BSD CITY

ANNUAL REPORT
LAPORAN TAHUNAN



Leading a
Sustainable Future
Menuju Masa Depan Berkelanjutan

Member of
sinarmas land
Building for a better future

Kinerja Utama 2023

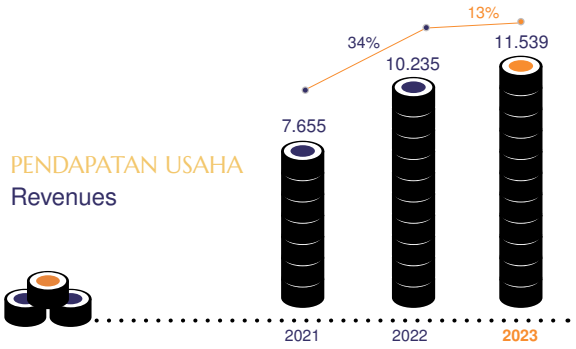
2023 Key Performance

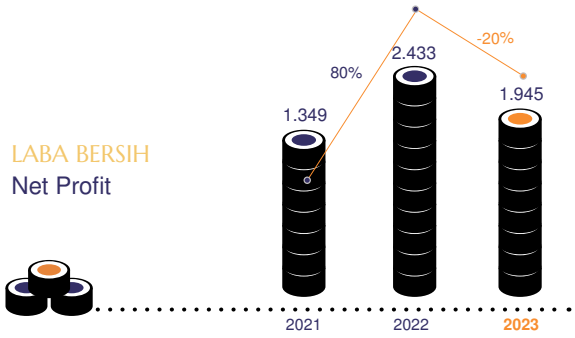
[ACGS D.2.2]

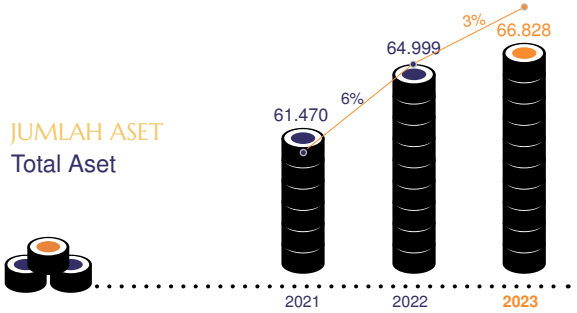
Kinerja Keuangan

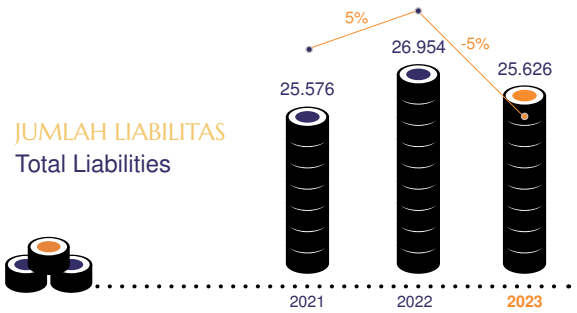
Financial Performance

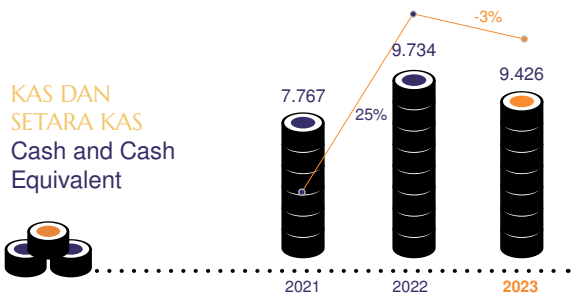
dalam miliar Rupiah, kecuali dinyatakan lain
in billion Rupiah, unless otherwise stated

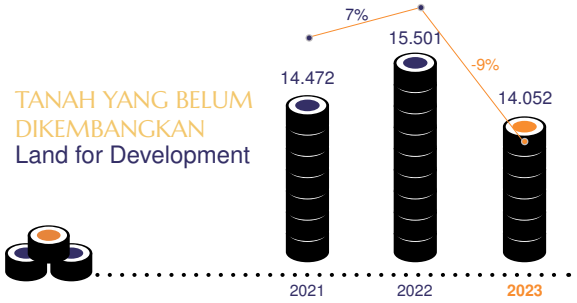


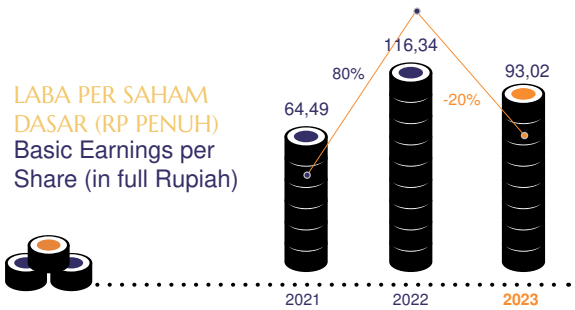






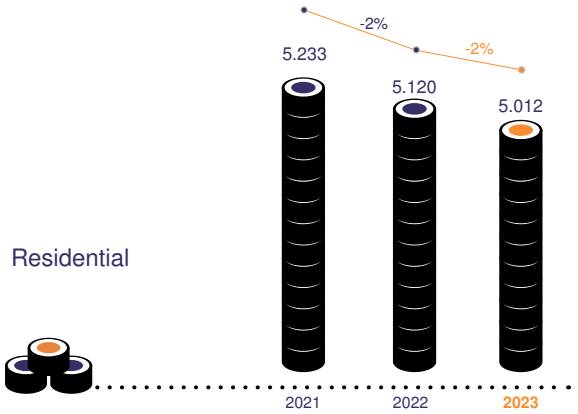


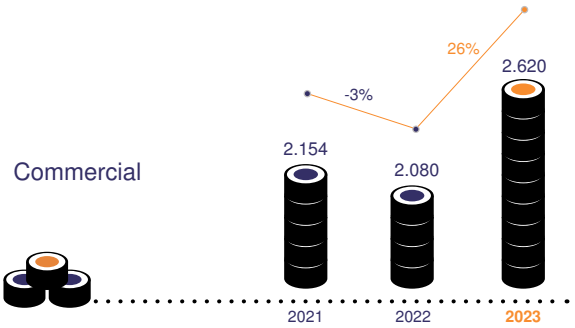


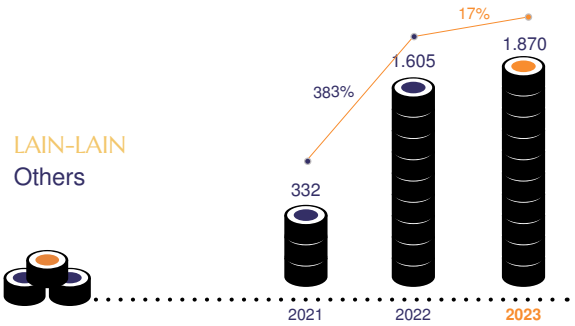


Kinerja Prapenjualan

Marketing Sales Performance







Leading a Sustainable Future

Menuju Masa Depan Berkelanjutan

2023



Perusahaan selalu yakin bahwa fokus pada pengembangan produk dan layanan yang sesuai dengan kebutuhan pasar serta memperbanyak kemitraan strategis akan mendukung ekspansi bisnis jangka panjang. Untuk itu, kami berkomitmen untuk terus berinovasi dalam menciptakan produk dan layanan yang berkualitas dan kompetitif. Selain itu, penetrasi pasar juga semakin diperkuat dengan menargetkan segmen konsumen yang lebih luas dan belum dilirik oleh pengembang properti lainnya.

Sebagai perusahaan properti paling unggul di Indonesia, kami pun memiliki kesadaran akan kewajiban kami untuk melangkah lebih maju menuju masa depan yang berkelanjutan. Kami berkomitmen untuk selalu mengadopsi faktor sosial, lingkungan hidup dan tata kelola di dalam setiap keputusan kami, selain aspek-aspek ekonomi.

Tahun ini kami berhasil membuktikan komitmen tersebut dengan torehan prestasi yang membanggakan dengan kinerja keuangan yang sangat positif sepanjang tahun 2023. Kinerja tersebut telah diapresiasi oleh berbagai lembaga, beberapa di antaranya dengan mendapatkan peringkat $_{id}$AA- *(stable outlook)** untuk prospek ekonomis dan risiko ESG rendah** dari aspek keberlanjutan.

Kami optimis bahwa fondasi dan sinergi yang telah terbangun selama ini akan menjadi pendorong utama kesuksesan bersama di masa depan.

The Company has always believed that focusing on developing products and services that meet market needs and expanding strategic partnerships will support long-term business expansion. Hence, we are committed to continuously innovating to create quality and competitive products and services. In addition, market penetration is also further strengthened by targeting a wider consumer segment that has not been glimpsed by other property developers.

As Indonesia's leading property company, we are conscious of our obligation to move forward towards a sustainable future. We are committed to always adopting social, environmental and governance factors in our decisions, in addition to economic aspects.

This year we managed to prove this commitment with a proud achievement of very positive financial performance throughout 2023. This performance has been appreciated by various institutions, some of which by getting an $_{id}$AA- (stable outlook) rating for economic prospects and low ESG risk** of sustainability aspect.*

We are optimistic that the foundations and synergies built so far will be the main drivers of our mutual success in the future.

*sumber | *source* Pefindo 10 Januari 2023 *January 10th*, 2023

**sumber | *source* https://www.idx.co.id/id/perusahaan-tercatat/nilai-esg/BSDE

Kesinambungan Tema

Theme Continuity



2021 Rising to the Challenge

Bangkit Menghadapi Tantangan

Kami berhasil mengevaluasi sekaligus mengapresiasi strategi yang kami pilih untuk mengembangkan bisnis. Kami juga makin mengapresiasi kerja keras dan kebersamaan dari seluruh karyawan dan pemangku kepentingan kami, serta nilai-nilai yang kami junjung di dalam keseharian kami, sehingga bersama, kami mampu bangkit menghadapi tantangan.

We are enabled to evaluate and appreciate the chosen strategy to develop our business. We also are more appreciative toward the hard work and togetherness of all employees and our stakeholders and values that we uphold in our daily lives. Thus, together, we are rising to the challenge.



2022 Sustaining A Strong Platform for Growth and Excellence

Memelihara Dasar Kuat Bagi Pertumbuhan dan Keunggulan

Pertumbuhan ekonomi yang menguat telah mendorong properti nasional untuk terus membaik, dari sisi harga maupun volume. Situasi ini sangat menguntungkan bagi Perusahaan yang telah memiliki sebuah platform bisnis yang terus tumbuh kuat dari waktu ke waktu, mampu bergerak seiring arah pasar dan terus menciptakan nilai tambah bagi para pemangku kepentingannya. Platform inilah yang akan membuka cakrawala peluang bagi Perusahaan ke depannya dan mempertahankan posisi Perusahaan sebagai perusahaan properti nasional terbaik.

Strong economic growth has encouraged national property to continue to improve, in terms of price and volume. This situation is very favorable for the Company, which already has a business platform that continues to grow strong over time, can move in line with market directions and remains to create added value for its stakeholders. It is this platform that will open perspectives of opportunities for the Company in the future and maintain the Company's position as the best national property company.

Daftar Isi

Table of Contents

5 **Kesinambungan Tema 2023**
2023 Key Performance

5 **Tema 2023**
2023 Theme

6 **Daftar Isi**
Table of Contents

8 **Sanggahan dan Batasan Tanggung Jawab**
Disclaimer and Limitation of Liabilities

9 **Glosarium**
Glossary

Ikhtisar Kinerja 2023 01
2023 Performance Highlights

12 **Ikhtisar Keuangan**
Financial Highlights

14 **Ikhtisar Saham**
Stock Highlights

Laporan kepada Pemangku Kepentingan 02
Report to Stakeholders

20 **Laporan Direksi**
Report of the Directors

31 **Laporan Dewan Komisaris**
Report of the Board of Commisioners

Profil Perusahaan 03
Company Profile

36 **Informasi Perusahaan**
Company Information

38 **Tentang Perusahaan**
About the Company

40 **Visi, Misi dan Nilai-nilai Kami**
Our Vision, Mission and Values

42 **Bisnis Kami**
Our Business

42 **Kegiatan Usaha**
Business Activities

44 **Wilayah Operasional**
Operational Area

45 **Produk-produk Perusahaan**
Company Products

59 **Struktur Organisasi**
Organizational Structure

60 **Keanggotaan dalam Asosiasi**
Association Membership

61 **Profil Direksi**
Profile of the Directors

70 **Profil Dewan Komisaris**
Profile of the Board of Commissioners

79 **Sumber Daya Manusia**
Human Capital

84 **Informasi Pemegang Saham**
Shareholders Information

88 **Struktur Kelompok Usaha Perusahaan**
Company's Business Group Structure

90 **Daftar Entitas Anak, Entitas Asosiasi dan/atau Ventura Bersama**
List of the Subsidiaries, the Associates and/or the Joint Venture

99 **Daftar Alamat Perusahaan, Entitas Anak, Entitas Asosiasi dan /atau Ventura Bersama**
List of Addresses of the Company, the Subsidiaries, the Associates and/or the Joint Venture

105 **Informasi Pencatatan Saham**
Information on Stock Listing

106 **Informasi Pencatatan Efek Lainnya**
Information on Other Securities Listing

108 **Akuntan Publik**
Public Accountant

109 **Lembaga dan/atau Profesi Penunjang Pasar Modal**
Capital Market Supporting Institution and/or Preofessions

110 **Jejak Langkah**
Milestones

114 **Peristiwa Penting**
Event Highlights

118 **Penghargaan**
Awards

Analisis dan Pembahasan Manajemen 04
Management Discussion and Analysis

122 **Analisa Operasi Per Segmen Usaha**
Operational Analysis of Business Segments

134 **Analisis Keuangan**
Financial Analysis

156 **Kemampuan Membayar Utang dan Kolektabilitas Piutang**
Solvability and Receivables Collectability

157 **Struktur Modal**
Capital Structure

158 **Ikatan Material dan Realisasi Investasi Barang Modal**
Material Commitments and Actual Investments for Capital Goods

159 **Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan**
Material Information and Facts Subsequent to the Accountant's Report Date

160 **Prospek Usaha Perusahaan**
Business Prospects of the Company

161 **Perbandingan Target dan Realisasi Tahun 2023**
2023 Comparison of Target and Realization

161 **Proyeksi 2024**
2024 Projections

162 **Promosi dan Pemasaran**
Promotion and Marketing

163 **Dividen**
Dividends

164 **Realisasi Dana Hasil Penawaran Umum**
Actual Use of Public Offering Proceeds

164 **Informasi Material**
Material Information

167 **Perubahan Peraturan Perundang-undangan**
Changes in Legislations

167 **Perubahan Kebijakan Akuntansi dan Pelaporan Keuangan**
Changes in Accounting and Financial Reporting Policies

Tata Kelola Perusahaan 05
Corporate Governance

170 **Landasan dan Prinsip Tata Kelola Perusahaan**
Foundation and Principle of Corporate Governance

171 **Struktur Tata Kelola Perusahaan**
Corporate Governance Structure

172 **Rapat Umum Pemegang Saham (RUPS)**
General Meetings of Shareholders (GMS)

180 **Direksi**
Directors

190 **Dewan Komisaris**
Board of Commissioners

198 **Nominasi dan Remunerasi Direksi dan Dewan Komisaris**
Nomination and Remuneration of the Directors and the Board of Commissioners

202 **Komite Audit**
Audit Committee

209 **Komite Nominasi dan Remunerasi**
Nomination dan Remuneration Committee

212 **Komite Lain**
Other Committee

213 **Sekretaris Perusahaan**
Corporate Secretary

218 **Unit Audit Internal**
Internal Audit Unit

225 **Sistem Pengendalian Internal**
Internal Control System

227 **Unit Manajemen Risiko dan Keberlanjutan**
Risk Management and Sustainability Unit

235 **Perkara Hukum Penting**
Substansial Legal Cases

237 **Informasi tentang Sanksi Administratif**
Information about Administrative Sanctions

238 **Pedoman Etika Berperilaku**
Code of Conducts

241 **Kebijakan Pemberian Kompensasi Jangka Panjang**
Long-Term Benefit Policy

241 **Kebijakan Pengungkapan Informasi**
Disclosure Requirement Policy

244 **Sistem Pelaporan Pelanggaran (WBS)**
Whistleblowing System (WBS)

247 **Kebijakan Anti Korupsi**
Anti-Corruption Policy

249 **Penerapan atas Pedoman Tata Kelola Perusahaan**
Implementation of Corporate Governance Guidelines

Tanggung Jawab Sosial 06
Corporate Social Responsibility

254 **Surat Pernyataan Anggota Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan Tahun Buku 2023 PT Bumi Serpong Damai Tbk**
Statement of Board of Commissioners and Directors about Responsibility of Annual Report Year 2023 PT Bumi Serpong Damai Tbk

Indeksi OJK 07
OJK Index

260 **Referensi Surat Edaran OJK No. 30/SEOJK.04/2016**
Reference of OJK Circular Letter No. 30/SEOJK.04/2016

000 **Laporan Keuangan**
Financial Report

Pindai di sini untuk mengakses Laporan Tahunan 2023 secara daring
Scan here to access Annual Report 2023 online

Tentang Laporan
About The Report

Kesesuaian dengan Kerangka Pelaporan OJK dan ACGS
Aligment with OJK and ACGS Reporting

Laporan ini mengacu ke SEOJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik serta ASEAN Corporate Governance Scorecard (ACGS). Referensi akan hal ini dapat ditemukan pada bagian - bagian yang relevan serta indeks referensi.

This report refers to SEOJK No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Publicly Listed Companies and the ASEAN Corporate Governance Scorecard (ACGS). References to this can be found in the relevant sections as well as the reference index.

Sanggahan dan Batasan Tanggung Jawab
Disclaimer and Limitation of Liabilities

Laporan Tahunan ini mencakup pernyataan-pernyataan "pandangan ke depan" *(forward looking)*, termasuk hasil dari kondisi keuangan, operasi, proyeksi, rencana, strategi, kebijakan dan tujuan Perusahaan. Pernyataan "pandangan ke depan" ini memiliki risiko yang terbaca dan tidak terbaca, ketidakpastian, perubahan kondisi ekonomi dan politik nasional atau regional, perubahan harga, perubahan penawaran dan permintaan di pasar, perubahan nilai tukar mata uang asing, perubahan peraturan perundang-undangan atau peraturan dan prinsip, kebijakan dan pedoman akuntansi, perubahan asusmsi yang digunakan dalam membuat pernyataan "pandangan ke depan" dan faktor lain yang dapat menyebabkan hasil aktual berbeda dari hasil yang diharpkan.

This Annual Report includes "forward-looking" statements, including results from the Company's financial condition, operations, projections, plans, strategies, policies, and Company objectives. These 'forward-looking" statements are subject to known and unknown risks, uncertainties, changes in national or regional economic and political conditions, changes in the prices and supply and demand in the market, changes in foreign exchange rates, changes in legislation or regulations and accounting principles, policies and guidelines, changes in the assumptions used in making such "forward-looking" statements, and other factors that could cause actual results to differ from expected results.

