pelatihan keberlanjutan internal dengan total jam pelatihan sebesar 11.467 jam. Materi pelatihan meliputi inovasi lingkungan, sertifikasi pendukung kegiatan berkelanjutan, serta seminar-seminar yang berkaitan dengan kesehatan dan keselamatan kerja. Sebagai upaya lanjutan untuk meningkatkan keterampilan dan kompetensi dalam pengawasan serta pengelolaan risiko dan peluang terkait iklim, Perseroan juga menyelenggarakan 14 pelatihan terkait iklim yang diikuti oleh 119 peserta.

### Program Pemagangan Lulusan Perguruan Tinggi

Pada 2025, Indocement bekerja sama dengan Pemerintah dalam Program Pemagangan Lulusan Perguruan Tinggi untuk meningkatkan kesiapan kerja generasi muda dan mendorong pertumbuhan ekonomi inklusif. Program ini memberikan pengalaman kerja nyata dan pengembangan kompetensi yang relevan dengan kebutuhan industri, dengan dukungan pemerintah berupa tunjangan peserta, sementara Indocement menyediakan fasilitas kerja, pendampingan mentor, pelatihan, serta kompensasi tambahan. Inisiatif ini turut membantu mengurangi kesenjangan antara dunia pendidikan dan industri serta mendukung pengembangan sumber daya manusia yang berdaya saing.

### Program Vokasi Industri

Kompleks Pabrik Tarjun melanjutkan dukungan terhadap vokasi industri melalui penandatanganan periode kedua Program Vokasi Industri untuk masa kerja lima tahun bersama empat SMK di Kabupaten Kotabaru dan Tanah Bumbu, yakni SMK Negeri 1 Kotabaru, SMK Negeri 2 Kotabaru, SMK Negeri 1 Simpang Empat, SMKS Kodeco Simpang Empat. Selain itu, pada 2025, Indocement meresmikan Program Pemagangan Angkatan ke-4 di Kompleks Pabrik Citeureup yang diikuti 30 lulusan SMK dari SMK Tunggal Prakarsa dan SMKN 1 Gunung Putri. Para peserta menjalani pelatihan selama sekitar sembilan bulan hingga 30 Juni 2026, yang mencakup bidang K3, pengembangan *soft competency*, pelatihan teknis, serta *on the job training* di lingkungan kerja Indocement.

### Indocement Agent of Change

Sejak 2021, Perseroan memiliki program Indocement *Agent of Change*. Program ini merupakan pengembangan kemampuan manajerial dan kepemimpinan bagi karyawan Indocement yang terpilih selama 2 tahun. Program ini bertajuk '*Agent of Change RECONNECT*' dengan fokus mencapai tujuan bisnis di masa krisis. Selain itu, di dalam program ini ditambahkan mengenai '*Design Thinking*' guna mampu mengakselerasi pertumbuhan dan keberlanjutan bisnis Indocement. Selama 2025, sebanyak 4 orang perwakilan *Agent of Change* yang sudah lulus di 2025 dan membagikan pengalaman selama mengikuti kegiatan ini dalam 'OK Podcast' yang diadakan oleh Perseroan.

Furthermore, the Company has engaged 985 employees in a number of internal sustainability training programs, totaling 11,467 hours of training. The training materials included environmental innovation, certification supporting sustainable activities, and seminars related to occupational health and safety. As a continuing effort to improve skills and competencies in monitoring and managing climate-related risks and opportunities, the Company also held 14 climate-related training sessions, attended by 119 participants.

### Internship Program for University Graduates

In 2025, Indocement cooperated with the Government in the Internship Program for University Graduates to improve job readiness of the younger generation and encourage inclusive economic growth. This program provides real-world work experience and competency development relevant to industry needs, with government support in the form of participant allowances, while Indocement provides working facilities, mentoring, training, and additional compensation. This initiative helps reduce the gap between education and industry and supports the development of competitive human capital.

### Industrial Vocational Program

Tarjun Factory continues its support for industrial vocational programs by signing a second five-year Industrial Vocational Program agreement with four vocational high schools in Kotabaru and Tanah Bumbu Regencies, namely SMK Negeri 1 Kotabaru, SMK Negeri 2 Kotabaru, SMK Negeri 1 Simpang Empat, and SMKS Kodeco Simpang Empat. Furthermore, in 2025, Indocement launched its 4<sup>th</sup> Internship Program at Citeureup Factory, attended by 30 vocational high school graduates from SMK Tunggal Prakarsa and SMKN 1 Gunung Putri. The participants underwent approximately nine months of training until 30 June 2026, covering OHS, *soft competency* development, technical training, and on-the-job training within Indocement workplace.

### Indocement Agent of Change

Since 2021, the Company has implemented the Indocement *Agent of Change* program. This program provides managerial and leadership skills development for selected Indocement employees for 2 years. This program, titled '*Agent of Change RECONNECT*,' focuses on achieving business goals during crisis. Furthermore, the program incorporates '*Design Thinking*' to accelerate Indocement's business growth and sustainability. Throughout 2025, a total of 4 representatives of *Agent of Change* who graduated in 2025 shared their experiences during this activity in the 'OK Podcast' held by the Company.

# Aman, Selamat, dan Sehat di Tempat Bekerja [F.21]

## Safe, Secure, and Healthy in the Workplace

### Pendekatan Manajemen [3-3] Management Approach

Pengelolaan sumber daya manusia merupakan faktor kunci dalam mendukung keberlanjutan operasional dan daya saing Perseroan. Indocement berkomitmen membangun kapabilitas karyawan yang adaptif, berintegritas, dan selaras dengan strategi keberlanjutan serta transformasi bisnis Perseroan.

Human capital management is a key factor in supporting the Company's operational sustainability and competitiveness. Indocement is committed to developing employee capabilities that are adaptive, integrity-driven, and aligned with the Company's sustainability strategy and business transformation.

<p><b>Signifikansi Topik</b> Significance of the Topic</p>	<p>Keselamatan dan kesehatan kerja (K3) menjadi salah satu prioritas utama Perseroan dalam menciptakan lingkungan kerja yang aman, sehat, dan ramah lingkungan. Perseroan berupaya meminimalkan risiko K3 bagi karyawan melalui penerapan prinsip-prinsip pengelolaan K3 yang baik serta sistem manajemen K3 bagi seluruh karyawan dan kontraktor yang selaras dengan peraturan yang berlaku.</p> <p>Occupational health and safety (OHS) is one of the Company's top priorities in creating a safe, healthy, and environmentally friendly work environment. The Company strives to minimize OHS risks for employees by implementing sound OHS management principles and an OHS management system for all employees and contractors, in accordance with applicable regulations.</p>
<p><b>Komitmen dan Kebijakan</b> Commitments and Policies</p>	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 Heidelberg Materials</li> <li>• Kebijakan Keselamatan dan Kesehatan Kerja (K3) Indocement yang ditetapkan pada 9 September 2019 oleh Direktur Utama Perseroan</li> <li>• Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan Kerja</li> <li>• Keputusan Menteri Energi dan Sumber Daya Mineral Nomor 1827K/30/MEM/2018 tentang Pedoman Pelaksanaan Kaidah Teknik Pertambangan yang Baik</li> <li>• 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]</li> <li>• ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3)</li> <li>• Pedoman Global Cement and Concrete Association (GCCA)</li> <li>• Heidelberg Materials Sustainability Commitment 2030</li> <li>• Indocement's Occupational Health and Safety (OHS) Policy as stipulated on 9 September 2019 by the Company's President Director</li> <li>• Law of the Republic of Indonesia No. 1 of 1970 on Occupational Safety</li> <li>• Decision of Minister of Energy and Mineral Resources No. 1827K/30/MEM/2018 on Guidelines for the Implementation of Good Mining Techniques</li> <li>• 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 the Implementation of Occupational Health and Safety Management System (OHSMS) [403-1]</li> <li>• ISO 45001:2018 Occupational Health and Safety Management System (OHSMS)</li> <li>• Global Cement and Concrete Association (GCCA) Guidelines</li> </ul>
<p><b>Target Kinerja K3</b> OHS Performance Target</p>	<ul style="list-style-type: none"> <li>• Zero Fatality</li> <li>• Lost Time Injury (LTI): 0,5</li> <li>• Employee Lost Time Injury: tiga kasus   three cases</li> <li>• Non-Effective Rates-Injury (NER-I): 0,09</li> <li>• Occupational Disease: 0 kasus   case</li> </ul>
<p><b>Strategi Pencapaian Kinerja 2025</b> [403-7] Performance Achievement Strategy in 2025</p>	<ul style="list-style-type: none"> <li>• Melakukan tindak lanjut dini atas insiden fatalitas yang terjadi di negara lain agar tidak terjadi di Indocement.</li> <li>• Memenuhi target <i>Group Safety Action 2025: Safety Conversation &amp; Near Hit, Safety Competencies dan High Risk Operational Training for Contractors</i>.</li> <li>• Meningkatkan keselamatan pada pekerjaan di ketinggian (<i>safe platforms, walkways, vertical ladder, dan lainnya</i>) serta peralatan berputar (<i>machine safeguarding, emergency stop</i>).</li> <li>• Memenuhi standar keselamatan pada <i>Electrical Safety (dielectrically floor dan PPE)</i> serta <i>LOTOTO Personal Lock</i>.</li> <li>• Memastikan <i>operator/driver truck</i> dalam kondisi <i>fit to work</i> melalui pemeriksaan kelelahan/<i>fatigue test</i>.</li> <li>• Conducting early follow-up on fatal incidents that have occurred in other countries to prevent similar occurrence at Indocement.</li> <li>• Achieving the 2025 Group Safety Action targets: Including Safety Conversation &amp; Near Hit, Safety Competencies, and High-Risk Operational Training for Contractors.</li> <li>• Improving safety for working at heights (<i>safe platforms, walkways, vertical ladders, etc.</i>) and rotating equipment (<i>machine safeguarding, emergency stop</i>).</li> <li>• Meeting safety standards for electrical safety (<i>dielectrically floor and PPE</i>) and <i>LOTOTO Personal Lock</i>.</li> <li>• Ensuring truck operators/drivers are fit for work through fatigue tests.</li> </ul>



<b>Pencapaian 2025</b> Achievements in 2025	<ul style="list-style-type: none"> <li>• Zero Fatality</li> <li>• Zero Lost Time Injury (LTI), Employee Lost Time Injury, Non-Effective Rates-Injury (NER-I)</li> <li>• 193 modul pelatihan dan sertifikasi K3.</li> <li>• 5,7 jam rata-rata pelatihan K3 per peserta secara luring maupun daring.</li> <li>• Zero Fatality</li> <li>• Zero Lost Time Injury (LTI), Employee Lost Time Injury, Non-Effective Rates-Injury (NER-I)</li> <li>• 193 modules of OHS training and certification.</li> <li>• 5.7 average hours of OHS training per participant, both offline and online.</li> </ul>
<b>Evaluasi yang Dilakukan</b> [403-8] Evaluation Conducted	Audit Sistem SMK3 Perseroan dilakukan secara internal dan eksternal, serta telah mencakup 100% karyawan pada setiap unit operasi. The Company's OHSMS audit is carried out internally and externally, and has covered 100% of employees in each operating unit.
<b>Divisi yang Bertanggung Jawab</b> Responsible Division	Pengelolaan dan evaluasi kinerja K3 merupakan tanggung jawab masing-masing pimpinan unit operasi, dibantu oleh Unit Safety dengan koordinasi Corporate SHE Division serta diawasi langsung oleh Direktur Utama dan Direktur Teknis. OHS management and evaluation are 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 President Director and Technical Director.

Indocement meyakini bahwa keselamatan dan kesehatan kerja merupakan fondasi utama keberlanjutan operasional. Pada 2025, Perseroan memperkuat penerapan pendekatan *Health, Safety, Security, and Environment* (HSSE) melalui peningkatan standar keselamatan, digitalisasi pemantauan risiko, dan pengawasan operasional yang lebih ketat untuk mencegah insiden kerja serta mendukung target *zero accident*. SMK3 tercakup dalam PKB serta diterapkan kepada seluruh (100%) karyawan, pekerja non-karyawan, kontraktor, pengunjung, dan mitra kerja. [403-8]

Indocement believes that occupational health and safety is the main foundation of operational sustainability. In 2025, the Company strengthened the implementation of its Health, Safety, Security, and Environment (HSSE) approach by improving safety standards, digitizing risk monitoring, and implementing stricter operational oversight to prevent occupational accident and support zero accident target. The OHSMS is included in the CLA and is applied to all (100%) employees, non-employee workers, contractors, visitors, and business partners. [403-8]



**Penerapan SMK3 Indocement telah mengikuti ketentuan nasional, di antaranya:**  
 [403-1]

1. Peraturan Menteri Tenaga Kerja Nomor 5 Tahun 1996 tentang Manajemen Kesehatan dan Keselamatan Kerja.
2. Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang pedoman Penerapan SMK3.
3. Keputusan Menteri Energi dan Sumber Daya Mineral Nomor 1827 K/30/MEM/2028 tentang Pedoman Pelaksanaan Kaidah Teknik Pertambangan yang Baik.
4. ISO 45001:2018 tentang Sistem Manajemen Kesehatan dan Keselamatan Kerja (K3).

Indocement's OHSMS implementation complies with national regulations, including:  
 [403-1]

1. Minister of Manpower Regulation No. 5 of 1996 on Occupational Health and Safety Management.
2. Government Regulation (PP) No. 50 of 2012 on Guidelines for the Implementation of OHSMS.
3. Decision of Minister of Energy and Mineral Resources No. 1827 K/30/MEM/2028 on Guidelines for the Implementation of Good Mining Techniques
4. ISO 45001:2018 on the Occupational Health and Safety Management System (OHSMS).

Indocement membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di setiap kompleks pabrik serta sub-P2K3 di setiap divisi/*plant* untuk memastikan pengawasan dan pengendalian risiko K3 dilakukan secara konsisten. Komposisi P2K3 mencerminkan keterwakilan seimbang antara manajemen (50%) dan karyawan (50%) yang diwakili serikat pekerja. Melalui platform SHE on My Hand, karyawan dilibatkan dalam pemantauan risiko dan pelaporan potensi kecelakaan kerja, sekaligus memperoleh informasi terkini terkait implementasi K3. Sepanjang 2025, Perseroan juga menjalankan program inspeksi seperti *Join SHE Inspection* dan *Managing High Risk* guna memastikan area kerja aman dan sesuai standar keselamatan. [403-4]

Indocement establishes an Occupational Health and Safety Supervisory Committee (P2K3) in each factory and a sub-P2K3 in each division/*plant* to ensure consistent supervision and control of OHS risks. The composition of P2K3 reflects balanced representation between management (50%) and employees (50%), represented by labor unions. Through the SHE on My Hand platform, employees are involved in risk monitoring and reporting potential occupational accidents, while also receiving the latest information on OHS implementation. Throughout 2025, the Company also implemented inspection programs such as *Joint SHE Inspection* and *Managing High Risk* to ensure working areas were safe and complied with safety standards. [403-4]

### Identifikasi dan Pengelolaan Risiko K3 Identification and Management of OHS Risks

Untuk memperkuat pengelolaan keselamatan, Perseroan melakukan pemetaan pekerjaan berisiko tinggi serta memastikan penerapan mitigasi oleh manajemen, karyawan, perusahaan mitra dan kontraktor, maupun pemangku kepentingan lainnya. Pemetaan dan audit dilakukan setiap dua tahun sesuai ketentuan SMK3 dan *Life Saving Rules* (LSR). Indocement juga menerapkan enam kategori keselamatan dalam LSR serta memberikan hak kepada pekerja untuk menghentikan pekerjaan apabila terdapat potensi bahaya sesuai prosedur keselamatan. [403-2][403-4]

To strengthen safety management, the Company maps high-risk jobs and ensures the implementation of mitigation measures by management, employees, partner companies and contractors, and other stakeholders. Mapping and audits are conducted every two years in accordance with OHSMS and Life Saving Rules (LSR) provisions. Indocement also implements six safety categories within LSR and gives workers the rights to stop work if there is a potential hazard, in accordance with safety procedures. [403-2][403-4]

Risiko Risk	Pengelolaan Management
Standar Alat Pelindung Diri (APD) Standard Personal Protective Equipment (PPE) Standards	<p>APD Standar yang dipersyaratkan dan wajib digunakan secara benar dan tepat, sebelum memasuki area Indocement atau selama berada di zona wajib APD, adalah:</p> <ol style="list-style-type: none"> <li>1. <i>Safety helmet</i> yang dilengkapi <i>chin strap</i>.</li> <li>2. <i>Safety shoes</i>.</li> <li>3. Pakaian kerja lapangan dan <i>safety vest</i> mudah terlihat dilengkapi dua strip pemantul cahaya.</li> <li>4. <i>Safety glass</i> dan respirator debu (khusus area berdebu).</li> <li>5. APD khusus/tambahan yang ditentukan berdasarkan manajemen risiko atau sesuai prosedur keselamatan yang berlaku.</li> </ol> <p>The required standard PPE that must be used correctly and appropriately before entering Indocement areas or while in PPE-mandated zones is:</p> <ol style="list-style-type: none"> <li>1. Safety helmet equipped with chin strap.</li> <li>2. Safety shoes.</li> <li>3. High-visibility wear pack and safety vest with two reflective strips.</li> <li>4. Safety glasses and dust respirator (for dusty areas).</li> <li>5. Special/additional PPE as determined by risk management or in accordance with applicable safety procedures.</li> </ol>
Keselamatan Bekerja di Ketinggian Work at Height Safety	<ol style="list-style-type: none"> <li>1. <i>Permit To Work-Work At Height</i> (PTW-WAH) yang sah dan telah memenuhi seluruh persyaratan keselamatan.</li> <li>2. Pekerja kompeten untuk melakukan pekerjaan di ketinggian.</li> <li>3. Memakai perangkat pengaman jatuh yang telah dilakukan pemeriksaan sebelum digunakan (<i>pre-use check</i>).</li> <li>4. Penggunaan perancah sesuai peraturan perundangan dan standar yang berlaku.</li> <li>5. Pengawasan kegiatan bekerja di ketinggian.</li> </ol> <ol style="list-style-type: none"> <li>1. Valid Permit To Work-Work at height (PTW-WAH) and already complied with all safety requirement.</li> <li>2. Competent worker to do work at height.</li> <li>3. Require fall protection equipment that is inspected before use (pre-use check).</li> <li>4. Use of scaffolding in accordance with applicable laws, regulations and standards.</li> <li>5. Supervision activities of work at height by job giver or area responsibility.</li> </ol>



Risiko Risk	Pengelolaan Management
<p>Keselamatan Memasuki Ruang Terbatas Safety of Confined Space Entry</p>	<ol style="list-style-type: none"> <li>1. <i>Permit To Work-Confined Space Entry</i> (PTW-CSE) yang sah dan telah memenuhi seluruh persyaratan keselamatan.</li> <li>2. Pekerja kompeten untuk memasuki atau bekerja di Ruang Terbatas.</li> <li>3. Pemeriksaan atau pengujian atmosfer sebelum memasuki ruang terbatas dan secara berkala.</li> <li>4. Pengawasan kegiatan memasuki atau bekerja di ruang terbatas oleh petugas kompeten dan pemberi kerja atau penanggung jawab lokasi.</li> </ol> <ol style="list-style-type: none"> <li>1. Valid Permit To Work-Entry Confined Space (PTW-CSE) and already complied with all safety requirement.</li> <li>2. Competent worker to entry or work in confined space.</li> <li>3. Atmosphere inspection or test before entering confined space and periodically.</li> <li>4. Supervision of activities entry or work in confined space by competent worker and job giver or area responsibility.</li> </ol>
<p>Keselamatan Bekerja di Area Panas Safety of Work at Hot Area</p>	<ol style="list-style-type: none"> <li>1. <i>Permit To Work-Working at Heat Area</i> (PTW-WHA) yang sah dan telah memenuhi seluruh persyaratan keselamatan.</li> <li>2. Pekerja kompeten untuk melakukan pekerjaan di area panas.</li> <li>3. Dilarang melakukan pekerjaan secara paralel atau bersamaan pada saat penanganan material tersumbat (<i>clogging</i>) di area panas.</li> <li>4. Pengawasan kegiatan pekerjaan di area panas oleh pemberi kerja atau penanggung jawab lokasi.</li> </ol> <ol style="list-style-type: none"> <li>1. Valid Permit To Work-Working at Heat Area (PTW-WHA) and already complied with all safety requirement.</li> <li>2. Competent worker to do work at hot area.</li> <li>3. Prohibited do the parallel or simultaneously work when handling clogged material at hot area.</li> <li>4. Supervision of activities work at hot area by job giver or area responsibility.</li> </ol>
<p>Keselamatan Pekerjaan Panas Hot Work Safety</p>	<ol style="list-style-type: none"> <li>1. <i>Permit To Work-Heat Work</i> (PTW-HW) yang sah dan telah memenuhi seluruh persyaratan keselamatan.</li> <li>2. Pekerja kompeten untuk melakukan pekerjaan panas.</li> <li>3. Pastikan area pekerjaan panas bersih dari bahan mudah terbakar/meledak.</li> <li>4. Penggunaan peralatan pekerjaan panas sesuai standar dan pemeriksaan sebelum digunakan (<i>pre-use check</i>).</li> <li>5. Pengawasan kegiatan pekerjaan panas oleh pemberi kerja atau penanggung jawab lokasi dan pengamatan percikan api di sekitar area pekerjaan panas oleh pengawas api (<i>fire watcher</i>).</li> </ol> <ol style="list-style-type: none"> <li>1. Valid Permit To Work-Heat work (PTW-HW) and already complied with all safety requirement.</li> <li>2. Competent worker to do hot work.</li> <li>3. Ensure the area of hot work is clean of flammable/explosive materials.</li> <li>4. Ensure the welding equipment already undergoes periodical maintenance and inspection before use (<i>pre-use check</i>).</li> <li>5. Supervision of activities hot work by job giver or area responsibility and observation of sparks at around the hot work area by fire watcher.</li> </ol>
<p>Isolasi Energi-Lock Out, Tag Out, Try Out (LOTOTO) Energy Isolation-Lock Out, Tag Out, Try Out (LOTOTO)</p>	<p>Menerapkan langkah aman isolasi energi (LOTOTO), yaitu:</p> <ol style="list-style-type: none"> <li>1. Identifikasi sumber energi.</li> <li>2. Beritahukan pihak-pihak terkait.</li> <li>3. Matikan mesin/alat atau isolasi sumber energi.</li> <li>4. Terapkan penguncian (<i>Lock Out</i>), penandaan (<i>Tag Out</i>), dan melakukan uji coba (<i>Try Out</i>).</li> <li>5. Periksa dan mengembalikan seperti semula.</li> </ol> <p>Implementing safe energy isolation (LOTOTO) steps, which include:</p> <ol style="list-style-type: none"> <li>1. Identify energy sources.</li> <li>2. Notify to related parties.</li> <li>3. Turn off machines/tools or isolation energy sources.</li> <li>4. Implement locking (Lock Out), tagging (Tag Out), and trials (Try Out).</li> <li>5. Check and restore to normal.</li> </ol>
<p>Keselamatan Mengemudi Driving Safety</p>	<ol style="list-style-type: none"> <li>1. Memiliki Surat Izin Mengemudi (SIM) sesuai kendaraan yang dikemudikan.</li> <li>2. Wajib mematuhi rambu-rambu lalu lintas.</li> <li>3. Pastikan kondisi <i>fit</i> untuk mengemudi.</li> <li>4. Memakai sabuk keselamatan (pengemudi dan penumpang).</li> <li>5. Periksa kendaraan sebelum dioperasikan (<i>pre-start check</i>).</li> <li>6. Dilarang meninggalkan kendaraan dalam kondisi mesin menyala atau tanpa pengawasan.</li> <li>7. Dilarang menggunakan telepon genggam selama berkendara.</li> </ol> <ol style="list-style-type: none"> <li>1. Having a valid Driving License (SIM) appropriate for the vehicle being driven.</li> <li>2. Obligatory to comply with traffic signs.</li> <li>3. Ensure fit condition to drive.</li> <li>4. Wear seat belts (driver and passengers).</li> <li>5. Vehicle inspection before operation (<i>pre-start check</i>).</li> <li>6. Vehicle on running engine condition, it is prohibited to be left or unsupervised.</li> <li>7. Prohibited mobile phone use while driving.</li> </ol>
<p>Pelindung Mesin Machine Safeguarding</p>	<ol style="list-style-type: none"> <li>1. Pastikan seluruh pelindung mesin harus terpasang sesuai standar dan peralatan proteksi berfungsi sebelum peralatan berputar dioperasikan.</li> <li>2. Dilarang menyentuh/membersihkan/memperbaiki peralatan berputar yang sedang beroperasi.</li> </ol> <ol style="list-style-type: none"> <li>1. Ensure all safeguarding must be installed and function of protection equipment before rotating machinery operate.</li> <li>2. Prohibited to cleaning/repairing rotating machinery while running.</li> </ol>
<p>Investigasi Kecelakaan Kerja Incident Investigation</p>	<p>Semua insiden kecelakaan kerja wajib dilaporkan dan dilakukan investigasi untuk mengidentifikasi akar penyebab, menetapkan tindakan perbaikan dan mendapatkan pembelajaran.</p> <p>All occupational incidents are reported and investigated to identify the root causes and to set up corrective actions and lessons learned.</p>

## Pelatihan dan Budaya K3 [403-5] OHS Training and Culture

Secara berkala, Perseroan meningkatkan pemahaman budaya K3 yang mencakup prinsip, panduan, serta prosedur keselamatan, kesehatan kerja, dan lingkungan (K3L) kepada seluruh karyawan, termasuk Direksi dan Plant/Division Manager, serta kontraktor. Untuk mendukung upaya tersebut, Perseroan memiliki I-SHELTER yang berfungsi sebagai pusat pelatihan K3 dan lingkungan di seluruh kompleks pabrik. Fasilitas ini dilengkapi sarana pendukung seperti simulasi alat pelindung diri, simulasi *kiln* dan berkendara, serta berbagai program pelatihan kerja lainnya guna mengoptimalkan pelaksanaan pelatihan. Sepanjang 2025, sebanyak 15 judul pelatihan diselenggarakan di I-SHELTER dan diikuti oleh 2.337 peserta. Selain itu, Perseroan juga menyelenggarakan pelatihan sertifikasi yang diikuti oleh 184 karyawan, serta melaksanakan 193 modul pelatihan K3 yang diikuti oleh 2.491 peserta.

Lebih lanjut, Perseroan juga memberikan pelatihan dan penyuluhan kesehatan terkait ergonomi, paparan kebisingan, debu, penanganan gawat darurat, dan respons krisis medis melalui platform daring dan kelas tatap muka oleh Corporate People Development Department (CPDD). Selain itu pelaksanaan penyuluhan kesehatan juga dilakukan setiap bulan melalui rapat P2K3/Sub P2K3 di Plant/Divisi serta menyebabkan informasi melalui intranet, papan informasi dan spanduk kesehatan. Perseroan juga melaksanakan aktivitas strategis untuk meningkatkan budaya K3 bagi seluruh karyawan dan kontraktor dengan menyebarkan spanduk dan poster terkait *Dynamic Risk Assessment* (DRA) serta merevisi *Life Saving Rules*. [F.1][403-7]

## Hasil Evaluasi K3 Kontraktor OHS Evaluation Results of Contractor

Indocement memastikan bahwa standar K3 diterapkan oleh secara konsisten oleh seluruh kontraktor melalui mekanisme *Contractor Safety Management System* (CSMS). Penerapan CSMS menjadi bahan perhitungan awal Indocement guna menilai kinerja K3 kontraktor sesuai dengan standar SMK3 yang ada pada perundang-undangan maupun standar internasional ISO 45001:2018. Setiap tahun Perseroan melakukan evaluasi kepada seluruh kontraktor dan hasilnya digunakan sebagai dasar penilaian kinerja dan kontrak kerja. Selama 2025, terdapat 461 kontraktor yang dinilai CSMS dengan hasil lulus.

The Company periodically enhances the understanding of OHS culture, which includes occupational health, safety, and environmental (OHS) principles, guidelines, and procedures, for all employees, including Board of Directors and Plant/Division Managers, as well as contractors. To support these efforts, the Company has I-SHELTER, which serves as an OHS and environmental training center throughout the factories. This facility is equipped with supporting facilities such as personal protective equipment (PPE) simulations, kiln and driving simulations, and various other job training programs to optimize training implementation. Throughout 2025, a total of 15 training topics were held at I-SHELTER, attended by 2,337 participants. Furthermore, the Company also held certification training, attended by 184 employees and implemented 193 OHS training modules with 2,491 participants.

Moreover, the Company provides health training and counseling related to ergonomics, noise exposure, dust, emergency management, and medical crisis response via online platforms and face-to-face classes conducted by the Corporate People Development Department (CPDD). Furthermore, health dissemination is conducted every month through P2K3/Sub P2K3 meetings at Plant/Division, and information is disseminated through intranet, information boards, and health banners. The Company also implements strategic activities to improve OHS culture for all employees and contractors by distributing banners and posters related to Dynamic Risk Assessment (DRA) and revising the Life Saving Rules. [F.1][403-7]

Indocement ensures that OHS standards are consistently implemented by all contractors through the Contractor Safety Management System (CSMS). The implementation of CSMS serves as Indocement's initial calculation to assess contractor OHS performance in accordance with OHSMS standards stipulated in laws and regulations and the international standard of ISO 45001:2018. The Company conducts annual evaluations of all contractors, and the results are used as the basis for assessing performance and work contracts. Throughout 2025, there were 461 contractors assessed by CSMS who passed the assessment.



## Jaminan Kesehatan Kerja dan Fasilitas K3 [403-3][403-6] Occupational Health Insurance and OHS Facilities

Perseroan memitigasi risiko penyakit akibat kerja, penyakit degeneratif, dan infeksi, termasuk identifikasi penyakit akibat kerja (PAK) melalui *Medical Check Up* (MCU) tahunan yang wajib diikuti seluruh karyawan. Pada 2025, sebanyak 1.356 karyawan telah mengikuti MCU dengan hasil 99,34. Perseroan juga menyediakan fasilitas kesehatan berupa klinik umum, gigi, ibu dan anak, apotek, serta layanan darurat 24 jam yang dilengkapi dua unit ambulans yang dapat diakses karyawan, mitra kerja, dan masyarakat sekitar. Selain itu, Perseroan memberikan jaminan kesehatan bagi karyawan dan keluarganya sesuai ketentuan yang berlaku.

Sepanjang 2025, tercatat sebanyak 12.344 kunjungan layanan kesehatan, termasuk kunjungan mitra kerja, yang mengalami penurunan sebesar 12,24% dibandingkan 14.065 kunjungan pada 2024. Keluhan kesehatan terbanyak meliputi infeksi saluran pernapasan atas (ISPA), gangguan otot, tulang, dan sendi, serta penyakit degeneratif seperti hipertensi, diabetes, dan jantung koroner. Guna memitigasi kondisi tersebut, Indocement melakukan berbagai upaya, antara lain penyuluhan kesehatan melalui poster, spanduk, dan intranet, pelatihan kesehatan untuk meningkatkan kesadaran risiko penyakit, kegiatan olahraga bersama, serta program “Cuman Pengen Sehat”.

The Company mitigates the risk of occupational disease, degenerative disease, and infection, including identifying occupational diseases (PAK) through an annual Medical Check-Up (MCU) that is mandatory for all employees. In 2025, a total of 1,356 employees participated in the MCU with a score of 99.34. The Company also provides health facilities such as general, dental, and maternal and child clinics, pharmacies, and 24-hour emergency service equipped with two ambulances accessible to employees, business partners, and the surrounding community. Furthermore, the Company provides health insurance for employees and their families in accordance with applicable regulations.