Selanjutnya Laporan Tahunan ini menyebut "Perusahaan" untuk mengacu kepada PT Bumi Serpong Damai Tbk, sebagai Perusahaan yang menjalankan bisnis di bidang real estate. Kata "kami" kadang-kadang digunakan dengan cara yang sama untuk mengacu kepada PT Bumi Serpong Damai Tbk.

This Annual Report contains the word "Company, hereinafter referred to PT Bumi Serpong Damai Tbk., as the Company that runs business in real estate. The word "we" is at times used in a comparable manner to simply refer to PT Bumi Serpong Damai Tbk. in general.

Laporan Tahun ini dibuat dalam Bahasa Indonesia dan Bahasa Inggris, yang mana terjemahan teks Bahasa Indonesia ke dalam Bahasa Inggris merupakan *unofficial translation*. Dalam hal terdapat ketidaksesuaian antara teks Bahasa Inggris dan Bahasa Indonesia, mohon pembaca Laporan Tahunan ini dapat mengacu ke teks Bahasa Indonesia.

This Annual Report is made in Indonesian and English, and the translation of Indonesian into English is an unofficial translation. In the event of a discrepancy between the English and Indonesian texts, readers of the Annual Report may refer to the Indonesian texts.

Glosarium

Glossary

Singkatan *Abbreviation*	Bahasa Indonesia ***Indonesian***	Bahasa Inggris ***English***
ACGS	ASEAN Corporate Governance Scorecard	*ASEAN Corporate Governance Scorecard*
AD	Anggaran Dasar	*Articles of Association*
AoA		
AGMS	Rapat Umum Pemegang Saham Tahunan	*Annual General Meeting of Shareholders*
AP	Akuntan Publik	*Public Accountant*
BAE	Biro Administrasi PT Sinartama Gunita	*PT Sinartama Gunita Share Registrar*
BEI	Bursa Efek Indonesia	*Indonesia Stock Exchange*
BI	Bank Indonesia	*Central Bank of Indonesia*
BKPM	Badan Koordinasi Penanaman Modal	*Capital Investment Coordinating Board*
BOC	Dewan Komisaris	*Board of Commissioners*
BPS	Badan Pusat Statistik	*Central Bureau of Statistics*
BSD	Bumi Serpong Damai	
BSDE	Kode Saham untuk PT Bumi Serpong Damai Tbk	*Stock code for PT Bumi Serpong Damai Tbk*
CBD	Central Business District	*Central Business District*
Company	PT Bumi Serpong Damai Tbk	
DPS	Daftar Pemegang Saham	*List of Shareholders*
EGMS	Rapat Umum Pemegang Saham Luar Biasa	*Extraordinary General Meeting of Shareholders*
ERM	Manajemen Risiko Perusahaan	*Enterprise Risk Management*
ESG	Lingkungan, Sosial dan Tata Kelola	*Environment, Social and Governance*
GCG	Tata Kelola Perusahaan yang Baik	*Good Corporate Governance*
GMS	Rapat Umum Pemegang Saham	*General Meeting of Shareholders*
GOP	Green Office Park	*Green Office Park*
HMETD	Hak Memesan Efek Terlebih Dahulu	*Preemptive Rights*
HR	Sumber Daya Manusia	*Human Resources*
IDR	Rupiah	*Indonesian Rupiah*
IHSG	Indeks Harga Saham Gabungan	*Jakarta Composite Index*
IKN	Ibu Kota Negara (Baru)	*(New) Capital City*
ITC	International Trade Center	
Kabupaten	Kabupaten	*Regency*
KAP	Kantor Akuntan Publik	*Public Accountant Firm*
KPA	Kredit Pemilikan Apartemen	*Apartment Ownership Loan*
KPR	Kredit Pemilikan Rumah	*Home Ownership Loan*
MARI	Mahkamah Agung Republik Indonesia	*Supreme Court of Republic of Indonesia*
NRC	Komite Nominasi dan Remunerasi	*Nomination and Remuneration Committee*
OJK	Otoritas Jasa Keuangan	*Financial Services Authority*
Perusahaan	PT Bumi Serpong Damai Tbk	
PMTHMETD	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	*Private Placement*
POJK	Peraturan Otoritas Jasa Keuangan	*Financial Services Authority Regulations*
PPN	Pajak Pertambahan Nilai	*Value Added Tax*
PPNDTP	Pajak Pertambahan Nilai Ditanggung Pemerintah	*Value Added Tax borned by The Government*
PT	Perseroan Terbatas	*Limited Liability Company*
RI	Republik Indonesia	*The Republic of Indonesia*
RUPS	Rapat Umum Pemegang Saham	*General Meeting of Shareholders*
RUPSLB	Rapat Umum Pemegang Saham Luar Biasa	*Extraordinary General Meeting of Shareholders*
RUPST	Rapat Umum Pemegang Saham Tahunan	*Annual General Meeting of Shareholders*
Tbk	[Perusahaan] Terbuka	*Public [Company]*
TOD	Pembangunan Berorientasi Transportasi	*Transit Oriented Development*
UU	Undang-undang	*Regulations*
UUPT	Undang-undang Perseroan Terbatas	*Limited Liability Company Act*
WBS	Sistem Pelaporan Pelanggaran	*Whistleblower System*



Artist Impressions

ENCHANTE BUSINESS PARK, BSD CITY



IKHTISAR KINERJA 2023

2023 PERFORMANCE HIGHLIGHTS

Ikhtisar Keuangan

Financial Highlights

[SEOJK 2.a] [ACGS D.2.2]

Laporan Posisi Keuangan Konsolidasian

Consolidated Statements of Financial Position

dalam jutaan Rupiah, kecuali dinyatakan lain
in million Rupiah, unless otherwise stated

URAIAN	2023	2022	2021	*DESCRIPTION*
ASET				***Assets***
Aset Lancar	**29.374.819**	**29.586.676**	**28.397.757**	***Current Assets***
Kas dan setara kas	9.425.764	9.734.419	7.766.937	Cash and cash equivalents
Investasi	1.382.066	2.204.869	4.073.952	investments
Piutang Usaha	261.760	181.548	134.875	Trade accounts receivables
Persediaan	14.307.594	12.609.570	11.857.045	Inventories
Uang muka	2.945.407	3.493.788	3.553.303	Advances
Aset lancar lainnya	1.052.228	1.362.482	1.011.748	Other current assets
Aset Tidak Lancar	**37.452.829**	**35.412.727**	**33.071.955**	***Noncurrent Assets***
Investasi dalam saham	7.837.385	6.743.351	6.217.716	Investment in shares
Tanah yang belum dikembangkan	14.051.854	15.501.298	14.472.241	Land for development
Aset tetap	531.686	548.157	530.203	Fixed assets
Properti investasi	9.215.990	7.738.300	7.957.939	Investment properties
Aset tidak lancar lainnya	5.815.915	4.881.621	3.893.856	Other noncurrent assets
JUMLAH ASET	**66.827.648**	**64.999.403**	**61.469.712**	***Total Assets***
LIABILITAS				***LIABILITIES***
Liabilitas Jangka Pendek	**11.897.714**	**11.332.854**	**10.967.893**	***Current Liabilities***
Utang bank jangka pendek	19.777	33.258	-	Short-term bank loans
Utang usaha	1.029.789	901.047	1.111.568	Trade accounts payables
Liabilitas kontrak	8.078.261	7.683.275	6.463.622	Contract liabilities
Uang muka diterima	105.206	120.767	117.166	Advances received
Bagian liabilitas jangka panjang yang akan jatuh dalam waktu satu tahun:				Current portion of long-term liabilities:
Utang bank jangka panjang	1.610.127	1.432.235	2.147.648	Long-term bank loan
Liabilitas sewa pembiayaan	8.172	5.200	4.948	Lease liabilities
Utang obligasi dan sukuk ijarah	-	24.973	-	Bonds payables and sukuk ijarah
Liabilitas jangka pendek lainnya	1.046.383	1.132.099	1.122.941	Other current liabilities
Liabilitas Jangka Panjang	**13.728.348**	**15.621.113**	**14.608.102**	***Noncurrent Liabilities***
Liabilitas kontrak	2.903.578	4.262.203	3.659.859	Contract liabilities
Uang muka diterima	7.605	122.450	119.283	Advances received
Liabilitas jangka panjang - setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun:				Long-term liabilities - net of current portion:
Utang bank jangka panjang	7.804.137	4.775.414	1.744.757	Long-term bank loan
Utang obligasi dan sukuk ijarah	2.357.980	5.672.675	8.080.841	Bonds payables and sukuk ijarah
Liabilitas jangka panjang lainnya	655.048	788.371	1.003.362	Other noncurrent liabilities
JUMLAH LIABILITAS	**25.626.062**	**26.953.968**	**25.575.995**	***TOTAL LIABILITIES***
JUMLAH EKUITAS	**41.201.586**	**38.045.436**	**35.893.717**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**66.827.648**	**64.999.404**	**61.469.712**	***TOTAL LIABILITIES AND EQUITY***

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statements of Profit or Loss and Other Comprehensive Income

dalam jutaan Rupiah, kecuali dinyatakan lain
in million Rupiah, unless otherwise stated

URAIAN	2023	2022	2021	*DESCRIPTION*
Pendapatan usaha	11.539.141	10.235.480	7.654.802	Revenues
Beban pokok penjualan	5.127.455	3.409.440	2.914.751	Cost of revenues
Laba kotor	6.411.686	6.826.040	4.740.051	Gross profit
Beban usaha	3.501.519	3.121.030	2.347.794	Operating expenses
Laba usaha	2.910.167	3.705.010	2.392.257	Profit from operation
Penghasilan (beban) lain-lain	(1.483.629)	(1.306.089)	(935.986)	Other income (expenses)
Ekuitas pada laba (Rugi) bersih dari investasi dalam saham	843.199	262.771	90.736	Share in Net income (loss) of investees
Laba sebelum pajak	2.269.737	2.661.692	1.547.007	Income before tax
Beban pajak kini	10.280	4.806	8.166	Current tax expense
Laba tahun berjalan	2.259.457	2.656.886	1.538.841	Net profit for the year
Penghasilan (rugi) komprehensif lain	460.549	(250.663)	(9.214)	Other comprehensive income (loss)
Jumlah penghasilan komprehensif	2.720.006	2.406.223	1.529.627	Total comprehensive income
Jumlah laba tahun berjalan yang dapat diatribusikan kepada:				Total profit for the year attributable to:
Pemilik entitas induk	1.945.468	2.433.147	1.348.623	Owners of the Company
Kepentingan nonpengendali	313.989	223.739	190.218	Non-controlling interests
Jumlah penghasilan komprehensif yang dapat diatribusikan kepada:				Total comprehensive income attributable to:
Pemilik entitas induk Pemilik entitas induk	2.406.772	2.182.347	1.336.869	Owners of the Company
Kepentingan nonpengendali	313.234	223.876	192.758	Non-controlling interests
Laba per saham dasar (dalam Rupiah penuh)	93,02	116,34	64,49	Basic earnings per share (In full Rupiah)

Rasio-Rasio Penting

Important Ratios

URAIAN	2023	2022	2021	*DESCRIPTION*
Marjin laba usaha	25,22%	36,20%	31,25%	Operating profit margin
Marjin laba sebelum pajak	19,67%	26,00%	20,21%	Profit before tax margin
Marjin laba bersih	16,86%	23,77%	17,62%	Net margin
Imbal hasil ekuitas	5,48%	6,98%	4,29%	Return on equity
Imbal hasil aset	3,38%	4,09%	2,50%	Return on asset
Rasio utang terhadap aset	17,65%	18,37%	19,48%	Debt to asset ratio
Rasio Lancar	2,47	2,61	2,59	Current Ratio
Rasio utang bersih terhadap ekuitas	2,39%	Net Cash	Net Cash	Net debt to equity ratio

Ikhtisar Saham

Stock Highlights

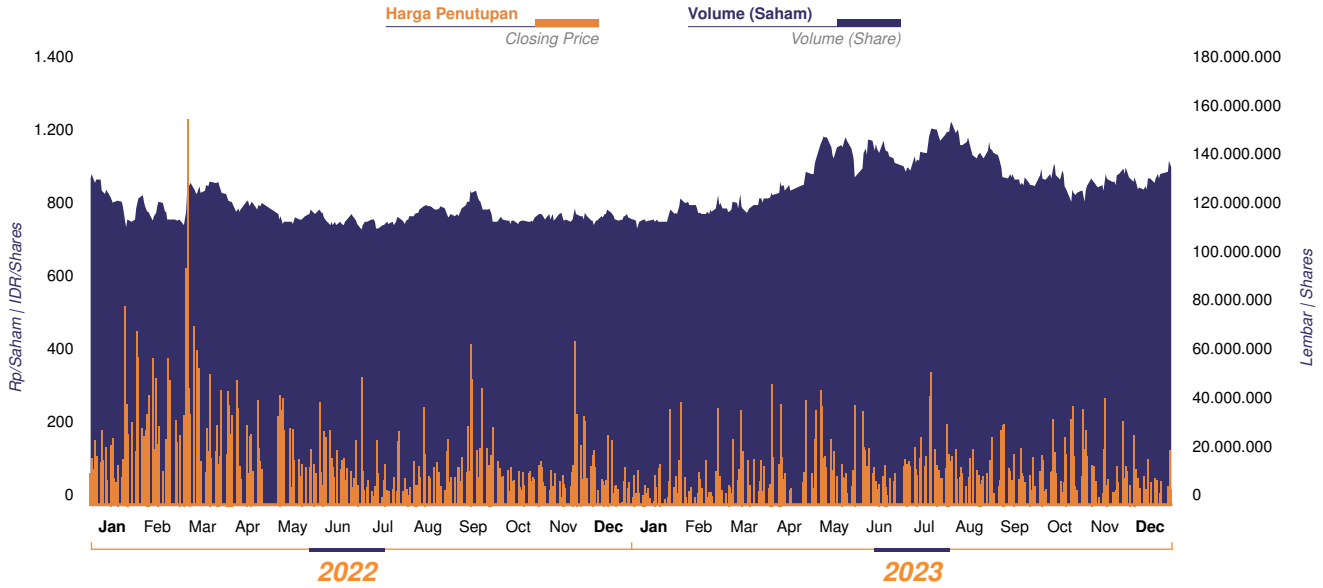
[SEOJK 2.b.1]

Perdagangan Saham Di BEI tahun 2022 - 2023

Trading Shares on the BEI year 2022 - 2023

Saham Perusahaan dengan kode BSDE hanya diperdagangkan di Bursa Efek Indonesia.

The Company's share with stock code BSDE is only traded on Indonesia Stock Exchange.



Pergerakan Harga Saham Per Kuartal Periode 2022 - 2023

Shares Quarterly Performance Period 2022 - 2023

Tahun *Year*	Harga Saham/Lembar *Stock Price/Share*				Jumlah Lembar Saham *Total Shares*	Volume Transaksi (Lembar) *Trading Volume (Shares)*	Nilai Frekuensi (Kali) *Frequency (Times)*	Nilai Transaksi (Rp Miliar) *Trading Value (IDR Billion)*	Kapitalisasi Pasar (Rp Miliar) *Market Capitalization (IDR Billion)*
	Pembukaan *Opening*	Tertinggi *Highest*	Terendah *Lowest*	Penutupan *Closing*					
2023	920	1.235	880	1.080	21.171.365.812	3.688.495.700	480.854	3.911	22.865
Q1	920	1.005	880	980	21.171.365.812	709.387.900	98.720	673	20.748
Q2	980	1.195	975	1.095	21.171.365.812	952.223.500	131.835	1.043	23.183
Q3	1.095	1.235	1.010	1.020	21.171.365.812	1.076.533.600	161.822	1.209	21.595
Q4	1.150	1.120	935	1.080	21.171.365.812	950.350.700	88.477	986	22.865

Tahun *Year*	Harga Saham/Lembar *Stock Price/Share*				Jumlah Lembar Saham *Total Shares*	Volume Transaksi (Lembar) *Trading Volume (Shares)*	Nilai Frekuensi (Kali) *Frequency (Times)*	Nilai Transaksi (Rp Miliar) *Trading Value (IDR Billion)*	Kapitalisasi Pasar (Rp Miliar) *Market Capitalization (IDR Billion)*
	Pembukaan *Opening*	Tertinggi *Highest*	Terendah *Lowest*	Penutupan *Closing*					
2022	1.050	1.080	875	920	21.171.365.812	6.515.425.300	608.067	6.174	19.478
Q1	1.050	1.080	885	1.020	21.171.365.812	2.130.334.200	249.671	2.071	21.595
Q2	1.020	1.030	880	1.000	21.171.365.812	1.338.923.900	149.004	1.256	21.171
Q3	920	1.025	875	905	21.171.365.812	1.074.986.100	121.529	1.011	19.160
Q4	900	1.025	875	920	21.171.365.812	1.971.181.100	87.863	1.836	19.478

Aksi Korporasi [SEOJK 2.b.2]

Corporate Actions

Pada tahun 2023, tidak ada aksi korporasi yang mengakibatkan terjadinya perubahan pada saham, termasuk pemecahan saham, penggabungan saham, dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal.

In 2023, there was no corporate action that caused the change in the stock, including stock split, reverse stock, stock dividends, bonus stock, change in the nominal value of the stock, issuance of convertible securities, as well as capital addition and reduction.

Penghentian Sementara/Pembatalan Pencatatan Saham [SEOJK 2.b.3]

Temporary Suspension/Delisting

Pada tahun 2023, saham Perusahaan tidak dihentikan maupun dibatalkan, baik sementara maupun permanen.

In 2023, the Company stocks were no suspended or delisted, temporarily or permanently.



Artist Impressions
TANAKAYU, BSD CITY



LAPORAN KEPADA PEMANGKU KEPENTINGAN

REPORT TO STAKEHOLDERS

Laporan Direksi
Report of the Directors
[SEOJK 2.c]



> Strategi dan kebijakan strategis Perusahaan berbuah kinerja keuangan yang tumbuh signifikan dan kondisi fundamental Perusahaan yang tetap solid.
>
> *The Company's strategies and strategic policies have resulted in significant growth in financial performance with the Company's fundamentals remaining solid.*

Fransiscus Xaverius R.D.
Presiden Direktur
President Director

Pemegang Saham yang Terhormat,

Puji syukur kami panjatkan kepada Tuhan Yang Maha Kuasa atas limpahan rahmat dan karunia-Nya, sehingga pada tahun 2023, Perusahaan berhasil mencatatkan kinerja yang solid, dengan pertumbuhan Pendapatan Usaha dan Laba Bersih yang signifikan. Pendapatan Usaha kami tumbuh 12,74% menjadi Rp11,54 triliun didukung oleh pertumbuhan prapenjualan yang kuat sebesar 7,94% menjadi Rp9,50 triliun.

Pertumbuhan kinerja ini didukung oleh beberapa faktor. Beberapa di antaranya adalah membaiknya kondisi ekonomi Indonesia, strategi bisnis yang tepat dengan berfokus pada kemitraan strategis dan juga pengembangan produk dan jasa yang inovatif dan berkualitas. Selain itu, diversifikasi portofolio produk dan geografis yang didukung oleh cadangan lahan yang luas menjadi katalis positif terhadap pertumbuhan.

Kami menyadari bahwa pencapaian ini tidak terlepas dari dukungan dari seluruh pemangku kepentingan, termasuk pemegang saham, pelanggan, mitra bisnis dan karyawan. Kami mengucapkan terima kasih atas kepercayaan dan dukungan yang telah diberikan kepada Perusahaan.

Dear Shareholders,

Praise be to God Almighty for His abundance of mercy and grace, so that in 2023, the Company managed to record a solid performance, with significant growth in Revenues and Net Profit. Our Revenues grew 12.74% to IDR11.54 trillion supported by strong marketing sales growth of 7.94% to IDR9.50 trillion.

This performance growth was supported by numerous factors. Some of these include Indonesia's improving economic conditions, the right business strategy by focusing on strategic partnerships as well as the development of innovative and quality products and services. In addition, product and geographical portfolio diversification, supported by vast land reserves became a positive catalyst for growth.

We realize that this achievement is inseparable from the support of all stakeholders, including shareholders, customers, business partners and employees. We thank you for the trust and support that have been given to the Company.

Ke depan, kami berkomitmen untuk terus berinovasi dan mengembangkan usaha untuk memberikan nilai tambah bagi seluruh pemangku kepentingan. Direksi meyakini bahwa dengan kerja keras dan dedikasi bersama, Perusahaan dapat melanjutkan kesuksesan di masa depan sebagai pemimpin pasar properti di Indonesia.

Going forward, we are committed to continuing to innovate and develop our business to provide added value to all stakeholders. The Directors believes that with hard work and dedication, the Company can remain to succeed in the future as a leader in the property market in Indonesia.

Kinerja Perusahaan

The Company's Performance

STRATEGI DAN KEBIJAKAN STRATEGIS [SEOJK 2.c.1.a]

Kami dengan bangga melaporkan bahwa strategi dan kebijakan strategis yang diambil Perusahaan berbuah manis berupa kinerja keuangan yang tumbuh signifikan dengan kondisi fundamental Perusahaan yang tetap solid pada tahun 2023. Raihan luar biasa ini terjadi di tengah pertumbuhan ekonomi Indonesia yang sedikit lebih rendah dibandingkan dengan tahun 2022 akibat perlambatan ekonomi global, inflasi yang tinggi serta kenaikan suku bunga.

Kendati dihadapkan pada berbagai tantangan tersebut, Perusahaan melihat banyak peluang untuk mendukung pertumbuhan kinerja yang berkelanjutan. Strategi utama Perusahaan pada tahun 2023 adalah fokus pada pengembangan produk dan layanan yang sesuai dengan kebutuhan pasar serta memperbanyak kemitraan strategis untuk mendukung ekspansi bisnis jangka panjang.

Perusahaan terus berinovasi untuk menciptakan produk dan layanan yang berkualitas dan kompetitif. Selain itu, penetrasi pasar juga semakin diperkuat dengan menargetkan segmen konsumen yang lebih luas dan belum dilirik oleh pengembang properti lainnya.

Kami memahami bahwa setelah pandemi Covid-19, kebutuhan akan properti hunian dan komersial yang menghadirkan konsep modern dan ramah lingkungan semakin meningkat. Hal ini berdasarkan hasil riset dari sejumlah lembaga riset properti ternama seperti JLL dalam riset terakhirnya Asia Pacific 2023, yang menyebutkan bahwa masyarakat kini lebih menginginkan hunian yang mendukung pola hidup sehat dan ramah lingkungan. Selain itu, tren gedung perkantoran pun mengarah ke konsep "bangunan hijau" *(green building)* yang semakin diminati korporasi karena mendukung mereka dalam menerapkan prinsip-prinsip keberlanjutan.

Saat ini, terdapat tujuh proyek *green building* milik Perusahaan yang telah tersertifikasi bangunan ramah lingkungan, yaitu Kawasan BSD Green Office Park Area, Sinar Mas Land Plaza Thamrin Tower 2 & 3, Sinar Mas Land Plaza BSD City, My Republic Plaza BSD City, Green Office Park 1 BSD City dan Green Office Park 9 BSD City, serta Nava Park.

STRATEGIC STRATEGY AND POLICY

We are pleased to report the Company's strategies and strategic policies have resulted in significant growth in financial performance with the Company's fundamentals remaining solid in 2023. This remarkable achievement occurred in the midst of Indonesia's slightly lower economic growth compared to 2022 due to the global economic slowdown, high inflation and rising interest rates.

Despite these challenges, the Company sees many opportunities to support sustainable performance growth. The Company's main strategy in 2023 is to focus on developing products and services that meet market needs and expanding strategic partnerships to support long-term business expansion.

The Company remains to innovate, creating quality and competitive products and services. In addition, market penetration is further strengthened by targeting a wider consumer segment that has not been glimpsed by other property developers.

We understand that post the Covid-19 pandemic, the need for residential and commercial properties that present modern and environmentally friendly concepts is increasing. This is based on the results of research from a number of well-known property research institutions such as JLL in its latest research Asia Pacific 2023, which states that people now want more housing that supports a healthy and environmentally friendly lifestyle. In addition, the trend of office buildings leads to the concept of "green building" that is increasing in demand by corporations due to its support in applying the principles of sustainability.

Currently, there are seven green building projects owned by the Company that have been certified as green buildings, namely BSD Green Office Park Area, Sinar Mas Land Plaza Thamrin Tower 2 & 3, Sinar Mas Land Plaza BSD City, My Republic Plaza BSD City, GOP 1 BSD City and GOP 9 BSD City and Nava Park.

Perpaduan konsep modern dan berkelanjutan telah menjadikan Kawasan Digital Hub BSD City sebagai pilihan sejumlah korporasi kelas dunia hingga *unicorn* di bidang teknologi. Hal ini semakin mengukuhkan posisi Perusahaan sebagai pengembang properti terkemuka di Indonesia yang inovatif dan adaptif terhadap tren terkini global.

The combination of modern and sustainable concepts has made BSD City Digital Hub the choice of a number of world-class corporations and technology unicorns. This further strengthens the Company's position as a leading property developer in Indonesia that is innovative and adaptive to the latest global trends.

Dari sisi peluncuran produk baru, sejumlah klaster berkonsep modern dan berkelanjutan juga diluncurkan Perusahaan sepanjang 2023, antara lain Klaster Layton yang mengusung tagline "*A Home Without Boundaries*" atau hunian yang menyatu dengan alam tanpa batas. Klaster ini terletak di kawasan Navapark, BSD City, yang merupakan kawasan hijau seluas 150 hektare.

In terms of new product launches, a number of clusters with a modern and sustainable concept were also launched by the Company throughout 2023, including Layton Cluster which carries the tagline "A Home Without Boundaries" or a residence that blends with nature without limits. This cluster is located in the Navapark area, BSD City, which is a 150-hectare green area.

Produk lain yang mengusung konsep modern dan keberlanjutan adalah klaster Terravia, Eonna dan Enchante di BSD City. Ketiga klaster ini menawarkan desain ramah lingkungan atau lokasi yang lebih hijau, atau keduanya yang dipadu dengan berbagai konsep unik.

Other products that carry the concept of modernity and sustainability are the Terravia, Eonna and Enchante clusters in BSD City. These three clusters offer eco-friendly designs or greener locations, or both, in combination with various unique concepts.

Perusahaan turut membuka peluang investasi jangka panjang melalui kemitraan strategis. Perusahaan, melalui anak usahanya, menggandeng investor Jepang, Hankyu Hanshin Properties JOIN ID-DCP LLC untuk mengembangkan *Office Portfolio Partnership* di beberapa lokasi strategis di pusat kota Jakarta.

The Company also opens up long-term investment opportunities through strategic partnerships. The Company, through its subsidiary, is collaborating with Japanese investor Hankyu Hanshin Properties JOIN ID-DCP LLC to develop office portfolio partnerships in several strategic locations in downtown Jakarta.

Selain itu, kerja sama dengan HeHa Group dijalin untuk pengembangan Taman Rekreasi HeHa BSD City, seiring dengan tingginya kebutuhan masyarakat akan sarana rekreasi. Keberadaan taman rekreasi ini turut menambah nilai tambah bagi kawasan BSD City yang selama ini telah dikenal sebagai pusat hiburan baru bagi masyarakat Jabodetabek dengan keberadaan Indonesia Convention Exhibition (ICE) BSD City yang menggelar banyak pameran dan konser berskala nasional dan internasional.

In addition, cooperation with HeHa Group was established for the development of HeHa BSD City Recreation Park, in line with the high demand for recreational facilities. The existence of this recreational park also adds value to the BSD City area, which has been known as a new entertainment center for the Greater Jakarta community with the existence of the Indonesia Convention Exhibition (ICE) BSD City, which holds many national and international exhibitions and concerts.

Peluncuran produk-produk baru dan kerja sama strategis ini menunjukkan komitmen Perusahaan untuk terus berinovasi dan memenuhi kebutuhan konsumen yang terus berubah. Perusahaan berharap produk-produk baru ini dapat diterima dengan baik oleh masyarakat dan memberikan nilai tambah bagi seluruh konsumen dan mitra kami.

The launch of new products and strategic partnerships demonstrates the Company's commitment to remain innovating and meet the shifting needs of consumers. The Company hopes that these new products will be well received by the public and provide added value to all our consumers and partners.

Untuk mendukung penjualan produk-produk baru tersebut, Perusahaan meluncurkan program Sinar Mas Land Precious pada tahun 2023 yang memberikan berbagai keuntungan bagi pelanggan berupa diskon tambahan hingga 1,25% untuk semua produk, termasuk *new product launching* dan *product in stock*, yang meliputi tipe kavling, rumah, apartemen dan ruko. Selain itu, pelanggan juga berkesempatan untuk mendapatkan *referral fee* hingga 0,95%, *birthday greeting*, hingga tambahan puluhan ribu poin di aplikasi OneSmile.

To support the sales of these new products, the Company launched the Sinar Mas Land Precious program in 2023, providing various benefits for customers in the form of additional discounts of up to 1.25% for all products, including new product launches and products in stock, which includes plot types, houses, apartments and shophouses. In addition, customers also have the opportunity to get a referral fee of up to 0.95%, birthday greeting and additional tens of thousands of points in the OneSmile application.

Perusahaan juga menghadirkan program pemasaran nasional yakni Smart Move sepanjang tahun 2023 yang memberikan beragam diskon, subsidi *down payment*, subsidi bunga KPR dan kemudahan cara bayar bagi para konsumen setia kami. Program-program ini diharapkan memberikan kemudahan bagi para pembeli di tengah kenaikan suku bunga kredit pada semester kedua 2023.

The Company also presents a national marketing program called Smart Move throughout 2023, which provides various reductions, down payment subsidies, mortgage interest subsidies, and easy payment methods for our loyal customers. These programs are expected to provide convenience for buyers in the midst of rising lending rates in the second half of 2023.

Berbagai strategi dan kebijakan strategis yang diambil pada tahun 2023 terbukti telah mampu mendorong pertumbuhan kinerja Perusahaan. Kami meyakini langkah-langkah yang Perusahaan ambil tidak hanya berbuah manis pada saat ini, tetapi juga akan menjaga pertumbuhan kinerja dalam jangka panjang.

Numerous strategies and strategic policies taken in 2023 have proven to be able to drive the Company's performance growth. We believe that the steps that the Company has taken will not only be fruitful at this time but will also maintain performance growth in the long run.

PERAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS
[SEOJK 2.c.1.b]

Dalam perumusan strategi, Direksi selalu mempertimbangkan berbagai faktor, seperti analisis terhadap kondisi di internal dan eksternal, peluang dan tantangan di pasar, serta nilai-nilai perusahaan. Direksi juga telah memastikan bahwa strategi yang dirumuskan sejalan dengan visi, misi dan tujuan Perusahaan, yaitu menjadi Perusahaan properti terbesar di Indonesia. Direksi juga melihat potensi regime suku bunga tinggi yang dapat bertahan, sehingga melakukan *tender offer* Senior Notes 2025 sebagai metode pengurangan biaya keuangan.

Direksi juga memiliki peran penting dalam perumusan kebijakan strategis Perusahaan yang berfungsi untuk mengarahkan dan mengontrol kegiatan operasional Perusahaan sehingga sejalan dengan strategi dan objektif utama Perusahaan. Direksi juga telah memastikan bahwa kebijakan strategis yang dirumuskan tersebut dapat diterapkan secara efektif dan efisien. Untuk merumuskan strategi dan kebijakan strategis tersebut, Direksi secara rutin menggelar rapat internal dengan BOC untuk mendengar masukan dari mereka. Selain itu, rapat rutin internal juga bertujuan untuk mengevaluasi langkah-langkah strategis yang telah dilakukan sehingga apabila dibutuhkan, Perusahaan dapat melakukan penyesuaian strategi mengikuti perkembangan kondisi pasar terkini.

Hal yang paling penting dalam perumusan strategi dan kebijakan strategis adalah kepatuhan terhadap prinsip GCG. Oleh karena itu, Direksi bertanggung jawab penuh bahwa seluruh strategi dan kebijakan strategis Perusahaan telah dirumuskan dan dijalankan sesuai dengan peraturan dan perundang-undangan yang berlaku. Kepatuhan ini juga turut menjadi bagian dari pengawasan BOC sehingga pelanggaran-pelanggaran yang dapat merusak reputasi Perusahaan tidak terjadi.

ROLE OF THE DIRECTORS IN FORMULATING STRATEGY AND STRATEGIC POLICY

In planning the strategies, the Directors continually consider various factors, such as analysis of internal and external conditions, market opportunities and challenges, as well as corporate values. The Directors has ensured that the strategies formulated are in line with the Company's vision, mission and goal, which is to become the largest property developer in Indonesia. The Directors viewed the potential longer high inflation rate regime, hence the tender offer exercised on Senior Notes 2025 as a method to reduce financial expenses.

The Directors also have a vital role in the formulation of the Company's strategic policies that serve to direct and control the Company's operational activities, for it to be aligned with the Company's main strategies and objectives. The Directors have ensured that the strategic policies formulated can be implemented effectively and efficiently. To formulate these strategic strategies and policies, the Directors regularly hold internal meetings with the BOC to hear their input. In addition, the regular internal meetings aim to evaluate the strategic steps that have been taken, for the Company to make adjustments according to the strategy following the progress of the latest market conditions.

The most crucial aspect in the formulation the strategic strategies and policies is compliance with the principles of GCG. Therefore, the Directors are fully responsible for ensuring that all strategies and the Company's strategic policies have been formulated and executed in accordance with the prevailing laws and regulations. This compliance is a part of the BOC's supervision so that any violations that can damage the Company's reputation will not occur.

PROSES YANG DILAKUKAN DIREKSI UNTUK MEMASTIKAN IMPLEMENTASI STRATEGI
[SEOJK 2.c.1.c]

Ada sejumlah cara yang dilakukan Direksi untuk memastikan implementasi strategi berjalan dengan baik dan sesuai rencana. Pertama, Direksi selalu memantau kemajuan pencapaian target-target strategis dan menganalisis kinerja Perusahaan. Kedua, Direksi menerima masukan dari seluruh pemangku kepentingan, khususnya dari konsumen dan mitra strategis kami. Ketiga, evaluasi dilakukan secara berkala dengan mendengar masukan dari BOC.

PROCESSES CARRIED OUT BY THE DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

There are a number of approaches that the Directors ensure that the implementation of the strategy goes well and according to plan. Firstly, the Directors always monitor the progress of achieving strategic targets and analyze the Company's performance. Secondly, the Directors welcome feedback from all stakeholders, particularly our customers and strategic partners. Thirdly, evaluations are conducted regularly with tremendous feedback from the BOC.

Dalam melakukan implementasi strategi, Direksi telah menetapkan beberapa indikator kinerja yang relevan, baik itu secara kuantitatif seperti target pendapatan prapenjualan, maupun kualitatif seperti tingkat kepuasan konsumen. Direksi juga memantau dan merespons dinamika kondisi perekonomian nasional dan global, perkembangan teknologi dan juga perubahan regulasi, khususnya regulasi-regulasi yang mempengaruhi permintaan dan penjualan properti.

Sejumlah hal tersebut dilakukan untuk dapat merespons secara cepat dan tepat terhadap perubahan yang terjadi, sehingga strategi yang dijalankan tetap relevan dengan kondisi terkini. Dalam hal pemantauan dan evaluasi strategi, Direksi selalu berkomunikasi dan meminta masukan dari BOC untuk memastikan bahwa strategi yang dijalankan oleh Perusahaan tetap sesuai dengan tujuan jangka panjang untuk mempertahankan posisi sebagai pengembang properti terkemuka di Indonesia.

In implementing the strategy, the Directors have set several relevant performance indicators, both quantitative measures such as marketing sales revenue targets and qualitative measures such as customer satisfaction levels. The Directors also monitor and respond to the dynamics of national and global economic conditions, technological developments and also regulatory changes, particularly those regulations that affect property demand and sales.

Several things are done to respond quickly and appropriately to changes that occur, so that the strategies implemented remain relevant to current conditions. In terms of strategy monitoring and evaluation, the Directors constantly communicates and seeks input from the BOC to ensure that the strategies implemented by the Company remain in line with the long-term goal of maintaining its position as a leading property developer in Indonesia.

PENCAPAIAN PERUSAHAAN TAHUN 2023 [SEOJK 2.c.1.d]

PROCESSES CARRIED OUT BY THE DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

Pertumbuhan ekonomi Indonesia di tahun 2023 memperlihatkan resiliensi di tengah tantangan global yang meningkat. Meskipun tumbuh lebih lambat dibandingkan tahun 2022, ekonomi Indonesia tetap tumbuh positif pada tahun 2023 dan diperkirakan berada dalam kisaran 4,5%-5,3%.

Menurut data BI, faktor-faktor pendorong pertumbuhan ekonomi masih berasal dari konsumsi rumah tangga, yang didorong oleh mobilitas yang meningkat serta ekspektasi pendapatan yang membaik. Pertumbuhan investasi secara keseluruhan meningkat menjadi 5,77% secara tahunan seiring dengan berlanjutnya pembangunan infrastruktur Pemerintah di berbagai wilayah Indonesia.

Pasar properti Indonesia pada tahun 2023 mengalami pertumbuhan yang positif, meskipun tidak setinggi tahun 2022. Menurut data BI, Indeks Harga Perumahan Residensial (IHPR) pada triwulan ketiga 2023 tumbuh 1,96% secara tahunan, lebih tinggi dari pertumbuhan pada triwulan sebelumnya sebesar 1,92%. Kenaikan IHPR terutama ditopang oleh kenaikan harga rumah tipe besar sebesar 1,70% secara tahunan, lebih tinggi dari kenaikan pada triwulan kedua 2023 sebesar 1,49%.