Throughout 2025, a total of 12,344 healthcare visits were recorded, including visits from business partners, a 12.24% decrease compared to 14,065 visits in 2024. The most common health complaints included upper respiratory tract infections (ISPA), muscle, bone, and joint disorders, and degenerative diseases such as hypertension, diabetes, and coronary heart disease. To mitigate these conditions, Indocement implements various efforts, including health education through posters, banners, and intranet, health training to raise awareness of disease risks, joint sports activities, and the “*Cuman Pengen Sehat*” (Just Want to Be Healthy) program.

## Kinerja K3 [403-9][403-10] OHS Performance

Selama 2025, hasil evaluasi audit K3 Perseroan menunjukkan kinerja keselamatan yang baik, yang terbukti dengan tidak adanya fatalitas. Adapun jumlah kecelakaan kerja menurun menjadi satu kasus atau 86% dibandingkan tahun sebelumnya yang sebanyak 7 kasus. Lebih lanjut selama 2025, tidak terdapat kasus fatal atau kematian maupun penyakit akibat kerja (PAK).

Throughout 2025, the Company’s OHS audit evaluation results demonstrated good safety performance, as evidenced by the absence of fatalities. The number of occupational accidents decreased to one case, or 86%, compared to 7 cases the previous year. Furthermore, throughout 2025, there were no fatalities, deaths, or occupational diseases (PAK).

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

Tingkat Kecelakaan Kerja Injury Rate	2025		2024		2023	
	Perseroan Company	Kontraktor Contractor	Perseroan Company	Kontraktor Contractor	Perseroan Company	Kontraktor Contractor
Ringan Minor	0	0	6	0	5	0
Sedang dan Serious Medium and Serious	0	1	1	0	0	5
Fatal	0	0	0	0	1	1
<b>Jumlah Total</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>6</b>	<b>6</b>

### Jumlah Jam Kerja Hilang Karena Kecelakaan Kerja Number of Lost Working Days Due to Work Accidents

Kompleks Pabrik Factory	2025	2024	2023
Citeureup	0	0	0
Cirebon	0	3	0
Tarjun	0	0	0
Maros	0	0	0
Grobogan	0	0	0
<b>Jam Kerja Hilang Lost Working Hour</b>	<b>0</b>	<b>3</b>	<b>0</b>
<b>Jumlah Jam Kerja Selamat Number of Safe Working Hours</b>	<b>8.527.582,0</b>	<b>6.518.640,0</b>	<b>6.071.823,5</b>

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

Uraian Description	Citeureup			Cirebon			Tarjun			Maros			Grobogan		
	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023
Operasi Perseroan Company Operation															
Frequency Rate	0	0	0	0	1,20	0	0	0	0	0	0	0	0	0	0
Severity Rate	0	0	0	0	3,61	0	0	0	0	0	0	0	0	0	0
Lost Time Injury (LTI)	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Lost Working Days (LWD)	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0
Medical Treatment Injury (MTI)	0	4	4	0	1	0	0	1	1	0	0	0	0	0	0
Kontraktor Rekanan Partner Contractors															
Lost Time Injury (LTI)	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0

Keterangan | Notes:

Nilai Tingkat Keparahan, NLT, LTI, dan LDR dicatat berdasarkan 1 juta jam kerja mengacu pada Health and Safety Report Guidelines Version 14 Tahun 2017 di Heidelberg Materials Group sesuai rujukan WBCSD-CSI.

Severity Level, NLT, LTI, and LDR recorded per 1 million working hours refers to Health and Safety Report Guidance Version 14 of 2017 from Heidelberg Materials Group based on WBCSD-CSI reference.



# Masyarakat yang Berdaya dan Sejahtera [F.23][F.25][413-1][413-2]

## Empowered and Prosperous Communities

### Pendekatan Manajemen [3-3] Management Approach

<b>Signifikansi Topik</b> Significance of the Topic	<p>Melalui program pemberdayaan masyarakat, Indocement berperan aktif menjadikan komunitas lokal sebagai mitra strategis dalam upaya pembangunan berkelanjutan serta mendorong peningkatan kesejahteraan dan kemandirian di wilayah sekitar operasionalnya.</p> <p>Through the community empowerment program, Indocement plays an active role in making local community a strategic partner in sustainable development efforts and encouraging increased welfare and self-reliance around the operational areas.</p>
<b>Komitmen dan Kebijakan</b> Commitments and Policies	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 Heidelberg Materials.</li> <li>• Kebijakan Hak Asasi Manusia (HAM) Indocement.</li> <li>• Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan PP Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan.</li> <li>• ISO 26000: <i>Guidance on Social Responsibility</i>.</li> <li>• UN Sustainable Development Goals (SDGs).</li> <li>• Heidelberg Materials Sustainability Commitment 2030.</li> <li>• Human Rights Policy in Indocement.</li> <li>• Law No. 40 of 2007 on Limited Liability Companies and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility.</li> <li>• ISO 26000: <i>Guidance on Social Responsibility</i>.</li> <li>• UN Sustainable Development Goals (SDGs).</li> </ul>
<b>Target Program</b> Pemberdayaan Masyarakat 2030 2030 Community Empowerment Program Target	<ul style="list-style-type: none"> <li>• 100% kegiatan Bilikom terlaksana di wilayah sekitar tiga kompleks pabrik.</li> <li>• &gt;1 pengukuran <i>Social Return on Investment</i> (SROI).</li> <li>• Rp12,6 miliar Program Pemberdayaan Masyarakat.</li> <li>• 100% of Bilikom activities implemented around three factories.</li> <li>• &gt;1 Social Return on Investment (SROI) Measurement.</li> <li>• Rp12.6 billion for Community Empowerment Programs.</li> </ul>
<b>Strategi Pencapaian Kinerja 2025</b> Performance Achievement Strategy in 2025	<ul style="list-style-type: none"> <li>• Realisasi pembiayaan program pemberdayaan masyarakat sebesar Rp12,6 miliar atau 100% dari anggaran 2025.</li> <li>• <i>Continuous improvement</i> melalui <i>due diligence</i> berbasis ISO 26000 dalam pengelolaan program pemberdayaan masyarakat.</li> <li>• Pembaruan data pemetaan sosial 2025 di wilayah Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.</li> <li>• Pemberdayaan masyarakat melalui kontraktor dari lingkungan senilai Rp145 miliar.</li> <li>• Peningkatan empati karyawan melalui <i>employee volunteering</i> dengan keikutsertaan mencapai 6.984 jam dari target di 2025 sebesar 5.000 jam/tahun.</li> <li>• Pemberdayaan 52 orang <i>local hero</i> untuk memperbaiki karakter masyarakat.</li> <li>• Membangun kolaborasi dengan pemangku kepentingan.</li> <li>• The realization of community empowerment program funding amounted to Rp12.6 billion, or 100% of the 2025 budget.</li> <li>• Continuous improvement through ISO 26000-based due diligence in the management of community empowerment programs.</li> <li>• Updated 2025 social mapping data for Citeureup Factory, Cirebon Factory, and Tarjun Factory.</li> <li>• Community empowerment through contractors from the local environment, totaling Rp145 billion.</li> <li>• Enhancing employee empathy through employee volunteering, with a total participation of 6,984 hours, surpassing the 2025 target of 5,000 hours/year.</li> <li>• Empowering 52 local heroes to improve community character.</li> <li>• Building collaboration with stakeholders.</li> </ul>
<b>Pencapaian Program</b> Pemberdayaan Masyarakat 2025 Achievements of the 2025 Community Empowerment Program	<ul style="list-style-type: none"> <li>• 100% kegiatan Bilikom terlaksana di wilayah sekitar tiga kompleks pabrik.</li> <li>• Hasil pengukuran <i>Social Return on Investment</i> (SROI) sebesar 2,25-5,81 pada beberapa program.</li> <li>• Rp12,6 miliar Program Pemberdayaan Masyarakat (<i>local sourcing/local contractor engagement</i>).</li> <li>• 100% of Bilikom activities were implemented around three factories.</li> <li>• Social Return on Investment (SROI) measurements ranged from 2.25 to 5.81 across several programs.</li> <li>• Rp12.6 billion for the Community Empowerment Program (<i>local sourcing/local contractor engagement</i>).</li> </ul>
<b>Evaluasi yang Dilakukan</b> Evaluation Conducted	<p>Pelaporan dan dokumentasi rutin pelaksanaan program pemberdayaan dilakukan setiap bulan secara internal dan eksternal kepada pemerintah melalui laporan pelaksanaan RKL dan RPL serta laporan keberlanjutan.</p> <p>Routine reporting and documentation of the empowerment program implementation are conducted every month, internally and externally, to the government through reports on the implementation of RKL and RPL and sustainability reports.</p>

**Divisi yang Bertanggung Jawab**  
Responsible Division

CSR Division berada di bawah Corporate Secretary dan bertanggung jawab langsung kepada Direktur Utama. Masing-masing program dijalankan di bawah tanggung jawab CSR Officer yang menjadi pendamping selama pelaksanaan. Seluruh CSR Officer merupakan karyawan internal Perseroan.  
The CSR Division is under the Corporate Secretary and reports directly to the President Director. Every program is carried out under the responsibility of CSR Officer, the assistant during the implementation. All CSR Officers are internal employees of the Company.

**Visi, Misi, dan Tujuan CSR [C.1]**  
CSR Vision, Mission, and Objectives

Perseroan mengintegrasikan strategi keberlanjutan dengan praktik tanggung jawab sosial untuk mendukung pencapaian TPB. Melalui pendekatan ini, Perseroan berupaya menjalankan operasi yang berkelanjutan sekaligus meningkatkan kesejahteraan masyarakat dan kelestarian lingkungan. Adapun fokus utama Perseroan adalah memberdayakan masyarakat untuk menciptakan kemandirian dengan mengacu pada Visi, Misi, dan Tujuan umum CSR yang diturunkan dari Visi dan Misi Perseroan.

The Company integrates sustainability strategies with social responsibility practices to support the achievement of SDGs. Through this approach, the Company strives to conduct sustainable operations while improving community welfare and environmental sustainability. The Company's main focus is to empower communities to establish self-reliance by referring to the Vision, Mission, and general CSR Objectives derived from the Company's Vision and Mission.



## Visi CSR | CSR Vision

**Visi CSR Indocement adalah mendukung pencapaian pembangunan berkelanjutan sejalan dengan SC 2030 melalui peningkatan kemandirian masyarakat dan upaya menjaga kelestarian lingkungan, sehingga tercipta hubungan yang harmonis dengan masyarakat.**

Indocement's CSR vision is to support the achievement of sustainable development in line with SC 2030 by enhancing community self-reliance and efforts to preserve the environment, thus creating harmonious relationships with the community.



## Misi CSR | CSR Mission

**Dengan bersungguh-sungguh menjalankan kegiatan tanggung jawab sosial yang harmonis dan bersinergi dengan pemangku kepentingan untuk:**

- 1. Meningkatkan pemberdayaan masyarakat yang mendorong inisiatif kolektif masyarakat untuk memanfaatkan potensi dan sumber daya lokal.**
- 2. Meningkatkan pengelolaan keberlanjutan lingkungan hidup yang berkelanjutan bersama dengan masyarakat.**
- 3. Mendukung tercapainya keberlanjutan bisnis Perusahaan.**

By sincerely carrying out harmonious and synergistic social responsibility activities with stakeholders to:

- 1. Increase community empowerment that encourages collective community initiatives to utilize local potential and resources.**
- 2. Increase environmental sustainability management on an ongoing basis together with the community.**
- 3. Support the achievement of the Company's business sustainability.**



## Filosofi CSR Indocement

### CSR Philosophy of Indocement

Perseroan menerapkan filosofi CSR yang berlandaskan prinsip pembangunan berkelanjutan melalui pemberdayaan masyarakat, pengelolaan lingkungan, serta kemitraan strategis dengan pemangku kepentingan. Perseroan meyakini bahwa kemandirian masyarakat, pemanfaatan sumber daya lokal secara bijak, dan pelestarian lingkungan merupakan fondasi penting bagi keberlanjutan. Melalui kolaborasi yang berkelanjutan, Perseroan berkomitmen menciptakan nilai bersama, memperkuat ketahanan terhadap perubahan iklim, serta meningkatkan kesejahteraan sosial dengan mendorong kapasitas masyarakat dan pertumbuhan ekonomi lokal di sekitar wilayah operasi.

The Company implements CSR philosophy based on the principles of sustainable development through community empowerment, environmental management, and strategic partnerships with stakeholders. The Company believes that community self-reliance, wise use of local resources, and environmental preservation are important foundations for sustainability. Through ongoing collaboration, the Company is committed to creating shared value, strengthening resilience to climate change, and improving social welfare by encouraging community capacity and local economic growth in the areas where it operates.



## Tujuan | Objectives

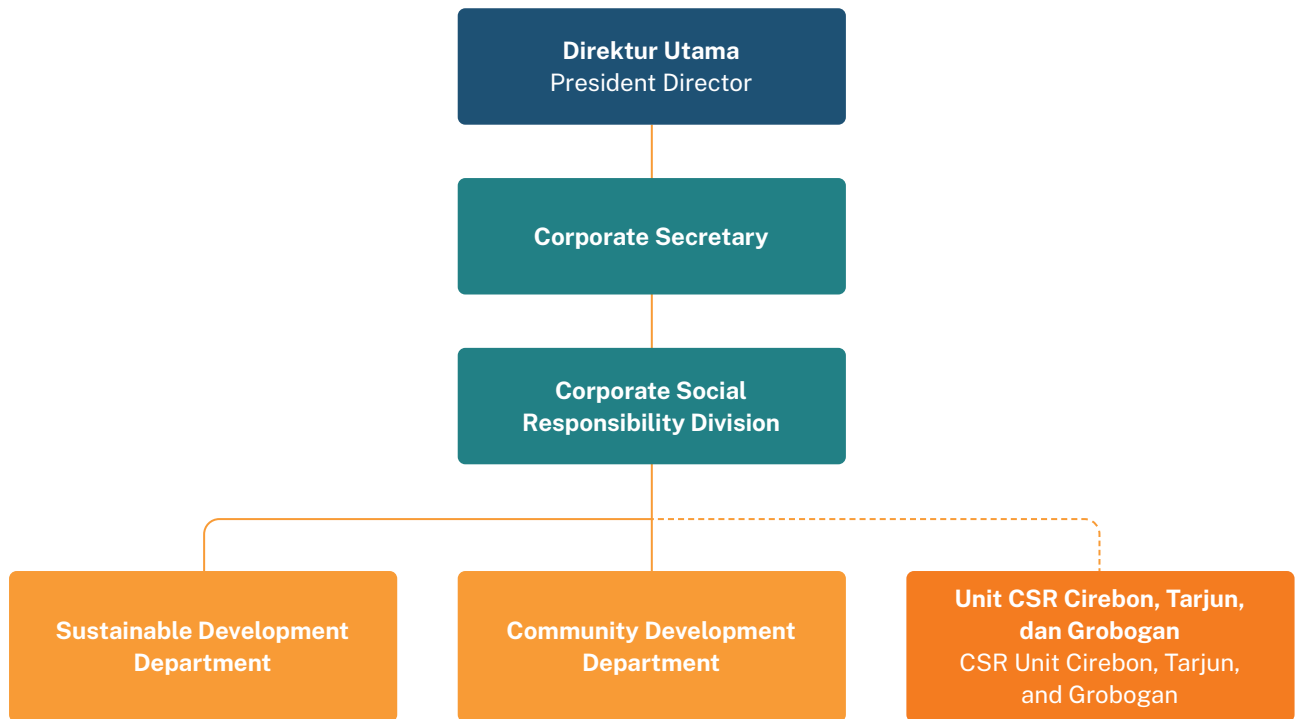
Tujuan umum CSR adalah mengelola risiko sosial dan reputasi, serta mengoptimalkan dampak positif kegiatan operasional melalui cara-cara berikut:

1. Memberikan advokasi kepada masyarakat dalam kegiatan yang dapat menciptakan nilai (*value creation*) dan meningkatkan kemandirian ekonomi masyarakat.
2. Meningkatkan sumber daya manusia di masyarakat melalui kegiatan untuk pengembangan kapasitas dan aksesibilitas.
3. Mengoptimalkan potensi lokal untuk meningkatkan peluang yang mendorong kesejahteraan masyarakat.
4. Mengembangkan tata kelola lingkungan yang berkontribusi pada pengurangan dampak perubahan iklim.
5. Meningkatkan kesadaran masyarakat untuk melakukan pengelolaan lingkungan yang berkelanjutan.
6. Membangun kolaborasi dan meningkatkan kerja sama dengan komunitas lain dalam rangka menjamin tercapainya efektivitas atau efisiensi kegiatan.
7. Meningkatkan dan menjaga reputasi positif sebagai Perusahaan yang memiliki komitmen tinggi terhadap masyarakat, komunitas, dan lingkungan.

The general objective of CSR are to manage social and reputational risks and optimize the positive impact of operational activities through the following means:

1. Providing community advocacy in activities that can create value and increase community economic independence.
2. Improving human capital in the community through activities for capacity development and accessibility.
3. Optimizing local potential to increase opportunities that encourage community welfare.
4. Developing environmental governance that contributes to reducing the impact of climate change.
5. Increasing public awareness to carry out sustainable environmental management.
6. Establishing collaboration and increasing cooperation with other communities to ensure that the effectiveness or efficiency of activities are achieved.
7. Improving and maintaining positive reputation as the Company with high commitment to society, communities, and environment.

## Struktur Divisi CSR CSR Division Structure



## Pengelolaan Pemberdayaan Masyarakat Community Empowerment Management

Indocement melaksanakan program pemberdayaan masyarakat berdasarkan Rencana Strategis CSR 2020–2030 yang selaras dengan prinsip tanggung jawab sosial dalam ISO 26000:2010 *Guidance on Social Responsibility*. Perencanaan dan pelaksanaan program dilakukan melalui tahapan yang mempertimbangkan *input*, proses, *output*, serta *outcome* dan KPI masing-masing departemen. Pendekatan yang digunakan memadukan mekanisme *bottom-up*, dengan memperhatikan kebutuhan masyarakat dan konteks lokal, serta *top-down* melalui penetapan prioritas program, indikator sasaran, dan persetujuan anggaran, sehingga program dapat berjalan seimbang dan selaras dengan kebijakan internal Perseroan. Dalam mengevaluasi kegiatan pemberdayaan masyarakat, Indocement mempertimbangkan keselarasan program dengan Rencana Pembangunan, Rencana Pengembangan Tenaga Kerja, dan Musyawarah Perencanaan Pembangunan, serta bekerja sama dengan tim desa mitra dalam proses monitoring dan evaluasi.

Indocement implements community empowerment programs based on the 2020–2030 CSR Strategic Plan, which aligns with the principles of social responsibility in ISO 26000:2010 *Guidance on Social Responsibility*. Program planning and implementation are carried out through stages that consider input, process, output, outcomes, and KPIs for each department. The approach used combines bottom-up mechanisms, with due observance of the community needs and local context, and top-down mechanisms through the establishment of program priorities, target indicators, and budget approvals, ensuring the program is carried out in balance and in line with the Company's internal policies. In evaluating community empowerment activities, Indocement considers program alignment with (Rembangdes, Workforce Development Plan, and Musrenbang, and cooperates with partner village teams in the monitoring and evaluation processes.



### Perencanaan Planning

1. Komunikasi dengan pemangku kepentingan, yang meliputi hasil pertemuan atau diskusi dengan desa dalam forum Bilikom, Musyawarah Desa (Musrebangdes), serta forum formal dan informal lainnya.
2. Hasil monitoring dan evaluasi program secara historis, yang telah berjalan selama maksimal tiga tahun terakhir, serta hasil pemetaan sosial dan analisis potensi dan kebutuhan desa.
3. Kebijakan Perseroan mengenai TJSL dan kebijakan lain yang terkait sebagai fondasi pelaksanaan program.
4. Hasil riset dan pengembangan.

1. Communication with stakeholders, including the results of meetings or discussions with villages in Bilikom forum, Village Deliberation (Musrebangdes), and other formal and informal forums.
2. Historical results of program monitoring and evaluation, which have been carried out within the past three years at most, as well as the results of social mapping and analysis of village potential and needs.
3. Company policies on CSR and other related policies as the basis for program implementation.
4. Results of research and development.

### Pelaksanaan Implementation

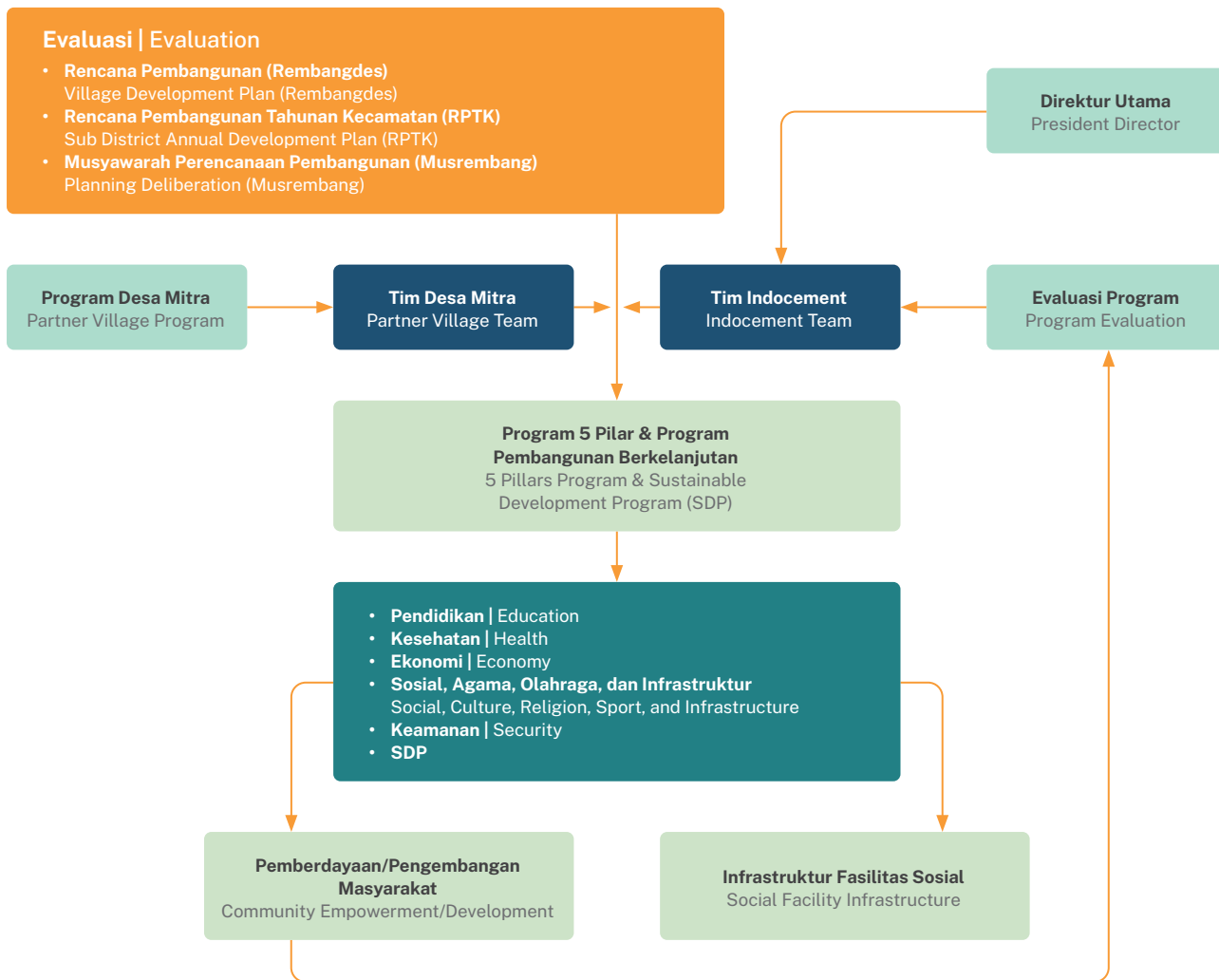
1. Tahapan pelaksanaan program:
  - Tahap I: *Giving*
  - Tahap II: *Sharing and Involving*
  - Tahap III: *Independent*
 Pelaksanaan program TJSL mempertimbangkan peran Perseroan dalam setiap tahapan program. Dari tahun ke tahun, keterlibatan Perseroan semakin berkurang, sejalan dengan semakin meningkatnya kemandirian masyarakat.
2. Penetapan keterlibatan masyarakat melalui:
  - Sosialisasi dan edukasi.
  - Partisipasi aktif sebagai penerima manfaat.
  - Peningkatan kompetensi.

1. Program implementation stages:
  - Stage I: Giving
  - Stage II: Sharing and Involving
  - Stage III: Independent
 The implementation of the CSR program considers the Company's role in every stage of the program. From year to year, the Company's involvement has decreased, in line with the increasing community's self-reliance.
2. Determination of community involvement through:
  - Dissemination and education.
  - Active participation as beneficiaries.
  - Increasing competence.

### Monitoring dan Evaluasi Monitoring and Evaluation

1. Kesesuaian dengan indikator kinerja program dalam Rencana Strategis 2020–2030, yaitu:
  - *Zero conflict*.
  - Sustainability Commitment 2030.
  - Kesesuaian dengan perencanaan *input*, proses, *output*, *outcome*, dan *impact*.
  - Publikasi positif terkait TJSL.
  - Pencapaian TPB.
2. Melaksanakan penghitungan SROI.

1. Compliance with program performance indicators in the 2020–2030 Strategic Plan, namely:
  - *Zero conflict*.
  - Sustainability Commitment 2030.
  - Compliance with input, process, output, outcome, and impact planning.
  - Positive publications related to CSR.
  - SDGs achievement.
2. Implementing SROI calculations.



### Program Pemberdayaan Masyarakat [F.23][F.25][413-1][413-2] Community Empowerment Program

Perseroan memiliki lima pilar kegiatan CSR yaitu Pendidikan; Kesehatan; Ekonomi; Keamanan; Sosial, Budaya, Agama, Olahraga dan Infrastruktur (Sosbudagor); dan Keamanan. Rencana program CSR disusun dengan melibatkan masyarakat dan Pemerintahan Desa melalui Bilikom. Program CSR dan pemberdayaan masyarakat dilaksanakan di wilayah sekitar Kompleks Pabrik Citeureup (Kecamatan Citeureup, Klapanunggal, dan Gunung Putri), Kompleks Pabrik Cirebon (Kecamatan Gempol dan Ciwaringin), serta Kompleks Pabrik Tarjun (Kecamatan Kelumpang Hilir dan Kelumpang Hulu). Ketercapaian program-program pemberdayaan masyarakat tidak lepas dari hadirnya *local heroes*, sebagai penggerak dan penguat motivasi masyarakat untuk bekerja sama dalam mencapai Visi dan Misi CSR Indocement. Indocement menjalankan Program CSR yang terbagi menjadi:

The Company has five pillars of CSR activities, namely Education; Health; Economy; Security; Social, Culture, Religion, Sports and Infrastructure (Sosbudagor); and Security. The plans of CSR program are prepared by involving the community and the Village Government through Bilikom. CSR and community empowerment programs are implemented in areas around Citeureup Factory (Citeureup, Klapanunggal, and Gunung Putri Districts), Cirebon Factory (Gempol and Ciwaringin Districts), and Tarjun Factory (Kelumpang Hilir and Kelumpang Hulu Districts). 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. Indocement carries out CSR programs divided into:



## 1. Program Pengembangan Masyarakat (*Community Development/CD*)

Program CD dilakukan untuk memitigasi risiko dan menangkap harapan masyarakat yang ada di 29 desa di seluruh wilayah operasional Perseroan.

## 2. Sustainable Development Program (SDP)

Program yang diharapkan dapat berjalan terus menerus hingga mencapai kemandirian di masyarakat. SDP diharapkan dapat membangun masyarakat mandiri dan memberikan kualitas kehidupan yang lebih baik.

## 1. Community Development (CD) Program

CD Program is carried out to mitigate risks and capture the expectation of communities in 29 villages in all of the Company's operational areas.

## 2. Sustainable Development Program (SDP)





This program is expected to be implemented continuously until the community becomes self-reliant. SDP is expected to build an independent community and provide a better quality of life.

## Pencapaian Program TJSI Berdasarkan 5 Pilar CSR Program Achievements Based on 5 Pillars

Pilar Pillars	Kompleks Pabrik   Factory								
	Citeureup			Cirebon			Tarjun		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
Pendidikan Education	100%	100%	100%	78%	111%	120%	132%	122%	140%
Kesehatan Health	101%	125%	104%	84%	107%	84%	145%	107%	133%
Ekonomi Economy	100%	111%	100%	104%	150%	150%	129%	131%	119%
Sosial, Budaya, Agama, dan Olahraga Social, Cultural, Religious, and Sports	145%	122%	111%	95%	109%	131%	113%	114%	127%
Keamanan Security	100%	100%	100%	0%	0%	0%	114%	111%	110%
Sustainable Development Program (SDP)	100%	101%	102%	114%	102%	112%	100%	100%	100%
<b>Rerata Average</b>	<b>107,67%</b>	<b>110%</b>	<b>103%</b>	<b>97%</b>	<b>116%</b>	<b>116%</b>	<b>111%</b>	<b>114%</b>	<b>121%</b>

## Kontribusi Pilar CSR terhadap TPB

### CSR Pillars Contribution towards SDGs

Pilar Pillars	Program CSR CSR Programs	Jumlah Program Total Programs
Pendidikan Education 	Bantuan renovasi sarana prasarana sekolah, dukungan bagi siswa kurang mampu tingkat SD, penyuluhan dan lomba antar sekolah, Program Sekolah Magang Indocement, tutorial Bahasa Inggris dan IPA tingkat SD, serta pembinaan kesenian tradisional, olahraga, pondok pesantren, dan madrasah. Assistance in renovating school infrastructure, supporting underprivileged elementary school students, providing dissemination and inter-school competitions, Indocement Internship School Program, providing English and science tutorials for elementary school students, and providing training in traditional arts, sports, Islamic boarding schools, and Islamic schools.	45
Kesehatan Health 	Program pembinaan kesehatan berbasis sekolah/madrasah, layanan puskesmas keliling, pelatihan kader kesehatan, pemberian makanan tambahan, kelas ibu hamil dan lansia, sosialisasi perilaku bersih dan hidup sehat (PHBS), serta penguatan layanan Posyandu dan Unit Kesehatan Sekolah (UKS) termasuk edukasi dan pencegahan stunting. School/islamic school-based health development programs, mobile community health center services, training for health cadres, provision of supplementary feeding, provision of classes for pregnant women and the elderly, promoting clean and healthy living behaviors (PHBS), and strengthening Posyandu (Integrated Health Post) and School Health Unit (UKS) services, including education and stunting prevention.	1.245
Ekonomi Economy  	Program meliputi betonisasi dan pembangunan <i>booth</i> pedagang di <i>Rest Area</i> Pasir Mukti, pengembangan ternak lele untuk ketahanan pangan di Desa Gunung Putri, serta pendampingan kelompok UMKM. This program includes concreting and construction of vendor booths at Pasir Mukti Rest Area, development of catfish farming for food security in Gunung Putri Village, and mentoring MSME groups.	32

Pilar Pillars	Program CSR CSR Programs	Jumlah Program Total Programs
Sosial, Budaya, Agama, dan Olahraga Social, Cultural, Religious, and Sports	Program meliputi pembangunan dan perbaikan fasilitas umum serta infrastruktur (jalan, jembatan, posyandu, rumah ibadah, dan sekolah), dukungan kegiatan olahraga, keagamaan, seni budaya, dan hari besar nasional, serta bantuan sosial seperti perbaikan rumah tidak layak huni dan program “Jabar Caang”. The program includes the construction and repair of public facilities and infrastructure (roads, bridges, integrated health posts (Posyandu), places of worship, and schools), support for sports, religious activities, arts and culture, and national holidays, as well as social assistance such as the repair of uninhabitable houses and the “Jabar Caang” program.	201
Keamanan Security	Penyediaan perlengkapan dan pelatihan bagi perlindungan masyarakat (Linmas), pembangunan pos kamling, serta kegiatan tanggap darurat bencana. Provision of equipment and training for community protection (Linmas), construction of neighborhood security posts, and disaster emergency response activities.	10
Sustainable Development Program (SDP)	Pengembangan kampung berwawasan lingkungan, pengelolaan sampah berbasis masyarakat, pengembangan sekolah berwawasan lingkungan/Adiwiyata, peningkatan ekonomi melalui UMKM dan koperasi, pengembangan kelompok tani, serta kegiatan seni budaya dan pusat pelatihan serta pemberdayaan masyarakat. Development of environmentally sound villages, community-based waste management, development of environmentally sound schools (Adiwiyata), economic development through MSMEs and cooperatives, development of farmer groups, and arts and cultural activities, training centers, and community empowerment.	24
<b>Jumlah Total</b>		<b>1.557</b>

## Program Unggulan Pemberdayaan Masyarakat Featured Community Empowerment Programs

### Kompleks Pabrik Citeureup Citeureup Factory



#### Program Tiro Sehat Tiro Sehat Program

Merupakan program kesehatan yang mencakup tiga inisiatif di desa mitra Kompleks Pabrik Citeureup, yaitu Gelas Tiga Roda (Posbindu Lansia), Kapsul Tiga Roda (Kelas Ibu), dan Liga Tokcer Tiga Roda (PMT-Penyuluhan). Kegiatan meliputi edukasi kesehatan promotif dan preventif, pemeriksaan kesehatan dasar, kelas ibu, pemantauan balita, PMT, dan edukasi PHBS bekerja sama dengan Puskesmas dan pemerintah desa. Sepanjang 2025, program ini melibatkan 90 kader kesehatan desa.