Dari sisi penjualan, hasil survei BI menunjukkan bahwa penjualan properti residensial di pasar primer pada triwulan ketiga 2023 belum pulih sepenuhnya. Penjualan properti residensial masih terkontraksi sebesar 6,59% secara tahunan pada triwulan ketiga 2023, meski membaik dari kontraksi 12,30% pada triwulan sebelumnya.

Penyebab utama penjualan properti residensial primer di Indonesia mengalami kontraksi adalah masalah perizinan/birokrasi, suku bunga kredit yang tinggi, insentif perpajakan yang baru dilanjutkan di akhir tahun sehingga menunda keputusan pembelian.

Indonesia's economic growth in 2023 showed resilience amidst increasing global challenges. Although it grows slower than in 2022, Indonesia's economy continued to grow positively in 2023 and is estimated to be in the range of 4.5%-5.3%.

According to BI's data, the driving factor of economic growth still comes from household consumption, which is driven by increased mobility as well as improved income expectations. Overall investment growth accelerated to 5.77% on an annualized basis as the Government continued its infrastructure development in various regions of Indonesia.

Indonesia's property market in 2023 experienced growth, although not as high as in 2022. According to BI data, the Residential Housing Price Index (IHPR) in the third quarter of 2023 grew 1.96% on an annualized basis, higher than the growth in the previous quarter of 1.92%. The increase in IHPR was mainly supported by the increase of price of large-type houses by 1.70% on an annualized basis, higher than the increase in the second quarter of 2023 of 1.49%.

In terms of sales, the BI survey results show that residential property sales in the primary market in the third quarter of 2023 have not fully recovered. Residential property sales still contracted by 6.59% on an annualized basis in the third quarter of 2023, although it improved from the 12.30% contraction in the previous quarter.

The main causes of contraction in primary residential property sales in Indonesia are licensing/bureaucratic issues, high lending rates, and tax incentives which only resumed at the end of the year, thereby delaying purchasing decisions.

Untuk menghadapi sejumlah tantangan tersebut, Perusahaan telah mengimplementasikan beberapa strategi, antara lain dengan menawarkan produk properti yang sesuai dengan kebutuhan dan daya beli masyarakat, meningkatkan kualitas produk dan layanan, serta melakukan promosi yang efektif.

To face these challenges, the Company has implemented several strategies, including offering property products that fit the needs and purchasing power of the community, improving the quality of products and services, also conducting effective promotions.

Perusahaan berupaya mempertahankan momentum positif di tahun 2022 dengan telah menyiapkan sejumlah kebijakan strategis di tahun 2023. Pertama, Perusahaan memasarkan produk secara aktif, baik melalui sarana digital maupun non-digital, dengan berbagai promosi menarik dan skema pembayaran yang memudahkan konsumen. Kedua, Perusahaan terus fokus pada pengembangan infrastruktur, yang merupakan faktor penting bagi pertumbuhan perusahaan properti.

The Company seeks to maintain positive momentum in 2022 by preparing a number of strategic policies in 2023. Firstly, the Company actively markets its products, both through digital and non-digital means, with various attractive promotions and payment schemes that make it easier for consumers. Secondly, the Company remains focused on infrastructure development, which is an important factor for the growth of property companies.

Terakhir, Perusahaan meluncurkan produk-produk baru dengan kisaran harga mulai dari Rp1 hingga Rp30 miliar per unit, mencakup rumah tapak untuk segmen menengah hingga premium, produk komersial seperti ruko, apartemen atau kondominium dan kavling lahan komersial, termasuk yang dijual kepada perusahaan patungan.

Lastly, the Company launched new products with a price range from IDR1 to IDR30 billion per unit, covering landed houses for the middle to premium segments, commercial products such as shophouses, apartments or condominiums and commercial land plots, including those sold to joint venture companies.

Dengan kebijakan-kebijakan strategis itu, Perusahaan menorehkan prestasi yang membanggakan dengan kinerja keuangan yang sangat positif sepanjang tahun 2023. Pendapatan Usaha perusahaan melonjak 12,74% menjadi Rp11,54 triliun. Laba bersih Perusahaan menjadi Rp1,95 triliun.

With these strategic policies, the Company made proud achievements with very positive financial performance throughout 2023. The Company's Revenues jumped by 12.74% to IDR11.54 trillion. The Company's Net Profit was IDR1.95 trillion.

Pada tahun 2023, Perusahaan juga menargetkan prapenjualan sebesar Rp8,8 triliun dan hingga akhir tahun, target ini dilampaui oleh Perusahaan. Adapun, kontributor utama dari prapenjualan masih berasal dari segmen residensial sebesar 53%, sebesar 28% dari penjualan komersial dan lain-lain sebesar 20%.

In 2023, the Company also targeted marketing sales of IDR8.8 trillion and by the end of the year, this target was exceeded by the Company. Meanwhile, the main contributor of marketing sales still came from the residential segment at 53%, 28% from commercial sales and 20% from others.

Aset Perusahaan meningkat menjadi Rp66,83 triliun dengan kas yang kuat di Rp9,43 triliun. Ekuitas Perusahaan sebesar Rp41,20 triliun sehingga tetap memiliki ruang besar untuk pertumbuhan.

The Company's Assets increased to IDR66.83 trillion with strong cash at IDR9.43 trillion. The Company's equity amounted to IDR41.20 trillion so there remains substantial room for growth.

Kinerja keuangan yang luar biasa ini tidak lepas dari sejumlah faktor pendukung. Pertama, Perusahaan terbukti jeli dalam membaca pasar dan mengembangkan produk properti yang diminati publik. Perusahaan terus berinovasi untuk menciptakan hunian yang terjangkau, dilengkapi fasilitas lengkap dan berada di lokasi strategis. Kedua, Perusahaan juga berhasil mengendalikan beban operasional secara efisien, sehingga Laba Bersih tetap terjaga, termasuk di dalamnya adalah reduksi utang melalui tender offer pada situasi suku bunga tinggi.

This outstanding financial performance cannot be separated from a number of supporting factors. Firstly, the Company has proven to be astute in reading the market and developing property products that are in demand from the public. The Company continues to innovate to create affordable housing, equipped with complete facilities and located in strategic locations. Secondly, the Company has managed to control operating expenses efficiently, in order for the Net Profit to be maintained, including the reduction of debt through tender offers in high interest rate situations.

Tak hanya berfokus pada kinerja keuangan, Perusahaan juga gencar menggarap sejumlah proyek besar di berbagai wilayah Indonesia. Di segmen residensial, perusahaan mengembangkan kompleks perumahan Hiera, Enchante, Eonna, Tanakayu, Terravia, The Ostara, Nava Park dan The Zora di kawasan BSD City. Proyek serupa juga digarap di Grand Wisata, Bekasi dengan

The Company is not only focusing on its financial performance but is also aggressively working on a number of large projects in various parts of Indonesia. In the residential segment, the Company developed Hiera, Enchante, Eonna, Tanakayu, Terravia, The Ostara, Nava Park and The Zora housing complexes in the BSD City area. Similar projects are underway in Grand Wisata,

Water Terrace, Z Living, New Westfield dan Tanamas. Di Kota Wisata, Cibubur, Perusahaan membangun Vermont dan Front Row Studio Loft.

Sementara di segmen komersial, Perusahaan mengembangkan Northridge Business Center, Latinos Business District, Campton Shophouse, Greenwich Business Park, The Loop, Delrey Business Townhouse, Enchante Business Park dan North Point Two di BSD City. Selain itu, Perusahaan juga tengah menyelesaikan proyek pembangunan tol Serpong – Balaraja Seksi 1B yang menghubungkan AEON Mall - Legok. Perusahaan yakin, kehadiran infrastruktur pendukung akan semakin memberikan nilai tambah bagi para konsumen.

Dengan strategi yang tepat dan pelaksanaan proyek yang efisien, Perusahaan dapat mempertahankan kinerja keuangan yang mengesankan di tahun 2023. Melalui berbagai proyek properti dan infrastruktur yang sedang dikerjakan, Perusahaan terus berupaya meningkatkan kinerja dan memberikan nilai tambah bagi pemegang saham dan seluruh pemangku kepentingan.

Bekasi with Water Terrace, Z Living, New Westfield and Tanamas. In Kota Wisata, Cibubur, the Company built Vermont and Front Row Studio Loft.

In the commercial segment, the Company developed Northridge Business Center, Latinos Business District, Campton Shophouse, Greenwich Business Park, The Loop, Delrey Business Townhouse, Enchante Business Park and North Point Two in BSD City. In addition, the Company is also completing the Serpong-Balaraja toll road construction project Section 1B which connects AEON Mall - Legok. The Company believes that the presence of supporting infrastructure will further provide added value for consumers.

With the right strategy and efficient project execution, the Company can maintain its impressive financial performance in 2023. Through various property and infrastructure projects underway, the Company continues to strive to improve performance and provide added value to shareholders and all stakeholders.

KENDALA YANG DIHADAPI
[SEOJK 2.c.1.e]

Sebagai salah satu pengembang properti terbesar di Indonesia yang telah mengembangkan berbagai proyek properti di berbagai wilayah di Indonesia, Perusahaan telah terbukti menunjukkan daya tahan yang kokoh terhadap segala tantangan yang dihadapi setiap waktu. Tidak terkecuali tahun 2023 yang dipenuhi dengan berbagai tantangan yang dapat dilihat dari aspek makro ekonomi dan industri properti itu sendiri.

Salah satu tantangan makro ekonomi yang dihadapi Perusahaan adalah kenaikan suku bunga BI. BI telah dua kali menaikkan suku bunga acuan atau BI-7 Day Repo Rate (BI7DRR) masing-masing sebanyak 25 basis poin sehingga mencapai level 6% di Oktober 2023.

Dampak kenaikan suku bunga BI terhadap properti perlu menjadi perhatian karena sebagian besar pembelian properti oleh masyarakat cenderung menggunakan cara bayar KPR atau KPA. Dengan demikian, ketika suku bunga KPR atau KPA naik, maka akan mempengaruhi permintaan karena biaya pembelian dan cicilan properti cenderung lebih tinggi.

Untuk menghadapi tantangan ini, Perusahaan pun kian gencar meluncurkan sejumlah strategi pemasaran baik itu di level nasional, maupun secara spesifik ke produk-produk tertentu. Beberapa strategi pemasaran tersebut termasuk Sinar Mas Land Precious untuk mengapresiasi kesetiaan para pelanggan, serta promosi nasional “Smart Move”. Adapun, strategi pemasaran yang kami lakukan terbukti berhasil untuk meningkatkan pendapatan prapenjualan seperti yang ditargetkan pada awal tahun.

CHALLENGES FACED

As one of the largest property developers in Indonesia that has developed various property projects in various regions in Indonesia, the Company has proven to show solid resilience to all challenges faced at all times. The year 2023 is no exception, which is filled with various challenges that are shown through macroeconomic aspects and the property industry itself.

One of the macroeconomic challenges faced by the Company is the increase in BI interest rates. The BI has twice raised its benchmark interest rate or BI-7 Day Repo Rate (BI7DRR) by 25 basis points each to reach 6% in October 2023.

The impact of an increase in the BI rate on property needs to be a concern because most property purchases by the public tend to use the KPR or KPA payment method. Thus, when KPR or KPA interest rates rise, it will affect demand because the cost of buying and paying property instalments tends to be higher.

To address this challenge, the Company has been aggressively launching a number of marketing strategies both at the national level, as well as specifically to certain products. Some of these marketing strategies include Sinar Mas Land Precious to reward loyal customers, as well as the national “Smart Move” promotion. Meanwhile, our marketing strategies have proven to be successful in increasing marketing sales revenue as targeted at the beginning of the year.

Perusahaan juga mewaspadai tantangan dari kondisi ekonomi global. Perekonomian global di tahun 2023 dihadapkan pada pelemahan pertumbuhan ekonomi global, yang diperkirakan akan mencapai 3,0% pada tahun 2023.

The Company is also mindful of the challenges posed by global economic conditions. The global economy in 2023 is faced with weakening global economic growth, which is expected to reach 3.0% in 2023.

Pertumbuhan ekonomi global yang melambat ini disebabkan oleh berbagai faktor, antara lain konflik geopolitik yang menyebabkan gangguan pada rantai pasokan dan kenaikan harga energi dan pangan, pengetatan kebijakan moneter di berbagai negara, terutama di negara-negara maju, serta fenomena El Nino yang menyebabkan gangguan produksi pangan. Hasilnya, tekanan inflasi yang tinggi karena kenaikan harga energi dan pangan.

The slowing global economic growth was caused by various factors, including geopolitical conflicts that caused disruptions in the supply chain and increases in energy and food prices, tightening monetary policy in various countries, especially in developed countries, also the El Nino phenomenon that caused disruptions in food production. The result is high inflationary pressure due to rising energy and food prices.

Di tingkat nasional, permasalahan ekonomi global ini menyebabkan penurunan daya beli masyarakat, peningkatan kemiskinan dan peningkatan risiko krisis ekonomi.

At the national level, these global economic problems have led to a decline in people's purchasing power, an increase in poverty and an increased risk of economic crisis.

Untuk menghadapi risiko ketidakpastian dari kondisi perekonomian global, Perusahaan pun meningkatkan kehati-hatian dalam ekspansi melalui implementasi yang kuat dari manajemen risiko. Hal ini dilakukan agar Perusahaan tetap memiliki resiliensi untuk menghadapi tantangan-tantangan lain yang muncul di masa yang akan datang.

To deal with the risk of uncertainty from global economic conditions, the Company has also increased prudence in expansion through strong implementation of risk management. This is done in order for the Company to remain resilient to face other challenges that arise in the future.

PROSPEK USAHA JANGKA PANJANG DAN TAHUN 2024 [SEOJK 2.c.1.e]

LONG-TERMS BUSINESS OUTLOOK AND 2024

Reputasi Perusahaan sebagai salah satu pengembang properti terbesar di Indonesia telah terbukti seiring berjalan waktu. Beberapa kekuatan fundamental yang dimiliki oleh perusahaan ini antara lain reputasi dan jaringan yang luas, kualitas pembangunan yang tinggi dan inovasi produk yang sesuai dengan kebutuhan pasar.

The Company's reputation as one of the largest property developers in Indonesia has been proven over time. Some of the Company's fundamental strengths include its reputation and extensive network, high quality development and product innovation that meets market needs.

Perusahaan juga telah dikenal sebagai pengembang terkemuka kota terpadu dimana masyarakat dapat tinggal, bekerja dan bermain dalam satu area. Kota-kota terintegrasi kami telah meraih penghargaan domestik dan internasional, serta telah menjadi model bagi perkembangan kota-kota baru. Perusahaan juga telah membangun kemitraan dengan berbagai pihak, termasuk pemerintah, perusahaan konstruksi dan tenaga profesional berkualitas.

The Company has also been recognized as a leading developer of integrated cities where people can live, work and play in one area. Our integrated cities have won domestic and international awards, plus have become models for the development of new cities. The Company has also built partnerships with various parties, including the government, construction companies and qualified professionals.

Dengan modal yang kuat ini, kami masih melihat prospek yang positif dari pasar properti di Indonesia dalam jangka panjang. Hal ini terutama didorong oleh upaya masif dari Pemerintah Indonesia untuk melakukan pemerataan pembangunan infrastruktur di seluruh wilayah Indonesia. Pada tahun 2023 saja, kontribusi sektor infrastruktur dan real estat masih menjadi salah satu mesin pendorong pertumbuhan ekonomi nasional.

With this strong capital, we still see positive prospects for the property market in Indonesia in the long run. This is mainly driven by the massive efforts of the Government of Indonesia to equalize infrastructure development across the country. By 2023 itself, the contribution of the infrastructure and real estate sectors will still be one of the engines driving national economic growth.

Selain itu, keberhasilan Pemerintah menjaga kestabilan pertumbuhan ekonomi akan mendorong peningkatan daya beli masyarakat, yang pada akhirnya akan meningkatkan

In addition, the Government's success in maintaining stable economic growth will encourage an increase in people's purchasing power, which in turn will increase

permintaan properti. Peningkatan pendapatan masyarakat juga akan mendorong masyarakat untuk berinvestasi di properti, baik untuk kebutuhan hunian maupun investasi.

Perkembangan infrastruktur, seperti pembangunan jalan tol dan kereta api, akan meningkatkan aksesibilitas ke berbagai kota di Indonesia, yang juga akan mendorong pertumbuhan permintaan properti. Tidak hanya segmen residensial, pasar properti komersial pun akan turut berkembang seiring dengan terjadi pemerataan ekonomi di daerah-daerah lain.

Khusus di tahun 2024 yang merupakan tahun politik dimana terjadi pemilihan Presiden Republik Indonesia yang baru, kami memperkirakan akan terjadi fluktuasi perekonomian di Tanah Air. Hal yang sama juga akan terjadi di pasar properti dimana akan terjadi fluktuasi permintaan.

Dengan pertimbangan ini, Perusahaan menetapkan target prapenjualan Rp9,5 triliun, pendapatan usaha Rp11,70 triliun dan laba bersih Rp3,23 triliun yang kami yakini dapat tercapai dengan kerja keras. .

Namun, jejak rekam Perusahaan telah menunjukkan adaptabilitas yang kuat dalam menghadapi fluktuasi ekonomi, seperti saat pandemi Covid-19 dan juga krisis-krisis ekonomi global dalam 20 tahun terakhir.

demand for property. An increase in people's income will also encourage people to invest in property, both for residential and investment needs.

Infrastructure development, such as the construction of toll roads and railways, will improve accessibility to various cities in Indonesia, which will also drive growth in property demand. Not only the residential segment, but the commercial property market will also grow along with economic equality in other regions.

Particularly in 2024, a political year with the election of a new President of the Republic of Indonesia, we expect economic fluctuations in the country. The same thing will also happen in the property market where there will be fluctuations in demand.

With this in mind, the Company has set targets of marketing sales of IDR9.50 trillion, revenues of IDR11.70 trillion and net profit of IDR3.23 trillion that we believe can be achieved with hard work.

However, the Company's track record has shown strong adaptability in the face of economic fluctuations, such as during the Covid-19 pandemic as well as global economic crises in the past 20 years.

PENERAPAN TATA KELOLA PERUSAHAAN [SEOJK 2.c.3]

IMPLEMENTATION OF CORPORATE GOVERNANCE

Dalam menjalankan operasionalnya, Perusahaan terus menerapkan Prinsip GCG secara konsisten. Upaya ini dilakukan dengan menyelaraskan praktik-praktik terbaik GCG ke seluruh lapisan organisasi, termasuk karyawan di berbagai unit usaha dan tingkatan manajemen.