This health program encompasses three initiatives in partner villages of Citeureup Factory: Gelas Tiga Roda (Posbindu Lansia), Kapsul Tiga Roda (Mother’s Class), and Liga Tokcer Tiga Roda (PMT-Dissemination). Activities include promotive and preventive health education, basic medical check-up, mother’s classes, toddler monitoring, PMT, and PHBS education in collaboration with the Community Health Center and village government. Throughout 2025, this program involved 90 village health cadres.

#### Penerima Manfaat Beneficiaries

55.263 orang  
55,263 people

#### Target

- Meningkatkan kapasitas kader kesehatan serta kualitas layanan Posbindu dan Kelas Ibu.
  - Mendorong pencegahan dan deteksi dini penyakit tidak menular pada lansia dan pra-lansia.
  - Mendukung peningkatan gizi ibu hamil dan balita melalui edukasi dan PMT.
  - Meningkatkan kesadaran PHBS.
  - Mendukung pencegahan stunting dan peningkatan kesehatan masyarakat desa mitra.
- Improving the capacity of health cadres and the quality of Posbindu and Mother’s Class services.
  - Encouraging the prevention and early detection of non-communicable diseases in the elderly and pre-elderly.
  - Improving the nutrition of pregnant women and toddlers through education and PMT.
  - Increasing awareness of PHBS.
  - Supporting stunting prevention and improving the health of partner village communities.



### Program Pusat Pelatihan dan Pemberdayaan Masyarakat (P4M) Community Training and Empowerment Center (P4M) Program

Indocement menyelenggarakan pelatihan berbasis potensi lokal di bidang peternakan, perikanan, dan pertanian. Pada 2025, pelatihan budidaya jangkrik menjadi yang paling diminati dengan 24 kali pelaksanaan dan 548 peserta. Selain itu, program edukasi lingkungan Tiga Roda EduGreen Park mencatat 2.366 kunjungan sepanjang tahun.

Indocement provides training based on local potential in animal husbandry, fisheries, and agriculture. In 2025, cricket cultivation training was the most popular, with 24 sessions and 548 participants. Furthermore the Tiga Roda EduGreen Park environmental education program recorded 2,366 visits throughout the year.

#### Penerima Manfaat Beneficiaries

2.914 orang  
2,914 people

#### Target

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Meningkatkan keterampilan, kapasitas usaha, serta literasi dan partisipasi lingkungan masyarakat.</li> <li>2. Mendorong kemandirian ekonomi berbasis potensi lokal.</li> <li>3. Mengembangkan wirausaha baru dan memperkuat usaha mikro.</li> <li>4. Memperluas akses pelatihan dan pendampingan bagi masyarakat sekitar.</li> </ol> | <ol style="list-style-type: none"> <li>1. Improving skills, business capacity, and community environmental literacy and participation.</li> <li>2. Encouraging economic independence based on local potential.</li> <li>3. Developing new entrepreneurs and strengthening micro-enterprises.</li> <li>4. Expanding access to training and mentoring for the surrounding community.</li> </ol> |
|--|---|



### Program Pengelolaan Sampah Berbasis Masyarakat Community-Based Waste Management Program

Program dilakukan melalui pembinaan Bank Sampah dan Unit Pelaksana Kebersihan (UPK) di desa mitra untuk mendorong pemilahan sampah bernilai ekonomi serta pemanfaatannya sebagai bahan baku alternatif, termasuk RDF. Pada 2025, terdapat 44 unit Bank Sampah di 12 desa mitra yang mengumpulkan 12.402 kg sampah dengan nilai ekonomi Rp28.432.025 bagi masyarakat.

The program is implemented through the development of Waste Banks and Sanitation Implementation Units (UPK) in partner villages to encourage the sorting of economically valuable waste and its use as alternative raw materials, including RDF. In 2025, there were 44 Waste Bank units in 12 partner villages, collecting 12,402 kg of waste with an economic value of Rp28,432,025 for the community.

#### Penerima Manfaat Beneficiaries

2.625 orang  
2,625 people

#### Target

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Mengurangi timbulan sampah desa melalui pengelolaan berbasis masyarakat.</li> <li>2. Meningkatkan nilai ekonomi sampah anorganik.</li> <li>3. Mendukung ekonomi sirkular melalui pemanfaatan sampah sebagai bahan alternatif.</li> <li>4. Meningkatkan partisipasi dan kesadaran masyarakat terhadap lingkungan.</li> </ol> | <ol style="list-style-type: none"> <li>1. Reducing village waste generation through community-based management.</li> <li>2. Increasing the economic value of inorganic waste.</li> <li>3. Supporting a circular economy by utilizing waste as an alternative material.</li> <li>4. Increasing community participation and environmental awareness.</li> </ol> |
|---|---|



**Program Pendampingan UMKM**  
**MSME Mentoring Program**

Program dilakukan melalui pengembangan UMKM dan koperasi desa mitra. Pada 2025, sebanyak 82 UMKM mencatat omzet Rp821 juta per bulan. Produk mereka juga telah dipasarkan di ritel modern serta pusat oleh-oleh regional. The program is implemented through the development of MSMEs and partner village cooperatives. In 2025, a total of 82 MSMEs recorded monthly turnover of Rp821 million. Their products are also marketed in modern retailers and regional souvenir centers.

**Penerima Manfaat**  
**Beneficiaries**

82 UMKM  
 82 MSMEs

**Target**

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Meningkatkan kapasitas dan produktivitas KRL.</li> <li>2. Mengembangkan kegiatan unggulan berbasis potensi lokal.</li> <li>3. Mendorong kemandirian kelompok KRL.</li> <li>4. Memperkuat partisipasi masyarakat dalam program lingkungan.</li> <li>5. Mendukung adaptasi dan mitigasi perubahan iklim di tingkat desa.</li> </ol> | <ol style="list-style-type: none"> <li>1. Increasing the capacity and productivity of KRL.</li> <li>2. Developing leading activities based on local potential.</li> <li>3. Encouraging the independence of KRL groups.</li> <li>4. Strengthening community participation in environmental programs.</li> <li>5. Supporting climate change adaptation and mitigation at the village level.</li> </ol> |
|---|--|



**Program Kampung Ramah Lingkungan (KRL)**  
**Environmentally-Friendly Village (KRL) Program**

Merupakan inisiatif pemberdayaan masyarakat di 12 desa mitra yang berfokus pada adaptasi dan mitigasi lingkungan melalui kegiatan ekonomi dan lingkungan berbasis komunitas. Hingga akhir 2025, Indocement mendampingi 42 kelompok KRL untuk memperkuat kapasitas kelembagaan dan keberlanjutan program.

A community empowerment initiative in 12 partner villages that focuses on environmental adaptation and mitigation through community-based economic and environmental activities. As of the end of 2025, mentored 42 KRL groups to strengthen institutional capacity and program sustainability.

**Penerima Manfaat**  
**Beneficiaries**

44.214 orang  
 44,214 people

**Target**

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Meningkatkan kapasitas dan produktivitas kelompok KRL.</li> <li>2. Mendorong terbentuknya kegiatan unggulan berbasis potensi lokal.</li> <li>3. Meningkatkan level kinerja dan kemandirian kelompok KRL.</li> <li>4. Memperkuat partisipasi masyarakat untuk mendukung adaptasi dan mitigasi perubahan iklim di tingkat desa.</li> </ol> | <ol style="list-style-type: none"> <li>1. Increasing the capacity and productivity of KRL groups.</li> <li>2. Encouraging the development of leading activities based on local potential.</li> <li>3. Improving the performance and independence of KRL groups.</li> <li>4. Strengthening community participation to support climate change adaptation and mitigation at the village level.</li> </ol> |
|--|--|



### Program Jangkrik BOS Jangkrik BOS Program

Pengelolaan lahan pascatambang di Desa Nambo, Desa Lulut, dan Desa Gunung Putri melalui pengembangan budidaya jangkrik oleh kelompok tani di lahan bekas tambang batu kapur. Program ini memadukan rehabilitasi ekologis melalui penanaman vegetasi serangga dengan penciptaan nilai ekonomi, sekaligus memperkuat keanekaragaman hayati dan mendorong ekonomi sirkular di area reklamasi. Melalui program ini, kelompok rentan seperti lansia, penyandang disabilitas, dan masyarakat berpenghasilan rendah turut memperoleh manfaat langsung dari budidaya jangkrik.

Managing post-mining land in Nambo Village, Lulut Village, and Gunung Putri Village through the development of cricket cultivation by farmer groups on former limestone mines. This program combines ecological rehabilitation through the planting of insect-rich vegetation with the creation of economic value, while simultaneously strengthening biodiversity and promoting circular economy in reclamation areas. Through this program, vulnerable groups such as the elderly, people with disabilities, and low-income communities directly benefit from cricket cultivation.

#### Penerima Manfaat Beneficiaries

21 petani  
21 farmers

#### Target

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Meningkatkan pendapatan dan stabilitas ekonomi kelompok tani.</li> <li>2. Memperkuat kapasitas teknis dan kewirausahaan anggota kelompok.</li> <li>3. Mendorong kemandirian kelompok melalui sistem budidaya terintegrasi.</li> <li>4. Mengoptimalkan pemanfaatan lahan pascatambang secara produktif.</li> <li>5. Meningkatkan keanekaragaman hayati di area reklamasi.</li> </ol> | <ol style="list-style-type: none"> <li>1. Increasing the income and economic stability of farmer groups.</li> <li>2. Strengthening the technical and entrepreneurial capacity of group members.</li> <li>3. Encouraging group independence through an integrated cultivation system.</li> <li>4. Optimizing the productive use of post-mining land.</li> <li>5. Enhancing biodiversity in reclamation areas.</li> </ol> |
|---|---|

### Kompleks Pabrik Cirebon Cirebon Factory



### Program Pengolahan Sampah Menjadi Energi di Kompleks Pabrik Cirebon Waste-to-Energy Program at Cirebon Factory

Program dilaksanakan melalui kemitraan dengan UPS Bumdes Palimanan untuk mengolah sampah rumah tangga dan internal Perseroan menjadi produk bernilai guna, seperti RDF sebagai bahan bakar alternatif *kiln* semen dan kompos untuk pertanian, sekaligus mendorong ekonomi sirkular serta pengelolaan sampah berbasis masyarakat.

The program is implemented in partnership with UPS Bumdes Palimanan to process household and internal waste into valuable products, such as RDF as an alternative fuel for cement kilns and compost for agriculture, while simultaneously promoting a circular economy and community-based waste management.

#### Penerima Manfaat Beneficiaries

Sebesar 2.061 ton sampah dimanfaatkan kembali sebagai energi alternatif di area pabrik.  
2,061 tons of waste were reused as alternative energy in the factory area.

#### Target

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Mengurangi timbulan sampah melalui pengolahan terpadu berbasis masyarakat.</li> <li>2. Meningkatkan pemanfaatan sampah sebagai energi alternatif dan produk bernilai tambah.</li> <li>3. Mendukung ekonomi sirkular di wilayah operasional Perseroan.</li> <li>4. Mendorong partisipasi masyarakat dalam pengelolaan lingkungan berkelanjutan.</li> </ol> | <ol style="list-style-type: none"> <li>1. Reducing waste generation through integrated, community-based processing.</li> <li>2. Increasing the use of waste as alternative energy and value-added products.</li> <li>3. Supporting a circular economy in the Company's operational areas.</li> <li>4. Encouraging community participation in sustainable environmental management.</li> </ol> |
|---|---|



**Program Indobatik Ciwaringin**  
**Indobatik Ciwaringin Program**

Merupakan inisiatif pemberdayaan pengrajin batik anggota Koperasi Anugerah Batik Ciwaringin di Desa Ciwaringin, Cirebon. Program dilakukan melalui peningkatan kualitas produk, penguatan kelembagaan koperasi, dan penggunaan pewarna alami ramah lingkungan. Hingga 2025, seluruh perajin telah beralih ke pewarna alami, Batik Ciwaringin memperoleh sertifikasi ecolabel KLH (2020–2026), enam motif memiliki hak cipta, serta diakui sebagai Warisan Budaya Tak Benda. An initiative to empower batik artisans who are members of Anugerah Batik Ciwaringin Cooperative in Ciwaringin Village, Cirebon. The program is implemented by improving product quality, strengthening cooperative institutions, and using environmentally friendly natural dyes. As of 2025, all artisans switched to natural dyes. Batik Ciwaringin received ecolabel certification from the Ministry of Environment (KLH) (2020–2026), six motifs were copyrighted, and were recognized as an Intangible Cultural Heritage.

**Penerima Manfaat**  
**Beneficiaries**

1. 80 pengrajin batik.
2. 2.675 helai produksi batik tulis pewarna alami berekolabel.
3. Enam motif batik khas Ciwaringin telah memperoleh hak cipta.
1. 80 batik artisans.
2. 2,675 pieces of eco-labeled hand-drawn batik.
3. Six distinctive Ciwaringin batik motifs were copyrighted.

**Target**

1. Meningkatkan kualitas, daya saing, serta penjualan daring dan luring batik tulis pewarna alami berekolabel.
2. Memperkuat kelembagaan perajin melalui Koperasi Anugerah Batik Ciwaringin.
3. Mengembangkan Ciwaringin sebagai sentra batik ramah lingkungan serta melindungi motif khususnya.
1. Improving the quality, competitiveness, and online and offline sales of ecolabeled hand-drawn batik using natural dyes.
2. Strengthening artisan institutions through Anugerah Batik Ciwaringin Cooperative.
3. Developing Ciwaringin as an environmentally friendly batik center and protecting its distinctive motifs.



**Program Cegah Stunting**  
**Stunting Prevention Program**

Program dilaksanakan melalui edukasi gizi kepada orang tua dan pemberian makanan tambahan (PMT) bagi balita dengan berat badan tidak naik selama 14 hari, bekerja sama dengan Puskesmas Gempol, Winong, dan Ciwaringin guna mendukung penurunan stunting serta meningkatkan status gizi dan pemahaman pola makan anak di wilayah sekitar operasional. The program is implemented through nutrition education for parents and provision of supplementary feeding (PMT) for toddlers who have not gained weight for 14 days. This program collaborates with Gempol, Winong, and Ciwaringin Community Health Centers to support stunting reduction and improve nutritional status and understanding of children’s eating patterns around the operational areas.

**Penerima Manfaat**  
**Beneficiaries**

25 balita menerima PMT selama 14 hari berturut-turut dengan kenaikan berat badan rata-rata 0,3 kg.  
 25 toddlers received PMT for 14 consecutive days with an average weight gain of 0.3 kg.

**Target**

Meningkatkan kualitas gizi balita melalui intervensi PMT dan edukasi gizi kepada orang tua.  
 Improving nutritional quality of toddlers through PMT interventions and nutrition education for parents.



## Kompleks Pabrik Tarjun Tarjun Factory



### Program Kesehatan Health Program

Program dilaksanakan melalui penyuluhan kesehatan, peningkatan kapasitas kader posyandu, dan edukasi kesehatan di sekolah, termasuk penyuluhan kanker serviks, GERMAS, kesehatan gigi, edukasi stunting, serta pemberian makanan tambahan (PMT) bagi anak sekolah. The program is implemented through health education, capacity building of integrated health post (Posyandu) cadres, and health education in schools, including cervical cancer education, GERMAS programs, dental health, stunting education, and supplementary feeding (PMT) for schoolchildren.

#### Penerima Manfaat Beneficiaries

68 kader posyandu dan 2.600 jiwa  
68 Posyandu cadres and 2,600 residents

#### Target

Meningkatkan kapasitas kader kesehatan desa mitra.

Increasing the capacity of partner village health cadres.



### Program TIRO Pintar TIRO Pintar Program

Merupakan kegiatan *voluntary teaching* oleh karyawan Indocement di Kompleks Pabrik Tarjun untuk mendukung sekolah yang kekurangan tenaga pengajar, khususnya di wilayah terpencil, melalui pendampingan belajar dan motivasi bagi siswa.

Voluntary teaching activities by Indocement employees at Tarjun Factory to support schools with teacher shortages, particularly in remote areas, through learning assistance and motivation for students.

#### Penerima Manfaat Beneficiaries

120 siswa di SDN 2 Tarjun, SMP, dan SMA Terbuka Desa Langadai  
120 students at Elementary School 2 Tarjun, Open Middle and High Schools at Langadai Village

#### Target

1. Meningkatkan kualitas pembelajaran sekolah desa mitra.
2. Meningkatkan motivasi dan semangat belajar siswa.
3. Mendukung sekolah yang mengalami keterbatasan tenaga pengajar.

1. Improving the quality of learning in partner village schools.
2. Increasing student motivation and enthusiasm for learning.
3. Supporting schools experiencing teacher shortages.



### **Program Pengembangan Desa Wisata** Tourism Village Development Program

Program dilaksanakan bersama pemerintah desa dan BUMDes untuk meningkatkan kesejahteraan masyarakat melalui pengembangan wisata alam dan ekowisata, penguatan kelembagaan BUMDes, serta integrasi dengan program Desa Proklamasi berbasis potensi lokal. The program is implemented in collaboration with Village-Owned Enterprises (BUMDes) to improve community welfare through the development of nature tourism and ecotourism, strengthening BUMDes institutions, and integrating with Proklamasi Village program based on local potential.

#### **Penerima Manfaat** Beneficiaries

1. Terbentuk dua desa wisata: Desa Tegalrejo (Wisata Alam Gowa Lowo) dan Desa Langadai (Eco Wisata Mangrove).
  2. Wisata Alam Gowa Lowo memberikan manfaat langsung bagi 42 KK dan tidak langsung bagi 542 KK, dengan total transaksi melalui BUMDesa Pesona Rego Joyo sekitar Rp1,2 miliar per tahun.
  3. Eco Wisata Mangrove memberi manfaat langsung bagi 10 KK dan tidak langsung bagi 500 KK, menciptakan 11 UMKM, menjaga 9,7 ha bakau, serta mencatat nilai SROI sebesar 4,38.
1. Two tourism villages were established: Tegalrejo Village (Gowa Lowo Nature Tourism) and Langadai Village (Mangrove Ecotourism).
  2. Gowa Lowo Nature Tourism provides direct benefits to 42 families and indirect benefits to 542 families, with total transactions through Pesona Rego Joyo Village-Owned Enterprises (Bumdesa Pesona Rego Joyo) of approximately Rp1.2 billion per year.
  3. Mangrove Ecotourism provides direct benefits to 10 families and indirect benefits to 500 families, creates 11 MSMEs, protects 9.7 ha of mangroves, and records the SROI of 4.38.

#### **Target**

1. Meningkatkan pendapatan dan peluang usaha masyarakat desa.
  2. Mendukung pengembangan desa wisata sesuai visi pemerintah daerah.
  3. Memperkuat pengelolaan usaha melalui BUMDes.
  4. Mendorong praktik ekonomi sirkular dan pelestarian lingkungan desa.
1. Increasing income and business opportunities for village communities.
  2. Supporting the development of tourism villages in accordance with the local government's vision.
  3. Strengthening business management through BUMDes.
  4. Promoting circular economic practices and village environmental conservation.



### Program Bersama Indocement Realisasikan Desa Inovatif Kembangkan Aksi Ramah Lingkungan (BERDIKARI)

#### Joint Program with Indocement: Realizing Innovative Villages Developing Environmentally Friendly Actions (BERDIKARI)

Merupakan inisiatif pengembangan ekosistem sosial-ekonomi berkelanjutan berbasis *green economy* di Kabupaten Kotabaru, Kalimantan Selatan yang mengintegrasikan pengelolaan sampah, pemanfaatan RDF, dan pemberdayaan ekonomi masyarakat. Dalam implementasinya, Perseroan telah menandatangani Nota Kesepahaman pemanfaatan sampah dan RDF di tiga kabupaten, dengan Indocement sebagai *offtaker* pertama RDF di Kalimantan Selatan.

An initiative to develop a sustainable socio-economic ecosystem based on a green economy in Kotabaru Regency, South Kalimantan, integrating waste management, RDF utilization, and community economic empowerment. In its implementation, the Company has signed a Memorandum of Understanding (MoU) on waste and RDF utilization in three districts, with Indocement as the first RDF offtaker in South Kalimantan.

#### Penerima Manfaat Beneficiaries

1. Pengurangan timbulan sampah sebesar ±500 ton per tahun.
2. Pemanfaatan RDF sebanyak 40 ton sebagai substitusi batu bara.
3. Penurunan emisi lebih dari 70 ton CO<sub>2</sub>e per tahun.
4. Terbentuk 6 kelompok UMKM dengan peningkatan pendapatan ±Rp7 juta per bulan.
5. Terjalin 3 kemitraan publik-swasta melalui MoU.
6. Nilai SROI Program BERDIKARI sebesar 5,81.

#### Target

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Mengurangi timbulan sampah melalui pengolahan terpadu.</li> <li>2. Mendorong pemanfaatan RDF sebagai substitusi energi fosil.</li> <li>3. Meningkatkan pendapatan masyarakat melalui ekonomi sirkular berbasis BUMDes/ kelompok usaha.</li> </ol> | <ol style="list-style-type: none"> <li>1. Reducing waste generation through integrated processing.</li> <li>2. Encouraging the use of RDF as a substitute for fossil fuels.</li> <li>3. Increasing community income through a circular economy based on BUMDes/business groups.</li> </ol> |
|---|--|



**Indocement mendapatkan penghargaan dari TOP CSR Awards 2025 dari 3 kategori, yaitu Top Leader on CSR Commitment 2025, Top CSR 2025 - Predikat Star 5 (Excellence), dan Platinum Star Trophy - Pemenang TOP CSR Awards Predikat Star 5 selama 5 tahun berturut-turut. Melalui penghargaan ini menjadi bukti nyata pengakuan atas komitmen perusahaan-perusahaan di Indonesia dalam mengintegrasikan program CSR sebagai bagian dari strategi pertumbuhan bisnis yang berkelanjutan.**

Indocement received awards from the TOP CSR Awards 2025 in 3 categories: Top Leader on CSR Commitment 2025, Top CSR 2025 - 5-Star (Excellence) Predicate, and Platinum Star Trophy - Winner of the TOP CSR Awards 5-Star Predicate for 5 consecutive years. These awards serve as concrete recognition of the commitment of Indonesian companies to integrating CSR programs as part of their sustainable business growth strategies.

**Sustainable Development Program (SDP): Koperasi Sawargi Sadaya Empat Lima (SS45) [F.23][F.25][413-1][413-2]**

Permasalahan timbulan sampah di wilayah sekitar operasional Indocement, khususnya di Kecamatan Citeureup, Klapanunggal, dan Gunung Putri, terus meningkat seiring tingginya volume sampah, rendahnya kesadaran pemilahan dari sumber, serta keterbatasan kapasitas tempat pembuangan akhir. Menanggapi tantangan tersebut, Perseroan mengembangkan Program CERDAS sebagai solusi pengelolaan sampah berbasis ekonomi sirkular dengan mengolah sampah anorganik dan residu menjadi RDF yang dimanfaatkan sebagai substitusi batu bara dalam proses produksi semen. Program CERDAS merupakan inisiatif pengelolaan sampah berbasis ekonomi sirkular yang mendorong perubahan perilaku, transformasi energi, dan pemberdayaan masyarakat. Program ini tidak hanya mengurangi timbulan sampah, tetapi juga mendukung penurunan emisi CO<sub>2</sub> serta mengurangi ketergantungan Perseroan pada bahan bakar fosil.

Implementasi CERDAS didukung oleh model kolaboratif yang melibatkan berbagai pemangku kepentingan melalui skema kemitraan *Business to Community* dengan Koperasi SS45 dan BUMDes Mitra Maju Sejahtera, *Business to Government* dengan DLH DKI Jakarta, *Business to Employee* melalui "Harmony Corner", serta *Business to Business* dengan mitra industri penyedia bahan baku RDF. Kolaborasi ini mencakup kerja sama dengan koperasi dan BUMDes dalam pengumpulan dan pengolahan sampah, kemitraan dengan pemerintah daerah dalam pemanfaatan RDF, partisipasi karyawan melalui program pemilahan sampah internal, serta dukungan mitra industri dalam rantai pasok bahan baku RDF.

**Sustainable Development Program (SDP): Sawargi Sadaya Empat Lima (SS45) Cooperative [F.23][F.25][413-1][413-2]**

The problem of waste generation in the area surrounding Indocement's operations, particularly in Citeureup, Klapanunggal, and Gunung Putri Districts, continues to increase due to high waste volumes, low awareness of waste sorting at source, and limited landfill capacity. To address such challenges, the Company develops CERDAS Program as a circular economy-based waste management solution by processing inorganic waste and residue into RDF, used as a coal substitute in cement production process. CERDAS Program is a circular economy-based waste management initiative that encourages behavioral change, energy transformation, and community empowerment. This program not only reduces waste generation but also supports CO<sub>2</sub> emissions and reduces the Company's dependence on fossil fuels.

The implementation of CERDAS is supported by a collaborative model involving various stakeholders through a Business-to-Community partnership scheme with SS45 Cooperative and Mitra Maju Sejahtera BUMDes, Business-to-Government with DKI Jakarta Environmental Agency (DLH), Business-to-Employee through "Harmony Corner", and Business-to-Business with industrial partners providing RDF raw materials. This collaboration includes cooperation with cooperatives and BUMDes in waste collection and processing, partnerships with local governments in RDF utilization, employee participation through an internal waste sorting program, and support from industrial partners in the RDF raw material supply chain.



Hingga 2025, program ini telah melibatkan puluhan mitra dan kelompok masyarakat, sekaligus membuka peluang ekonomi baru di sektor pengelolaan sampah dan daur ulang. Hasil pengukuran *Social Return on Investment* (SROI) pada 2025 menunjukkan rasio 1:5,8, yang berarti setiap Rp1 investasi sosial Perseroan menghasilkan Rp5,8 nilai manfaat sosial, ekonomi, dan lingkungan, sekaligus memperkuat kontribusi program terhadap pencapaian Sustainability Commitment 2030 serta Tujuan Pembangunan Berkelanjutan, khususnya Tujuan 7, 12, dan 13.

As of 2025, this program involved dozens of partners and community groups, while also opening up new economic opportunities in waste management and recycling sectors. The Social Return on Investment (SROI) measurement results for 2025 showed a ratio of 1:5.8, meaning that every Rp1 of the Company's social investment generated Rp5.8 in social, economic, and environmental benefits, while strengthening the program's contribution to achieving the 2030 Sustainability Commitment and the Sustainable Development Goals, particularly Goals 7, 12, and 13.



**Selama 2025, Perseroan melakukan pengukuran *Social Return on Investment* (SROI) pada beberapa program pemberdayaan masyarakat dalam kerangka Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan hasil pengukuran berkisar 2,25–5,81, yang menunjukkan bahwa setiap Rp1 investasi sosial Perseroan memberikan manfaat sosial yang lebih besar bagi masyarakat.**

Throughout 2025, the Company conducted Social Return on Investment (SROI) measurements for several community empowerment programs under the Corporate Social Responsibility (CSR), with results ranging from 2.25 to 5.81, indicating that every Rp1 of the Company's social investment generates greater social value for the community.

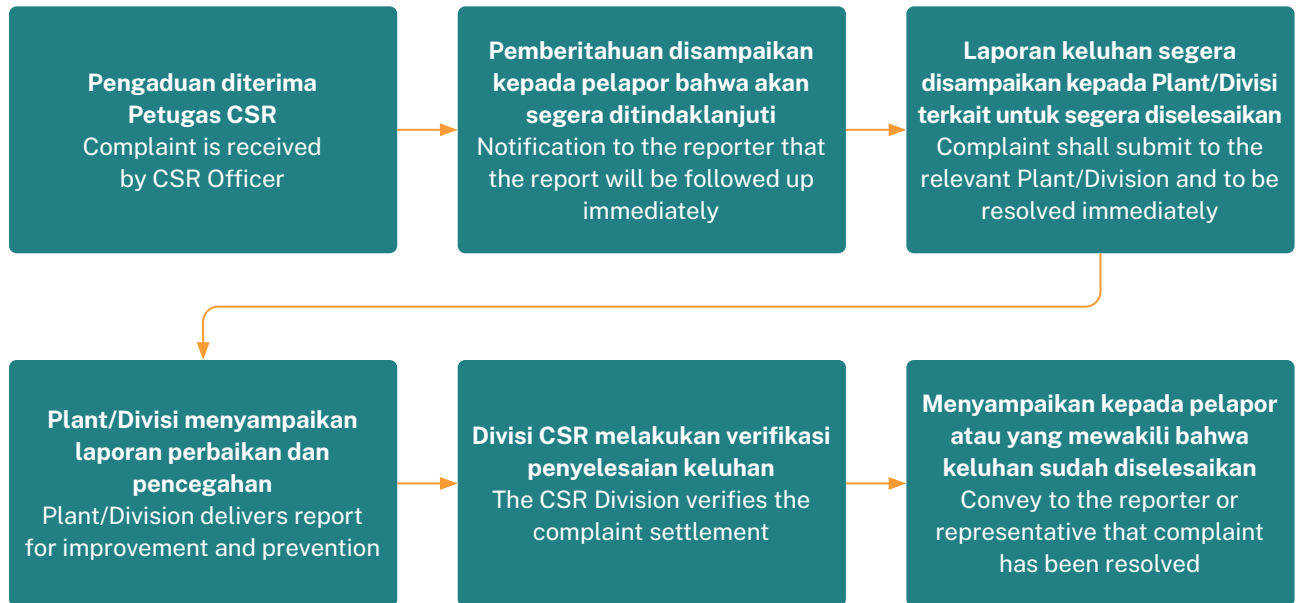
## **Forum Bina Lingkungan Komunikasi (Bilikom) [F.16][F.24][2-26]**

### **Communication Community Development Forum (Bilikom)**





Indocement membentuk Forum Bina Lingkungan Komunikasi (Bilikom) sebagai sarana perencanaan program yang partisipatif untuk menampung isu, pengaduan, serta masukan dari pemangku kepentingan. Forum ini melibatkan unsur pemerintah, masyarakat, serta perwakilan perusahaan seperti CSR Division, Security Department, dan karyawan lainnya. Selain melalui forum tersebut, masyarakat juga dapat menyampaikan keluhan langsung kepada petugas CSR untuk diteruskan ke unit terkait sesuai SOP. Sepanjang 2025, Perseroan menerima enam keluhan yang seluruhnya (100%) telah ditindaklanjuti oleh fungsi terkait sesuai SOP yang berlaku.

Indocement establishes the Communication Community Development Forum (Bilikom) as a participatory program planning platform to accommodate issues, complaints, and input from stakeholders. This forum involves government officials, community, and company representatives such as the CSR Division, Security Department, and other employees. In addition to these forums, the community can also submit complaints directly to CSR officers, who will then forward them to the relevant units in accordance with SOPs. Throughout 2025, the Company received six complaints, all of which (100%) were followed up by the relevant functions in accordance with applicable SOPs.

**SOP Penanganan Keluhan**  
SOP for Complaint Mechanism



**Rincian Pengaduan**  
Complaint Details

Jenis Keluhan Complaint Type	2025	2024	2023
 Debu Dust	1	0	0
 Bau tidak sedap Bad odor	0	3	0
 Getar Vibration	1	0	0
 Lingkungan Environment	4	0	5
<b>Jumlah Total</b>	<b>6</b>	<b>3</b>	<b>5</b>

# Menguatkan Kinerja Ramah Lingkungan Menuju Lingkungan Lestari

Strengthening Environmentally Friendly  
Performance Towards a Sustainable Environment

**Bab | Chapter**

# 03





**Indocement menyadari potensi dampak lingkungan dari kegiatan operasionalnya. Oleh karena itu, Perseroan secara konsisten menerapkan Sistem Manajemen Lingkungan (SML) yang terstruktur, terukur, dan berkelanjutan sesuai standar ISO 14001:2015, yang telah diverifikasi oleh auditor independen, Societe Generale de Surveillance (SGS).**

Indocement realizes the potential environmental impacts of its operational activities. Therefore, the Company consistently implements a structured, measurable, and sustainable Environmental Management System (EMS) in accordance with ISO 14001:2015 standard, verified by an independent auditor, Société Generale de Surveillance (SGS).



Pengelolaan Sistem Manajemen Lingkungan (SML) Perseroan dilaksanakan oleh Quality System Management Representative Office yang bertanggung jawab langsung kepada Direktur Bidang Teknik, dengan cakupan pengelolaan energi, emisi, limbah, air dan efluen, serta pelestarian keanekaragaman hayati. Perseroan juga melakukan evaluasi kinerja lingkungan secara rutin melalui penilaian internal dan eksternal, termasuk PROPER, audit lingkungan, dan sertifikasi ISO 14001:2015. Evaluasi ini bertujuan memastikan kepatuhan terhadap peraturan serta mendukung perbaikan berkelanjutan yang sejalan dengan SC2030 Heidelberg Materials dan target dekarbonisasi Perseroan dalam menciptakan nilai jangka panjang bagi pemangku kepentingan.

Selama 2025, Indocement mengalokasikan dana pengelolaan lingkungan sebesar Rp281 miliar, menurun 1,75% dibandingkan tahun sebelumnya sebesar Rp286 miliar. Dana tersebut digunakan untuk mendukung pemenuhan regulasi, pengembangan proyek keberlanjutan, serta pemanfaatan bahan alternatif yang lebih ramah lingkungan. Sepanjang periode pelaporan, penerapan sistem pengelolaan lingkungan yang konsisten dan terintegrasi tersebut menghasilkan kinerja kepatuhan yang baik, yang tercermin dari tidak adanya pengaduan lingkungan yang signifikan, serta tidak adanya denda maupun sanksi hukum atas pelanggaran peraturan lingkungan. [F.4]

The Company's Environmental Management System (EMS) is managed by the Quality System Management Representative Office, which reports directly to Technical Director. The management covers energy, emissions, waste, water and effluent management, and biodiversity conservation. The Company also regularly evaluates its environmental performance through internal and external assessments, including PROPER, environmental audits, and ISO 14001:2015 certification. These evaluations aim to ensure regulatory compliance and support continuous improvement in line with Heidelberg Materials' SC2030 and the Company's decarbonization targets to create long-term value for stakeholders.

Throughout 2025, Indocement allocated Rp281 billion for environmental management, a 1.75% decrease compared to Rp286 billion the previous year. These funds were used to support regulatory compliance, sustainability project development, and the use of more environmentally friendly alternative materials. Throughout the reporting period, the consistent and integrated implementation of environmental management system resulted in strong compliance performance, as reflected in the absence of significant environmental complaints and the absence of fines or legal sanctions for violations of environmental regulations. [F.4]

# Pengelolaan Energi

## Energy Management

### Pendekatan Manajemen [3-3] Management Approach

<p><b>Signifikansi Topik</b> Significance of the Topic</p>	<p>Pengelolaan energi menjadi aspek material karena industri semen bersifat intensif energi. Upaya efisiensi dan diversifikasi energi berkontribusi langsung terhadap pengendalian biaya, penurunan emisi karbon, serta pencapaian target dekarbonisasi Perseroan.</p> <p>Energy management is a material aspect due to the energy-intensive nature of the cement industry. Energy efficiency and diversification efforts directly contribute to cost control, carbon emission reduction, and the achievement of the Company's decarbonization targets.</p>
<p><b>Komitmen dan Kebijakan</b> Commitments and Policies</p>	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 Heidelberg Materials, diaplikasikan melalui Master Plan Development for SC2030 Actions in Indocement.</li> <li>• PP Nomor 70 Tahun 2009 tentang Konservasi Energi.</li> <li>• Peraturan Menteri Energi dan Sumber Daya Mineral Nomor 14 Tahun 2012 tentang Manajemen Energi.</li> <li>• Kebijakan Efisiensi Energi yang ditetapkan oleh Direktur Utama Perseroan pada 9 September 2019.</li> <li>• Heidelberg Materials Sustainability Commitment 2030, applied through the Master Plan Development for SC2030 Actions in Indocement.</li> <li>• Government Regulation No. 70 of 2009 on Energy Conservation.</li> <li>• Regulation of the Minister of Energy and Mineral Resources No. 14 of 2012 on Energy Management.</li> <li>• Policy on Energy Efficiency established by the Company's President Director on 9 September 2019.</li> </ul>
<p><b>Target</b></p>	<ul style="list-style-type: none"> <li>• Menurunkan konsumsi panas spesifik (<i>specific heat consumption</i>) per kilogram klinker sebesar 0,5% per tahun.</li> <li>• Menurunkan konsumsi listrik spesifik (<i>specific power consumption</i>) per ton semen ekuivalen sebesar 0,5% per tahun.</li> <li>• Menurunkan konsumsi listrik fasilitas pendukung sebesar 1% per tahun.</li> <li>• Meningkatkan tingkat substitusi energi termal di <i>kiln</i> semen melalui pemanfaatan bahan bakar alternatif hingga mencapai 42% dari total kebutuhan panas <i>kiln</i> pada 2030.</li> <li>• Reducing specific heat consumption per kilogram of clinker by 0.5% per year.</li> <li>• Reducing specific power consumption per ton of cement equivalent by 0.5% per year.</li> <li>• Reducing electricity consumption in supporting facilities by 1% per year.</li> <li>• Increasing the substitution rate for thermal energy in cement kilns through the use of alternative fuels to reach 42% of total kiln heat requirements by 2030.</li> </ul>
<p><b>Strategi Pencapaian</b> Achievement Strategies</p>	<ul style="list-style-type: none"> <li>• Pemanfaatan energi terbarukan untuk mengurangi ketergantungan pada sumber bahan bakar fosil.</li> <li>• Memanfaatkan RDF sampah dan limbah domestik di TPST Bantargebang sebagai energi alternatif.</li> <li>• Memanfaatkan energi surya di Kompleks Pabrik Citeureup, Kompleks Pabrik Tarjun, serta Kompleks Pabrik Cirebon (sejak November 2025).</li> <li>• Meningkatkan penggunaan bahan baku alternatif untuk mengurangi kandungan klinker.</li> <li>• Utilizing renewable energy to reduce dependence on fossil fuel sources.</li> <li>• Utilizing RDF waste and domestic waste at TPST Bantargebang as alternative energy.</li> <li>• Utilizing solar energy at Citeureup Factory, Tarjun Factory, and Cirebon Factory (since November 2025).</li> <li>• Increasing the use of alternative materials to reduce clinker content.</li> </ul>
<p><b>Pencapaian 2025</b> Achievements in 2025</p>	<ul style="list-style-type: none"> <li>• Rasio penggunaan bahan bakar alternatif sebesar 29%.</li> <li>• Pengurangan intensitas energi sebesar 0,8% dan intensitas emisi sebesar 3%.</li> <li>• Total kapasitas terpasang untuk <i>solar panel rooftop</i> dan <i>ground mounted</i> sebesar 72 MW.</li> <li>• Alternative fuel usage ratio of 29%.</li> <li>• Reduced energy intensity by 0.8% and emission intensity by 3%.</li> <li>• Total installed capacity of rooftop and ground mounted solar panel are 72 MW.</li> </ul>
<p><b>Evaluasi yang Dilakukan</b> [G.1][2-5] Evaluation Conducted</p>	<ul style="list-style-type: none"> <li>• Audit energi internal yang dilaksanakan setiap tahun oleh Tim Manajemen Energi yang terdiri dari manajer dan auditor energi bersertifikasi Badan Nasional Sertifikasi Profesi (BNSP).</li> <li>• Audit energi eksternal yang dilakukan setiap tiga tahun dengan melibatkan Kementerian Energi dan Sumber Daya Mineral (ESDM).</li> <li>• Hasil audit energi menjadi dasar identifikasi peluang efisiensi dan perbaikan berkelanjutan, sekaligus memenuhi kewajiban pelaporan melalui Pelaporan Online Manajemen Energi (POME).</li> <li>• Internal energy audit, conducted annually by the Energy Management Team which consists of managers and energy auditors certified by the National Board of Professional Certification (BNSP).</li> <li>• External energy audit, conducted every three years by involving the Ministry of Energy and Mineral Resources (ESDM).</li> <li>• The results of energy audit serve as the basis for identifying opportunities for efficiency and continuous improvement, while also fulfilling reporting obligations through the Energy Management Online Reporting (POME).</li> </ul>



**Divisi yang Bertanggung Jawab**  
Responsible Division

- Pemanfaatan sumber daya dan pengelolaan penggunaan bahan bakar dan bahan baku alternatif dilaksanakan oleh Fungsi Procurement & Alternative Fuel and Alternative Material (Procurement & AFAM) yang dipimpin oleh General Manager.
- Pengelolaan energi operasional berada di bawah tanggung jawab *plant* yang diawasi langsung oleh manajemen puncak.
- Utilization of resources and management of the use of alternative fuels and raw materials are carried out by the Procurement & Alternative Fuel and Alternative Material (Procurement & AFAM) function, led by the General Manager.
- Operational energy management falls under the responsibility of the plant, directly supervised by the top management.

Sebagai industri yang menggunakan energi termal dan listrik dalam proses produksi, pengelolaan energi merupakan aspek strategis bagi Indocement untuk meningkatkan efisiensi operasional, menekan biaya produksi, serta mengurangi dampak lingkungan. Efisiensi energi juga menjadi fondasi transisi menuju operasi yang lebih berkelanjutan dan rendah karbon. Pendekatan pengelolaan energi Indocement terintegrasi dengan perencanaan operasional, investasi jangka menengah dan panjang, strategi keberlanjutan, serta menjadi bagian dari pilar *“Building a Net Zero Future”* dalam kerangka SC2030 Heidelberg Materials.

Fokus utama diarahkan pada peningkatan efisiensi energi termal dan listrik, diversifikasi bahan bakar alternatif, serta pemanfaatan energi terbarukan. Dalam implementasinya, Perseroan dihadapkan dengan berbagai tantangan seperti keterbatasan pasokan RDF, *unscheduled stops* pada *kiln*, serta variasi spesifikasi limbah yang memengaruhi proses pembakaran. Untuk mengatasi tantangan tersebut, kami melakukan diversifikasi bahan bakar, investasi teknologi seperti fasilitas *hotdisc*, serta penguatan pengelolaan dan kemitraan pasokan bahan bakar alternatif.

As an industry that uses thermal and electrical energy in production processes, energy management is a strategic aspect for Indocement to improve operational efficiency, reduce production costs, and mitigate environmental impact. Energy efficiency also serves as the foundation for the transition to more sustainable and low-carbon operations. Indocement’s energy management approach is integrated with operational planning, medium-term and long-term investments, and sustainability strategies, and is part of the *“Building a Net Zero Future”* pillar within Heidelberg Materials’ SC2030 framework.

The main focus is directed at improving thermal and electrical energy efficiency, diversifying alternative fuels, and utilizing renewable energy. In its implementation, the Company faces various challenges such as limited RDF supply, *unscheduled stops* at kilns, RDF and varying waste specifications that impact the combustion process. To address these challenges, we diversify fuels, invest in technologies such as *hot-disc* facilities, and strengthen alternative fuel supply management and partnerships.

**Fokus Strategis Efisiensi Energi**  
Strategic Focus on Energy Efficiency

**Optimalisasi Efisiensi Energi Operasional**  
Optimizing Operational Energy Efficiency

Indocement secara berkelanjutan melakukan peningkatan efisiensi energi melalui optimalisasi proses produksi, peningkatan keandalan peralatan, serta modernisasi teknologi. Upaya ini mencakup pengurangan konsumsi energi termal per ton klinker dan konsumsi listrik per ton semen, sehingga dapat menekan intensitas energi secara keseluruhan.

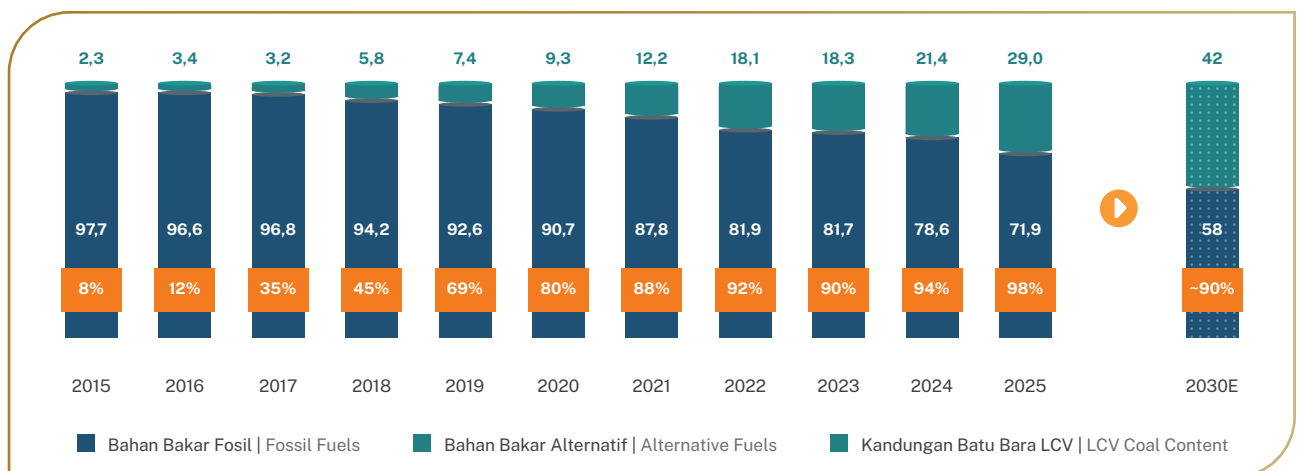
Indocement continuously improves energy efficiency through optimizing production process, enhancing equipment reliability, and modernizing technology. These efforts include reducing thermal energy consumption per ton of clinker and electricity consumption per ton of cement, thereby reducing the overall energy intensity.

**Diversifikasi dan Ketahanan Sumber Energi**  
**Energy Source Diversification and Security**

Untuk meningkatkan ketahanan dan efisiensi energi, Indocement menerapkan strategi diversifikasi sumber energi melalui pemanfaatan bahan bakar alternatif sebagai pengganti bahan bakar fosil, sekaligus memperkuat ketahanan pasokan energi operasional. Rasio penggunaan bahan bakar alternatif mengalami peningkatan dari 2,3% pada 2015 menjadi 29% pada 2025, seiring dengan penurunan proporsi bahan bakar fosil, sementara penggunaan bahan bakar fosil menurun dari 97,7% menjadi 71% pada periode yang sama. Di sisi lain, LCV coal content dalam bauran batu bara juga terus meningkat dan telah mencapai kisaran 98%. Sebagai bagian dari strategi dekarbonisasi dan efisiensi energi jangka menengah, Perseroan menargetkan peningkatan penggunaan bahan bakar alternatif hingga 42% pada 2030.

To enhance energy security and efficiency, Indocement implements the strategy of diversifying energy sources by utilizing alternative fuels as a substitute for fossil fuels, while simultaneously strengthening the resilience of its operational energy supply. The ratio of alternative fuel use increased from 2.3% in 2015 to 29% in 2025, in line with the decline in proportion of fossil fuels, while fossil fuel use decreased from 97.7% to 71% over the same period. Conversely, the LCV coal content in coal mix also continued to increase and reached around 98%. As part of its medium-term decarbonization and energy efficiency strategy, the Company targets to increase the use of alternative fuels to 42% by 2030.

**Tingkat Konsumsi Bahan Bakar (%)**  
**Fuel Consumption Rate (%)**





## Pemanfaatan Energi Terbarukan Utilization of Renewable Energy

Indocement secara bertahap meningkatkan pemanfaatan energi terbarukan melalui pemasangan pembangkit listrik tenaga surya (PLTS) *rooftop* dan *ground-mounted* di beberapa kompleks pabrik. Pemanfaatan energi terbarukan ini berkontribusi terhadap pengurangan konsumsi listrik dari sumber konvensional sekaligus mendukung transisi menuju bauran energi yang lebih berkelanjutan. Perseroan juga menerapkan teknologi pendukung pada fasilitas produksi untuk meningkatkan efisiensi penggunaan energi listrik, termasuk pemasangan perangkat pengendali dan pemantauan konsumsi listrik guna mengoptimalkan pola penggunaan energi secara lebih efektif.

Indocement gradually increased the utilization of renewable energy through the installation of rooftop and ground-mounted solar power plants (PLTS) at several factories. This utilization of renewable energy contributes to reducing electricity consumption from conventional sources while supporting the transition to a more sustainable energy mix. The Company also implements supporting technology at its production facilities to improve the efficiency of electricity use, including by installing electricity consumption control and monitoring devices to optimize energy usage patterns more effectively.

### Instalasi Panel Surya Solar Panel Installation

Lokasi Location	Tipe Type	Status	Kapasitas (MW) Capacity (MW)	Output (GWh/Year)	Potensi Pengurangan CO <sub>2</sub> (Ton/Tahun) Potential CO <sub>2</sub> Saving (Tons/Year)
Citeureup	<i>Ground Mounted</i>	Beroperasi   Operating	32,50	45,00	39.150
	<i>Rooftop</i>	Beroperasi   Operating	8,21	10,45	9.095
Tarjun	<i>Ground Mounted</i>	Beroperasi   Operating	19,65	26,00	33.280
	<i>Rooftop</i>	Beroperasi   Operating	5,14	6,38	8.165
Cirebon	<i>Rooftop</i>	Beroperasi   Operating	6,50	8,07	7.017
Grobogan	<i>Rooftop</i>	Direncanakan   Planning	6,20	7,71	6.705

### Konsumsi Energi Energy Consumption

Perseroan menggunakan berbagai sumber energi, antara lain memanfaatkan BBM yang dicampur biodiesel sesuai arahan Pemerintah untuk memperkuat ketahanan energi, mengurangi impor, dan menghemat devisa negara. Penggunaan biodiesel ini terutama ditujukan untuk proses produksi dan fasilitas penunjang dipenuhi melalui pasokan listrik dari PLN. Perseroan juga memiliki pembangkit listrik berbasis gas di Kompleks Pabrik Citeureup dengan kapasitas terpasang sebesar 72 MW yang berfungsi sebagai cadangan/*back-up* listrik operasional. Perseroan juga secara bertahap mengurangi penggunaan batu bara sebagai sumber energi termal untuk produksi semen melalui pemanfaatan limbah sebagai bahan bakar alternatif sesuai perizinan. Pada 2025, intensitas konsumsi energi Perseroan mengalami kenaikan dibandingkan tahun sebelumnya, dipengaruhi oleh penurunan jumlah produksi.

The Company uses various energy sources, including biodiesel blended fuel, in accordance with government directives to strengthen energy security, reduce imports, and conserve foreign exchange. This biodiesel use is mainly intended for production processes and supporting facilities, which are supplied by electricity from PLN. The Company also operates a gas-powered power plant at Citeureup Factory with an installed capacity of 72 MW, which serves as backup for operational electricity. The Company also gradually reduces the use of coal as a thermal energy source for cement production by utilizing waste as an alternative fuel, as permitted. In 2025, the Company's energy consumption intensity increased compared to the previous year, due to the decrease of total production.

**Penggunaan Energi Berdasarkan Sumber** [F.6][302-1][302-2][302-3][EM-CM-130a.1]  
Energy Consumption Based on Source

Uraian Description	Satuan Unit	2025	2024	2023
<b>Energi Terbarukan</b> Renewable Energy				
Kegiatan Produksi dan Pendukung Production and Supporting Activities				
Bahan Bakar Alternatif Alternative Fuel	GJ	13.379.752	9.957.782	8.102.139
Solar PV		145.483	5.621	0
<b>Energi Tidak Terbarukan</b> Non-Renewable Energy				
Kegiatan Penambangan, Produksi, dan Pendukung Mining, Production, and Supporting Activities				
Batu Bara Coal		32.782.008	36.280.713	36.322.710
Listrik dari PLN Electricity from PLN	GJ	6.702.923	6.726.028	5.538.903
Minyak dan Gas Oil and Gas		23.080	806.719	1.439.908
<b>Jumlah Penggunaan Energi</b> <b>Total Energy Consumption</b>		<b>53.033.245</b>	<b>53.776.863</b>	<b>51.403.660</b>
<b>Intensitas Pemakaian Energi</b> Energy Consumption Intensity				
Jumlah Produksi Energy Consumption Intensity	Juta Ton Million Tons	18,5	19,6	18,0
Intensitas Pemakaian Energi Energy Consumption Intensity	GJ/Ton Semen Ekuivalen GJ/Tons of Cement Equivalent	2,64	2,62	2,64

Keterangan | Note:

\* Baru digunakan pada 2025.  
Newly used in 2025.

**Penggunaan Energi Berdasarkan Kompleks Pabrik (GJ)** [F.6][302-1][302-2][302-3]  
Energy Consumption Based on Factory (GJ)

Kompleks Pabrik Factory	2025	2024	2023
Citeureup	25.692.632	26.720.174	28.420.107
Cirebon	8.156.971	7.953.058	9.436.779
Tarjun	5.966.270	6.761.004	6.999.810
Maros dan Banyuwangi Maros and Banyuwangi	5.775.625	5.426.525	6.080.590
Grobogan	7.439.905	6.916.103	466.373
<b>Jumlah</b> <b>Total</b>	<b>53.033.404</b>	<b>53.776.863</b>	<b>51.403.660</b>



## Target dan Pencapaian Program Konservasi Energi 2025

### Targets and Achievements of Energy Conservation Program in 2025

Indikator Utama Key Indicator	Satuan Unit	Target	2025	2024	2023
Specific Heat Consumption	kCal/kg clinker	Penurunan 0,5% per tahun 0.5% decrease per year	838,72	811,70	808,38
Specific Power Consumption	kWh/Ton Semen Ekuivalen kWh/Tons of Cement Equivalent	Penurunan 0,5% per tahun 0.5% decrease per year	94,32	94,59	95,90
Konsumsi Listrik Fasilitas Pendukung Electricity Consumption of Supporting Facilities	GWh	Penurunan 1% per tahun 1% decrease per year	73,4	77,9	67,9
Substitusi Energi Termal di <i>Kiln</i> Semen dengan Bahan Bakar Alternatif Thermal Substitution Rate in Cement Kiln by Alternative Fuel	%	Mengganti 42% dari total konsumsi panas di <i>kiln</i> semen dengan bahan bakar alternatif pada 2030 Replacing 42% of the total heat consumption in the cement kiln with alternative fuels in 2030	29,0	21,4	18,3

#### 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 tons of cement equivalent used in cement production facilities from mining to packaging process.

## Efisiensi Energi

### Energy Efficiency

Pada 2025, Perseroan menjalankan beberapa program untuk mengurangi penggunaan energi, meliputi: [F.7] [302-4][302-5]

In 2025, the Company implemented several programs to reduce energy consumption, including: [F.7][302-4] [302-5]

Program dan Kegiatan Efisiensi Efficiency Programs and Activities	Peluang Penghematan Energi Potential Saving of Energy
Elektrifikasi 60 unit motor operasional di Kompleks Pabrik Citeureup Electrification of 60 units of operational motorbike at Citeureup Factory	Penghematan energi sebesar 208,98 GJ dan efisiensi biaya sekitar Rp13,66 juta, serta mendukung target penurunan emisi operasional. Energy savings of 208.98 GJ and cost savings of approximately Rp13.66 million, while supporting the targets of operational emission reduction.

# Pengelolaan Emisi Gas Rumah Kaca (GRK)

## Greenhouse Gas (GHG) Emission Management

### Pendekatan Manajemen [3-3] Management Approach

<p><b>Signifikansi Topik</b> Significance of the Topic</p>	<p>Emisi GRK menjadi isu material karena berkaitan langsung dengan proses produksi klinker yang intensif karbon. Pengelolannya menjadi prioritas strategis untuk mendukung target dekarbonisasi, menjaga daya saing, serta memenuhi ekspektasi regulator dan pemangku kepentingan. GHG emissions become a material issue as they are directly related to the carbon-intensive clinker production process. Their management is a strategic priority to support decarbonization targets, maintain competitiveness, and meet regulatory and stakeholder expectations.</p>
<p><b>Komitmen dan Kebijakan</b> Commitments and Policies</p>	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 Heidelberg Materials, diaplikasikan melalui <i>Master Plan Development for SC2030 Actions in Indocement</i>.</li> <li>• Document Code Q-POL-INCEM yang ditetapkan oleh Direktur Utama pada 9 September 2019 mengenai Pengelolaan Emisi.</li> <li>• Peraturan Presiden Nomor 61 Tahun 2011 mengenai Rencana Aksi Nasional Menurunkan Emisi GRK dan Kondisi Operasional Pabrik.</li> <li>• 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.</li> <li>• 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.</li> <li>• Peta jalan Pengurangan Emisi GRK dan Bahan Bakar Alternatif 2030.</li> <li>• Komitmen terhadap Science Based Targets initiative (SBTi) melalui Heidelberg Materials.</li> <li>• Heidelberg Materials' Sustainability Commitment 2030, implemented through the Master Plan Development for SC2030 Actions in Indocement.</li> <li>• Document Code Q-POL-INCEM set by the President Director on 9 September 2019 on Emission Management.</li> <li>• Presidential Regulation No. 61 of 2011 on the National Action Plan for Reducing GHG Emissions and Factory Operational Conditions.</li> <li>• 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.</li> <li>• 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.</li> <li>• The 2030 Roadmap for Reducing GHG Emissions and Alternative Fuels.</li> <li>• Commitment to the Science-Based Targets initiative (SBTi) through Heidelberg Materials.</li> </ul>
<p><b>Target</b></p>	<ul style="list-style-type: none"> <li>• Mengurangi emisi bersih Cakupan 1 hingga 490 kg CO<sub>2</sub>/ton semen.</li> <li>• Menjaga tingkat emisi debu dan emisi konvensional di bawah baku mutu pemerintah.</li> <li>• Reducing net emissions of Scope 1 to 490 kg CO<sub>2</sub>/tons cement.</li> <li>• Maintaining dust and conventional emissions levels below government standards.</li> </ul>
<p><b>Strategi Pencapaian</b> Achievement Strategies</p>	<ul style="list-style-type: none"> <li>• Mengurangi penggunaan batu bara dengan meningkatkan penggunaan bahan bakar alternatif.</li> <li>• Implementasi teknologi dan peningkatan efisiensi operasional.</li> <li>• Diversifikasi bahan bakar alternatif biomassa seperti sekam padi dan serbuk gergaji, serta limbah non-biomassa seperti <i>spent bleaching earth</i> (SBE), limbah industri, <i>wastewater sludge</i>, dan kemasan bekas dengan spesifikasi yang sesuai untuk secara bertahap mengurangi ketergantungan pada RDF.</li> <li>• Penggantian <i>electrostatic precipitator</i> dengan <i>bag filter</i>.</li> <li>• Menjaga timbulan emisi konvensional jauh di bawah batas standar pemerintah.</li> <li>• Reducing coal use by increasing the use of alternative fuels.</li> <li>• Implementing technology and improving operational efficiency.</li> <li>• Diversifying alternative biomass fuels, such as rice husks and sawdust, as well as non-biomass waste including spent bleaching earth (SBE), industrial waste, wastewater sludge, and used packaging with specifications tailored to gradually reduce dependence on RDF.</li> <li>• Replacing electrostatic precipitator with bag filter.</li> <li>• Maintaining conventional emissions far below government standards.</li> </ul>
<p><b>Pencapaian 2025</b> Achievements in 2025</p>	<p>Mengurangi emisi bersih Cakupan 1 hingga 512 kg CO<sub>2</sub>/ton semen. Reducing net emissions of Scope 1 to 512 kg CO<sub>2</sub>/tons cement.</p>
<p><b>Evaluasi yang Dilakukan</b> Evaluation Conducted</p>	<ul style="list-style-type: none"> <li>• Pemantauan dan verifikasi emisi dilakukan secara internal setiap enam bulan, serta dilaporkan kepada Kementerian Lingkungan Hidup (KLH) melalui RKL-RPL.</li> <li>• Penetapan indikator kinerja utama (KPI) terkait pengurangan emisi bagi karyawan sebagai bagian dari budaya keberlanjutan Perseroan.</li> <li>• Emissions monitoring and verification are conducted internally every six months and reported to the Ministry of Environment (KLH) through RKL-RPL.</li> <li>• Establishment of key performance indicators (KPIs) related to emissions reduction for employees as part of the Company's sustainability culture.</li> </ul>



**Divisi yang Bertanggung Jawab**  
Responsible Division

Kinerja pengurangan emisi dipantau dan dievaluasi oleh Direksi, General Manager, dan Plant Manager melalui sistem Monitoring and Reporting System Development for SC2030 Implementation.  
Emission reduction performance is monitored and evaluated by the Board of Directors, General Manager, and Plant Manager through the Monitoring and Reporting System Development for SC2030 Implementation.

Indocement memandang pengelolaan emisi GRK dan efisiensi energi sebagai bagian dari strategi keberlanjutan jangka panjang, serta berkomitmen mendukung transisi menuju ekonomi rendah karbon sejalan dengan Paris Agreement dan komitmen iklim Heidelberg Materials yang telah divalidasi Science Based Targets initiative (SBTi). Target pengurangan emisi Perseroan telah diselaraskan dengan lintasan dekarbonisasi industri semen global berbasis sains untuk menjaga kenaikan suhu global tetap di bawah 2°C. Komitmen ini diterjemahkan ke dalam strategi pengurangan emisi dan efisiensi energi yang terintegrasi dengan perencanaan operasional, investasi, serta pengembangan kapabilitas jangka menengah dan panjang Perseroan.