Sosialisasi GCG dilakukan secara berkala guna memastikan bahwa setiap anggota organisasi memahami dan mampu menerapkan prinsip-prinsip GCG dalam setiap aspek operasional sehari-hari. Hal ini merupakan komitmen Perusahaan untuk menciptakan lingkungan bisnis yang etis dan transparan.

Perusahaan juga menegakkan sistem pelaporan pelanggaran sebagai sarana untuk melaporkan pelanggaran terhadap prinsip GCG atau aturan-aturan yang berlaku, baik di tingkat internal Perusahaan maupun sejalan dengan regulasi pemerintah dan otoritas terkait lainnya. Keberadaan mekanisme ini memberikan jaminan kepada seluruh anggota organisasi bahwa pelanggaran dapat dilaporkan.

Dalam implementasi strategi Perusahaan, Direksi didukung oleh Unit Internal Audit dan Unit Manajemen Risiko dan Keberlanjutan. Unit Internal Audit memiliki tanggung jawab memberikan masukan kepada Direksi terkait pelaksanaan proses internal dan pengendalian strategi Perusahaan. Sementara itu, Unit Manajemen Risiko dan Keberlanjutan bertugas untuk memastikan efektivitas penerapan manajemen serta menangani isu-isu keberlanjutan yang relevan dengan operasional Perusahaan.

In carrying out its operations, the Company keeps on applying the GCG principles consistently. This effort is carried out by aligning GCG best practices to all levels of the organization, including employees in various business units and management levels.

GCG socialization is conducted regularly to ensure that every member of the organization understands and is able to apply GCG principles in every aspect of daily operations. This is the Company's commitment to creating an ethical and transparent business environment.

The Company also upholds a whistleblower system as a means to report violations of GCG principles or applicable rules, both at the Company's internal level and in line with government regulations and other relevant authorities. The existence of this mechanism provides assurance to all members of the organization that violations can be reported.

In the implementation of the Company's strategy, the Directors are supported by the Internal Audit Unit and the Risk Management and Sustainability Unit. Internal Audit Unit has a responsibility to provide recommendations to the Directors in relations to the internal process and strategic control process of the Company. Meanwhile, the Risk Management and Sustainability Unit is tasked with ensuring the effectiveness of management implementation and addressing sustainability issues relevant to the Company's operations.

Komitmen Perusahaan terhadap penerapan GCG secara menyeluruh dan transparan, didukung oleh mekanisme pelaporan dan evaluasi internal. Hal ini menjadi landasan kuat untuk memastikan keberlanjutan dan keberhasilan jangka panjang Perusahaan dalam industri properti di Indonesia.

The Company's commitment to the comprehensive and transparent implementation of GCG is supported by internal reporting and evaluation mechanisms. This provides a strong foundation for ensuring the Company's long-term sustainability and success in the property industry in Indonesia.

APRESIASI DAN PENUTUP

Direksi mengungkapkan rasa apresiasi yang mendalam kepada semua pemegang saham dan pemangku kepentingan yang telah mendukung kami selama tahun 2023. Hal ini menjadi fondasi utama kesuksesan dan pertumbuhan berkelanjutan Perusahaan.

Para pemegang saham, sebagai mitra strategis kami, telah memberikan kepercayaan dan dukungan yang konsisten, memberi kami kekuatan untuk menghadapi dinamika pasar dan mencapai pencapaian luar biasa. Apresiasi kami diberikan sebesar-besarnya atas dukungan seluruh pemegang saham yang telah menjadi pilar penting dalam perjalanan kami.

Selain itu, kami ingin mengucapkan terima kasih kepada seluruh pemangku kepentingan, termasuk karyawan, mitra bisnis, pelanggan, dan pemasok, yang telah berperan dalam membentuk ekosistem positif di sekitar perusahaan. Kerja sama dan hubungan yang baik ini menjadi kunci keberhasilan kolaboratif kami.

Dalam setiap langkah yang diambil, Direksi senantiasa mempertimbangkan kepentingan semua pihak terkait. Keberhasilan perusahaan tidak hanya milik kami, tetapi juga hasil dari kontribusi berharga dari seluruh pemangku kepentingan.

Melalui dedikasi dan kerja sama yang terus-menerus, kami berkomitmen untuk terus meningkatkan nilai perusahaan, memberikan keuntungan bagi pemegang saham dan memberikan dampak positif bagi seluruh pemangku kepentingan. Terima kasih atas kepercayaan dan dukungan yang tak ternilai. Kami optimis bahwa sinergi yang terbangun ini akan menjadi pendorong utama Perusahaan menjadi pemimpin dalam masa depan yang berkelanjutan.

APPRECIATION AND CLOSING

The Directors expresses its deep appreciation to all shareholders and stakeholders who have supported us throughout 2023. This has been a key foundation for the Company's continued success and growth.

The shareholders, as our strategic partners, have provided consistent trust and support, giving us the strength to weather the market dynamics and achieve outstanding achievements. Our deepest appreciation for the support of all shareholders has been an important pillar in our journey.

In addition, we would like to thank all stakeholders, including employees, business partners, customers and suppliers, who have played a role in shaping a positive ecosystem around the Company. This cooperation and good relationships are the key to our collaborative success.

In every step taken, the Directors always consider the interests of all parties concerned. The Company's success is not only ours, but also the result of valuable contributions from all stakeholders.

Through constant dedication and cooperation, we are committed to increase the Company's value, delivering returns to shareholders and making a positive impact on all stakeholders. Thank you for your trust and invaluable support. We are optimistic that this synergy will be the main driver for the Company to become a leader in a sustainable future.

Atas nama Direksi,
On behalf of the Directors,



Franciscus Xaverius R.D.

Presiden Direktur
President Director

Laporan Dewan Komisaris

Report of the Board of Commissioners

[SEOJK 2.d]



> Dengan pencapaian yang mengesankan tersebut, Perusahaan berada dalam posisi yang sangat kokoh untuk mempertahankan posisinya sebagai pengembang properti terkemuka di Indonesia.
>
> In view of these impressive achievements, the Company is in a very strong position to maintain its position as a leading property developer in Indonesia.

Muktar Widjaja
Presiden Komisaris
President Commissioner

Para Pemangku Kepentingan yang Terhormat,

Sehubungan dengan prestasi solid yang telah dicapai oleh Direksi dan seluruh karyawan Perusahaan selama tahun 2023, BOC ingin menyampaikan apresiasi setinggi-tingginya. Kami sangat menghargai kerja keras dan dedikasi yang telah diperlihatkan oleh Direksi dan karyawan-karyawan dalam menghadapi tantangan-tantangan yang signifikan. Kinerja positif yang telah tercapai mencerminkan komitmen mereka untuk melampaui batas dan mencapai hasil terbaik.

Dengan melihat pencapaian yang mengesankan tersebut, kami memiliki keyakinan penuh bahwa Perusahaan berada dalam posisi yang sangat kokoh untuk mempertahankan posisinya sebagai pengembang properti terkemuka di Indonesia. Pertumbuhan kinerja yang berkesinambungan adalah bukti nyata dari integritas dan fokus yang kuat dalam menjalankan operasi bisnis.

Melalui laporan ini, BOC ingin menyampaikan penilaian kami terhadap pencapaian positif ini. Semangat kolaboratif antara Direksi dan BOC menjadi fondasi kesuksesan dan kami berkomitmen untuk terus mendukung upaya-upaya yang mengarah pada pencapaian prestasi lebih tinggi di masa depan.

Dear Stakeholders,

In light of the solid achievements made by the Directors and all employees of the Company during the year 2023, the BOC would like to express its highest appreciation. We greatly appreciate the hard work and dedication shown by the Directors and employees in the face of significant challenges. The positive performance achieved reflects their commitment to go above and beyond and to achieve the best results.

In view of these impressive achievements, we have full confidence that the Company is in a very strong position to maintain its position as a leading property developer in Indonesia. The continuous growth in performance is a true testament of integrity and a strong focus in conducting business operations.

Through this report, the BOC would like to convey our assessment of these positive achievements. The collaborative heart between the Directors and the BOC is the foundation of success and we are committed to continue supporting the efforts that lead to greater achievements in the future.

PENILAIAN TERHADAP KINERJA DIREKSI ATAS PENGELOLAAN PERUSAHAAN, TERMASUK PENGAWASAN BOC DALAM PERUMUSAN DAN IMPLEMENTASI STRATEGI
[SEOJK 2.d.1]

Melihat capaian kinerja di tahun 2023, BOC mengapresiasi langkah-langkah strategis yang diambil oleh Direksi, yang membuktikan komitmen mereka untuk menjaga momentum positif pertumbuhan kinerja Perusahaan yang telah berhasil dibangun pada tahun sebelumnya.

Kami menilai Direksi telah berhasil menetapkan sejumlah kebijakan strategis yang terbukti efektif dalam memasarkan produk Perusahaan. Upaya pemasaran yang aktif, baik melalui platform digital maupun non-digital, dengan promosi menarik dan skema pembayaran yang fleksibel, mencerminkan responsivitas Perusahaan terhadap dinamika pasar.

Pengembangan infrastruktur bagi pertumbuhan perusahaan properti terus dilanjutkan oleh Direksi dan keberlanjutan fokus pada pengembangan ini menjadi faktor kunci dalam kesuksesan strategis Perusahaan. Peluncuran berbagai produk baru dengan kisaran harga yang beragam, mencakup segmen residential hingga komersial, menunjukkan ketepatan visi dan ketanggapan Direksi terhadap pemenuhan dinamika kebutuhan pasar.

Hasil keuangan yang membanggakan selama tahun 2023 menjadi bukti keberhasilan implementasi kebijakan-kebijakan tersebut. Kenaikan Pendapatan Usaha sebesar 12,74% pada tahun 2023 memberikan indikasi kuat tentang keberhasilan strategi pemasaran dan diversifikasi produk.

Pencapaian prapenjualan sebesar Rp8,8 triliun, yang telah berhasil mencapai target hingga akhir tahun, menjadi kunci keberhasilan Direksi dalam mengelola dan mengoptimalkan potensi penjualan. Kontribusi utama dari segmen residensial dan komersial menunjukkan pemahaman yang mendalam terhadap preferensi konsumen dan peluang di pasar.

Keberhasilan ini juga diperkuat oleh kemampuan Direksi dalam membaca dan merespon pasar dengan cepat. Inovasi terus-menerus dalam pengembangan properti yang terjangkau, dilengkapi dengan fasilitas lengkap dan lokasi strategis, adalah faktor kunci dalam menciptakan hunian yang diminati oleh publik.

Direksi telah melakukan *tender offer* atas Utang Senior 2025 dalam situasi suku bunga meningkat merupakan gambaran kehati-hatian yang patut diapresiasi. Langkah ini telah menurunkan total liabilitas menjadi Rp25,63 triliun sehingga rasio utang terhadap ekuitas menjadi 28,62%.

Di samping fokus pada kinerja keuangan, Direksi juga menunjukkan komitmen terhadap pengembangan proyek besar di berbagai wilayah Indonesia. Proyek-proyek tersebut di segmen residensial dan komersial menciptakan nilai tambah bagi perusahaan dan meningkatkan portofolio propertinya.

ASSESSMENT OF THE DIRECTORS' PERFORMANCE IN MANAGING THE COMPANY, INCLUDING THE BOC'S OVERSIGHT OF STRATEGY FORMULATION AND IMPLEMENTATION

Looking at the performance achievements in 2023, the BOC appreciates the strategic steps taken by the Directors, which prove their commitment to maintaining the positive momentum of the Company's performance growth that has been successfully built in the previous year.

We assess that the Directors have successfully established several strategic policies that have proven effective in marketing the Company's products. By doing the active marketing efforts, both through digital and non-digital platforms, with attractive promotions and flexible payment schemes, reflect the Company's responsiveness to the market dynamics.

The Directors remain to develop the infrastructure for the growth of the property company and the continued focus on this development has been a key factor in the Company's strategic success. The launch of various new products with various price ranges, covering residential to commercial segments, demonstrates the accuracy of the Directors' vision and responsiveness to fulfill the dynamics of market needs.

The encouraging financial results for 2023 are evidence of the successful implementation of these policies. The 12.74% increase in Revenues in 2023 provide a strong indication of the success of the marketing strategies and product diversification.

The marketing sales achievement of IDR8.8 trillion, which has successfully achieved the target by the end of the year, is the key to the Directors' success in managing and optimizing sales potential. Major contributions from the residential and commercial segments demonstrate a deep understanding of consumer preferences and opportunities in the market.

This success is also enhanced by the Directors' ability to read and respond to the market quickly. Constant innovation in the development of properties that are affordable, equipped with complete facilities and strategically located are key factors in creating homes that are in demand by the public.

The Directors have made a tender offer for the 2025 Senior Notes in a situation of rising interest rates, which is a prudent move that should be appreciated. This move has reduced total liabilities to IDR25.63 trillion resulting in a debt to equity ratio of 28.62%.

In addition to its focus on financial performance, the Directors also demonstrated its commitment to the development of major projects in various parts of Indonesia. These projects in the residential and commercial segments created added value for the company and enhanced its property portfolio.

BOC ingin menegaskan apresiasi tertinggi kami terhadap Direksi atas pencapaian luar biasa ini. Dengan semangat inovatif dan visi yang jelas, kami yakin bahwa Perusahaan akan terus berkembang dan memberikan kontribusi positif yang signifikan bagi seluruh pemangku kepentingan dalam jangka panjang.

The BOC would like to emphasize our highest appreciation to the Directors for this outstanding achievement. With its innovative spirit and clear vision, we are confident that the Company will continue to grow and make significant positive contributions to all stakeholders in the long run.

PANDANGAN ATAS PROSPEK USAHA JANGKA PANJANG DAN TAHUN 2024
[SEOJK 2.d.2]

OUTLOOKS ON LONG-TERM BUSINESS PROSPECTS AND 2024

Dalam kesempatan ini, BOC ingin menyampaikan pandangan mengenai prospek usaha jangka panjang dan tahun 2024 dengan mempertimbangkan kekuatan fundamental Perusahaan dan dinamika pasar terkini.

The BOC would like to take this opportunity to express its views on the long-term business outlook and 2024 by considering the Company's fundamental strengths and current market dynamics.

Dalam jangka panjang, potensi pasar perumahan Indonesia masih besar. Menurut data BPS melalui Susenas Maret 2022, sekitar 16,01 persen rumah tangga di Indonesia masih belum memiliki rumah sendiri. Lebih lanjut, proyeksi BPS juga menunjukkan bahwa hingga 2045, rata-rata pertumbuhan rumah tangga mencapai sebesar 660.000 lebih per tahun dan mereka membutuhkan rumah.

In the long term, the potential of Indonesia's housing market is still large. According to data from the BPS via Susenas, March 2022, approximately 16.01 percent of households in Indonesia still do not own their own home. Furthermore, BPS projections also show that by 2045, the average household growth will reach more than 660,000 per year and they will need a house.

Selain itu, momentum positif pertumbuhan ekonomi yang dibarengi dengan visi Pemerintah Indonesia untuk memeratakan pembangunan infrastruktur di berbagai daerah. Hal ini akan membuka pusat pertumbuhan ekonomi baru dalam jangka panjang.

In addition, the positive momentum of economic growth is coupled with the Indonesian Government's vision to equalize infrastructure development in various regions. This will open up new centers of economic growth in the long run.

Adapun, sektor properti diramal masih akan lesu pada awal 2024 yang disebabkan oleh kenaikan suku bunga acuan BI sejak tahun 2023 akibat ketidakpastian perekonomian global. Selain itu, permintaan properti pada tahun 2024 juga akan berfluktuasi karena momentum pemilihan umum.

Meanwhile, the property sector is predicted to remain sluggish in early 2024 due to the increase in BI benchmark interest rate since 2023 due to global economic uncertainty. In addition, property demand in 2024 will also fluctuate due to the momentum of the general election.

Meskipun sektor properti diproyeksikan akan lesu pada awal 2024, permintaan akan kembali membaik setelah periode politik selesai. Kami meyakini bahwa dalam jangka panjang, industri properti di Indonesia masih begitu menjanjikan. Oleh karena itu, Perusahaan perlu meningkatkan kehati-hatian dalam menjalankan bisnis di tahun 2024 dengan tetap fokus pada ekspansi jangka panjang.

Although the property sector is projected to be sluggish in early 2024, demand will rebound once the political period is over. We believe that in the long run, the property industry in Indonesia is still very promising. Therefore, the Company needs to increase its prudence in conducting business in 2024 while focusing on long-term expansion.

Seperti kita ketahui bersama, reputasi positif dan jaringan luas, kualitas pembangunan yang tinggi dan inovasi produk telah menjadi pilar keberhasilan Perusahaan. Dengan keberhasilan sebagai pengembang kota terpadu, Perusahaan telah membuktikan diri sebagai model bagi perkembangan kota-kota baru di Indonesia.

As we all know, our positive reputation and extensive network, high quality of development and product innovation have been the pillars of the Company's success. With its success as an integrated township developer, the Company has established itself as a model for the development of new townships in Indonesia.

Dengan kekuatan ini, BOC optimistis bahwa prospek bisnis Perusahaan masih positif dalam jangka panjang. BOC juga optimis target yang telah ditetapkan oleh

With this strength, the BOC is optimistic that the Company's business prospects are still positive in the long term. The BOC is also optimistic that the targets set

Direksi pada tahun 2024 akan tercapai. Perusahaan telah menetapkan target prapenjualan sebesar Rp9,50 triliun, target Pendapatan Usaha sebesar Rp11,70 triliun dan Laba Bersih Rp3,23 triliun pada tahun 2024.

by the Directors in 2024 will be achieved Perusahaan telah menetapkan target prapenjualan sebesar Rp9,50 triliun, target Pendapatan Usaha sebesar Rp11,70 triliun dan Laba Bersih Rp3,23 triliun pada tahun 2024.

Sejalan dengan visi Perusahaan, BOC bersama manajemen berkomitmen untuk terus meningkatkan kualitas produk, menjaga keberlanjutan dan memanfaatkan peluang pertumbuhan. Kami meyakini bahwa Perusahaan dengan reputasi yang solid dan fondasi yang kuat, akan tetap menjadi pemimpin di industri properti Indonesia.

In line with the Company's vision, the BOC and management are committed to continuing to improve product quality, maintaining sustainability and capitalizing on growth opportunities. We believe that the Company, with its solid reputation and strong foundation, will remain a leader in the Indonesian property industry.

PANDANGAN ATAS PENERAPAN TATA KELOLA [SEOJK 2.d.3]

VIEWS ON THE IMPLEMENTATION OF GOVERNANCE

Perusahaan berkomitmen penuh untuk menjalankan Tata Kelola Perusahaan yang Baik (GCG) secara disiplin di seluruh aspek bisnis. Upaya ini tercermin dalam kepatuhan terhadap peraturan yang berlaku, akuntabilitas dalam pengambilan keputusan dan transparansi dalam pengelolaan Perusahaan.