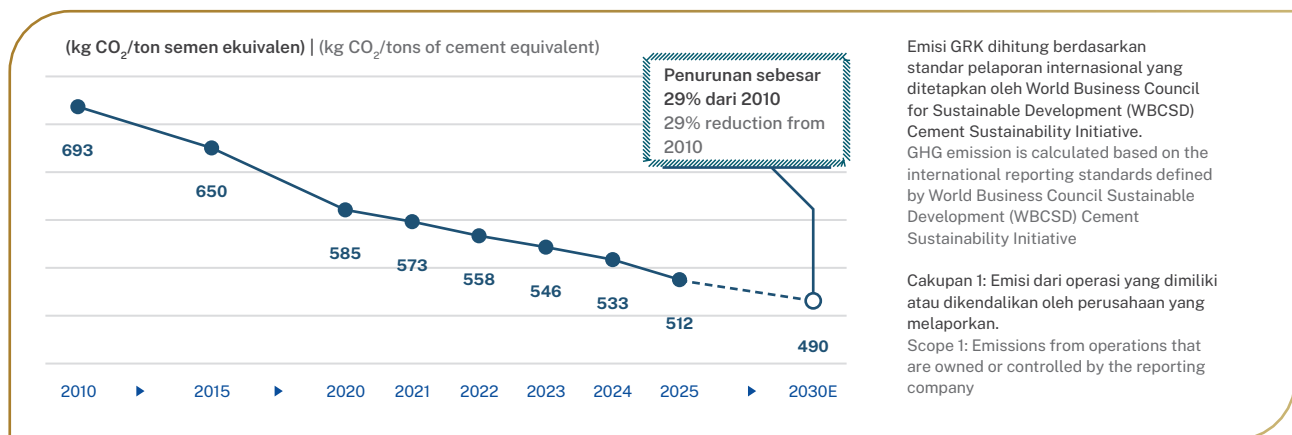
Indocement views GHG emission management and energy efficiency as part of its long-term sustainability strategy and is committed to supporting the transition to a low-carbon economy in line with Paris Agreement and Heidelberg Materials' climate commitments, which have been validated by the Science-Based Targets initiative (SBTi). The Company's emission reduction targets are aligned with the science-based decarbonization trajectory of the global cement industry to keep global temperature rise below 2°C. This commitment is interpreted into emissions reduction and energy efficiency strategy integrated with the Company's medium-term and long-term operational planning, investment, and capability development.

**Target dan Arah Dekarbonisasi**  
Targets and Direction of Decarbonization

Indocement menetapkan target pengurangan emisi GRK berbasis intensitas emisi CO<sub>2</sub> per ton semen ekuivalen dengan cakupan emisi langsung (Cakupan 1) dan emisi tidak langsung dari konsumsi listrik (Cakupan 2). Dengan menggunakan *baseline* historis yang konsisten, Perseroan menargetkan penurunan intensitas emisi GRK Cakupan 1 menjadi 490 kg CO<sub>2</sub>/ton semen ekuivalen pada 2030, sejalan dengan jalur dekarbonisasi dan target global Heidelberg Materials dengan mempertimbangkan struktur produksi dan *baseline* historis Perseroan. [EM-CM-110a.2]

Indocement sets GHG emission reduction targets based on CO<sub>2</sub> emission intensity per ton of cement equivalent, with the scope of direct emissions (Scope 1) and indirect emissions from electricity consumption (Scope 2). By using a consistent historical baseline, the Company targets a reduction in Scope 1 GHG emission intensity to 490 kg CO<sub>2</sub>/tons of cement equivalent by 2030, in line with the Heidelberg Materials' decarbonization pathway and global targets, with due regards to the Company's production structure and historical baseline. [EM-CM-110a.2]

**Intensitas Emisi GRK Cakupan 1 - Neto**  
GHG Emissions Scope 1 Intensity - Net



Indocement memprioritaskan pengurangan emisi melalui pendekatan peningkatan efisiensi energi, substitusi bahan bakar dan bahan baku, serta optimalisasi proses produksi. Mekanisme *offset* karbon diposisikan sebagai opsi pelengkap jangka panjang setelah upaya pengurangan emisi operasional dimaksimalkan, dengan menempatkan pengurangan emisi langsung (*abatement*) sebagai prioritas utama. Dalam jangka panjang, Indocement membangun kesiapan menuju dekarbonisasi mendalam melalui kajian teknologi lanjutan, termasuk kesiapan penerapan penangkapan dan pemanfaatan karbon, serta penguatan kolaborasi dengan pemangku kepentingan dan mitra teknologi.

Indocement prioritizes emissions reduction through approaches such as increasing energy efficiency, substituting fuels and raw materials, and optimizing production processes. The carbon offset mechanism is positioned as a long-term complementary option after operational emission reduction efforts are maximized, with direct emission reduction (*abatement*) a top priority. In the long term, Indocement establishes its readiness for in-depth decarbonization through advanced technology studies, including readiness for the implementation of carbon capture and utilization, and strengthening collaboration with stakeholders and technology partners.

**Pendekatan Strategis Pengurangan Emisi dan Efisiensi Energi**  
**Strategic Approach to Emission Reduction and Energy Efficiency**





Melalui strategi yang terintegrasi, Indocement berhasil menurunkan intensitas emisi GRK Cakupan 1 dari 693 kg CO<sub>2</sub>/ton semen ekuivalen pada *baseline* 2010 menjadi 512 kg CO<sub>2</sub>/ton semen ekuivalen pada 2025, atau turun 26% dibandingkan tahun sebelumnya, sehingga tetap berada pada jalur pencapaian target 2030.

Through an integrated strategy, Indocement has successfully reduced its Scope 1 GHG emissions intensity from 693 kg CO<sub>2</sub>/tons of cement equivalent in the 2010 baseline to 512 kg CO<sub>2</sub>/tons of cement equivalent in 2025, a decrease of 26% compared to the previous year, thus remaining on track to achieve the 2030 target.

## Pengurangan Emisi GRK

### GHG Emission Reduction

Indocement melakukan pemantauan dan perhitungan emisi GRK berdasarkan metode yang disesuaikan dengan sumber emisi operasional dan mengacu pada standar internasional industri semen untuk memastikan konsistensi serta keterbandingan data. Jenis GRK yang dipantau meliputi CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, SF<sub>6</sub>, dan NF<sub>3</sub> sesuai standar Cement Sustainability Initiative dari World Business Council for Sustainable Development (WBCSD). Emisi Cakupan 1 berasal dari kegiatan manufaktur seperti pembakaran bahan bakar pada *boiler* dan *kiln*, pembangkitan listrik internal, serta emisi proses produksi semen; Cakupan 2 berasal dari penggunaan listrik yang dipasok PLN; sedangkan Cakupan 3 mencakup emisi tidak langsung dari aktivitas rantai nilai seperti transportasi, ekstraksi bahan baku, dan distribusi produk. Perseroan memantau dan melaporkan emisi secara terstruktur dan transparan untuk mendukung pengelolaan internal serta pemenuhan kewajiban kepada pemangku kepentingan.

Keandalan data keberlanjutan Indocement diperkuat melalui audit oleh Heidelberg Materials yang mencakup seluruh operasional Perseroan. Pada 2025, audit dilakukan terhadap indikator pengungkapan emisi GRK Cakupan 1 dan pendapatan berkelanjutan dengan tingkat keyakinan memadai (*reasonable assurance*), serta indikator emisi Cakupan 2, air, K3, dan keanekaragaman hayati dengan keyakinan terbatas (*limited assurance*). Proses ini didukung melalui pengumpulan data yang dilakukan secara terotomasi dengan memastikan kelengkapan, keakuratan, dan ketertelusuran informasi. Audit mencakup verifikasi data serta evaluasi peran dan tanggung jawab organisasi, efektivitas proses, sistem, dan pengendalian internal pengelolaan data keberlanjutan. Melalui proses tersebut, Indocement berhasil memenuhi persyaratan audit pada tingkat keyakinan memadai. Sampai akhir 2025, Perseroan belum melakukan perhitungan emisi zat perusak ozon. [305-6]

Indocement monitors and calculates GHG emissions based on methods tailored to operational emission sources and with reference to the international cement industry standards to ensure data consistency and comparability. The types of GHGs monitored include CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, SF<sub>6</sub>, and NF<sub>3</sub> in accordance with the Cement Sustainability Initiative standards of the World Business Council for Sustainable Development (WBCSD). Scope 1 emissions come from manufacturing activities such as fuel combustion in boilers and kilns, internal electricity generation, and cement production process emissions; Scope 2 emissions come from the use of electricity supplied by PLN; while Scope 3 emissions include indirect emissions from value chain activities such as transportation, raw material extraction, and product distribution. The Company monitors and reports emissions in a structured and transparent manner to support internal management and fulfill its obligations to stakeholders.

The reliability of Indocement's sustainability data is strengthened through audits by Heidelberg Materials covering all of the Company's operations. In 2025, audits were conducted on Scope 1 GHG emissions disclosure indicators and sustainable income with reasonable assurance, as well as on Scope 2 emissions, water, OHS, and biodiversity indicators with limited assurance. This process was supported by automated data collection, ensuring the completeness, accuracy, and traceability of the information. The audit included data verification and an evaluation of organizational roles and responsibilities, the effectiveness of processes, systems, and internal controls for sustainability data management. Through such processes, Indocement successfully met the audit requirements at reasonable assurance. Until the end of 2025, the Company has not calculated ozone-depleting substance emissions. [305-6]

**Kinerja Aktual Emisi GRK Berdasarkan Sumber [F.11][305-1][305-2][305-3][305-4][EM-CM-110a.1]**  
Actual Performance of GHG Emission Based on Source

Emisi GRK GHG Emission	Satuan Unit	2025		2024		2023	
		Bruto Gross	Neto Net	Bruto Gross	Neto Net	Bruto Gross	Neto Net
Total Emisi GRK Cakupan 1 Total GHG Emissions Scope 1	Juta Ton CO <sub>2</sub> e Million Tons of CO <sub>2</sub> e	10,65	10,29	11,29	11,00	11,05	10,64
Total Emisi GRK Cakupan 2 Total GHG Emissions Scope 2		1,75	1,75	1,74	1,74	1,45	1,45
Total Emisi GRK Cakupan 3 Total GHG Emissions Scope 3		0,35	0,35	0,30	0,30	0,33	0,33
<b>Total Emisi GRK Cakupan 1, 2, dan 3</b> Total GHG Emissions Scope 1, 2, and 3		<b>12,75</b>	<b>12,39</b>	<b>13,33</b>	<b>13,04</b>	<b>12,83</b>	<b>12,42</b>
Intensitas Emisi GRK Cakupan 1 GHG Emissions Scope 1 Intensity	Ton CO <sub>2</sub> e/Ton Semen Ekuivalen Tons of CO <sub>2</sub> e/Tons of Cement Equivalent	0,530	0,512	0,550	0,533	0,567	0,546
Intensitas Emisi GRK Cakupan 1 dan 2 GHG Emissions Scope 1 and 2 Intensity		0,617	0,599	0,634	0,620	0,641	0,627
Intensitas Emisi GRK Cakupan 1 GHG Emissions Scope 1 Intensity	Ton CO <sub>2</sub> e/Ton Cementitious Material	0,545	0,527	0,588	0,544	0,581	0,567
Intensitas Emisi GRK Cakupan 1 dan 2 GHG Emissions Scope 1 and 2 Intensity		0,634	0,616	0,644	0,629	0,657	0,643
Intensitas Emisi GRK Cakupan 3 GHG Emissions Scope 3 Intensity	Ton CO <sub>2</sub> e/Ton Semen Ekuivalen Tons of CO <sub>2</sub> e/Tons of Cement Equivalent	0,02	0,02	0,01	0,01	0,02	0,02
	Ton CO <sub>2</sub> e/Ton Cementitious Material	0,02	0,02	0,01	0,01	0,02	0,02

Hingga akhir 2025, Indocement menjalankan beberapa program lainnya untuk mengurangi emisi GRK, di antaranya: [F.12][305-5]

- Optimalisasi sistem *feeding alternative fuel* (RDF, *waste tyre*, *carbon rubber*) melalui modifikasi teknis dan Six Sigma (TULTA) di Kompleks Pabrik Citeureup, menghasilkan substitusi energi termal sebesar 301.814 Gcal/tahun, peningkatan rasio AF hingga 17,8%, penurunan emisi 75.008 ton CO<sub>2</sub>e/tahun, serta penghematan bersih sekitar Rp19,9 miliar/tahun dengan *payback period* sekitar satu minggu.

Until the end of 2025, Indocement carried out some other programs to reduce GHG emissions, including: [F.12][305-5]

- Optimization of alternative fuel feeding system (RDF, *waste tyre*, *carbon rubber*) through technical modifications and Six Sigma (TULTA) at Citeureup Factory, resulting in thermal energy substitution of 301,814 Gcal/year, an increase in AF ratio of up to 17.8%, a reduction in emissions of 75,008 tonnes of CO<sub>2</sub>e/year, and net savings of approximately Rp19.9 billion/year with *payback period* of approximately one week.



# Pengendalian Emisi Debu dan Gas Konvensional

## Dust and Conventional Gas Emission Control

### Pendekatan Manajemen [3-3] Management Approach

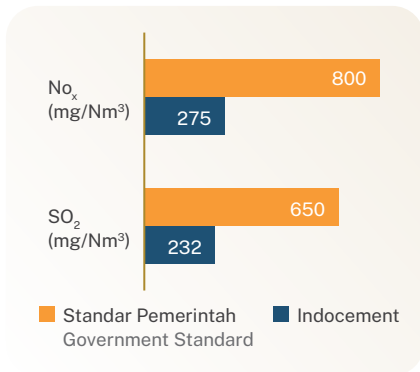
<p><b>Signifikansi Topik</b> Significance of the Topic</p>	<p>Emisi debu serta gas seperti SO<sub>2</sub> dan NO<sub>x</sub> berpotensi memengaruhi kualitas udara di sekitar operasional, sehingga pengendaliannya dilakukan untuk memastikan kepatuhan terhadap baku mutu yang berlaku. Dust and gas emissions, such as SO<sub>2</sub> and NO<sub>x</sub>, have the potential to impact air quality around operations, therefore, their control is carried out to ensure compliance with applicable quality standards.</p>
<p><b>Komitmen dan Kebijakan</b> Commitments and Policies</p>	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 Heidelberg Materials Group, diaplikasikan melalui <i>Master Plan Development for SC2030 Actions in Indocement</i>.</li> <li>• <i>Document Code Q-POL-INCEM</i> yang ditetapkan oleh Direktur Utama Perseroan pada 9 September 2019 mengenai Pengelolaan Emisi.</li> <li>• ISO 14001:2015 Sistem Manajemen Lingkungan.</li> <li>• Peraturan Menteri Lingkungan Hidup dan Kehutanan No. P.19/MENLHK/SETJEN/KUM.1/2/2017 tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen.</li> <li>• <i>Roadmap</i> Pengurangan Emisi Debu melalui Instalasi <i>Bag Filters</i>.</li> <li>• Heidelberg Materials Group Sustainability Commitment 2030 applied through the Master Plan Development for SC2030 Actions in Indocement.</li> <li>• Document Code Q-POL-INCEM set by the Company's President Director on 9 September 2019 on Emission Management.</li> <li>• ISO 14001:2015 Environmental Management System.</li> <li>• 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.</li> <li>• Roadmap for Reducing Dust Emission through Bag Filter Installation.</li> </ul>
<p><b>Target</b></p>	<ul style="list-style-type: none"> <li>• Semua emisi ke udara secara permanen akan berada di bawah rata-rata industri secara kualitatif (sebagaimana diidentifikasi oleh Cement Sustainability Initiative/CSI).</li> <li>• Target rata-rata emisi debu 2025 yaitu: 17 mg/Nm<sup>3</sup> bagi <i>plant</i> yang menggunakan <i>bag filter</i> dan 55 mg/Nm<sup>3</sup> bagi <i>plant</i> yang menggunakan <i>electrostatic precipitator</i> untuk tiga kompleks pabrik yaitu Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.</li> <li>• All emissions to the air will permanently be below the qualitative industry average (as identified by the Cement Sustainability Initiative/CSI).</li> <li>• The average dust emission target in 2025 was: 17 mg/Nm<sup>3</sup> for plants that use bag filter and 55 mg/Nm<sup>3</sup> for plants that use electrostatic precipitators at three factories, namely Citeureup Factory, Cirebon Factory, and Tarjun Factory.</li> </ul>
<p><b>Strategi Pencapaian</b> Achievement Strategies</p>	<ul style="list-style-type: none"> <li>• Melaksanakan pemantauan berkelanjutan terhadap konsentrasi SO<sub>x</sub>, NO<sub>x</sub>, dan partikulat di seluruh kompleks pabrik.</li> <li>• Melakukan pengujian jejak logam serta emisi senyawa organik volatil (VOC) dan jejak logam (<i>trace element</i>) di setiap fasilitas produksi klinker secara berkala, sekurang-kurangnya satu kali per semester, pada titik pemantauan yang telah ditetapkan.</li> <li>• Menerapkan proses kalibrasi eksternal <i>Continuous Emission Monitoring System</i> (CEMS) melalui metode <i>Cylinder Gas Audit</i> (CGA), <i>Response Correlation Audit</i> (RCA), dan <i>Relative Accuracy Test Audit</i> (RATA) guna memastikan keandalan dan akurasi hasil pengukuran.</li> <li>• Memperluas penerapan teknologi pengendalian untuk menekan timbulan emisi gas konvensional, debu, serta tingkat kebisingan dari aktivitas operasional.</li> <li>• Mengoptimalkan pemanfaatan bahan bakar dan bahan baku alternatif dalam proses produksi semen sebagai bagian dari upaya penurunan emisi, termasuk emisi konvensional.</li> <li>• Menjalankan seluruh kegiatan operasional secara konsisten sesuai dengan Prosedur Operasional Standar (SOP) yang berlaku.</li> <li>• Meningkatkan kinerja dan pemanfaatan fasilitas <i>hotdisc</i> di Plant 11 guna mendukung pengelolaan emisi dan efisiensi operasional.</li> <li>• Carrying out continuous monitoring of SO<sub>x</sub>, NO<sub>x</sub>, and particulate concentrations throughout the factory.</li> <li>• Conducting periodic testing for trace metals and volatile organic compound (VOC) and trace metal (<i>trace element</i>) emissions at each clinker production facility, at least once per semester, at designated monitoring points.</li> <li>• Implementing external calibration process for the Continuous Emission Monitoring System (CEMS) by using Cylinder Gas Audit (CGA), Response Correlation Audit (RCA), and Relative Accuracy Test Audit (RATA) methods to ensure the reliability and accuracy of measurement results.</li> <li>• Expanding the application of control technology to reduce conventional gas emissions, dust, and noise levels from operational activities.</li> </ul>

	<ul style="list-style-type: none"> <li>Optimizing the use of alternative fuels and materials in cement production process as part of emission reduction efforts, including conventional emissions.</li> <li>Consistently conducting all operational activities in accordance with applicable Standard Operating Procedures (SOPs).</li> <li>Improving the performance and utilization of hotdisc facilities at Plant 11 to support emissions management and operational efficiency.</li> </ul>
<b>Pencapaian 2025</b> Achievements in 2025	Rata-rata emisi debu sebesar 10,17 mg/Nm <sup>3</sup> pada <i>plant</i> yang menggunakan <i>bag filter</i> dan 39,65 mg/Nm <sup>3</sup> pada <i>plant</i> yang menggunakan <i>electrostatic precipitator</i> . The average dust emission was 10.17 mg/Nm <sup>3</sup> for plants using bag filters and 39.65 mg/Nm <sup>3</sup> for plants using electrostatic precipitators.
<b>Evaluasi yang Dilakukan</b> Evaluation Conducted	Pemantauan emisi dilakukan secara transparan dan terintegrasi melalui penerapan <i>Continuous Emission Monitoring System (CEMS)</i> yang terhubung dengan Sistem Informasi Pemantauan Emisi Industri Kontinu (SISPEK) milik Kementerian Lingkungan Hidup. Emission is monitored transparently and in an integrated manner through the implementation of Continuous Emission Monitoring System (CEMS), which is linked to the Ministry of Environment's Continuous Industrial Emission Monitoring Information System (SISPEK).
<b>Divisi yang Bertanggung Jawab</b> Responsible Division	Environment Department

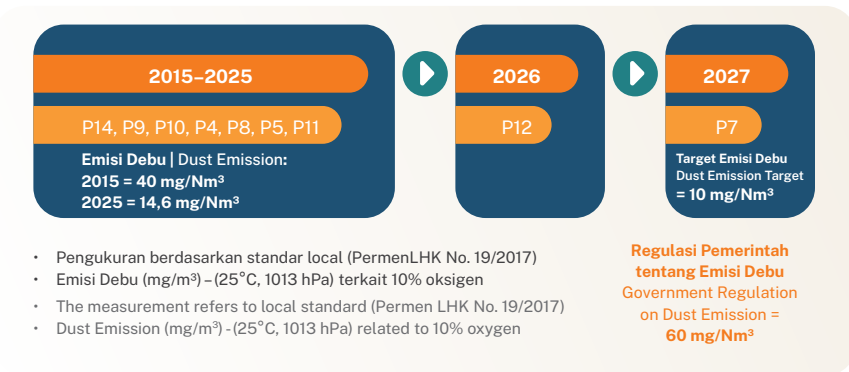
Pengelolaan emisi debu dan gas konvensional di Indocement dilaksanakan melalui kerangka kebijakan dan standar yang terintegrasi, mengacu pada komitmen keberlanjutan Heidelberg Materials Group 2030, kebijakan internal Perseroan, penerapan Sistem Manajemen Lingkungan ISO 14001:2015, serta kepatuhan terhadap baku mutu emisi industri semen. Pengendalian emisi dilakukan melalui penerapan teknologi yang andal, pemantauan berkelanjutan, dan peningkatan sistem operasional, termasuk modernisasi filtrasi dengan penggantian *electrostatic precipitator* menjadi *bag filter* secara bertahap yang terbukti menurunkan emisi debu secara signifikan. Selain itu, emisi gas konvensional juga dikelola secara konsisten agar tetap jauh di bawah ambang batas regulator sebagai bagian dari dukungan Perseroan terhadap pengelolaan kualitas udara yang bertanggung jawab.

Conventional dust and gas emissions management at Indocement is implemented through an integrated policy and standards framework, referring to Heidelberg Materials Group's 2030 sustainability commitment, the Company's internal policies, the implementation of the ISO 14001:2015 Environmental Management System, and compliance with cement industry emission standards. Emission control is achieved through the application of reliable technology, continuous monitoring, and operational system improvements, including filtration modernization by gradually replacing electrostatic precipitators with bag filters, which has been proven to significantly reduce dust emissions. Furthermore conventional gas emissions are consistently managed to remain well below regulatory thresholds as part of the Company's support for responsible air quality management.

**Pengukuran | Measurement**  
**NO<sub>x</sub> & SO<sub>2</sub>**  
 2025



**Penggantian *Electrostatic Precipitator* ke *Bag Filter***  
**Electrostatic Precipitator to Bag Filter Replacement**





Transformasi *electrostatic precipitator* (EP) menjadi *bag filter* di tujuh unit pabrik telah dilakukan secara bertahap sejak 2015. Penggantian *electrostatic precipitator* di Plant 4, Plant 5, Plant 8, Plant 9, Plant 10, Plant 11, dan Plant 14 telah berhasil menurunkan emisi debu dari 40 mg/Nm<sup>3</sup> di 2015 menjadi 10,17 mg/Nm<sup>3</sup> di 2025.

The transformation of electrostatic precipitators (EP) into bag filters in seven factory units has been carried out gradually since 2015. Replacing electrostatic precipitators at Plant 4, Plant 5, Plant 8, Plant 9, Plant 10, Plant 11, and Plant 14 succeeded in reducing dust emissions from 40 mg/Nm<sup>3</sup> in 2015 to 10.17 mg/Nm<sup>3</sup> in 2025.

## Kinerja Pengendalian Emisi Debu dan Gas Konvensional

### Dust and Conventional Gas Emission Control Performance

#### Metode Pemantauan Emisi Debu dan Gas Konvensional

#### Methods for Monitoring Dust and Conventional Gas Emissions

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

Emisi gas konvensional seperti SO<sub>2</sub>, NO<sub>x</sub>, dan partikulat terutama berasal dari kegiatan produksi semen. Di sisi lain, potensi emisi debu juga dapat terjadi pada tahap distribusi akibat kerusakan kemasan selama pengangkutan. Untuk memitigasi risiko debu, Indocement menerapkan *Pallet Management and Monitoring System* (PMMS) dalam proses pengemasan guna meningkatkan ketahanan kemasan dan meminimalkan kerusakan selama transportasi. Hingga akhir 2025, efektifitas PMMS mencapai Rp31,5 miliar sejak beroperasi pada Juni 2020, dengan perputaran pallet sebanyak lebih 40.000 per bulan. Perseroan juga secara berkelanjutan melakukan penanaman dan pemeliharaan vegetasi di sekitar area pabrik sebagai penghalang alami penyebaran debu sekaligus memberikan manfaat tambahan berupa penyerapan karbon dioksida, peningkatan kualitas udara, dan perbaikan kondisi iklim mikro di lingkungan operasional.

Conventional gas emissions such as SO<sub>2</sub>, NO<sub>x</sub>, and particulate matter primarily originate from cement production activities. On the other hand, dust emission risks may also arise during the distribution stage due to packaging damage during transportation. To mitigate dust-related risks, Indocement implements a Pallet Management and Monitoring System (PMMS) in the packaging process to enhance packaging durability and minimize damage during transport. Until the end of 2025, PMMS's effectiveness reached Rp31.5 billion since its operation in June 2020, with a pallet turnover of over 40,000 per month. Furthermore the Company continuously plants and maintains vegetation around its factory areas to act as a natural barrier against dust spread, while providing additional benefits such as carbon dioxide absorption, improved air quality, and improved microclimate conditions in the operational environment.

Pemantauan Emisi NO<sub>x</sub>, SO<sub>2</sub>, dan Partikulat (mg/m<sup>3</sup>) Berdasarkan Kompleks Pabrik [305-7][EM-CM-120a.1]  
Monitoring of NO<sub>x</sub>, SO<sub>2</sub>, and Particulate Emissions (mg/m<sup>3</sup>) Based on Factory

Kompleks Pabrik Factory	Parameter	Baku Mutu Quality Standard	Pencapaian Achievement		
			2025	2024	2023
Citeureup	NO <sub>x</sub>	800	301,1	217,1	249,2
	SO <sub>2</sub>	650	238,8	257,3	291,9
	Partikulat Particulate	75	5,84	5,5	6,6
Cirebon	NO <sub>x</sub>	800	220,98	161,5	183,2
	SO <sub>2</sub>	650	265,43	161,1	243,3
	Partikulat Particulate	75	14,49	7,9	8,5
Tarjun	NO <sub>x</sub>	800	119,26	133,34	113,2
	SO <sub>2</sub>	650	105,03	123,02	230,5
	Partikulat Particulate	75	39,65	31,73	40,7
Maros	NO <sub>x</sub>	800	383,3	233,0	N/A
	SO <sub>2</sub>	650	239,6	223,2	N/A
	Partikulat Particulate	75	21,8	15,5	40,1
Grobogan	NO <sub>x</sub>	800	315,4	268,4	N/A
	SO <sub>2</sub>	650	198,4	2,0	N/A
	Partikulat Particulate	75	16,5	22,0	N/A

Keterangan | Note:

Nilai emisi SO<sub>x</sub> disajikan berdasarkan hasil pengukuran SO<sub>2</sub> (sulfur dioksida), mengingat SO<sub>2</sub> merupakan komponen dominan dalam kelompok oksida sulfur yang dihasilkan dari proses pembakaran bahan bakar fosil. Kontribusi bentuk oksida sulfur lainnya seperti SO<sub>3</sub> dianggap tidak signifikan dan tidak diukur secara terpisah.

SO<sub>x</sub> emissions are represented by measured SO<sub>2</sub> (sulfur dioxide) values, as SO<sub>2</sub> is the predominant form of sulfur oxides generated from fossil fuel combustion. Other sulfur oxides, such as SO<sub>3</sub>, are considered negligible and are not measured separately.

Selain menggunakan *bag filter*, Perseroan juga menerapkan inisiatif lain untuk menurunkan emisi debu dan gas konvensional, seperti *flue gas desulfurization* pada pembangkit listrik berbahan bakar batu bara serta penggunaan *water spray* dan *water mist* di area produksi agregat dan lahan terbuka. [305-7]

In addition to using bag filters, the Company also implements other initiatives to reduce dust and conventional gas emissions, such as flue gas desulfurization at coal-fired power plants and the use of water spray and mist in aggregate production areas and open areas. [305-7]



## Pemantauan Emisi NO<sub>x</sub>, SO<sub>2</sub>, dan Debu 2025 (mg/m<sup>3</sup>) [305-7] Monitoring of NO<sub>x</sub>, SO<sub>2</sub>, and Dust Emissions in 2025 (mg/m<sup>3</sup>)

Parameter	Baku Mutu Pemerintah* The Government's Quality Standard*	Hasil Pengukuran 2025 2025 Measurement Results
Kiln Dust Emission	75 mg/Nm <sup>3</sup>	19,99
Duration Out of Range	5,0%**	3,1
SO <sub>2</sub>	650 mg/Nm <sup>3</sup>	203,1
NO <sub>x</sub>	850 mg/Nm <sup>3</sup>	213,8

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 Kualitas Udara Ambien Ambient Air Quality Monitoring

Indocement secara berkala melakukan pemantauan kualitas udara ambien di wilayah sekitar operasional pabrik dan area pertambangan sebagai bagian dari upaya pengelolaan risiko terhadap kesehatan dan lingkungan. Pemantauan dilakukan di sejumlah titik representatif di desa-desa sekitar kompleks pabrik dan area tambang untuk memastikan bahwa aktivitas operasional Perseroan tidak menimbulkan dampak negatif terhadap kualitas udara. Pengukuran kualitas udara ambien dilaksanakan setiap enam bulan oleh laboratorium lingkungan yang telah terakreditasi. Parameter yang dipantau mencakup gas pencemar utama, yaitu SO<sub>2</sub>, CO, NO<sub>x</sub>, O<sub>3</sub>, hidrokarbon (HC), serta partikel debu dengan ukuran PM<sub>10</sub> dan PM<sub>2.5</sub>. Hasil pemantauan menunjukkan bahwa semua parameter uji di lokasi yang wajib dipantau memenuhi baku mutu udara ambien.

Indocement regularly monitors ambient air quality in the areas around its factories and mining operations as part of its health and environmental risk management efforts. Monitoring is conducted at several representative locations in villages around the factories and mining lands to ensure that the Company's operational activities do not negatively impact air quality. Ambient air quality measurements are conducted every six months by an accredited environmental laboratory. Monitored parameters include the main pollutant gases, namely SO<sub>2</sub>, CO, NO<sub>x</sub>, O<sub>3</sub>, hydrocarbons (HC), and dust particles in PM<sub>10</sub> and PM<sub>2.5</sub> sizes. The monitoring results indicate that all mandatory on-site test parameters meet ambient air quality standards.

## Pengendalian Emisi Suara Noise Emission Control

Sumber kebisingan di lingkungan operasional Indocement terutama berasal dari getaran peralatan produksi, mesin pabrik, dan sistem *belt conveyor* untuk pengangkutan material. Untuk mengurangi tingkat kebisingan, Perseroan menerapkan berbagai langkah mitigasi teknis dan administratif, termasuk penggantian *roller belt conveyor* dengan *green roller* berbahan teflon guna secara bertahap di beberapa kompleks pabrik. Pemantauan kebisingan dilakukan secara rutin menggunakan *sound level meter* serta pemeriksaan audiometri bagi karyawan yang berisiko terpapar.

Noise sources in Indocement's operational environment mainly come from vibrations from production equipment, factory machinery, and the belt conveyor system for material transportation. To reduce noise levels, the Company implements various technical and administrative mitigation measures, including gradual replacement of conveyor belt rollers with Teflon-coated green rollers in several factories. Noise monitoring is conducted routinely by using sound level meters and audiometric examinations for employees at risk of exposure.

Perseroan juga melindungi karyawan melalui pelatihan pengendalian kebisingan, pemasangan rambu peringatan di area bising, serta penyediaan alat pelindung diri seperti *ear plug* dan *earmuff* sesuai standar keselamatan kerja.

The Company also protects employees through noise control training, installation of warning signs in noisy areas, and provision of personal protective equipment such as earplugs and earmuffs in accordance with occupational safety standards.

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

Ambang Batas (dBA)* Threshold (dBA)*	Kompleks Pabrik   Factory								
	Citeureup			Cirebon			Tarjun		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
85	84,3	84,4	84,1	59,01	58,95	81,6	58,9	56,60	56,8

Keterangan | Note:

\* Berdasarkan Peraturan Menteri Tenaga Kerja Nomor 5 Tahun 2018 tentang K3 Lingkungan Kerja.  
 Based on the Regulation of the Minister of Manpower No. 5 of 2018 on OHS of Work Environment.

## Pengelolaan Air Water Management

### Pendekatan Manajemen [3-3] Management Approach

<b>Signifikansi Topik</b> Significance of the Topic	<p>Pengelolaan air menjadi aspek penting dalam operasional Perseroan, terutama untuk sistem pendinginan mesin dan peralatan produksi. Perseroan menerapkan sistem sirkulasi tertutup (<i>closed circuit</i>) sehingga air dapat digunakan kembali, sementara kebutuhan tambahan hanya untuk menggantikan kehilangan akibat penguapan. Pendekatan ini mendukung efisiensi penggunaan air dan meminimalkan pengambilan dari sumber eksternal.</p> <p>Water management becomes an important aspect of the Company's operations, particularly for the cooling systems of machinery and production equipment. The Company implements a closed-circuit system so that water can be reused, while additional water is required only to replace water losses due to evaporation. This approach supports efficient water use and minimizes withdrawals from external sources.</p>
<b>Komitmen dan Kebijakan</b> Commitments and Policies	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 Heidelberg Materials Group.</li> <li>• The WBCSD Pledge for Access to Safe Water, Sanitation, and Hygiene (WASH).</li> <li>• Peraturan Menteri Perindustrian Nomor 26 Tahun 2018 tentang Standar Industri Hijau untuk Industri Semen Portland.</li> <li>• Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.68/MenLHK/Setjen/Kum.1/8/2016 tentang Baku Mutu Air Limbah Domestik.</li> <li>• Heidelberg Materials Group Sustainability Commitment 2030.</li> <li>• The WBCSD Pledge for Access to Safe Water, Sanitation, and Hygiene (WASH).</li> <li>• Regulation of the Minister of Industry No. 26 of 2018 on Green Industry Standards for Portland Cement Industry.</li> <li>• Regulation of the Minister of Environment and Forestry No. P.68/MenLHK/Setjen/Kum.1/8/2016 on Domestic Wastewater Quality Standards.</li> </ul>
<b>Strategi Pencapaian</b> [403-7] Achievement Strategies	<ul style="list-style-type: none"> <li>• Menyusun rencana pengelolaan air yang mencakup seluruh kompleks pabrik.</li> <li>• Menjaga ketersediaan sumber air dengan membangun kolam pengendapan (embung) air hujan di sekitar lokasi kompleks pabrik.</li> <li>• Melakukan pemantauan secara rutin pelepasan efluen ke badan air.</li> <li>• Implementasi WASH Pledge.</li> <li>• Developing water management plan covering the entire factories.</li> <li>• Maintaining water availability by constructing rainwater sediment ponds around the factories.</li> <li>• Regularly monitoring effluent discharge into water bodies.</li> <li>• Implementation of WASH Pledge.</li> </ul>



<b>Pencapaian 2025</b> Achievements in 2025	<ul style="list-style-type: none"> <li>• Penggunaan air daur ulang (<i>recycled water</i>) sebesar 26.390.535 m<sup>3</sup> untuk proses produksi.</li> <li>• 4% efisiensi air pada kegiatan operasional dan domestik.</li> <li>• 0,24 m<sup>3</sup>/ton klinker intensitas air.</li> <li>• Using 26,390,535 m<sup>3</sup> of recycled water for production processes.</li> <li>• 4% water efficiency in operational and domestic activities.</li> <li>• 0.24 m<sup>3</sup>/tons clinker water intensity.</li> </ul>
<b>Evaluasi yang Dilakukan</b> Evaluation Conducted	<ul style="list-style-type: none"> <li>• Evaluasi penggunaan air dilakukan melalui <i>production meeting</i> setiap minggu.</li> <li>• Pelaporan kinerja pengelolaan air secara berkala dilaporkan kepada Plant/Division Manager setiap bulan.</li> <li>• Aspek pengelolaan dan efisiensi air di Indocement juga telah diaudit dengan level <i>limited assurance</i> sebagai bagian dari Heidelberg Materials.</li> <li>• Hasil evaluasi menjadi dasar dalam menjalankan <i>continuous improvement</i> pada aspek pengelolaan air.</li> <li>• Water use is evaluated through production meetings every week.</li> <li>• Periodic reporting of water management performance is submitted to the Plant/Division Manager every month.</li> <li>• The water management and efficiency aspects at Indocement have also been audited with a limited assurance level as part of the Heidelberg Materials.</li> <li>• The evaluation results serve as the basis for implementing continuous improvement in water management aspect.</li> </ul>
<b>Divisi yang Bertanggung Jawab</b> Responsible Division	Fungsi Utility Division yang bertanggung jawab langsung kepada Direktur Bidang Teknik. Utility Division functions that directly report to the Director of Engineering.

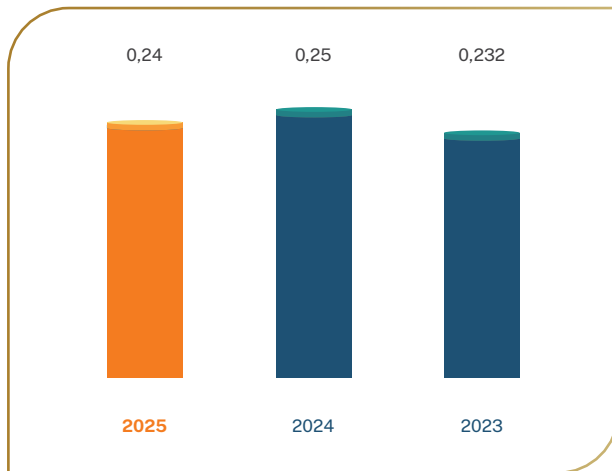
Perseroan menggunakan air untuk keperluan domestik, proses produksi semen, dan pendinginan mesin produksi. Pengelolaan air dilakukan secara terintegrasi di seluruh kompleks pabrik melalui rencana pengelolaan yang menetapkan target berkelanjutan serta mendorong kolaborasi dengan komunitas sekitar. Berdasarkan pemetaan risiko menggunakan Aqueduct Water Risk Atlas dari World Resources Institute, Perseroan mengidentifikasi tingkat risiko kekurangan air di setiap wilayah operasional sebagai dasar penentuan prioritas pengelolaan, serta bekerja sama dengan pihak ketiga independen untuk melakukan studi dan penilaian risiko guna memastikan pengambilan dan pembuangan air dilakukan secara bertanggung jawab. Selain itu, Perseroan juga menerapkan WASH Pledge dari World Business Council for Sustainable Development (WBCSD) sebagai komitmen mendukung TPB 6: Air Bersih dan Sanitasi Layak, melalui penyediaan akses air bersih, sanitasi, dan kebersihan di seluruh kompleks pabrik dan area tambang, yang dipantau melalui penilaian mandiri tahunan dan penggunaan *WASH Pledge Tool*. [303-1]

The Company uses water for domestic purposes, cement production processes, and production machine cooling. Water management is integrated throughout the factories through a management plan that sets sustainable targets and encourages collaboration with surrounding communities. Based on risk mapping using the Aqueduct Water Risk Atlas from the World Resources Institute, the Company identifies the level of risk of water shortages in each operational area as the basis for determining management priorities. It also collaborates with independent third parties to conduct risk studies and assessments to ensure responsible water withdrawal and disposal. Furthermore, the Company implements the World Business Council for Sustainable Development (WBCSD) WASH Pledge as the commitment to supporting SDG 6: Clean Water and Sanitation, by providing access to clean water, sanitation, and hygiene throughout the factories and mining area. This is monitored through annual self-assessments and the use of *WASH Pledge Tool*. [303-1]

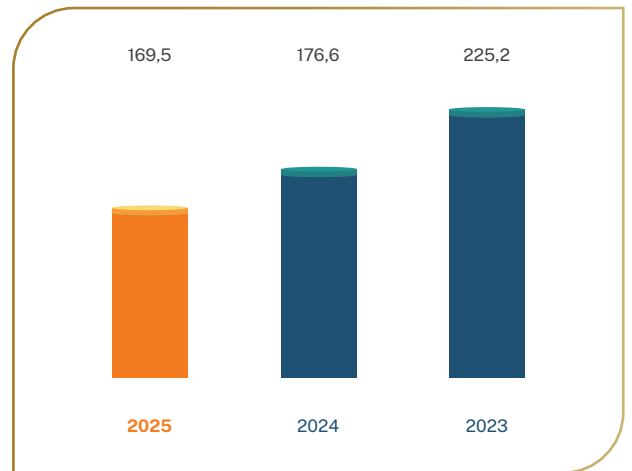
Selama 2025, total debit penarikan air mencapai 3.346.921 m<sup>3</sup> yang berasal dari air permukaan, air tanah, air hujan, dan PDAM. Guna memastikan pengambilan air tidak mengganggu kelestarian sumber air tanah dan air permukaan, seluruh kompleks pabrik telah memiliki Surat Izin Pengambilan dan Pemanfaatan Air (SIPPA). Sebagai bagian dari upaya konservasi dan efisiensi, Perseroan membangun kolam pengendapan (embung) air hujan di sekitar lokasi pabrik. Air hujan yang tertampung dimanfaatkan kembali untuk kebutuhan operasional, khususnya untuk pendinginan mesin dan boiler pembangkit listrik. Pada 2025, intensitas penggunaan air Perseroan tercatat sebesar 0,24 m<sup>3</sup>/ton klinker. [303-1]

In 2025, the total water withdrawals were 3,346,921 m<sup>3</sup>, sourced from surface water, groundwater, rainwater, and the Regional Water Company (PDAM). To ensure that water withdrawals do not disrupt the sustainability of groundwater and surface water sources, all factories have Water Withdrawal and Utilization Permits (SIPPA). As part of conservation and efficiency efforts, the Company builds rainwater sediment ponds around the factories. The collected rainwater is reused for operational needs, particularly for cooling machinery and power plant boilers. In 2025, the Company's water usage intensity was recorded at 0.24 m<sup>3</sup>/tons of clinker. [303-1]

**Intensitas Air (m<sup>3</sup>/ton klinker)**  
 Water Intensity (m<sup>3</sup>/tons of clinker)



**Intensitas Air (m<sup>3</sup>/Miliar Rupiah)**  
 Water Intensity (m<sup>3</sup>/Billion Rupiah)



**Jumlah Pemakaian Air (m<sup>3</sup>)** [303-3][303-5][EM-CM-140a.1]  
 Table of Water Usage (m<sup>3</sup>)

Kompleks Pabrik Factory	Sumber Air Water Source	2025	2024	2023
Citeureup	Air Permukaan Surface Water	1.233.806	1.569.670	2.352.422
	Air Tanah Groundwater	22.239	19.703	8.414
Cirebon	Air Permukaan Surface Water	860.570	771.003	865.535
	Air Hujan Rainwater	20.240	24.527	33.752
Tarjun	Air Permukaan Surface Water	378.126	378.595	438.857
Maros	Air Permukaan Surface Water	290.548	438.045	503.000



Kompleks Pabrik Factory	Sumber Air Water Source	2025	2024	2023
Grobogan	Air Hujan Rainwater	248.894	172.854	10.504
	PDAM	23.754	48.527	159
Banyuwangi	Air Tanah Groundwater	16.500	16.877	15.435
	PDAM	3.372	1.771	2.008
<b>Jumlah   Total</b>		<b>3.098.049</b>	<b>3.441.582</b>	<b>4.231.085</b>

### Jumlah Penarikan Air (Megaliter) [303-3] Total Water Withdrawals (Megaliters)

Debit Penarikan Air Water Withdrawal Volume	2025	2024	2023
<b>Penarikan Air Berdasarkan Sumber Penarikan</b> Water Withdrawal by Sources of Withdrawal			
<b>Air Permukaan</b> Surface Water			
<i>Freshwater (≤1,000 mg/L Total Dissolved Solids)</i>	3.032,16	3.270,74	4.023,4
<i>Air Lainnya (&gt;1,000 mg/L Total Dissolved Solids)</i> Other Water (>1,000 mg/L Total Dissolved Solids)	-	-	33,7
<b>Air Tanah</b> Groundwater			
<i>Freshwater (≤1,000 mg/L Total Dissolved Solids)</i>	38,74	36,58	95,1
<i>Air Lainnya (&gt;1,000 mg/L Total Dissolved Solids)</i> Other Water (>1,000 mg/L Total Dissolved Solids)	-	-	-
<b>Air Terproduksi</b> Produced Water			
<i>Freshwater (≤1,000 mg/L Total Dissolved Solids)</i>	-	-	-
<i>Air Lainnya (&gt;1,000 mg/L Total Dissolved Solids)</i> Other Water (>1,000 mg/L Total Dissolved Solids)	-	-	-
<b>Total Penarikan Air oleh Pihak Ketiga Berdasarkan Sumber Penarikan</b> Total Water Withdrawal by Third Parties by Withdrawal Sources			
Total Penarikan Air Total Water Withdrawal	27,13	50,31	-
<b>Air Permukaan (Total) + Air Tanah (Total) + Air Terproduksi (Total) + Air Pihak Ketiga (Total)</b> Surface Water (Total) + Groundwater (Total) + Produced Water (Total) + Third-Party Water (Total)	<b>3.346,92</b>	<b>3.703,33</b>	<b>4.152,2</b>

**Jumlah Pelepasan Air (Megaliter) [303-4]**  
 Total Water Discharge (Megaliters)

Debit Pelepasan Air Discharge Water Volume	2025	2024	2023
<b>Pelepasan Air Berdasarkan Tujuan</b> Water Discharge by Types of Destination			
Air Permukaan Surface Water	41,12	95,55	188,5
Air Tanah Groundwater	-	-	-
Air Laut Seawater	-	-	-
Air dari Pihak Ketiga Third-party Water	-	-	210,2
Air dari Pihak Ketiga yang Dikirim untuk Digunakan Organisasi Lain Third-Party Water Sent to be Used by Other Organizations	207,75	167,36	-
<b>Total Pelepasan Air</b> Total Water Discharge	<b>248,87</b>	<b>262,90</b>	<b>384,5</b>
<b>Pelepasan Air Berdasarkan Freshwater dan Air Lainnya</b> Water Discharge by Freshwater and Other Water			
Freshwater ( $\leq 1,000$ mg/L Total Dissolved Solids)	-	232,52	188,5
Air Lainnya ( $> 1,000$ mg/L Total Dissolved Solids) Other Water ( $> 1,000$ mg/L Total Dissolved Solids)	-	30,38	-

**Konsumsi Air (Megaliter) [F.8][303-5]**  
 Water Consumption (Megaliters)



2025

3.098,00

2024

3.441,58



# Pengelolaan Air Limbah (Efluen)

## Effluent Management

“ Pada 2025, 2.100 kepala keluarga di sekitar kompleks pabrik telah memanfaatkan air dari embung untuk kegiatan rumah tangga sehari-hari. [303-1]

In 2025, a total of 2,100 households around the factories utilized the sediment pond water for daily household activities.



Untuk memastikan pengelolaan efluen yang bertanggung jawab, Perseroan memantau kualitas air limbah secara berkala serta mengelola limpasan guna mencegah pencemaran dan akumulasi nutrisi pada badan air sekitar. Seluruh efluen operasional diolah melalui Instalasi Pengolahan Air Limbah (IPAL) milik sendiri dan *wastewater garden* untuk efluen domestik di kompleks pabrik. Kualitas efluen dipantau secara ketat melalui pengujian bulanan oleh laboratorium eksternal terakreditasi Komite Akreditasi Nasional (KAN) yang dilaporkan kepada Dinas Lingkungan Hidup setempat di Kabupaten Bogor, Cirebon, dan Kotabaru. Pemantauan juga didukung pemantauan kualitas air di hulu dan hilir sungai penerima seperti Sungai Cileungsi, Sungai Kalen Jaya, dan Sungai Kali Asin. Sepanjang 2025, total volume efluen yang dilepaskan dari Kompleks Pabrik Tarjun, Cirebon, dan Citeureup mencapai 46,22 megaliter. [F.13][F.14][303-1][303-2]

To ensure a responsible effluent management, the Company regularly monitors wastewater quality and manages runoff to prevent pollution and nutrient accumulation in surrounding water bodies. All operational effluent is treated through a proprietary Wastewater Treatment Plant (WWTP) and a wastewater garden for domestic effluent within the factories. Effluent quality is strictly monitored through monthly testing by an external laboratory accredited by the National Accreditation Committee (KAN), which is reported to the local Environmental Services Offices in Bogor, Cirebon, and Kotabaru Regencies. Monitoring is also supported by water quality monitoring in the upstream and downstream receiving rivers, such as Cileungsi River, Kalen Jaya River, and Kali Asin River. Throughout 2025, the total volume of effluent released from Tarjun, Cirebon, and Citeureup Factories reached 46.22 megaliters. [F.13][F.14][303-1][303-2]

### Pengukuran Kualitas Air Limbah Domestik

#### Domestic Wastewater Quality Measurement

50,0	Parameter	Satuan Unit	Baku Mutu Quality Standard	Nilai Tertinggi Highest Level		
				2025	2024	2023
Citeureup	Derajat Keasaman Acidity Degree	pH	6-9	8,78	8,86	8,88
	BOD	mg/lt	30	25,29	24,79	25,2
	COD	mg/lt	100	90,3	64,9	94,8
	TSS	mg/lt	30	27	25	28
	Minyak dan Lemak Oil and Grease	mg/lt	5	1,05	1,2	1,2
	Ammonia (NH <sub>3</sub> -N)	mg/lt	10	9,14	9,73	4,78
	Total Coliform	mg/lt	3.000	2.800	2.800	2.800

**Menguatkan Kinerja Ramah Lingkungan Menuju Lingkungan Lestari**  
**Strengthening Environmentally Friendly Performance Towards a Sustainable Environment**

50,0	Parameter	Satuan Unit	Baku Mutu Quality Standard	Nilai Tertinggi Highest Level		
				2025	2024	2023
Cirebon	Derajat Keasaman Acidity Degree	pH	6-9	7,75	7,72	8,78
	BOD	mg/lt	30	11,9	22,1	20,1
	COD	mg/lt	100	55,13	62,72	61,28
	TSS	mg/lt	30	24	23	18,00
	Minyak dan Lemak Oil and Grease	mg/lt	5	3	3	3
	Ammonia (NH <sub>3</sub> -N)	mg/lt	10	3,05	1,76	2,82
	Total Coliform	mg/lt	3.000	920	920	560
Tarjun	Derajat Keasaman Acidity Degree	pH	6-9	7,8	7,25	8,8
	BOD	mg/lt	30	2,58	3,26	10,7
	COD	mg/lt	100	8,2	9,25	26,7
	TSS	mg/lt	30	8	7,25	13
	Minyak dan Lemak Oil and Grease	mg/lt	5	0,24	0,15	1,4
	Ammonia (NH <sub>3</sub> -N)	mg/lt	10	0,013	0,04	0,15
	Total Coliform	mg/lt	3.000	2.400	574,42	1.700
Maros	Derajat Keasaman Acidity Degree	pH	6-9	8,4	7	7,6
	BOD	mg/lt	30	16,1	14,3	13,4
	COD	mg/lt	100	71,3	50,0	41,7
	TSS	mg/lt	30	18	12	13
	Minyak dan Lemak Oil and Grease	mg/lt	5	1	0,5	0,6
	Ammonia (NH <sub>3</sub> -N)	mg/lt	10	4,38	2,63	0,18
	Total Coliform	mg/lt	3.000	280	212	160
Grobogan	Derajat Keasaman Acidity Degree	pH	6-9	8,43	7,58	N/A
	BOD	mg/lt	30	4	5	N/A
	COD	mg/lt	100	16	225	N/A
	TSS	mg/lt	30	13	16	N/A
	Minyak dan Lemak Oil and Grease	mg/lt	5	4,99	2	N/A
	Ammonia (NH <sub>3</sub> -N)	mg/lt	10	0,04	3,93	N/A
	Total Coliform	mg/lt	3.000	2.801	2.250	N/A

**Keterangan | Note:**

Baku mutu kualitas air limbah domestik berdasarkan Peraturan Menteri Lingkungan Hidup Nomor 11 Tahun 2025 tentang Baku Mutu Air Limbah dan Standar Teknologi Pengolahan Air Limbah untuk Air Limbah Domestik.  
 Domestic wastewater quality standards are based on Minister of Environment Regulation No. 11 of 2025 on Wastewater Quality Standards and Wastewater Treatment Technology Standards for Domestic Wastewater.



Selama 2025, Perseroan menjalankan berbagai program efisiensi air, antara lain optimalisasi suhu gas panas menuju *raw mill* di *plant*, pemanfaatan air buangan dari lumpur *clarifier*, optimalisasi *glue mixer* pada Divisi Paper Bag, serta pembersihan Telaga Remis. Selain itu, Perseroan juga menurunkan beban pencemar melalui pemanfaatan limbah batu alam, mengurangi penggunaan air permukaan dengan memanfaatkan air sisa proses produksi di *Water Treatment Plant* Cantung, melakukan modifikasi *pipeline* proses pembuatan air bersih, serta memanfaatkan embung waduk di Desa Langadai, Tarjun, Kalimantan Selatan.

Throughout 2025, the Company implemented various water efficiency programs, including optimizing the temperature of hot gas flowing to the raw mill at the plant, utilizing wastewater from the clarifier sludge, optimizing the glue mixer in Paper Bag Division, and cleaning Telaga Remis. Furthermore, the Company also reduced pollution load by utilizing natural stone waste, reducing surface water use by utilizing wastewater from Cantung Water Treatment Plant, modifying the clean water production pipeline, and utilizing the sediment ponds in Langadai Village, Tarjun, South Kalimantan.

**Ketersediaan Air Tahun 2025 di Kompleks Pabrik melalui Kolam Endapan (m<sup>3</sup>)**  
**Water Availability in 2025 at Factories through Sedimentation Ponds (m<sup>3</sup>)**

Kompleks Pabrik Citeureup Citeureup Factory		Kompleks Pabrik Cirebon Cirebon Factory	Kompleks Pabrik Tarjun Tarjun Factory
Tanah Liat Clay	Batu Kapur Limestone		
223.800	479.100	220.000	64.644



**Indocement menyelenggarakan *Green Photo Hunting Challenge* sebagai bagian dari perayaan HUT ke-50, mengajak peserta mendokumentasikan keanekaragaman hayati area operasional.**  
 Indocement is organizing the Green Photo Hunting Challenge as part of its 50<sup>th</sup> Anniversary celebration, inviting participants to document biodiversity across its operational areas.

# Material Ramah Lingkungan [F.5]

## Environmentally Friendly Materials

Indocement mengembangkan produk semen yang lebih ramah lingkungan dengan menurunkan faktor klinker melalui pemanfaatan *fly ash* dan *ground granulated blast furnace slag* (GBFS) sebagai bahan substitusi. Upaya ini mengurangi penggunaan material tidak terbarukan sekaligus menurunkan intensitas emisi karbon produk. Sejalan dengan strategi tersebut, Perseroan menghadirkan berbagai jenis semen rendah karbon, seperti *portland composite cement* yang memberikan pengurangan emisi CO<sub>2</sub> signifikan untuk proyek konstruksi berskala besar, serta semen hidraulik yang dirancang untuk kebutuhan infrastruktur berat dengan daya tahan unggul guna mendukung keberlanjutan jangka panjang.

Indocement develops more environmentally friendly cement products by reducing clinker factor through the use of fly ash and ground granulated blast furnace slag (GBFS) as substitute materials. This effort reduces the use of non-renewable materials while lowering the product's carbon emission intensity. In line with this strategy, the Company offers various types of low-carbon cement, such as portland composite cement, which provides significant CO<sub>2</sub> emission reductions for large-scale construction projects, and hydraulic cement, designed for heavy infrastructure needs with excellent durability to support long-term sustainability.

### Produk Ramah Lingkungan Environmentally Friendly Products

Uraian Description	Semen Portland Komposit Portland Composite Cement	Semen Slag Slag Cement	Semen Hidraulik Hydraulic Cement
Rasio Klinker Clinker Ratio	61%–62% dengan SNI terbaru mencapai 55% with the latest SNI reaching 55%	45%–50%	75%–78%
Pengurangan CO <sub>2</sub> CO <sub>2</sub> Reduction	30%–35%	50%–55%	10%–15%
Karakteristik Characteristics	Didistribusikan dalam kantong Distributed in bags	<ul style="list-style-type: none"> <li>• Didistribusikan dalam curah.</li> <li>• Hidrasi panas rendah, tahan sulfat, ketahanan tinggi dan periode pertumbuhan kompresi yang lebih lama.</li> <li>• Cocok untuk proyek beton massa, bendungan dan dermaga. Saat ini digunakan dalam pengembangan Pelabuhan Patimban.</li> <li>• Distributed in bulk.</li> <li>• Low heat of hydration, sulfate resistance, high durability, and a longer compression growth period.</li> <li>• Suitable for mass concrete projects, dams, and docks. Currently used in the development of Patimban Port.</li> </ul>	<ul style="list-style-type: none"> <li>• Didistribusikan dalam curah.</li> <li>• Kekuatan lebih baik dibandingkan OPC dengan daya tahan luar biasa dibandingkan OPC.</li> <li>• Untuk infrastruktur, gedung bertingkat, dan industri <i>precast</i>.</li> <li>• Distributed in bulk.</li> <li>• Excellent strength compared to OPC with exceptional durability.</li> <li>• For infrastructure, high-rise buildings, and precast industry.</li> </ul>



# Menerapkan Ekonomi Sirkular [F.14][306-1][306-2]

## Implementing a Circular Economy

### Pendekatan Manajemen [3-3]

#### Management Approach






<b>Signifikansi Topik</b> Significance of the Topic	<p>Penerapan ekonomi sirkular menjadi aspek material karena mendukung optimalisasi pemanfaatan limbah sebagai bahan bakar dan bahan baku alternatif, sehingga mengurangi ketergantungan terhadap sumber daya tidak terbarukan dan menurunkan emisi karbon.</p> <p>The implementation of circular economy serves as a material aspect as it supports the optimization of waste utilization as fuel and alternative raw materials, thereby reducing dependence on non-renewable resources and lowering carbon emissions.</p>
<b>Komitmen dan Kebijakan</b> Commitments and Policies	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 Heidelberg Materials.</li> <li>• Peraturan Pemerintah Republik Indonesia Nomor 101 Tahun 2014 tentang Pengelolaan Limbah B3.</li> <li>• ISO 14001:2015 Sistem Manajemen Lingkungan.</li> <li>• Komitmen Pengelolaan Limbah melalui Kebijakan Pengelolaan Limbah yang ditetapkan oleh Direktur Utama pada 9 September 2019.</li> <li>• Izin Pengelolaan Limbah dari Kementerian Lingkungan Hidup.</li> <li>• Heidelberg Materials Sustainability Commitment 2030.</li> <li>• Government Regulation of the Republic of Indonesia No. 101 of 2014 on Hazardous and Toxic Waste Management.</li> <li>• ISO 14001:2015 Environmental Management System.</li> <li>• Commitment to Waste Management through the Policy on Waste Management established by the President Director on 9 September 2019.</li> <li>• Permission on Waste Management from the Ministry of Environment.</li> </ul>
<b>Target</b>	<p>Meningkatkan pemanfaatan limbah sebagai substitusi bahan bakar dan bahan baku alternatif secara bertahap hingga mencapai target 2030 sebesar 42%, serta meminimalkan timbulan limbah yang tidak termanfaatkan.</p> <p>Increasing the utilization of waste as a substitute for fuel and alternative raw materials gradually to reach the 2030 target of 42%, while minimizing the generation of unused waste.</p>
<b>Strategi Pencapaian Kinerja 2025</b> <span style="float: right;">[403-7]</span> Performance Achievement Strategy in 2025	<ul style="list-style-type: none"> <li>• Mengoptimalkan pemanfaatan energi alternatif dari limbah dengan memanfaatkan sampah atau limbah domestik sebagai RDF.</li> <li>• Mengoperasikan dan mengoptimalkan pemanfaatan energi surya di Kompleks Pabrik Citeureup dan Tarjun sebagai bagian dari upaya efisiensi energi dan pengurangan ketergantungan pada bahan bakar fosil.</li> <li>• Menggunakan lebih banyak bahan baku alternatif sebagai pengganti klinker dalam proses produksi untuk menjaga konservasi energi.</li> <li>• Optimizing the use of alternative energy from waste by utilizing domestic waste as RDF.</li> <li>• Operating and optimizing solar energy utilization at Citeureup and Tarjun Factories as part of energy efficiency efforts and reducing dependence on fossil fuels.</li> <li>• Using more alternative raw materials as a substitute for clinker in the production process to maintain energy conservation.</li> </ul>
<b>Pencapaian 2025</b> Achievements in 2025	<ul style="list-style-type: none"> <li>• 99,3% pemanfaatan limbah B3 internal.</li> <li>• 4,7% bahan baku alternatif pengganti klinker di semen.</li> <li>• 92,3% pemanfaatan limbah non-B3 internal.</li> <li>• 29% pemanfaatan limbah untuk mensubstitusi kebutuhan bahan bakar.</li> <li>• 2,2% pemanfaatan limbah mensubstitusi kebutuhan bahan baku alternatif.</li> <li>• 99,3% utilization of internal hazardous and toxic waste.</li> <li>• 4,7% of alternative raw materials as a substitute for clinker in cement.</li> <li>• 92,3% utilization of internal non-hazardous and toxic waste.</li> <li>• 29% utilization of waste to substitute fuel needs.</li> <li>• 2.2% utilization of waste to substitute the need for alternative raw materials.</li> </ul>

<p><b>Evaluasi yang Dilakukan</b> Evaluation Conducted</p>	<ul style="list-style-type: none"> <li>• Pengawasan dan evaluasi rutin terhadap pengelolaan limbah, baik dari sumber internal maupun eksternal, dilakukan oleh Fungsi Procurement &amp; AFAM yang bertanggung jawab langsung kepada Direksi.</li> <li>• Data terkait timbulan sampah dan hasil pemantauan disampaikan setiap bulan melalui Departemen Lingkungan dan Departemen HRGA.</li> <li>• Pelaporan eksternal mengenai pengelolaan limbah dilakukan melalui Sistem Pelaporan Elektronik (SISPEK) milik Kementerian Lingkungan Hidup (KLH). Aspek pendapatan berkelanjutan yang dihasilkan dari pendekatan sirkularitas dan produk rendah karbon telah melalui proses audit dengan tingkat <i>reasonable assurance</i> sebagai bagian dari Heidelberg Materials.</li> <li>• Periodic monitoring and evaluation of waste management, both from internal and external sources, are carried out by the Procurement &amp; AFAM Function, which reports directly to the Board of Directors.</li> <li>• Data related to waste generation and monitoring results are submitted monthly through the Department of Environment and the Department of HRGA.</li> <li>• External reporting on waste management is carried out through the Electronic Reporting System (SISPEK) owned by the Ministry of Environment (KLH). The aspect of sustainable income generated from circularity approach and low-carbon products has gone through audit process with the level of reasonable assurance as part of Heidelberg Materials.</li> </ul>
<p><b>Divisi yang Bertanggung Jawab</b> Responsible Division</p>	<p>Fungsi Procurement &amp; AFAM dan Departemen Lingkungan dan Departemen HRGA.                  The Procurement &amp; AFAM Function, along with the Environmental Department and HRGA Department.</p>

Indocement menerapkan 5R, yaitu *Reduce, Reuse, Recycle, Repair, dan Recovery*, sebagai pendekatan utama dalam pengelolaan limbah pada setiap tahap proses produksi. Penerapan konsep ini bertujuan untuk meminimalkan timbulan limbah sejak dari sumbernya, meningkatkan pemanfaatan kembali material, serta mengurangi residu limbah yang berpotensi mencemari lingkungan.

Indocement implements the 5Rs—Reduce, Reuse, Recycle, Repair, and Recovery—as its primary approach to waste management at every stage of the production process. This concept aims to minimize waste generation at the source, increase material reuse, and reduce waste residues that have the potential to pollute the environment.