The Company is fully committed to implementing GCG in a disciplined manner in all aspects of the business. This effort is reflected in compliance with applicable regulations, accountability in decision making and transparency in the management of the Company.

Penerapan GCG tidak hanya mencakup operasional harian, tetapi juga terwujud dalam perumusan kebijakan strategis dan pelaksanaannya. BOC memainkan peran utama dalam mengawasi implementasi GCG dalam pengelolaan Perusahaan, dengan rapat gabungan sepanjang tahun 2023 dilakukan sebanyak 4 (empat) kali untuk memastikan keterlibatan aktif BOC dalam pengawasan GCG.

The implementation of GCG not only covers daily operations, but also manifests in the formulation of strategic policies and their implementation. The BOC plays a major role in overseeing the implementation of GCG in the management of the Company, with joint meetings throughout 2023 conducted 4 (four) times to ensure the active involvement of the BOC in GCG oversight.

Dalam melaksanakan GCG, BOC diperkuat oleh Komite Audit dan Komite Nominasi dan Remunerasi. Komite Audit berperan krusial dalam mendukung fungsi pengawasan, sementara Komite Nominasi dan Remunerasi memberikan masukan berharga terhadap penilaian kinerja Direksi dan BOC.

In implementing the GCG, the BOC is strengthened by the Audit Committee and the Nomination and Remuneration Committee (NRC). The Audit Committee plays a crucial role in supporting the supervisory function, while the NRC provides valuable input into the performance assessment of the Directors and BOC.

Berdasarkan evaluasi yang kami lakukan, dapat disimpulkan bahwa manajemen dan seluruh karyawan telah dengan disiplin menerapkan GCG, sesuai dengan regulasi OJK, BEI dan peraturan lainnya.

Based on our evaluation, it can be concluded that the management and all employees have been disciplined in implementing GCG, in accordance with OJK, BEI and other regulations.

Meskipun telah mencapai tingkat penerapan GCG yang baik, kami berkomitmen untuk terus meningkatkannya. Langkah ini diarahkan untuk memastikan pertumbuhan dan perkembangan berkelanjutan Perusahaan.

Although we have achieved a good level of GCG implementation, we are committed to continuously improving it. This step is geared towards ensuring the Company's sustainable growth and development.

Salah satu langkah penting adalah meningkatkan kesadaran dan pemahaman karyawan mengenai pentingnya GCG melalui berbagai kegiatan seperti sosialisasi, pelatihan dan diskusi. Selain itu, Perusahaan akan melakukan evaluasi berkala terhadap penerapan GCG, dengan tujuan mengidentifikasi area perbaikan dan meningkatkan efektivitas penerapan GCG.

One important step is to increase employees' awareness and understanding of the importance of GCG through various activities such as socialization, training and discussions. In addition, the Company will conduct periodic evaluations of GCG implementation, with the purpose of identifying areas of improvement and increasing the effectiveness of GCG implementation.

Kami yakin bahwa dengan penerapan GCG yang optimal, Perusahaan kami dapat menjadi entitas yang lebih transparan, akuntabel dan bertanggung jawab. Dampak positif dari hal ini akan dirasakan oleh Perusahaan, pemangku kepentingan dan masyarakat secara keseluruhan.

We believe that with optimal GCG implementation, our Company can become a more transparent, accountable and responsible entity. The positive impact of this will be felt by the Company, stakeholders and society as a whole.

APRESIASI DAN PENUTUP

Dalam Laporan Tahunan 2023 ini, BOC ingin menyampaikan ungkapan apresiasi yang tulus kepada berbagai pihak yang telah berperan penting dalam kesuksesan Perusahaan selama tahun tersebut.

Pertama-tama, kami ingin menghaturkan apresiasi khusus kepada Direksi atas kinerja luar biasa mereka dalam mengemban tanggung jawabnya. Dedikasi, kepemimpinan dan strategi yang cermat dari Direksi telah menjadi pilar utama dalam mencapai pencapaian positif Perusahaan pada tahun 2023.

Tak kalah penting, penghargaan juga ditujukan kepada seluruh karyawan Perusahaan. Keberhasilan ini tidak mungkin tercapai tanpa kerja keras, dedikasi dan profesionalisme mereka. Karyawan kami telah menjadi tulang punggung dalam menjalankan operasional sehari-hari dengan standar kualitas tinggi.

Kami juga ingin menyampaikan rasa terima kasih kepada para pemegang saham yang telah mempercayai dan mendukung Perusahaan. Kepercayaan ini menjadi dorongan penting bagi kami dalam mengambil langkah-langkah strategis dan berinovasi.

BOC juga menghaturkan apresiasi kepada seluruh pemangku kepentingan, termasuk pelanggan setia dan mitra bisnis. Kolaborasi yang kuat dan dukungan yang berkelanjutan dari semua pihak telah membantu mengukir kesuksesan Perusahaan. Terima kasih atas kemitraan yang baik dan kami berharap dapat terus membangun hubungan yang positif di masa depan.

APPRECIATION AND CLOSING

In this 2023 Annual Report, the BOC would like to express its sincere appreciation to the various parties who have been instrumental in the Company's success during the year.

First of all, we would like to express our special appreciation to the Directors for their outstanding performance in carrying out their responsibilities. The Directors' dedication, leadership and thoughtful strategies have been key pillars in achieving the Company's positive milestones in 2023.

Equally important, appreciation also goes to all the Company's employees. This success would not have been possible without their hard work, dedication and professionalism. Our employees have been the backbone in running day-to-day operations with high quality standards.

We would also like to express our gratitude to our shareholders, who have trusted and supported the Company. This trust is an important impetus for us to take strategic steps and innovate.

The BOC also extends its appreciation to all stakeholders, including loyal customers and business partners. Strong collaboration and continuous support from all parties have helped carve out the Company's success. Thank you for the good partnership and we hope to continue building positive relationships in the future.

Atas nama Komisaris,
On behalf of the Board of Commissioners,

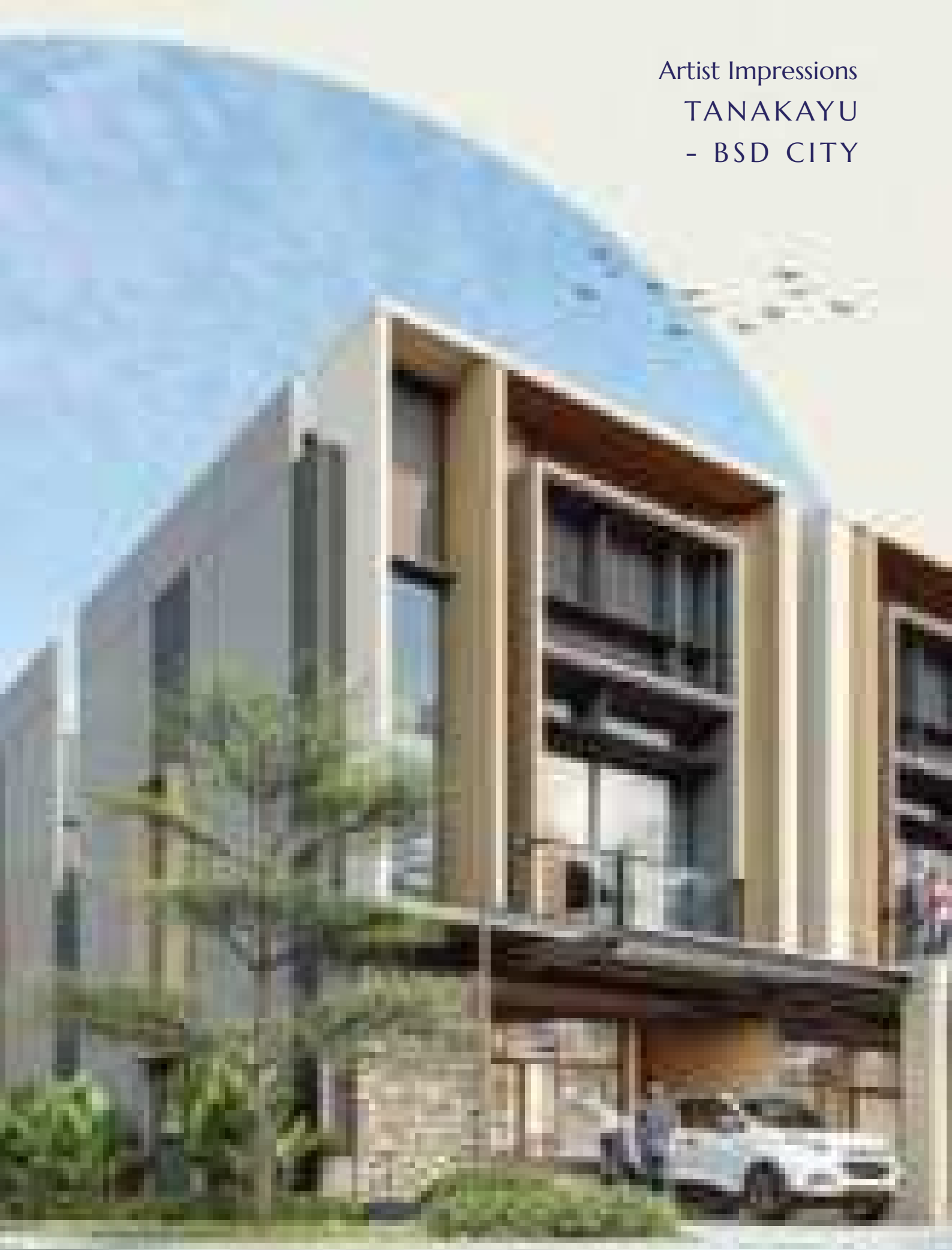


Muktar Widjaja

Presiden Komisaris
President Commissioner

Artist Impressions

TANAKAYU - BSD CITY





Artist Impressions

SOUTHGATE APARTMENT, BSD CITY



PROFIL PERUSAHAAN

COMPANY PROFILE

[SEOJK 2.e]

Informasi Perusahaan
Company Information

NAMA PERUSAHAAN [SEOJK 2.e.1]	***COMPANY NAME***	**PT BUMI SERPONG DAMAI TBK**
CATATAN: Perusahaan belum pernah melakukan perubahan nama Perusahaan selama menjalankan usaha.		***NOTE:*** *The Company has never changed the Company's name since it started operations.*
ALAMAT KANTOR PUSAT [SEOJK 2.e.2][ACGS D.7.2]	*HEAD OFFICE ADDRESS*	Sinar Mas Land Plaza Grand Boulevard BSD Green Office Park BSD City, Tangerang 15345, Indonesia +62 21 50 368 368 +62 21 50 588 270 corporate.secretary@sinarmasland.com www.sinarmasland.com, www.bsdcity.com
SEKRETARIS PERUSAHAAN	*CORPORATE SECRETARY*	Ricardo Arif Dharmawan +62 21 50 368 368 +62 21 50 588 270 corporate.secretary@sinarmasland.com ricardo.dharmawan@sinarmasland.com
HUBUNGAN INVESTOR [ACGS D.10.1]	*INVESTOR RELATIONS*	Ricardo Arif Dharmawan +62 21 50 368 368 +62 21 50 588 270 ricardo.dharmawan@sinarmasland.com
BIDANG USAHA	*BUSINESS SECTOR*	Real Estat | Properti *Real Estate | Property*
TANGGAL PENDIRIAN	*DATE OF ESTABLISHMENT*	16 Januari 1984 *January 16th, 1984*
TANGGAL PENCATATAN DI BEI	*DATE OF LISTING ON THE BEI*	6 Juni 2008 *June 6th, 2008*
JUMLAH KARYAWAN	*NUMBER OF EMPLOYEES*	3.551
MODAL DASAR	*AUTHORIZED CAPITAL*	Rp4.000.000.000.000,- IDR
MODAL DISETOR DAN DITEMPATKAN	*ISSUED AND PAID-UP CAPITAL*	Rp2.117.136.581.200,- IDR
KEPEMILIKAN SAHAM	*SHARES OWNERSHIP*	PT Paraga Artamida **39,65%** PT Ekacentra Usahamaju **25,63%** Saham Treasuri *Treasury Stock* **1,22%** Masyarakat *Public* **33,50%**

Riwayat Singkat Perusahaan

Brief History of the Company

[SEOJK 2.e.3]

DASAR HUKUM PENDIRIAN
LEGAL BASIS OF ESTABLISHMENT

Akta Perseroan Terbatas PT Bumi Serpong Damai No.50 tanggal 16 Januari 1984 sebagaimana diubah melalui Akta Perubahan No. 149 tanggal 27 Oktober 1984 dan Akta Perubahan No.82 tanggal 23 April 1985, ketiganya dibuat di hadapan Benny Kristianto, S.H., Notaris di Jakarta. Akta Pendirian beserta perubahannya tersebut telah memperoleh pengesahan dari Menteri Kehakiman RI berdasarkan Surat Keputusan No.C2- 5710.HT.01.01.Th.85 tanggal 10 September 1985 dan telah didaftarkan dalam buku register di Kantor Pengadilan Negeri Jakarta Barat berturut-turut di bawah No.1008/1985, No.1007/1985 dan No.1006/1985 tanggal 25 September 1985 serta telah diumumkan dalam Berita Negara RI No.67 tanggal 22 Agustus 1986, Tambahan No.1016.

Limited Liability Company deed of PT Bumi Serpong Damai No.50, dated January 16th, 1984 as modified in the Deed of Amendment No.149 dated October 27th, 1984 and Deed of Amendment No.82 dated April 23rd, 1985, all drawn up before Notary Benny Kristianto, S.H. in Jakarta. The Deed of Incorporation, together with the amendments thereto, have been ratified by the Minister of Justice of RI by Decree No.C2-5710.HT.01.01.Th.85, dated September 10th, 1985 and registered at West Jakarta District Court Office No.1008/1985, No.1007/1985 and No.1006/1985, all dated September 25th, 1985 and announced in the State Gazette of RI No.67, dated August 22nd, 1986, Supplement No.1016.

PERUBAHAN ANGGARAN DASAR
AMENDMENT OF ARTICLES OF ASSOCIATION

[ACGS Apx A.2.1]

AD Perusahaan telah mengalami beberapa kali perubahan, terakhir berdasarkan Akta Pernyataan Keputusan RUPSLB No.2 tanggal 1 Juli 2022, dibuat oleh Notaris Syarifudin SH, notaris di Tangerang. Perubahan ini telah mendapatkan Surat Persetujuan Perubahan AD dari Menteri Hukum dan Hak Asasi Manusia RI dan telah diterima serta dicatat berdasarkan Surat Penerimaan Pemberitahuan Perubahan AD dari Kementerian Hukum dan Hak Asasi Manusia RI No.AHU-0045607. AH.01.02.Tahun 2022 tanggal 4 Juli 2022.

The Company's AoA has come across several changes. The latest was based on the Deed of EGMS Resolution Statement No.2 dated July 1st, 2022, made by Notary Syarifudin SH, a notary in Tangerang. This amendment has obtained Approval Letter of AoA Amendment from the Ministry of Law and Human Rights of RI and has been received and recorded based on the Letter of receipt of Notification of AoA Amendment from the Ministry of Law and Human Rights of RI No.AHU-0045607. AH.01.02.2022 dated July 4th, 2022.

Tentang Perusahaan
About the Company

Setelah 40 tahun berkiprah di dunia properti, Perusahaan telah mengukuhkan diri sebagai pengembang properti pengembang terunggul, terbesar dan paling terdiversifikasi di Indonesia. Perusahaan telah mengembangkan berbagai proyek dengan konsep unik dan kualitas terbaik.

After 40 years of involvement in the world of property, the Company has established itself as the best, largest and most diversified property developer in Indonesia. The Company has developed various projects with unique concepts and the best quality.

Proyek andalannya, BSD City, telah dijadikan contoh kota-kota mandiri yang akan dikembangkan pemerintah dan swasta, bahkan menjadi salah satu referensi ibu kota baru (IKN). Kota-kota mandiri Perusahaan mampu mengkombinasikan segmen residensial, bisnis dan komersial dan menghubungkannya dengan fasilitas-fasilitas publik yang menciptakan komunitas yang hidup dan lintas generasi.

Its flagship project, BSD City, has been used as an example of satellite cities to be developed by the government and private sector and has even become one of the references for a new capital city (IKN). The Company's satellite cities are able to combine residential, business and commercial segments and connect them with public facilities that create vibrant and intergenerational communities.

Perusahaan memiliki cadangan lahan strategis di berbagai kota utama di Indonesia, termasuk Jabodetabek, Semarang, Surabaya, Medan, Palembang, Makassar, Manado, Samarinda dan Balikpapan. Saat ini, Perusahaan telah mengembangkan lebih dari 50 proyek di pengembangan kota, kota mandiri, perumahan, komersial, ritel, kawasan industri dan properti perhotelan, termasuk layanan terkait properti.

The Company has strategic land bank in several major cities in Indonesia, including Greater Jakarta, Semarang, Surabaya, Medan, Palembang, Makassar, Manado, Samarinda and Balikpapan. Currently, the Company has developed more than 50 projects including townships, housing areas, commercial spaces, retail areas, industrial estates and hospitality properties including property related services.

Sebagai bagian dari grup bisnis Sinar Mas Land, Perusahaan telah menggandeng banyak perusahaan internasional sebagai rekan bisnis. Di sisi lain, cermin kepercayaan investor juga nampak pada aktivitas Perusahaan di pasar modal. Sejak dicatatkan di BEI tahun 2008, Perusahaan telah melakukan berbagai aksi korporasi yang meningkatkan nilai bagi pemegang sahamnya, antara lain HMETD, PMTHMETD dan *buyback* saham. Di akhir Desember 2023, total kapitalisasi pasar Perusahaan mencapai Rp22,87 triliun.

As a member of Sinar Mas Land business group, the Company has partnered with many international companies. On the other hand, a signal of investor confidence can also be seen in the Company's activities in the capital market. Since being listed on the BEI in 2008, the Company has various portfolio of corporate actions to increase value for its shareholders, including HMETD, PMTHMETD and buyback. At the end of December 2023, the Company's total market capitalization reached IDR22.87 trillion.

Perusahaan terus memperkuat portofolio pendapatan berulang melalui entitas-entitas anaknya, termasuk PT Duta Pertiwi Tbk (kode saham: DUTI) dan PT Plaza Indonesia Realty Tbk (kode saham: PLIN). Sejak tahun 2014, Perusahaan terus meningkatkan kepemilikannya atas PLIN, sehingga pada akhir tahun 2017, Perusahaan

The Company persists to strengthen its recurring income portfolio through its subsidiaries, including PT Duta Pertiwi Tbk (ticker: DUTI) and PT Plaza Indonesia Realty Tbk (ticker: PLIN). Since 2014, the Company has persisted in increasing its ownership in PLIN and by the end of 2017, the Company owned 46.78% of PLIN shares. In



telah memiliki 46,78% saham PLIN. Tahun 2019, Perusahaan menempatkan investasi pada DIRE Simas Plaza Indonesia dengan menukarkan 808,84 juta lembar saham PLIN milik Perusahaan.