**Praktik 5R Indocement**  
Indocement 5R Practice

 <p><b>Reduce</b></p> <p>Mengurangi jumlah limbah B3 dan non-B3 dengan target setiap tahun sebesar 2% dari tahun sebelumnya.                  Reduce the amount of hazardous and non-hazardous waste with an annual target of 2% compared to the previous year.</p>	 <p><b>Reuse</b></p> <p>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 hazardous and non-hazardous waste for the same or other purposes, without any additional chemical, physical, as well as biological processes, and/or thermal process.</p>	 <p><b>Recycle</b></p> <p>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 hazardous and non-hazardous waste through additional chemical, physical, as well as biological processes, and/or thermal to become other objects.</p>	 <p><b>Repair</b></p> <p>Memperbaiki hanya pada bagian mesin atau motor listrik yang rusak.                  Repair only the parts of the engine or electric motor that is damaged.</p>	 <p><b>Recovery</b></p> <p>Memperoleh kembali komponen-komponen yang bermanfaat dari limbah B3 dan non-B3.                  Recover useful components from hazardous and non-hazardous waste.</p>
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## Pemanfaatan Limbah dengan Pendekatan Ekonomi Sirkular pada Proses Produksi Utilization of Waste with Circular Economy Approach in the Production Process



Untuk mengurangi emisi gas rumah kaca dan meningkatkan ketahanan energi operasional, Indocement mengoptimalkan penggunaan bahan baku dan bahan bakar alternatif dalam proses produksi secara terintegrasi melalui penggilingan di *raw mill* dan *cement mill*. Perseroan juga memperkuat transisi energi melalui investasi Rp353 miliar untuk pembangunan fasilitas RDF yang mendukung pengurangan penggunaan bahan bakar fosil sekaligus pengelolaan sampah perkotaan secara berkelanjutan. Selama 2025, sebanyak 162.209 ton RDF dimanfaatkan sebagai pengganti batu bara di seluruh kompleks pabrik, didukung pembangunan infrastruktur seperti akses jalan ke pabrik, fasilitas *feeding* RDF di Plant 14, fasilitas *shredder* dan *mixing*, serta *hotdisc facility* di Plant 11 untuk memastikan pemanfaatannya berjalan aman, efisien, dan berkelanjutan.

Hingga 2025, Indocement telah memiliki nota kesepahaman dan kontrak kerja sama pengadaan RDF dengan sejumlah pihak; 14 mitra utama di antaranya berpotensi memasok hingga 1 juta ton RDF per tahun.

To reduce greenhouse gas emissions and improve operational energy resilience, Indocement optimizes the use of raw materials and alternative fuels in its integrated production process through grinding at the raw mill and cement mill. The Company also strengthens the energy transition by investing Rp353 billion in the construction of RDF facilities that support the reduction of fossil fuel use and sustainable management of urban waste. Throughout 2025, a total of 162.209 tons of RDF were used as a coal substitute throughout the factories, supported by infrastructure development such as factory access roads, an RDF feeding facility at Plant 14, a shredder and mixing facility, and a hot disc facility at Plant 11 to ensure safe, efficient, and sustainable utilization.

Until 2025, Indocement had memorandums of understanding and cooperation contracts for RDF procurement with several parties; 14 of these key partners have the potential to supply up to 1 million tons of RDF per year.



**Pada Desember 2025, Indocement menandatangani Perjanjian Jual Beli RDF dengan Unit Pengelola Sampah Terpadu (UPST) Dinas Lingkungan Hidup DKI Jakarta untuk memanfaatkan RDF dari Plant Rorotan sebagai bahan bakar alternatif dalam produksi semen, sekaligus mendukung pengelolaan sampah perkotaan secara berkelanjutan.**

In December 2025, Indocement signed an RDF Sales and Purchase Agreement with the Integrated Waste Management Unit (UPST) of the Jakarta Environmental Agency to utilize RDF from Rorotan Plant as an alternative fuel in cement production, while simultaneously supporting sustainable urban waste management.



**Pada 2025, Indocement meraih Penghargaan Platinum kategori Efisiensi Energi pada Circular Economy & Sustainability Awards (CESA) 2025 yang diselenggarakan Corporate Forum for CSR Development (CFCD) melalui program *Circular Energy Transformation*, yang dinilai unggul dalam penerapan ekonomi sirkular melalui efisiensi energi, pengurangan emisi karbon, dan pemanfaatan bahan bakar alternatif.**

In 2025, Indocement received the Platinum Award in the Energy Efficiency category at the 2025 Circular Economy & Sustainability Awards (CESA), held by the Corporate Forum for CSR Development (CFCD) through its Circular Energy Transformation program, recognized for its excellence in implementing a circular economy through energy efficiency, carbon emission reduction, and the use of alternative fuels.



**Sejak November 2025, Kompleks Pabrik Tarjun Indocement menerima pengiriman perdana 10 ton RDF dari TPS 3R KSM Lestari Martapura, Kabupaten Banjar, sebagai bagian dari kerja sama dengan Pemerintah Kabupaten Banjar, Pemerintah Provinsi Kalimantan Selatan, dan KLH/BPLH untuk mendorong pengelolaan sampah berkelanjutan.**

In November 2025, Indocement's Tarjun Factory received its first shipment of 10 tons of RDF from the Reuse-Reduce-Recycle Waste Management Site (TPS 3R) of KSM Lestari Martapura, Banjar Regency, as part of a collaboration with Banjar Regency Government, the South Kalimantan Provincial Government, and the Ministry of Environment/BPLH to promote sustainable waste management.

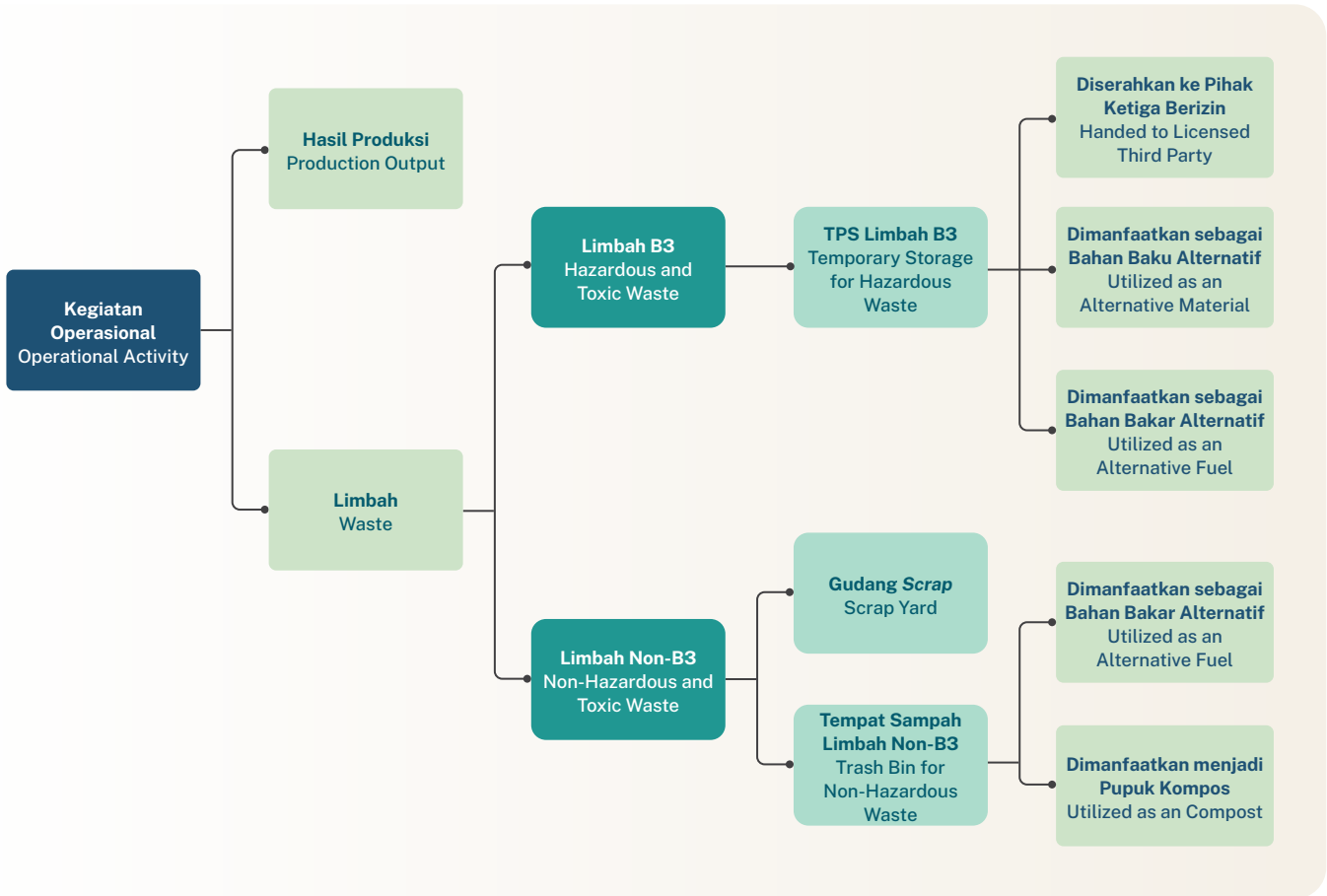
## **Pengelolaan Limbah** [F.14][3-3][306-1][306-2] **Waste Management**

Indocement mengelola timbulan limbah secara terintegrasi melalui pengelolaan internal dan kerja sama dengan pihak ketiga yang berizin, yang dipantau secara berkala oleh Fungsi Procurement & Asset and Facilities Asset Management (AFAM). Pengelolaan limbah B3 dan non-B3 secara internal dilaksanakan sesuai izin dari Kementerian Lingkungan Hidup dan Kehutanan serta peraturan perundang-undangan yang berlaku. Sebagai bagian dari sistem pengendalian lingkungan, Perseroan memiliki tempat penyimpanan sementara (TPS) limbah B3 yang berizin. Seluruh tahapan pengelolaan limbah B3, mulai dari penyimpanan hingga pengangkutan, dilakukan secara terstandar di seluruh kompleks pabrik, dengan pengolahan lanjutan oleh pihak ketiga berizin bila diperlukan.

Indocement manages waste generation in an integrated manner through internal management and collaboration with licensed third parties, which is regularly monitored by the Procurement & Asset and Facilities Asset Management (AFAM) Function. Internal management of hazardous and non-hazardous waste is carried out in accordance with permits from the Ministry of Environment and Forestry and applicable laws and regulations. As part of its environmental control system, the Company maintains a licensed Waste Management Site (TPS) for hazardous and non-hazardous waste. All stages of hazardous and non-hazardous waste management, from storage to transportation, are standardized throughout the factories, with further processing by licensed third parties when necessary.



## Alur Pengelolaan Limbah Waste Management Flow



### Pengelolaan Limbah

Perseroan menyadari hasil dari kegiatan operasional menghasilkan timbulan limbah padat dan limbah cair yang tergolong sebagai limbah B3 dan limbah non-B3. Limbah B3 yaitu minyak pelumas bekas, kain majun bekas yang terkontaminasi oli, kemasan bekas B3, *sludge* IPAL, refraktori bekas dan limbah elektronik berasal dari aktivitas pemeliharaan mesin pabrik, aktivitas IPAL, serta insulasi dinding tanur putar dan penerangan pabrik. Adapun limbah non-B3 berupa timbulan padatan sampah yang berasal dari kegiatan.

### Waste Management

The Company realizes that its operational activities generate solid and liquid waste, classified as hazardous and non-hazardous waste. Hazardous wastes, which are used lubricating oil, used rags contaminated with oil, used hazardous packaging, WWTP sludge, used refractories and electronic waste originate from factory machine maintenance activities, WWTP activities, as well as rotary kiln wall insulation and factory lighting. Non-hazardous waste consists of solid waste generated from these activities.

**59.824** ton | tons  
Jumlah Limbah B3  
Total Hazardous Waste

**1.115,94** ton | tons  
Jumlah Limbah Non-B3  
Total Non-hazardous Waste



**59.408,5** ton | tons  
Jumlah Limbah B3  
Total Hazardous Waste

**1.030,49** ton | tons  
Jumlah Limbah Non-B3  
Total Non-hazardous Waste

**99,3%**

**92,3%**

**Limbah B3 (Ton)** [F.13][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 untuk Bahan Bakar Alternatif Utilized as Alternative Fuel			Diserahkan ke Pihak Ketiga Transported to Third Party		
	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023
Citeureup	1.806	2.246	3.573	0	0	0	1.478	1.808	3.346	328	438	227
Cirebon	557,8	556	11.001	39,7	187	1	499,9	348	10.949	18,2	21,2	51
Tarjun	35.241	23.029	7.528	2,6	0	5	35.235	23.029	7.514	3,4	0	9
Maros	22.192	283	636	0,3	0	243	22.189	277	389	2,28	6	4
Grobogan	27,2	183	0	0	0	0	6,6	170	0	20,6	13	0
<b>Jumlah Total</b>	<b>59.824</b>	<b>26.297</b>	<b>22.738</b>	<b>42,6</b>	<b>187</b>	<b>1.014</b>	<b>59.408,5</b>	<b>25.632</b>	<b>22.198</b>	<b>372,4</b>	<b>478</b>	<b>291</b>

**Limbah Non-B3 (Ton)** [F.13][306-3][306-4][306-5][EM-CM-150a.1]  
Non-hazardous and Toxic Waste (Tons)

Kompleks Pabrik Factory	Jumlah Limbah Dihasilkan Waste Generated			Pengelolaan Management								
				Disimpan Stored			Dimanfaatkan sebagai Pupuk Kompos atau Bahan Bakar Alternatif Utilized as Compost or Alternative Fuel			Diserahkan ke Pihak Ketiga Transported to Third Party		
	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023
Citeureup	514,6	559	697	0	0	0	514,61	559	697	0	0	0
Cirebon	324,5	371	164,22	0	0	0	306,9	372	164,22	17,6	0	0
Tarjun	189,4	87	283,71	0	0	0	189,4	87	283,71	0	0	0
Maros	19,6	16	N/A	0	N/A	N/A	19,6	16	N/A	0	0	N/A
Grobogan	67,8	91	N/A	0	N/A	N/A	0	0	N/A	67,8	0	N/A
<b>Jumlah Total</b>	<b>1.115,9</b>	<b>1.125</b>	<b>1.145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.030,5</b>	<b>1.034</b>	<b>1.145</b>	<b>85,4</b>	<b>91</b>	<b>0</b>



## Pemanfaatan Limbah B3 sebagai Bahan Bakar Alternatif (Ton) [F.13][306-4] Utilization of Hazardous and Toxic Waste as Alternative Fuel (Tons)

Kompleks Pabrik Factory	2025	2024	2023
Citeureup	33.753	39.198	47.236
Cirebon	0	0	290
Tarjun	12.042	13.144	3.609
Maros	29	35	2
Grobogan	0	0	0
<b>Jumlah Total</b>	<b>45.824</b>	<b>51.574</b>	<b>51.138</b>

Keterangan | Note:

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

Hazardous and toxic (B3) wastes include *Sludge Oil, Sloop Oil, Waste Fuel, Paint, and High Carbon*.

## Pemanfaatan Limbah Non-B3 sebagai Bahan Bakar Alternatif (Ton) [F.13][306-4] Utilization of Non-Hazardous and Toxic Waste as Alternative Fuels (Tons)

Sumber Limbah Sources of Waste	2025	2024	2023
<b>Bahan Bakar Alternatif dari Limbah Biomassa</b> Alternative Fuel from Biomass			
Cangkang Kopi dan Kelapa Sawit Coffee and Palm Kernel Shell	78	1.315	8.668
Sekam Padi Rice Husk	564.806	285.146	203.167
Serbuk Kayu dan Gergaji Saw Dust and Woods Chip	70.530	188.058	167.928
Kertas dan Karton Paper dan Cardboard	140	110	260
Bonggol Jagung Corn Cob	26.914	13.636	1.018
Biomassa Biomass	10.226	21.472	0
<b>Bahan Bakar Alternatif dari Limbah Lainnya</b> Alternative Fuel from Other Waste Sources			
Ban Bekas Scrap Tire	19.511	14.570	19.725
Plastik Plastic	35.456	27.454	36.798
Tekstil Textile	2.025	1.575	1.588
Sampah Rumah Tangga Municipal Waste	162.209	69.204	15.080
Lainnya Others	141.094	139.191	165.387
<b>Jumlah Total</b>	<b>1.032.988</b>	<b>761.729</b>	<b>619.619</b>

Keterangan | Note:

Jumlah penggunaan limbah sebagai bahan bakar alternatif dilaporkan sebagai "*as fired basis*" atau dalam kondisi ketika diumpankan ke sistem pembakaran.

The amount of waste used as an alternative fuel is reported "*as fired basis*" or in the condition when it is fed to the combustion system.

# Melindungi Keanekaragaman Hayati

## Protecting Biodiversity

### Pendekatan Manajemen [3-3] Management Approach

<p><b>Signifikansi Topik</b> Significance of the Topic</p>	<p>Kegiatan penambangan bahan baku semen berpotensi menurunkan nilai keanekaragaman hayati serta mengubah karakteristik lanskap. Indocement melaksanakan rencana pasca-tambang yang telah disetujui oleh pemerintah, dengan fokus pada pemulihan fungsi ekologis lahan serta peningkatan keanekaragaman hayati di area bekas tambang.</p> <p>Mining for cement raw materials has the potential to reduce biodiversity and alter landscape characteristics. Indocement carries out a government-approved post-mining plan, focusing on restoring the ecological function of the land and enhancing biodiversity in former mining areas.</p>
<p><b>Komitmen dan Kebijakan</b> [101-1][101-3] Commitments and Policies</p>	<ul style="list-style-type: none"> <li>• Sustainability Commitment 2030 HeidelbergCement Group.</li> <li>• Peraturan Menteri ESDM Nomor 26 Tahun 2018 dan Nomor 7 Tahun 2014.</li> <li>• Dokumen Lingkungan, seperti AMDAL, RKL/RPL, dan RKAB.</li> <li>• Dokumen Rencana Reklamasi.</li> <li>• Kebijakan terkait Tata Guna Lahan dan Keanekaragaman Hayati Indocement (Dokumen Nomor P12/GMOSML/08 dan secara efektif digunakan sejak 5 Juli 2017).</li> <li>• HeidelbergCement Group Sustainability Commitment 2030.</li> <li>• The Minister of Energy and Mineral Resources Regulation No. 26 of 2018 and No. 7 of 2014.</li> <li>• Environmental Documents, such as AMDAL, RKL/RPL, and RKAB.</li> <li>• Reclamation Plan Documents.</li> <li>• Policies related to Indocement's Land Use and Biodiversity (Document No. P12/GMOSML/08 and effectively enforced since 5 July 2017).</li> </ul>
<p><b>Target 2030</b> 2030 Target</p>	<ul style="list-style-type: none"> <li>• 100% site telah memenuhi standar minimal reklamasi sesuai HC Quarry After-use Guideline, dengan persyaratan utama melampaui kepatuhan hukum Pemerintah dan telah mencakup langkah-langkah mitigasi dan pengelolaan area dengan nilai keanekaragaman hayati tinggi.</li> <li>• 529,64 Ha luas area reklamasi dan <i>buffer zone</i>.</li> <li>• 75% peruntukan lahan konservasi untuk perlindungan keanekaragaman hayati.</li> <li>• &gt;2,5 nilai indeks keanekaragaman hayati (Indeks Shannon-Wiener).</li> <li>• 100% of sites have complied with the reclamation minimum standards according to HC Quarry After-use Guideline, with the main requirements exceeding the Government legal compliance and covering mitigation measures and management of areas with high biodiversity value.</li> <li>• 529.64 hectares of reclamation and buffer zone area.</li> <li>• 75% allocation of land conservation for biodiversity protection.</li> <li>• &gt;2.5 biodiversity index value (Shannon-Wiener Index).</li> </ul>
<p><b>Strategi Pencapaian Kinerja</b> Achievement Strategies</p>	<p>Pemutakhiran Dokumen Rencana Reklamasi Pascatambang (<i>Reclamation Plan</i>) serta Rencana Pengelolaan Keanekaragaman Hayati (<i>Biodiversity Management Plan</i>) secara berkala.</p> <p>Regularly updating the Post-Mining Reclamation Plan and Biodiversity Management Plan.</p>
<p><b>Pencapaian 2025</b> Achievements in 2025</p>	<ul style="list-style-type: none"> <li>• Seluruh kompleks pabrik telah memiliki rencana reklamasi, rencana pascatambang, rencana pengelolaan, dan pemantauan lingkungan yang mempromosikan aspek keanekaragaman hayati.</li> <li>• 159 Ha luas area reklamasi dan <i>buffer zone</i>.</li> <li>• 63% peruntukan lahan konservasi untuk perlindungan keanekaragaman hayati.</li> <li>• 3,92 nilai indeks keanekaragaman hayati (Indeks Shannon-Wiener).</li> <li>• All factories have reclamation plans, post-mining plans, management plans, and environmental monitoring that promote biodiversity aspects.</li> <li>• 159 hectares of reclamation and buffer zone area.</li> <li>• 63% allocation of land conservation for biodiversity protection</li> <li>• 3.92 biodiversity index value (Shannon-Wiener Index).</li> </ul>
<p><b>Evaluasi yang Dilakukan</b> Evaluation Conducted</p>	<ul style="list-style-type: none"> <li>• Aspek keanekaragaman hayati dikelola dan dievaluasi secara internal oleh Divisi Pertambangan dan Divisi Corporate Social Responsibility (CSR) yang secara langsung bertanggung jawab kepada Direksi.</li> <li>• Pemantauan eksternal dilakukan melalui penyampaian laporan tahunan terkait kinerja keanekaragaman hayati kepada Kementerian Lingkungan Hidup (KLH).</li> <li>• Audit terhadap aspek keanekaragaman hayati Perseroan telah dilakukan dengan tingkat <i>limited assurance</i> sebagai bagian dari Heidelberg Materials.</li> <li>• Biodiversity aspects are managed and evaluated internally by the Mining Division and Corporate Social Responsibility (CSR) Division which directly answer to the Board of Directors.</li> <li>• External monitoring is carried out through the submission of annual reports on biodiversity performance to the Ministry of Environment (KLH).</li> <li>• Audit of the Company's biodiversity aspects has been carried out with the level of limited assurance as part of Heidelberg Materials.</li> </ul>
<p><b>Divisi yang Bertanggung Jawab</b> Responsible Division</p>	<p>Divisi Pertambangan dan Divisi Corporate Social Responsibility (CSR) Mining Division and Corporate Social Responsibility (CSR) Divisions</p>



Aktivitas Kami Our Activities	Dampak Kami [F.9][101-2][101-3][101-4][101-7] Our Impacts
<p>Merawat area budidaya dengan melakukan pemupukan dan pembersihan terhadap spesies invasif. Maintaining the cultivation areas by fertilizing and cleaning invasive species.</p>	<p>Total luas area budidaya di tambang batu kapur dan tanah pada 2025 mencapai 26 ha di Komplek Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun yang sekaligus menjadi Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M). [101-5] The total cultivation area in the limestone and soil quarries in 2025 were 26 ha in Citeureup Factory, Cirebon Factory, and Tarjun Factory, which also serves as the Center for Research, Training, and Community Empowerment (P4M). [101-5]</p>
<p>Mempromosikan nilai-nilai indeks keanekaragaman hayati melalui budidaya pohon yang bisa menarik kehidupan liar dan menjaga habitatnya. Promoting biodiversity index value by planting trees that can attract wildlife and preserve their habitat.</p>	<ul style="list-style-type: none"> <li>• Nilai indeks keanekaragaman flora di lahan pascatambang berada pada kategori sedang sampai tinggi, yaitu antara 1,55-3,92.</li> <li>• Reklamasi di tiga kompleks pabrik dengan menanam 88.646 pohon dari berbagai spesies untuk memperbaiki lahan yang terdampak aktivitas penambangan. [101-6]</li> <li>• Kompleks Pabrik Cirebon membangun Kebun Koleksi Pohon Endemik Cirebon (“Kebon Cirebon”), yang hingga 2025 telah menanam 830 pohon dari 16 spesies endemik.</li> <li>• Melaksanakan penanaman 200 bibit pohon mangrove di area pabrik untuk menjaga habitat spesies burung di Kompleks Pabrik Tarjun.</li> <li>• Penanaman spesies 100 bibit Indigofera, 100 bibit cemara laut dan bibit pohon untuk penyulaman area reklamasi pascatambang di Kompleks Pabrik Citeureup.</li> <li>• The flora diversity index value in post-mining land is classified as moderate to high, ranging from 1.55 to 3.92.</li> <li>• Reclamation at three factories by planting 88,646 trees of various species to restore areas impacted by mining activities. [101-6]</li> <li>• Cirebon Factory established the Cirebon Endemic Tree Collection Garden (“Kebon Cirebon”), where up to 2025 planted 830 trees of 16 endemic species.</li> <li>• A total of 200 mangrove saplings were planted in the factory area to preserve the bird species’ at Tarjun Factory.</li> <li>• A total of 100 Indigofera saplings were planted, 100 sea pine trees and tree saplings for replanting post-mining reclamation areas in Citeureup Factory.</li> </ul>
<p>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 spring and Cikululu River, Cikarang River, and Cijere River located in the limestone quarries area.</p>	<p>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 migration period.</p>
<p>Menjaga dan mengawasi kualitas tanah di area budidaya. Maintaining and monitoring soil quality in the cultivation areas.</p>	<p>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.</p>
<p>Pelatihan keanekaragaman hayati untuk non-ahli biologi. Biodiversity training for non-biologists.</p>	<p>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.</p>
<p>Pelibatan masyarakat dalam pelestarian lingkungan. Community engagement in environmental conservation.</p>	<ul style="list-style-type: none"> <li>• Kerja sama dengan Kelompok Tani dalam pengelolaan area budidaya di Tiga Roda Edu Green Park dan Taman Serangga.</li> <li>• Menjadikan lokasi konservasi keanekaragaman hayati sebagai tempat penelitian bagi kalangan akademisi dan masyarakat umum melalui Quarry Life Award Edisi ke-6 Periode 2024–2025.</li> <li>• Kolaborasi dengan Dinas Lingkungan Hidup terkait penanaman pohon bakau di Desa Tanjung Pangga.</li> <li>• Melindungi spesies Monyet Ekor Panjang di area kuari Bukit Pencil.</li> <li>• Collaborating with farmer groups to manage cultivation areas at the Tiga Roda Edu Green Park and the Insect Garden.</li> <li>• Transforming biodiversity conservation areas into research sites for academics and the public through the Quarry Life Award, 6<sup>th</sup> Edition, for the 2024–2025 period.</li> <li>• Partnering with the Environmental Agency to plant mangrove trees in Tanjung Pangga Village.</li> <li>• Protecting the Long-tailed Macaque species in the Bukit Pencil quarry area.</li> </ul>

Perseroan menyadari bahwa kegiatan operasional seperti pembukaan lahan, penambangan batu kapur, dan transportasi material berpotensi memengaruhi ekosistem, meningkatkan emisi debu, erosi, serta menurunkan kualitas air.

The Company realizes that operational activities such as land clearing, limestone quarrying, and material transportation may potentially impact the ecosystem, increasing dust emissions and erosion, and degrading water quality.