2019, the Company invested in Simas Plaza Indonesia DIRE by exchanging 808.84 million PLIN shares owned by the Company.

Selain di pencatatan saham, Perusahaan juga aktif memperkuat permodalan dan likuiditas dengan menerbitkan obligasi baik di tingkat domestik maupun global. Pada tahun ini, Perusahaan kembali melakukan *tender offer* atas Senior Notes 2025 sebesar USD300 juta, yang mana kami berhasil membeli kembali USD211,09 juta atau setara 70,36% dari jumlah pokok. Ini berarti dua tahun berturut-turut Perusahaan melakukan *tender offer* atas *Senior Notes* yang berdampak kepada peningkatan kepercayaan pasar modal. Pada akhir tahun 2023, Obligasi Perusahaan yang masih tercatat sebesar Rp1,00 triliun dan Senior Notes sebesar USD88,91 juta.

On top of share listing, the Company is also actively strengthening its capital and liquidity by issuing domestic and global bonds. This year, the Company re-executed a tender offer for Senior Notes 2025 amounting to US$300 million, whereas we managed to buyback US$211,09 million, equivalent to 70.36% of the total outstanding principal. The Company made tender offer two years in a row, impacting in the increase of confidence of the capital market. At the end of 2023, the remaining Corporate Bonds amounted to IDR1.00 trillion and and Senior Notes amounted to USD88.91 million.

Visi, Misi dan Nilai-nilai Kami

Our Vision, Mission and Values

[SEOJK 2.e.4]

Visi, Misi dan Nilai-nilai ini telah ditetapkan melalui Surat Keputusan Direksi dan telah mendapatkan persetujuan dari BOC melalui surat No.002/DIR/BSD/XII/2015 tanggal 7 Desember 2015. Pada saat penyusunan Laporan Tahunan ini, Direksi telah melakukan kajian atas relevansi Visi, Misi dan Nilai-nilai ini dan menilai Visi, Misi dan Nilai-nilai Perusahaan masih tetap relevan dengan strategi dan kebutuhan operasional Perusahaan. [ACGS E.1.4] [ACGS E.1.5]

The Vision, Mission and Values were established by the Decree of the Directors and approval of the Board of Commissioners by letter No.002/DIR/BSD/XII/2015 dated December 7th, 2015. During the time of preparing this Annual Report, the Directors has conducted a review of the relevance of the Vision, Mission and Values and assessed that the Company's Vision, Mission and Values are still relevant to the Company's strategy and operational needs.

Visi Kami

Our Vision



Menjadi pengembang kota mandiri terkemuka yang menawarkan dan memberikan lingkungan yang nyaman, dinamis dan sehat.

To be a developer of a prominent, self-sufficient city by developing a comfortable and dynamic city with a healthy environment.

Misi Kami

Our Mission



- Membangun kota baru yang menyediakan produk pemukiman yang melayani semua segmen, serta produk komersial yang mengakomodasi kebutuhan usaha kecil, menengah hingga perusahaan besar.
- Meningkatkan nilai tambah kepada para pemangku kepentingan.

- *To develop a new city that provides residential products for all segments and commercial products that accommodate the needs of small, medium, and large businesses.*
- *To increase added values for stakeholders.*

Nilai-nilai Perusahaan

Corporate Values



Integritas

Integrity

Bertindak sesuai ucapan, janji sehingga dapat menumbuhkan kepercayaan pihak lain.

To put statements or promises into action so that one can earn the trust of others.



Sikap Positif

Positive Attitude

Menampilkan perilaku yang mendukung terciptanya lingkungan kerja yang saling menghargai dan kondusif.

To display encouraging behavior towards the creation of a mutually appreciative and conducive working environment.



Komitmen

Commitment

Melaksanakan pekerjaan dengan sepenuh hati untuk mencapai hasil terbaik.

To perform our work wholeheartedly to achieve the best result.



Perbaikan Berkelanjutan

Continuous improvement

Meningkatkan kemampuan atau kapasitas diri, unit kerja dan organisasi secara terus menerus tanpa batas untuk mencapai hasil terbaik.

To continuously enhance the capability of self, working unit and organization to obtain the best results.



Inovasi

Innovation

Memunculkan gagasan baru yang dapat meningkatkan produktivitas dan pertumbuhan Perusahaan.

To come up with latest ideas to increase productivity and Company growth.



Setia

Loyalty

Menumbuhkembangkan semangat untuk mengerti, memahami dan melaksanakan nilai-nilai sebagai bagian dari keluarga besar Perusahaan.

To cultivate the spirit of knowing, understanding and implementing the Company's core values as part of the Company's big family.



Bisnis Kami

Our Business

[SEOJK 2.e.5] [ACGS D.2.1]

KEGIATAN USAHA

Mengacu pada AD terakhir yang ditetapkan dengan akta nomor 2 tanggal 1 Juli 2022, Perusahaan bertujuan untuk menjalankan usaha dalam *treatment* air, konstruksi gedung, konstruksi jalan dan jalan rel, konstruksi jaringan irigasi, komunikasi dan limbah, konstruksi bangunan sipil lainnya, penyiapan lahan, instalasi sistem kelistrikan, instalasi saluran air (plambing), pemanas dan pendingin, instalasi konstruksi lainnya, penyelesaian konstruksi bangunan, perdagangan besar atas dasar balas jasa *(fee)* atau kontrak, aktivitas penunjang angkutan darat, aktivitas penunjang angkutan lainnya, restoran dan penyediaan makanan keliling, real estate yang dimiliki sendiri atau disewa, kawasan industri, real estat atas dasar balas jasa *(fee)* atau kontrak, aktivitas konsultasi manajemen, periklanan, aktivitas keamanan swasta (pribadi), aktivitas jasa sistem keamanan, aktivitas kebersihan bangunan dan industri lainnya, aktivitas jasa perawatan dan pemeliharaan taman, pengelolaan fasilitas olahraga, dan aktivitas taman bertema atau taman hiburan.

Untuk mencapainya, Perusahaan melakukan kegiatan-kegiatan usaha sebagai berikut:

BUSINESS ACTIVITY

Referring to the latest AoA as stipulated in the deeds no. 2 dated July 1st, 2022, the Company aims to have businesses in water treatment, building construction, roads and railways construction, irrigation, communication and and sewage network construction, construction of other civil building, site preparation, electrical system installation, plumbing, heating and cooling installation, other construction installation, completion of building construction, wholesale trade on a fee or contract basis, land transportation support activities, other transportation support activities, restaurants and mobile food service, self- owned or leased property, industrial estates, real estate on a fee or contract basis, management consultancy activities, advertising, private security activities security system service activities, other building and industrial cleaning activities, landscape care and maintenance service activities, sports facility management, amusement park and theme park activities.

To achieve it, the Company carries out the following business activities:

Konstruksi
Construction

- Konstruksi Gedung Hunian. *Residential Building Construction.*
- Konstruksi Gedung Perkantoran. *Office Building Construction.*
- Konstruksi Gedung Belanja. *Shopping Mall Construction.*
- Konstruksi Gedung Penginapan. *Lodging Building Construction.*
- Penyiapan Lahan. *Site Preparation.*
- Konstruksi Gedung Tempat Hiburan dan Olahraga. *Entertainment and Sports Venue Building Construction.*
- Konstruksi Gedung Lainnya. *Other Building Construction.*
- Konstruksi Bangunan Sipil Jalan. *Road Civil Building Construction.*
- Konstruksi Bangunan Sipil Lainnya YTDL. *Construction of Other Civil Buildings YTDL.*
- Konstruksi Bangunan Sipil Jembatan, Jalan Layang, *Fly Over* dan *Underpass. Construction of Civil Buildings of Bridges, Flyovers and Underpasses Construction.*
- Konstruksi Jaringan Irigasi dan Drainase. *Construction of Irrigation and Drainage Network.*
- Konstruksi Bangunan Sipil Pengolahan Air Bersih. *Construction of Civil building Construction of Clean Water Treatment.*
- Konstruksi Bangunan Sipil Prasarana dan Sarana Sistem Pengolahan Limbah Padat, Cair dan Gas. *Civil Building Construction of Solid, Liquid and Gas Waste Treatment System Infrastructure Facilities.*
- Konstruksi Bangunan Sipil Elektrikal. *Construction of Electrical Civil Building.*
- Konstruksi Bangunan Sipil Telekomunikasi untuk Prasarana Transportasi. *Construction of Telecommunication Civil Buildings for Transportation Facilities.*
- Konstruksi Sentral Telekomunikasi. *Telecommunication Center Construction.*
- Pembuatan/Pengeboran Sumur Air Tanah. *Groundwater Well Construction/Drilling.*
- Kontruksi Jaringan Irigasi, Komunikasi dan Limbah Lainnya. *Construction of Irrigation, Communication and Other Waste Networks.*
- Penyelesaian Konstruksi Bangunan Lainnya. *Completion of Other Building Construction.*

Aktivitas Konsultasi Manajemen Lainnya
Other Management Consultancy Activities

Perdagangan Besar atas Dasar Balas Jasa (Fee)atau Kontrak
Wholesale Trade on a Fee or Contract Basis

Real Estat
Real Estate

- Real Estat atas Dasar Balas Jasa *(fee)* atau Kontrak *Real Estate on a Fee or Contract Basis*
- Real Estat yang Dimiliki Sendiri atau Disewa *Self-owned or Leased Real Estate*

Taman Rekreasi
Recreation Park

- Aktivitas Taman Bertema atau Taman Hiburan Lainnya *Theme Park or Other Amusement Park Activities*
- Taman Rekreasi *Amusement Park*

Kawasan Industri
Industrial Estates

Periklanan
Advertising

Dekorasi
Decoration

- Dekorasi Interior *Interior Decoration*
- Dekorasi Eksterior *Exterior Decoration*

Instalasi
Installation

- Instalasi Saluran Air *Plumbing Installation*
- Instalasi Minyak dan Gas *Oil and Gas Installation*
- Instalasi Konstruksi Lainnya YTDL *Other Construction Installation YTDL*
- Instalasi Listrik *Electrical Installation*
- Instalasi Telekomunikasi *Telecommunication Installation*

Treatment Air
Water Treatment

- Aktivitas penunjang treatment air *Water treatment support activities*
- Penampungan, penjernihan dan penyaluran air minum *Collection, purification and distribution of drinking water*

Aktivitas Perawatan dan Pemeliharaan Taman
Park Care and Maintenance Service Activities

Aktivitas Perparkiran di luar Badan Jalan
Off Street Parking Activities

Industri Barang Anyaman
Woven Goods Industry

- Industri Barang anyaman dari Rotan dan Bambu *Rattan and bamboo Woven Industry*
- Industri Barang Anyaman dari Tanaman Bukan Rotan dan Bambu *Woven Goods Industry from Non-Rattan and Bamboo Plants*
- Industri Kerajinan Ukiran dari kayu bukan mebeller *Non-furniture Wood Craft Industry*

Rumah/ Warung Makan
F&B

- Restoran *Restaurant*
- Rumah/Warung Makan *Food Stalls/Kiosk*

Pengelolaan Fasilitas Olah Raga
Sports Facilities Operations

- Fasilitas Gelanggang/ Arena *Sport Arena Facilities*
- Fasilitas Lapangan *Field Facilities*
- Pengelolaan Fasilitas Olahraga Lainnya *Management of Other Sport Facilities*

Wilayah Operasional

Operational Area

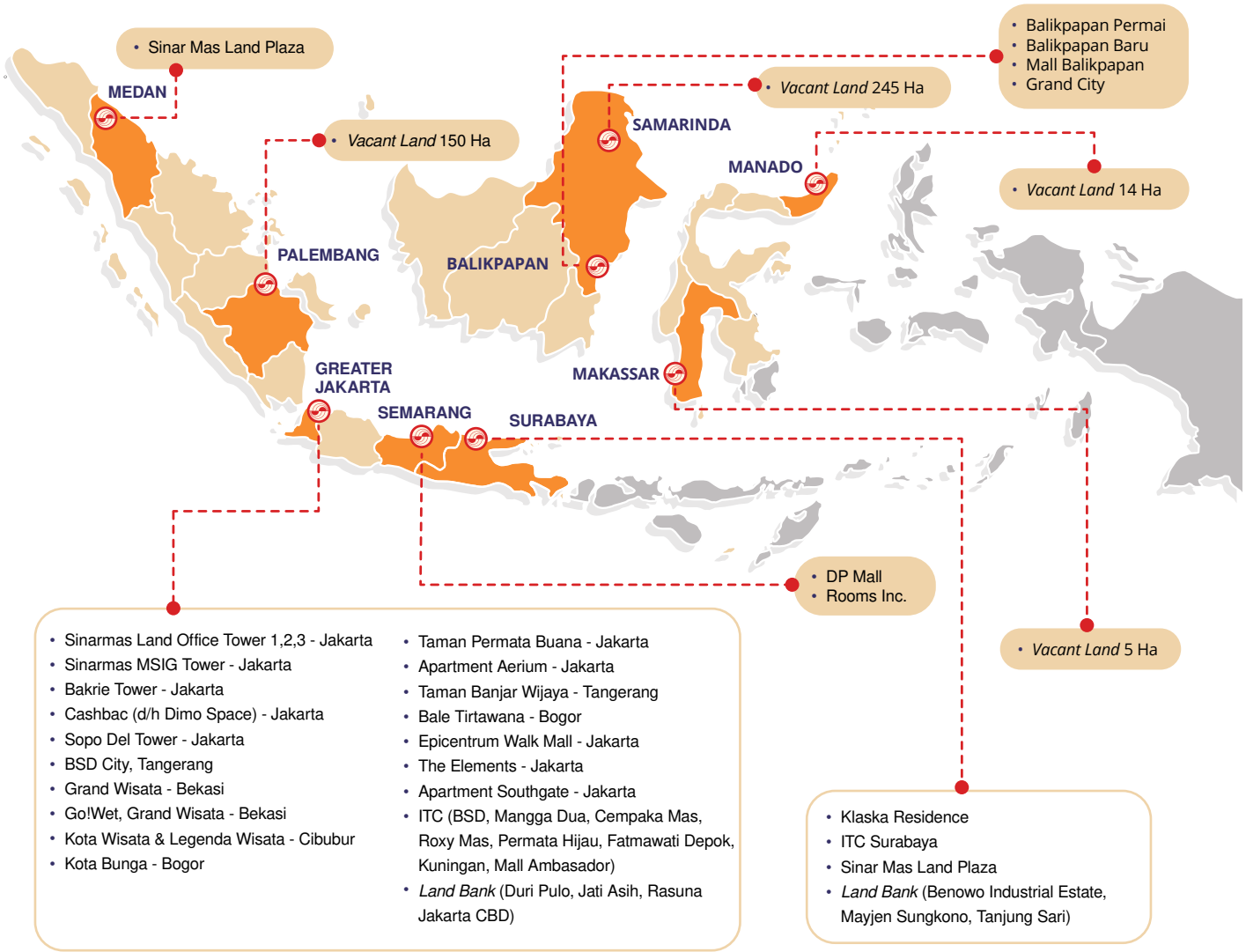
[SEOJK 2.e.6]

Perusahaan selalu mempertimbangkan potensi pasar dari setiap lokasi yang dikembangkannya. Kami memiliki lokasi pengembangan proyek yang signifikan di Jabodetabek dan terus merambah ke lokasi-lokasi stratejik di 8 kota besar lainnya di Indonesia yaitu Semarang, Surabaya, Medan, Palembang, Balikpapan, Samarinda, Manado hingga Makassar. Kota-kota ini ada di Pulau Sumatera, Sulawesi dan Kalimantan dan khususnya Jawa, yang memiliki peran strategis di dalam ekonomi dan politik nasional.

The Company constantly believes in the market potential of each location it develops. We have a major project development location in Greater Jakarta and remain to expand to strategic locations in 8 other major cities in Indonesia, namely Semarang, Surabaya, Medan, Palembang, Balikpapan, Samarinda, Manado to Makassar. These cities are on the islands of Sumatra, Sulawesi and Kalimantan and especially Java, which have a strategic role in the national economy and politics.

Tersebar di 9 kota besar di Indonesia

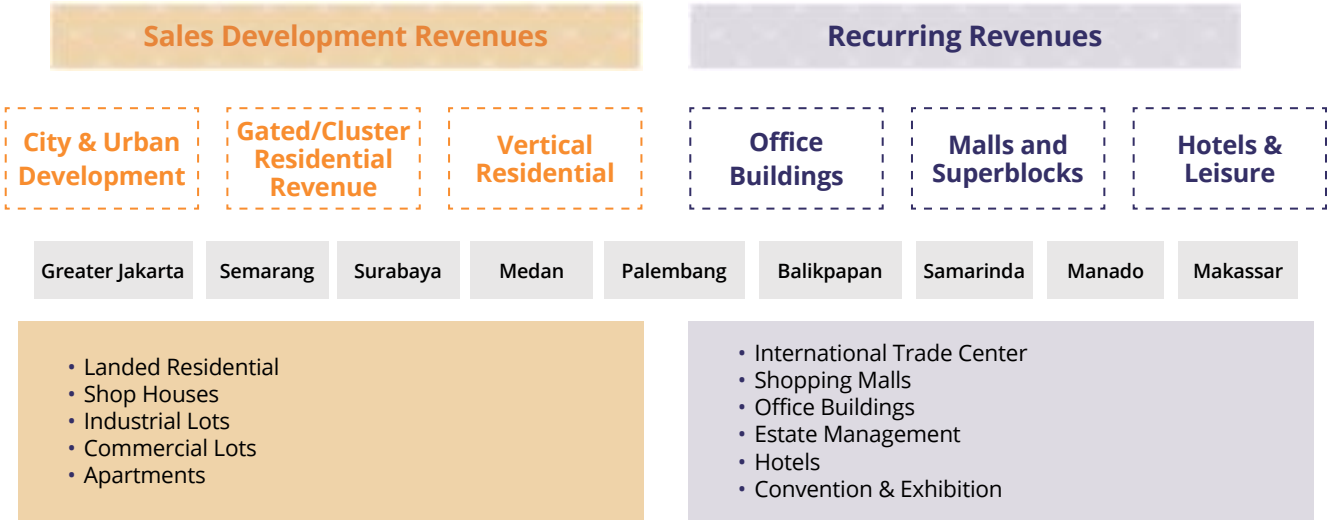
Diversified operations across 9 major cities in Indonesia



Produk-produk Perusahaan

Company Products

[SEOJK 2.e.5]



Sebagai pengembang properti terbesar dan paling terdiversifikasi, Perusahaan membangun dan mengelola berbagai jenis produk di berbagai lokasi stratejik.

As the largest and most diversified property developer, the Company builds and manages various types of products in many strategic locations.

Diversifikasi portofolio produk Perusahaan menggambarkan keseimbangan antara kinerja pertumbuhan dan stabilitas, mengurangi risiko Perusahaan dari penurunan kinerja di segmen-segmen tertentu dan mengoptimalkan manfaat dari peningkatan dan stabilitas pada segmen lainnya.