Untuk memitigasi dampak tersebut, Perseroan melaksanakan pelestarian dan pemantauan keanekaragaman hayati di wilayah operasional bekerja sama dengan Institut Pertanian Bogor (IPB), Universitas Kuningan, dan Universitas Lambung Mangkurat, sesuai ketentuan AMDAL dan rencana reklamasi pascatambang. Perseroan memastikan seluruh operasi pertambangan sesuai dengan izin pemerintah. Hingga akhir 2025, luas konsesi Indocement mencapai 8.720 ha, yang sebagian besar berada di kawasan hutan produksi dan telah memiliki izin IPPKH dari KLH. Perseroan juga tetap melakukan pemantauan keanekaragaman hayati, termasuk avifauna dengan indeks keanekaragaman hayati sebesar 1,55 pada 2025. [F.10][3-3][101-2][101-3][101-5][101-6]

To mitigate such impacts, the Company carries out biodiversity conservation and monitoring in its operational areas in collaboration with the Bogor Agricultural University (IPB), Kuningan University, and Lambung Mangkurat University, in accordance with AMDAL and post-mining reclamation plan. The Company ensures that all mining operations comply with government permits. As of the end of 2025, Indocement's concession area reached 8,720 ha the majority of which was located in production forest areas and obtained an IPPKH permit from the Ministry of Environment. The Company also continued to monitor biodiversity, including avifauna, with a biodiversity index of 1.55 in 2025. [F.10][3-3][101-2][101-3][101-5][101-6]



**Informasi lebih lanjut mengenai proses dan hasil pemantauan di setiap kompleks pabrik dan quarry dapat dilihat pada:**

**<https://www.indocement.co.id/id/responsibility/kinerja-lingkungan>.**

**Further information on the monitoring process and results at each factory and quarry can be found at:**

**<https://www.indocement.co.id/en/responsibility/environmental-performances>.**

## **Kegiatan Konservasi Keanekaragaman Hayati**

### **Biodiversity Conservation Activities**



**Sejak 2020, Indocement melaksanakan kegiatan Konservasi Hutan Teureup di lahan bekas tambang sebagai bentuk perlindungan dan pengelolaan kawasan hutan untuk menjaga fungsi ekologis, keanekaragaman hayati, serta mendukung komitmen keberlanjutan jangka panjang.**

**Since 2020, Indocement has been implementing Teureup Forest Conservation activities in ex-mining area as a form of protection and management of forest areas to maintain ecological functions and biodiversity, and support the long-term commitment to sustainability.**

Sebagai bentuk komitmen terhadap konservasi, Perseroan memberikan perhatian khusus pada perlindungan satwa khas di setiap wilayah operasional, yaitu Cekakak Jawa (*Halcyon cyanoventris*) di Kompleks Pabrik Citeureup, Gelatik Jawa (*Padda oryzivora*) di Kompleks Pabrik Cirebon, dan Bekantan (*Nasalis larvatus*) di Kompleks Pabrik Tarjun. Guna mendukung upaya tersebut, Indocement menginvestasikan Rp8,91 miliar sepanjang 2025. [F.10][101-4]

As the commitment for conservation, the Company pays special attention to the protection of native wildlife in each operational area, namely the Javan Kingfisher (*Halcyon cyanoventris*) at Citeureup Factory, Javan Sparrow (*Padda oryzivora*) at Cirebon Factory, and Proboscis Monkey (*Nasalis larvatus*) at Tarjun Factory. To support such efforts, Indocement invested Rp8.91 billion throughout 2025. [F.10][101-4]



## Nama dan Status Fauna yang Dilindungi di Indocement [101-4] 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
<b>Kompleks Pabrik Citeureup</b> Citeureup Factory				
Kipasan Belang Sunda Pied Fantail	<i>Rhipidura javanica</i>	Dilindungi Protected	Risiko Rendah Least Concern	-
Palem Kuning Areca Palm	<i>Dypsis lutescens</i>	-	Hampir Terancam Near Threatened	-
Kemiri Sunan Reutealis Trisperma	<i>Reutalis trisperma</i>	-	-	-
Mahoni Mahogany	<i>Swietenia mahagoni</i>	-	-	II
Perenjak Jawa Bar-winged Prinia	<i>Prinia familiaris</i>	-	-	-
Burung Kerak Kerbau Javan Myna	<i>Acridotheres javanicus</i>	-	Rentan Vulnerable	-
Kupu-kupu Gagak Bergaris Striped Blue Crow	<i>Euploea mulciber</i>	-	-	-
Palem Putri Christmas Palm	<i>Adonidia merrillii</i>	-	-	-
Tapak Kepyar/Terompet Emas Golden Trumpet	<i>Handroanthus chrysanthus</i>	-	-	II
Eboni Ebony	<i>Diospyros celebica</i>	-	-	-
Mahoni Uganda Ugandan Mahogany	<i>Khaya anthotheca</i>	-	-	II
Monyet Ekor Panjang Long-tailed Macaque	<i>Macaca fascicularis</i>	-	Terancam Endangered	II
Jati Teak	<i>Tectona grandis</i>	-	-	-
Mahoni Daun Besar Big-leaf Mahogany	<i>Swietenia macrophylla</i>	-	-	II
<b>Kompleks Pabrik Cirebon</b> 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>	-	-	II
Alap-alap Kawah Peregrine Falcon	<i>Falco peregrinus</i>	-	-	I
Perenjak Jawa Bar-winged Prinia	<i>Prinia familiaris</i>	-	Hampir Terancam Near Threatened	-
Gelatik Jawa Java Sparrow	<i>Padda oryzivora</i>	-	Rentan Vulnerable	II
Kerak Kerbau Javan Myna	<i>Acridotheres javanicus</i>	-	-	-

Nama Lokal Local Name	Nama Ilmiah Scientific Name	Status Konservasi Conservation Status		
		P.106/2018	IUCN	CITES
<b>Kompleks Pabrik Tarjun</b> Tarjun Factory				
Kangkareng Perut Putih Oriental Pied Hornbill	<i>Anthracoceros albirostris</i>	Dilindungi Protected	Risiko Rendah Least Concern	II
Kipasan Belang Pied Fantail	<i>Pidura javanica</i>			-
Lutung Kelabu Silvery Langur	<i>Trachypithecus cristatus</i>			II
Elang Bondol Brahminy Kite	<i>Haliastur indus</i>			II
Cipoh Jantung Green Iora	<i>Aegithina viridissima</i>	-	Hampir Terancam Near Threatened	-
Monyet Ekor Panjang Long-tailed Macaque	<i>Macaca fascicularis</i>	-	Terancam Punah Endangered	II

Indocement mengukur keanekaragaman hayati menggunakan Indeks Shannon-Wiener (H') untuk menilai kompleksitas ekosistem berdasarkan jumlah dan distribusi spesies. Di Kompleks Pabrik Tarjun, nilai H' tumbuhan berkayu berkisar 0–2,53 (sangat rendah hingga sedang), sementara di Citeureup tercatat 3,92 di Quarry D 139 B, 3,65 di Quarry D 139 C, 3,91 di Tegal Panjang, dan 3,72 di Hambalang. Variasi ini menjadi dasar penentuan strategi pengayaan spesies, rehabilitasi habitat, dan peningkatan tutupan vegetasi. Selama 2025, Perseroan mereklamasi lahan di Citeureup, Cirebon, dan Tarjun dengan menanam 10.201 pohon dari berbagai spesies seperti Mahoni, Kaliandra, Jati, dan Mangrove untuk merevegetasi lahan bekas tambang serta meningkatkan serapan CO<sub>2</sub>. [101-3]

Indocement measures biodiversity by using the Shannon-Wiener Index (H') to assess ecosystem complexity based on the number and distribution of species. At Tarjun Factory, the H' value for woody plants was in the range of 0–2.53 (very low to moderate), while at Citeureup it was recorded at 3.92 in Quarry D 139 B, 3.65 in Quarry D 139 C, 3.91 in Tegal Panjang, and 3.72 in Hambalang. This variation serves as the basis for determining strategies for species enrichment, habitat rehabilitation, and increasing vegetation cover. Throughout 2025, the Company reclaimed lands in Citeureup, Cirebon, and Tarjun by planting 10,201 trees of various species such as mahogany, calliandra, teak, and mangroves to revegetate the former mining land and increase CO<sub>2</sub> absorption. [101-3]

### Data Revegetasi Indocement Indocement Revegetation Data

Keterangan Description	2025	2024
Estimasi Biomassa (ton/ha) Biomass Estimation (tons/ha)	380.181	65,83
Stok Karbon (ton/ha) Carbon Stock (tons/ha)	183.861	30,93
Sekuestrasi Karbon (ton/ha) Carbon Sequestration (tons/ha)	86.414,67	113,52



Indocement memantau keanekaragaman hayati dan cadangan karbon vegetasi di Kompleks Pabrik Tarjun pada ekosistem hutan alami, bakau, dan area reklamasi. Biomassa tercatat di kisaran 1,351–120,143 ton/ha dengan cadangan karbon hingga 0,669–56,467 ton/ha. Adapun area reklamasi menyumbang 50% dari total cadangan karbon, diikuti hutan alami (39%) dan bakau (11%). Perawatan reklamasi dilakukan berkala, meningkatkan indeks keanekaragaman flora (3,92) dan fauna (3,29), serta melibatkan masyarakat melalui Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M) dan Gerakan Tani Mandiri. Hasil pemantauan menunjukkan bahwa strategi reklamasi dan pengelolaan vegetasi berkontribusi dalam meningkatkan stok karbon serta memperkuat fungsi ekosistem untuk mitigasi perubahan iklim. [101-7][101-8]

Indocement monitors the biodiversity and carbon stocks of vegetation in Tarjun Factory in natural forest, mangrove, and reclamation area ecosystems. Biomass was recorded in the range of 1,351–120,143 tons/ha with carbon stocks of up to 0.669–56,467 tons/ha. The reclamation area contributed 50% of the total carbon stocks, followed by natural forest (39%) and mangrove (11%). Reclamation maintenance was carried out periodically, and thus, increasing the diversity index of flora (3.92) and fauna (3.29) and involving the community through the Center for Research, Training, and Community Empowerment (P4M) and the Independent Farmers Movement. Monitoring results indicated that reclamation and vegetation management strategies contribute to increasing carbon stocks and strengthening ecosystem functions for climate change mitigation. [101-7][101-8]



**Indocement menyelenggarakan Quarry Life Award (QLA) Edisi ke-6 (2024–2025) sebagai kompetisi ilmiah dan edukasi yang melibatkan mahasiswa, peneliti, LSM, dan masyarakat untuk menghadirkan solusi keberlanjutan di area tambang. Pada edisi ini, Indocement membuka dua kuari sebagai lokasi penelitian di Kompleks Pabrik Citeureup dan Cirebon. Salah satu pemenang nasional juga meraih penghargaan internasional pada kategori Edukasi Keanekaragaman Hayati dengan judul “Biodiversity Education through Birdwatching Students of Palimanan 1 State Senior High School and PGRI Palimanan Senior High School in the Conservation Area Indocement Palimanan, Cirebon”.**

Indocement held the 6<sup>th</sup> edition of the Quarry Life Award (QLA) (2024–2025) as a scientific and educational competition involving students, researchers, NGOs, and the community to present sustainable solutions in mining areas. In this edition, Indocement opened two quarries as research sites at Citeureup and Cirebon Factories. One of the national winners also received an international award in the Biodiversity Education category, entitled “Biodiversity Education through Birdwatching Students of Palimanan 1 State Senior High School and PGRI Palimanan Senior High School in the Indocement Palimanan Conservation Area, Cirebon.”

# Referensi POJK No. 51/POJK.03/2017 & SEOJK No. 16/SEOJK.04/2021, serta Indeks Isi Standar GRI 2021 dan SASB: *Construction Material Sector Disclosure*

Reference POJK No. 51/POJK.03/2017 & SEOJK No. 16/SEOJK.04/2021, and GRI Standards 2021 and SASB: Construction Material Sector Disclosure Content Index

Referensi POJK No. 51/POJK.03/2017 dan SEOJK No. 16/SEOJK.04/2021 [G.4]  
POJK No. 51/POJK.03/2017 and SEOJK No. 16/SEOJK.04/2021 References

No.	Indikator Indicators	Halaman Page(s)
<b>Strategi Keberlanjutan</b> Sustainability Strategy		
<b>A.1</b>	Penjelasan Strategi Keberlanjutan Elaboration on Sustainability Strategy	18-21
<b>Ikhtisar Kinerja Aspek Keberlanjutan</b> Summary of Sustainability Aspect Performance		
<b>B.1</b>	Aspek Ekonomi Economic Aspects	6
<b>B.2</b>	Aspek Lingkungan Hidup Environmental Aspects	6-7
<b>B.3</b>	Aspek Sosial Social Aspects	7
<b>Profil Perusahaan</b> Company Profile		
<b>C.1</b>	Visi, Misi, dan Nilai Keberlanjutan Vision, Mission, and Values of Sustainability	22-24, 89-90
<b>C.2</b>	Alamat Perusahaan Company's Address	25
<b>C.3</b>	Skala Usaha Enterprise Scale	26
<b>C.4</b>	Produk, Layanan, dan Kegiatan Usaha yang Dijalankan Products, Services, and Business Activities	26-30
<b>C.5</b>	Keanggotaan pada Asosiasi Membership in Association	32
<b>C.6</b>	Perubahan Emiten dan Perusahaan Publik yang Bersifat Signifikan Significant Changes in Issuers and Public Companies	33
<b>Penjelasan Direksi</b> The Board of Directors' Explanation		
<b>D.1</b>	Penjelasan Direksi The Board of Directors' Explanation	12-17
<b>Tata Kelola Keberlanjutan</b> Sustainability Governance		
<b>E.1</b>	Penanggung Jawab Penerapan Keberlanjutan Responsible for Implementing Sustainability	45-46
<b>E.2</b>	Pengembangan Kompetensi Terkait Keberlanjutan Competency Development Related to Sustainability	79-80



No.	Indikator Indicators	Halaman Page(s)
E.3	Penilaian Risiko atas Penerapan Keberlanjutan Risk Assessment of the Implementation of Sustainability	48-55
E.4	Hubungan dengan Pemangku Kepentingan Relations with Stakeholders	79-80
E.5	Permasalahan terhadap Penerapan Keberlanjutan Problems with the Implementation of Sustainability	48-55
<b>Kinerja Keberlanjutan</b> Sustainability Performance		
F.1	Kegiatan Membangun Budaya Keberlanjutan Sustainable Culture Development Activities	56, 57, 85
<b>Kinerja Ekonomi</b> Economic Performance		
F.2	Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi Comparison of Targets to Performance of Production, Portfolio, Financing Targets, or Investments, Revenue, as well as Profit and Loss	64
F.3	Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi pada Instrumen Keuangan atau Proyek yang Sejalan dengan Keberlanjutan Comparison of Target to Performance of Portfolio, Financing Target, or Investments in Financial Instruments or Projects in line with the Implementation of Sustainability	64
<b>Kinerja Lingkungan Hidup</b> Environmental Performance		
<b>Aspek Umum</b> General Aspect		
F.4	Biaya Lingkungan Hidup Environmental Costs	108
<b>Aspek Material</b> Material Aspect		
F.5	Penggunaan Material yang Ramah Lingkungan Use of Environmentally Friendly Materials	133
<b>Aspek Energi</b> Energy Aspect		
F.6	Jumlah dan Intensitas Energi yang Digunakan Amount and Intensity of Energy Used	113
F.7	Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan Efforts and Achievements of Energy Efficiency and Use of Renewable Energy	114
<b>Aspek Air</b> Water Aspect		
F.8	Penggunaan Air Water Usage	129
<b>Aspek Keanekaragaman Hayati</b> Aspects of Biodiversity		
F.9	Dampak dari Wilayah Operasional yang Dekat atau Berada di Daerah Konservasi atau Memiliki Keanekaragaman Hayati Impacts from Operational Areas that are Near or Located in Conservation Areas or Have Biodiversity	142
F.10	Usaha Konservasi Keanekaragaman Hayati Biodiversity Conservation Efforts	143-146
<b>Aspek Emisi</b> Emission Aspect		
F.11	Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya Total and Intensity of Emissions Generated by Type	119
F.12	Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan Efforts and Achievements of Emission Reduction Made	119

No.	Indikator Indicators	Halaman Page(s)
<b>Aspek Limbah dan Efluen</b> Waste and Effluent Aspects		
<b>F.13</b>	Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis Amount of Waste and Effluent Generated by Type	130,139-140
<b>F.14</b>	Mekanisme Pengelolaan Limbah dan Efluen Waste and Effluent Management Mechanism	137-138
<b>F.15</b>	Tumpahan yang Terjadi (jika ada) Occurring Spills (if any)	Tidak Relevan Not Relevant
<b>Aspek Pengaduan Terkait Lingkungan Hidup</b> Complaint Aspects Related to the Environment		
<b>F.16</b>	Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan Number and Material of Environmental Complaints Received and Resolved	104-105
<b>Kinerja Sosial</b> Social Performance		
<b>F.17</b>	Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara kepada Konsumen Commitment to Provide Services on Equal Products and/or Services to Consumers	65
<b>Aspek Ketenagakerjaan</b> Employment Aspect		
<b>F.18</b>	Kesetaraan Kesempatan Bekerja Equal Employment Opportunity	76
<b>F.19</b>	Tenaga Kerja Anak dan Tenaga Kerja Paksa Child Labor and Forced Labor	76
<b>F.20</b>	Upah Minimum Regional Regional Minimum Wage	77
<b>F.21</b>	Lingkungan Bekerja yang Layak dan Aman Decent and Safe Work Environment	81-87
<b>F.22</b>	Pelatihan dan Pengembangan Kemampuan Pegawai Employee Capability Training and Development	78, 79-80
<b>Aspek Masyarakat</b> Community Aspect		
<b>F.23</b>	Dampak Operasi terhadap Masyarakat Sekitar Impact of Operations on Surrounding Communities	88-104
<b>F.24</b>	Pengaduan Masyarakat Community Complaints	104-105
<b>F.25</b>	Kegiatan Tanggung Jawab Sosial Lingkungan (CSR) Corporate Social Responsibility (CSR)	88-104
<b>Tanggung Jawab Pengembangan Produk/Jasa Berkelanjutan</b> Responsibility for Sustainable Product/Service Development		
<b>F.26</b>	Inovasi dan Pengembangan Produk/Jasa Berkelanjutan Innovation and Development of Sustainable Products/Services	31, 66
<b>F.27</b>	Produk/Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan Products/Services that Have Been Evaluated for Safety for Customers	65
<b>F.28</b>	Dampak Produk/Jasa Product/Service Impact	65-66
<b>F.29</b>	Jumlah Produk yang Ditarik Kembali Number of Product Recalls	66
<b>F.30</b>	Survei Kepuasan Pelanggan terhadap Produk dan/atau Jasa Keuangan Berkelanjutan Customer Satisfaction Survey on Sustainable Financial Products and/or Services	66



No.	Indikator Indicators	Halaman Page(s)
<b>Lain-lain Others</b>		
<b>G.1</b>	Verifikasi Tertulis dari Pihak Independen (jika ada) Written Verification from Independent Party (if any)	34-35, 109
<b>G.2</b>	Lembar Umpan Balik Feedback Sheet	157
<b>G.3</b>	Tanggapan terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya Responses to Feedback on the Previous Year's Sustainability Report	35
<b>G.4</b>	Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik List of Disclosures According to Financial Services Authority Regulation Number 51/POJK.03/2017 concerning Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies	147-150

## Indeks Isi Standar Global Reporting Initiative (GRI) 2021 dan SASB: Construction Material Sector Disclosure Global Reporting Initiative (GRI) Standards 2021 and SASB: Construction Material Sector Disclosure Content Index

<b>Pernyataan Penggunaan Statement of Use</b>	PT Indocement Tunggol Prakarsa Tbk telah melaporkan informasi yang terdapat dalam indeks konten GRI ini untuk periode 1 Januari sampai dengan 31 Desember 2025 sesuai dengan Standar GRI. PT Indocement Tunggol Prakarsa Tbk has reported the information cited in this GRI content index for the period 1 January to 31 December 2025 in accordance to the GRI Standards.
<b>GRI 1 yang Digunakan GRI 1 Used</b>	GRI 1: Fondasi 2021 GRI 1: Foundation 2021

Standar GRI GRI Standards	Indikator Indicators	Pengungkapan Disclosure	Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission		
				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation
<b>GRI 2: Pengungkapan Umum 2021 General Disclosures 2021</b>	<b>2-1</b>	Detail organisasi Organizational details	25-29			
	<b>2-2</b>	Entitas yang tercakup dalam laporan keberlanjutan organisasi Entities included in the organization's sustainability reporting	34			
	<b>2-3</b>	Periode laporan, frekuensi, dan kontak Reporting period, frequency, and contact point	34, 35			
	<b>2-4</b>	Informasi yang dinyatakan kembali Restatements of information	35			
	<b>2-5</b>	Penjaminan eksternal External assurance	35, 109			
	<b>2-6</b>	Kegiatan, rantai nilai, dan hubungan bisnis lainnya Activities, value chain and other business relationships	26-30			
	<b>2-7</b>	Karyawan Employees	71-74			
	<b>2-8</b>	Pekerja yang bukan karyawan Workers who are not employees	71-72			
	<b>2-9</b>	Struktur dan komposisi tata kelola Governance structure and composition	45, 48			
	<b>2-10</b>	Nominasi dan seleksi pejabat tata kelola tertinggi Nomination and selection of the highest governance body	44, 48			

**Menguatkan Kinerja Ramah Lingkungan Menuju Lingkungan Lestari**  
**Strengthening Environmentally Friendly Performance Towards a Sustainable Environment**

Standar GRI GRI Standards	Indikator Indicators	Pengungkapan Disclosure	Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission		
				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation
GRI 2: Pengungkapan Umum 2021 General Disclosures 2021	2-11	Ketua badan tata kelola tertinggi Chair of the highest governance body	44			
	2-12	Peran pejabat tata kelola tertinggi dalam memantau dampak manajemen Role of the highest governance body in overseeing the management of impacts	45, 46			
	2-13	Delegasi tanggung jawab dalam mengelola dampak Delegation of responsibility for managing impacts	45			
	2-14	Peran pejabat tata kelola tertinggi dalam pelaporan keberlanjutan Role of the highest governance body in sustainability reporting	35, 46			
	2-15	Benturan kepentingan Conflicts of interest	48			
	2-16	Mengkomunikasikan hal-hal kritis Communication of critical concerns	46, 47, 48			
	2-17	Pengetahuan kolektif pejabat tata kelola tertinggi Collective knowledge of the highest governance body	79			
	2-18	Evaluasi kinerja pejabat tata kelola tertinggi Evaluation of the performance of the highest governance body	44, 46, 48			
	2-19	Kebijakan remunerasi Remuneration policies	48			
	2-20	Proses menentukan remunerasi Process to determine remuneration	48			
	2-21	Rasio total kompensasi tahunan Annual total compensation ratio	48			
	2-22	Pernyataan tentang strategi pembangunan berkelanjutan Statement on sustainable development strategy	12-17, 18-21			
	2-23	Komitmen kebijakan Policy commitments	57			
	2-24	Menanamkan komitmen kebijakan Embedding policy commitments	57			
	2-25	Proses untuk memulihkan dampak negatif Processes to remediate negative impacts	48-55, 58-59			
	2-26	Mekanisme untuk mendapatkan saran dan meningkatkan isu Mechanisms for seeking advice and raising concerns	58-59, 104-105			
	2-27	Kepatuhan dalam undang-undang dan peraturan Compliance with laws and regulations	48			
	2-28	Keanggotaan asosiasi Membership associations	32			
	2-29	Pendekatan terhadap keterlibatan pemangku kepentingan Approach to stakeholder engagement	59-61			
	2-30	Perjanjian kerja bersama Collective bargaining agreements	70, 76			



Standar GRI GRI Standards	Indikator Indicators	Pengungkapan Disclosure	Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission		
				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation
GRI 3: Topik Material 2021 Material Topic 2021	3-1	Proses menentukan topik material Process to determine material topics	36			
	3-2	Daftar topik material List of material topics	36-41			
	3-3	Manajemen topik material Management of material topics	62-63, 70-71, 81-82, 88-89, 109-110, 115-116, 120-121, 125-126, 134-135, 137, 141-142, 143			
GRI 201: Kinerja Ekonomi 2016 Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	64-65			
	201-2	Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim Financial implications and other risks and opportunities due to climate change	52-55			
	201-3	Kewajiban program pensiun manfaat pasti dan program pensiun lainnya Defined benefit plan obligations and other retirement plans	78			
	201-4	Bantuan finansial dari pemerintah Financial assistance received from government	64			
GRI 205: Antikorupsi 2016 Anti-corruption 2016	205-1	Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed for risks related to corruption	57			
	205-2	Komunikasi dan pelatihan tentang kebijakan dan prosedur antikorupsi Communication and training about anti-corruption policies and procedures	57			
	205-3	Kejadian korupsi dan tindakan yang diambil Confirmed incidents of corruption and actions taken	58			
GRI 206: Perilaku Antipersaingan 2016 Anti-competitive Behavior 2016	206-1	Langkah-langkah hukum untuk perilaku antipersaingan, praktik antipakat dan monopoli Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	58			
GRI 207: Pajak 2019 Tax 2019	207-1	Pendekatan terhadap pajak Approach to tax	64			
	207-2	Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control, and risk management	64			
	207-3	Keterlibatan pemangku kepentingan dan pengelolaan kepedulian yang berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	64			
	207-4	Laporan per negara Country-by-country reporting	64			

**Menguatkan Kinerja Ramah Lingkungan Menuju Lingkungan Lestari**  
**Strengthening Environmentally Friendly Performance Towards a Sustainable Environment**

Standar GRI GRI Standards	Indikator Indicators	Pengungkapan Disclosure	Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission		
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<b>GRI 302: Energi 2016 Energy 2016</b>	<b>302-1</b>	Konsumsi energi dalam organisasi Energy consumption within the organization	113			
	<b>302-2</b>	Konsumsi energi di luar organisasi Energy consumption outside of the organization	113			
	<b>302-3</b>	Intensitas energi Energy intensity	113			
	<b>302-4</b>	Pengurangan konsumsi energi Reduction of energy consumption	114			
	<b>302-5</b>	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reduction in energy requirements of products and services	115			
<b>GRI 303: Air dan Efluen 2018 Water and Effluents 2018</b>	<b>303-1</b>	Interaksi dengan air sebagai sumber daya bersama Interactions with water as a shared resource	126-127, 130			
	<b>303-2</b>	Manajemen dampak yang berkaitan dengan pembuangan air Management of water discharge-related impacts	130			
	<b>303-3</b>	Pengambilan air Water withdrawal	127-128			
	<b>303-4</b>	Pembuangan air Water discharge	129			
	<b>303-5</b>	Konsumsi air Water consumption	127-128, 129			
<b>GRI 101: Keanekaragaman Hayati 2024 Biodiversity 2024</b>	<b>101-1</b>	Kebijakan untuk menghentikan dan mengembalikan hilangnya keanekaragaman hayati Policies to halt and reserve biodiversity loss	141			
	<b>101-2</b>	Manajemen dampak keanekaragaman hayati Management of biodiversity impacts	144, 145			
	<b>101-3</b>	Akses dan berbagi manfaat Access and benefit-sharing	143, 144, 145, 147			
	<b>101-4</b>	Identifikasi dampak keanekaragaman hayati Identification of biodiversity impacts	144, 145, 146			
	<b>101-5</b>	Lokasi yang memiliki dampak keanekaragaman hayati Locations with biodiversity impacts	144, 145			
	<b>101-6</b>	Pemicu langsung hilangnya keanekaragaman hayati Direct drivers of biodiversity loss	144, 145			
	<b>101-7</b>	Perubahan kondisi keanekaragaman hayati Changes to the state of biodiversity	144, 148			
	<b>101-8</b>	Layanan ekosistem Ecosystem services	148			
<b>GRI 305: Emisi 2016 Emissions 2016</b>	<b>305-1</b>	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	118-119			
	<b>305-2</b>	Emisi energi GRK (Cakupan 2) tidak langsung Energy indirect (Scope 2) GHG emissions	118-119			
	<b>305-3</b>	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	118-119			
	<b>305-4</b>	Intensitas emisi GRK GHG emissions intensity	119			
	<b>305-5</b>	Pengurangan emisi gas rumah kaca Reduction of GHG emissions	119			
	<b>305-6</b>	Emisi zat perusak ozon (ODS) Emissions of ozone-depleting substances (ODS)	118			
	<b>305-7</b>	Nitrogen oksida (NO <sub>x</sub> ), sulfur oksida (SO <sub>x</sub> ), dan emisi udara signifikan lainnya Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant	123, 124			



Standar GRI GRI Standards	Indikator Indicators	Pengungkapan Disclosure	Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission		
				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation
GRI 306: Limbah 2020 Waste 2020	306-1	Timbulan limbah dan dampak yang signifikan terkait limbah Waste generation and significant waste-related impacts	134-139			
	306-2	Pengelolaan dampak yang signifikan terkait limbah Management of significant waste-related impacts	134-138			
	306-3	Timbulan limbah Waste generated	139			
	306-4	Pengangkutan limbah berbahaya Waste diverted from disposal	139-140			
	306-5	Limbah yang dikirimkan ke pembuangan akhir Waste directed to disposal	139			
GRI 401: Ketenagakerjaan 2016 Employment 2016	401-1	Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	74			
	401-2	Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part time employees	77			
	401-3	Cuti melahirkan Parental leave	78			
GRI 403: Keselamatan dan Kesehatan Kerja 2018 Occupational Health and Safety 2018	403-1	Sistem manajemen kesehatan dan keselamatan kerja Occupational health and safety management system	81-82			
	403-2	Identifikasi bahaya, penilaian risiko, dan investigasi kecelakaan Hazard identification, risk assessment, and incident investigation	83-84			
	403-3	Upaya kesehatan kerja Occupational health services	86			
	403-4	Partisipasi, konsultasi, dan komunikasi pekerja terkait keselamatan dan kesehatan kerja Worker participation, consultation, and communication on occupational health and safety	83			
	403-5	Pelatihan bagi pekerja mengenai keselamatan dan kesehatan kerja Worker training on occupational health and safety	85			
	403-6	Peningkatan kualitas kesehatan pekerja Promotion of worker health	86			
	403-7	Pencegahan dan mitigasi dampak dari keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	70, 85			
	403-8	Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja Workers covered by an occupational health and safety management system	82			
	403-9	Kecelakaan kerja Work-related injuries	86-87			
	403-10	Penyakit akibat kerja Work-related ill health	86-87			
GRI 404: Pelatihan dan Pendidikan 2016 Training and Education 2016	404-1	Rata-rata jam pelatihan pertahun per karyawan Average hours of training per year per employee	79			
	404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	78			
	404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier Percentage of employees receiving regular performance and career development reviews	78			

Standar GRI GRI Standards	Indikator Indicators	Pengungkapan Disclosure	Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission		
				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation
GRI 405: Keanekaragaman dan Peluang Setara 2016 Diversity and Equal Opportunity 2016	405-1	Keanekaragaman badan tata kelola dan karyawan Diversity of governance bodies and employees	73			
	405-2	Keanekaragaman badan tata kelola dan karyawan Ratio of basic salary and remuneration of women to men	77			
GRI 406: Nondiskriminasi Non- discrimination 2016	406-1	Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken	78			
GRI 407: Kebebasan Berserikat dan Perundingan Kolektif 2016 Freedom of Association and Collective Bargaining 2016	407-1	Operasi dan pemasok di mana hak atas kebebasan berserikat dan perundingan kolektif mungkin berisiko Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	78			
GRI 408: Pekerja Anak 2016 Child Labor 2016	408-1	Operasi dan pemasok yang berisiko signifikan terhadap insiden pekerja anak Operations and suppliers at significant risk for incidents of child labor	78			
GRI 409: Kerja Paksa atau Wajib Kerja 2016 Forced or Compulsory Labor 2016	409-1	Operasi dan pemasok yang berisiko signifikan terhadap insiden kerja paksa atau wajib kerja Operations and suppliers at significant risk for incidents of forced or compulsory labor	78			
GRI 413: Komunitas Lokal 2016 Local Communities 2016	413-1	Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pembangunan Operations with local community engagement, impact assessments, and development programs	88-89, 93- 94, 103-104			
	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities	88-89, 93- 94, 103-104			
GRI 416: Keselamatan dan Kesehatan Pelanggan 2016 Customer Health and Safety 2016	416-1	Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Incidents of non-compliance concerning the health and safety impacts of products and services	66			
	416-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa Requirements for product and service information and labeling	65			
GRI 417: Pemasaran dan Pelabelan 2016 Marketing and Labeling 2016	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service information and labeling	66			
	417-2	Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa Incidents of non-compliance concerning product and service information and labeling	65			
	417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications	65			



Standar GRI GRI Standards	Indikator Indicators	Pengungkapan Disclosure	Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission		
				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation
<b>SASB: Construction Materials Sector Disclosure</b>						
Greenhouse Gas Emissions	<b>EM-CM-110a.1</b>	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	119			
	<b>EM-CM-110a.2</b>	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	116			
Air Quality	<b>EM-CM-120a.1</b>	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	123			
Energy Management	<b>EM-CM-130a.1</b>	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, (4) percentage renewable	113			
Water Management	<b>EM-CM-140a.1</b>	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	127-128			
Waste Management	<b>EM-CM-150a.1</b>	Amount of waste generated, percentage hazardous, percentage recycled	139			
Workforce Health & Safety	<b>EM-CM-320a.1</b>	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	87			

# Lembar Umpan Balik [G.2]

## Feedback Form

Laporan Keberlanjutan 2025 PT Indocement Tunggal Prakarsa Tbk telah memberikan gambaran mengenai kinerja keberlanjutan Perseroan. Kami mengharapkan masukan dari Bapak/Ibu/Saudara sekalian atas Laporan Keberlanjutan ini, baik melalui e-mail atau formulir ini.

The 2025 Sustainability Report of PT Indocement Tunggal Prakarsa Tbk has provided an overview of the Company's sustainability performance. We look forward to receiving inputs from you on this Sustainability Report either by e-mail or on this form.

### Profil Anda | Your Profile

Nama (bila berkenan) | Name (if you please) : \_\_\_\_\_  
Institusi/Perusahaan | Institution/Company : \_\_\_\_\_  
Surel | E-mail : \_\_\_\_\_

### Golongan Pemangku Kepentingan | Stakeholders Group

- Pemegang Saham | Shareholders  Masyarakat Lokal | Local Communities  
 Karyawan | Employees  Media  
 Pelanggan | Consumers  Pemasok | Suppliers  
 Pemerintah | Government

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

- a. Laporan ini mudah dimengerti: | This report was easy to understand:  
 Tidak Setuju | Disagree  Netral | Neutral  Setuju | Agree
- b. Laporan ini sudah menggambarkan informasi aspek material yang sesuai dengan kegiatan usaha Perseroan:  
The report describes the Company's relevant material topics according to its business:  
 Tidak Setuju | Disagree  Netral | Neutral  Setuju | Agree
- c. Mohon berikan penilaian untuk topik material yang paling penting menurut anda (nilai 1 = paling tidak penting s/d 5 = paling penting)  
Please score the material topics you consider as important (score 1 = least important to 5 = most important)
- Energi | Energy []
  - Emisi | Emission []
  - Ekonomi Sirkular | Circular Economy []
  - Keselamatan dan Kesehatan Kerja (K3) | Occupational Health and Safety (OHS) []
  - Melestarikan Sumber Daya Air | Preserving Water Resources []
  - Tetangga yang Baik | Good Neighborhood []
  - Keanekaragaman Hayati | Biodiversity []
  - Ketangguhan Perusahaan dan Tata Kelola Keberlanjutan | Corporate Resilience and Sustainability Governance []
  - Hak Asasi Manusia | Human Rights []
  - Pengelolaan Bakat dan Kinerja | Talent and Performance Management []
- d. Saran atau informasi terkait Laporan: | Other suggestions or information related to the Report:

Terima kasih atas masukan anda. Mohon lembar umpan balik dapat dikirim melalui surat elektronik kepada kontak yang tertera di Laporan ini, atau langsung ke:

Thank you for your feedback. Please send the feedback form via e-mail to please kindly send this feedback form to the contact mentioned in this Report, or directly send to:



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Corporate Secretary

**GADANG WARDONO**  
Corporate Social Responsibility Division Manager

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# 2025

Laporan Keberlanjutan  
Sustainability Report



**INDOCEMENT**  
Heidelberg Materials

**PT INDOCEMENT TUNGGAL PRAKARSA Tbk.**

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