The Company's product portfolio diversification reflects a balance between growth and stability performance, reduces the Company's risk of underperformance in certain segments and optimizes benefits of improvement and stability in other segments.

Portofolio produk tersebut telah terbukti pula memberikan keseimbangan pada kinerja pendapatan, yaitu komposisi antara pendapatan dari penjualan produk dan pendapatan berulang *(recurring revenues)*.

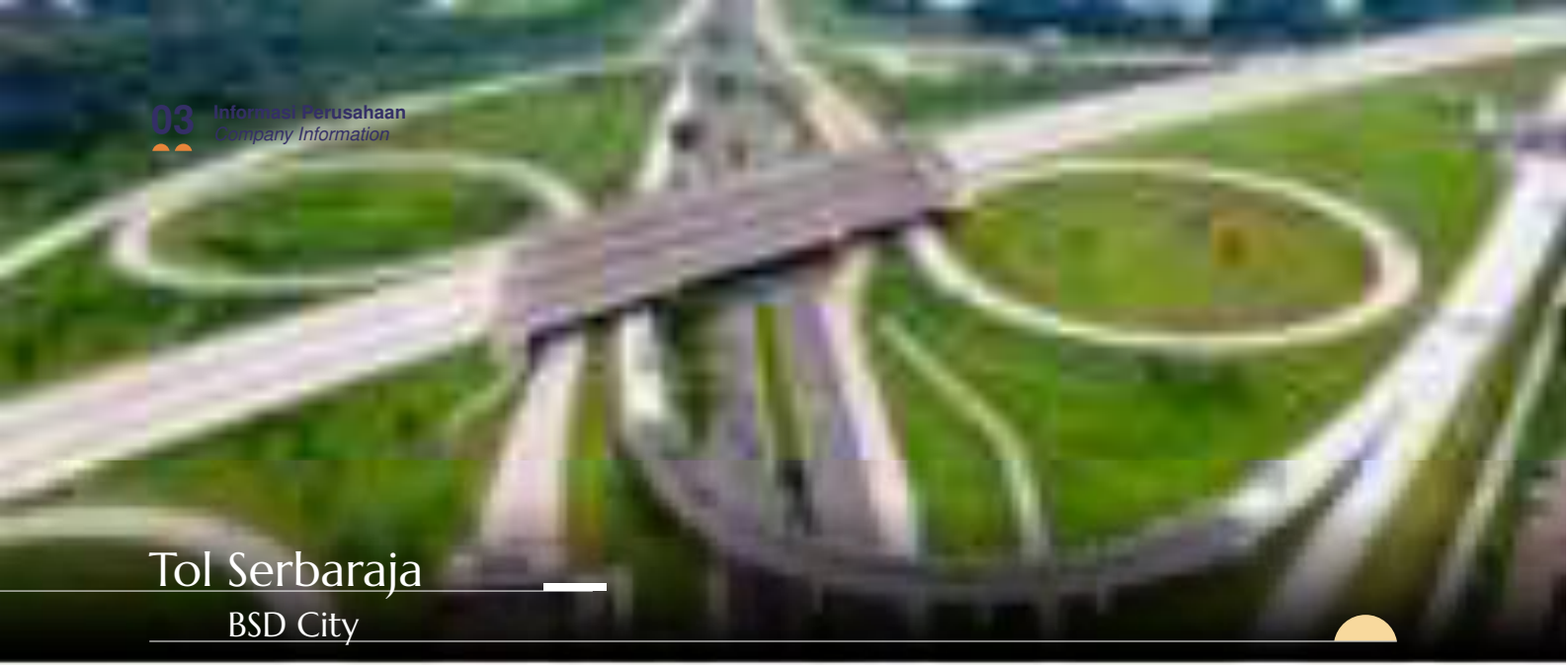
The product portfolio has also been proven to provide a balance in revenue performance, namely the composition between product sales and recurring revenues.

Secara konsisten, Perusahaan mengevaluasi strategi ini dan menemukannya terbukti efektif menghantarkan kami dari berbagai situasi industri yang penuh dinamika dan secara khusus pada masa disrupsi seperti masa pandemi yang lalu. Kami terus mengembangkan dan memperkuat strategi tersebut dengan berbagai produk yang dibutuhkan oleh pasar yang kami tuju.

Consistently, the Company assesses this strategy and finds it proven to be effective in taking us out of various dynamic industrial situations and especially during times of disruption such as during the past pandemic. We remain to develop and strengthen this strategy with a variety of products needed by our target market.

Di segmen Penjualan, Perusahaan memiliki produk pengembangan kota terpadu, klaster residensial, maupun produk residensial vertikal. Secara lebih rinci, produk-produk itu terdiri dari rumah tapak, ruko, kawasan industri, lahan komersial dan apartemen.

In the Sales Revenues segment, the Company has integrated city development products, residential clusters and vertical residential products. In more detail, these products consist of landed houses, shop houses, industrial areas, commercial land and apartments.



Tol Serbaraja
BSD City

Sementara di segmen Pendapatan Berulang, Perusahaan memiliki portofolio gedung perkantoran, mal dan superblok serta hotel dan arena rekreasi. Untuk jenis produk ini, Perusahaan memiliki ITC, mal perbelanjaan, gedung perkantoran, pengelola gedung, hotel serta *convention* dan *exhibition*.

Meanwhile in the Recurring Revenues segment, the Company has a portfolio of office buildings, malls and superblocks as well as hotels and recreational arenas. For this type of product, the Company owns ITC, shopping malls, office buildings, building managers, hotels as well as convention and exhibition.

Produk-produk Perusahaan dapat dibagi menjadi 5 kategori:
1. Perkotaan mandiri
2. Residensial
3. Commercial
4. Manajemen Aset
5. Retail and Hospitality

The Company products are divided into five categories:

1. Townships
2. Residential
3. Commercial
4. Asset Management
5. Retail and hospitality

Informasi tentang produk-produk Perusahaan tersebut disajikan di bawah ini.

We offer information on the Company product in the sections that follow.

Perkotaan Mandiri
Township

Perkotaan mandiri didefinisikan sebagai sekumpulan properti yang memiliki berbagai fungsi dan memungkinkan penghuninya untuk tinggal, bekerja, bersekolah dan rekreasi dengan nyaman dan aman.

A township was defined as a collection of properties that have various functions and enable its residents to live, work, study and recreation comfortably and safely.

BSD City yang dikembangkan oleh Perusahaan adalah kota mandiri pertama dan terbesar di Indonesia. Berbekal pengalaman tersebut, Perusahaan bersama Entitas Anak telah mengembangkan kota-kota mandiri lainnya, yaitu Grand Wisata dan Kota Wisata. Alhasil, BSD City telah menjadi salah satu rujukan dalam pengembangan IKN, sementara Grand Wisata juga telah didaulat menjadi *"The Next New City"* di timur Jakarta.

BSD City developed by the Company is the first and largest township in Indonesia. Equipped with this experience, the Company and its Subsidiaries have developed other independent cities, namely Grand Wisata and Kota Wisata. As a result, BSD City has become a reference in developing IKN, while Grand Wisata has also been introduced to become "The Next New City" in east Jakarta.

Perusahaan membangun kota mandiri dengan konsep-konsep unik, ramah lingkungan, sesuai dengan selera pasar yang dituju. BSD City memiliki konsep *"A place where you will call home"* agar penghuni dapat tinggal di sana dari lahir hingga masa tuanya. Grand Wisata yang mengusung konsep *"Live, Play, Work"* menciptakan sinergi antara hunian yang indah dan aktivitas bisnis. Sementara tagline Kota Wisata *"Embracing Nature, Better Future"*, menggambarkan pengembangan kawasan hunian modern, dinamis, serta harmonis menyatu dengan alam dengan pertumbuhan pada nilai investasinya.

The Company builds township with unique, environmentally friendly concepts, according to the taste of the target market. BSD City has the concept of "A place where you will call home" so that residents can live there from birth until their old age. Grand Wisata which carries the concept of "Live, Play, Work" creates synergy between beautiful residences and business activities. Meanwhile, the Kota Wisata tagline "Embracing Nature, Better Future" describes the development of modern, dynamic and harmonious residential areas blended with nature with growth in investment value.

Di kota mandiri Perusahaan, penghuni selalu menikmati fasilitas hunian, komersial, hiburan dan layanan publik yang lengkap. Infrastruktur kota mandiri dibangun untuk menciptakan keterhubungan, menawarkan penghuninya berbagai alternatif transportasi publik yang nyaman dan memperpendek jarak dan waktu dari dan ke tempat kerja atau studi. Melalui Entitas Anak, Perusahaan mendorong penyelesaian pembangunan tol Serpong-Balaraja sepanjang 10 km yang terentang di lokasi BSD City. Perusahaan terus meningkatkan kualitas pengalaman ini dengan menggandeng rekan bisnis strategis untuk membangun lingkungan terintegrasi Smart TOD 100 ha di BSD City.

In the Company's townships, residents always enjoy complete residential, commercial, entertainment and public service facilities. The township's infrastructure was built to create connectivity offering its residents a variety of convenient public transportation alternatives and shortening the distance and time - to and from work or study. Through its Subsidiaries, the Company is advancing the completion of the construction of the 10 km long Serpong-Balaraja toll road which stretches across the BSD City location. The Company continues to improve the quality of this experience by collaborating with strategic business partners to build a 100 ha Smart TOD integrated environment in BSD City.



BSD CITY

Bogor | Surabaya | Tangerang

± 5.951 ha
▲▲ ± 2.101 ha



GRAND WISATA

Bekasi

▲ ± 1.081 ha
▲▲ ± 480 ha



KOTA WISATA

Cibubur

▲ ± 918 ha
▲▲ ± 183 ha

▲ Hak Pengembangan | *Development Rights*

▲▲ Tanah yang Belum Dikembangkan | *Land for Development*

Residensial
Residential

Perusahaan mengembangkan produk-produk residensial bagi berbagai segmen konsumen dengan berbagai kebutuhan dan selera. demografi dan psikografi yang berbeda-beda. Hal ini berdampak kepada desain strategi pemasaran dari masing-masing proyek.

The Company develops residential products for various consumer segments with various needs and tastes. Different demographics and psychographics. Impacted on the marketing strategy design of each project.

Di BSD City saja, produk-produk residensial Perusahaan telah menggambarkan keberagaman yang luas. NavaPark, BSD City, mengedepankan motto *"Higher Living"*, menawarkan hunian mewah bertema resort dengan jumlah unit yang sangat terbatas. Tanakayu di BSD City juga kawasan baru yang memiliki konsep *"tropical modern resort"* yang menggabungkan teknologi dan keasrian alam. Sementara juga di BSD City, Enchanté Résidence mengusung tagline *'Entice the Senses'* dengan konsep hunian *luxury resort* ini mengadaptasi desain modern yang mengutamakan privasi. Tahun ini Perusahaan meluncurkan Terravia yang berkonsep *"Back to Nature, Enriching Future"* dengan penekanan kepada sustainability. Perusahaan juga menyediakan Eonna, sebuah hunian bergaya Korea dengan tagline *"Tribute to Perfection"*.

In BSD City alone, the Company's residential products have demonstrated wide diversity. NavaPark, BSD City, puts forward the motto "Higher Living", offering luxury resort-themed residences with a very limited number of units. Tanakayu in BSD City is also a new area that has a "tropical modern resort" concept that combines technology and natural beauty. Meanwhile, also in BSD City, Enchanté Résidence carries the tagline 'Entice the Senses' with this luxury resort residential concept adapting a modern design that prioritizes privacy. This year the Company launched Terravia with the concept of "Back to Nature, Enriching Future" with an emphasis on sustainability. The Company also provides Eonna, a Korean-style residence with the tagline "Tribute to Perfection".

Bale Tirtawana adalah perumahan berkonsep *back to nature* yang dilengkapi dengan hutan bagi para petualang yang ingin dekat dengan alam. Taman Banjar Wijaya menyasar pasar premium yang ingin tinggal jauh dari keramaian.

Bale Tirawana is a housing complex with a back to nature concept which is equipped with forests for adventurers who want to be close to nature. Taman Banjar Wijaya targets the premium market who wants to live away from the crowds.

Grand City Balikpapan menawarkan beragam jenis pilihan hunian bagi konsumen di kota Balikpapan, dengan kenyamanan akses ke bandara dan nuansa alam. Dekatnya jarak Grand City Balikpapan ke IKN akan berdampak positif bagi pengembangan kawasan ini, sehingga dapat menjadi oasis bagi mereka yang bekerja di IKN.

Grand City Balikpapan offers various types of residential choices for consumers in the city of Balikpapan, with the convenience of access to the airport and a natural feel. The close proximity of Grand City Balikpapan to IKN will have a positive impact on the development of this area, so that it can become an oasis for those who work at IKN.

Selain menciptakan hunian nyaman untuk beragam selera, fitur-fitur yang meningkatkan keselamatan dan keamanan konsumen menjadi fitur standar di setiap produk-produk Perusahaan. Salah satunya adalah konsep 4S yaitu *smart function, smart furniture, smart tech* dan *smart healthy* yang muncul pada periode pandemi.

In addition to creating comfortable residences for a variety of tastes, features that increase consumer safety and security are standard features in each of the Company's products. One of them is the 4S concept, namely smart function, smart furniture, smart tech and smart health which emerged during the pandemic period.

Berikut adalah produk-produk residensial yang telah dikembangkan Perusahaan.

The following are residential products that have been developed by the Company.



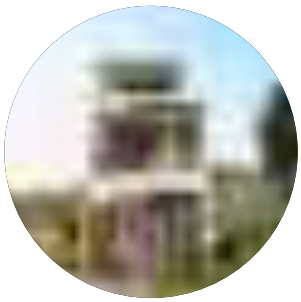
NAVA PARK
BSD City

▲ ± 68 ha



BALE TIRTAWANA
Tangerang

▲ ± 450 ha
▲▲ ± 428 ha



TAMAN BANJAR WIJAYA
Tangerang

▲ ± 120 ha



TAMAN PERMATA BUANA
Jakarta

▲ ± 97 ha



LEGENDA WISATA
Cibubur

▲ ± 190 ha



GRAND CITY
Balikpapan

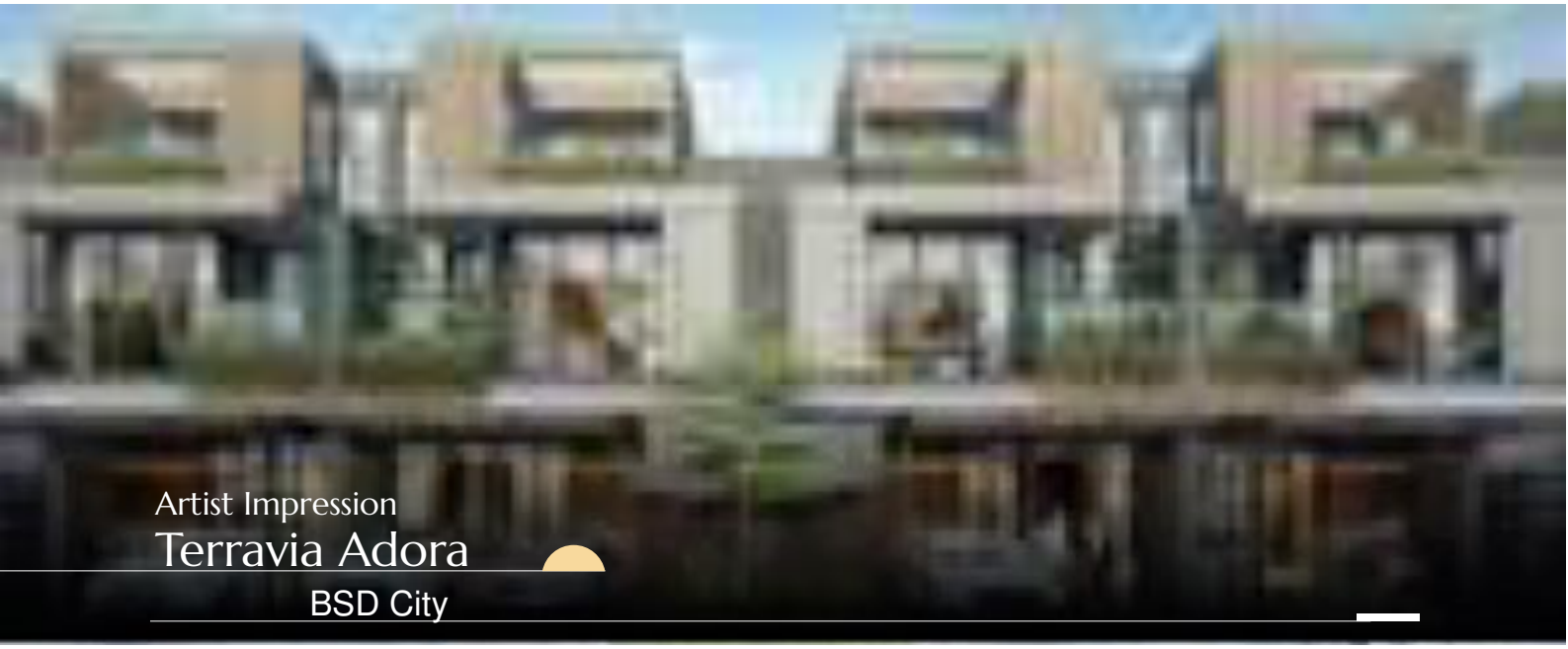
▲ ± 270 ha
▲▲ ± 147 ha



LATINOS BUSINESS DISTRICT
BSD City

▲ ± 3,75 ha

▲ Luas Area | *Area*
▲▲ Tanah yang Belum Dikembangkan | *Land for Development*



Commercial

Commercial

Produk-produk *commercial* Perusahaan meliputi tanah dan/atau bangunan seperti apartemen, ruko, kios dan pergudangan. Pengembangan produk-produk ini didasarkan kepada identifikasi kebutuhan konsumen yang tinggal di sekeliling area *commercial*, sehingga memberikan nilai tambah baik kepada penghuni residensial maupun pebisnis. Perusahaan juga mengembangkan produk-produk *commercial* yang mendekat ke area pendidikan. Produk-produk ini menyasar generasi milenial yang bekerja dan belajar di area komersial.

The Company's commercial products include land and/or buildings such as apartments, shop houses, kiosks and warehouses. The development of these products is based on demand of the consumers living in proximity to the commercial areas, so it would add value to both the residents and businesspeople. The Company also develops commercial products that are closer to the education area. These products target the millennial generation who work and study in commercial areas.

Produk *commercial* berfungsi hunian ditujukan bagi para konsumen generasi milenial. Semuanya diletakkan di dalam *hype community complex* sehingga dapat menjadi *meeting point* anak muda. Hunian dibangun dengan konsep terhubung atau mengelilingi area-area komersial yang ada.

Commercial products with residential functions are aimed at millennial generation consumers. Everything is placed in the hype community complex so that it can become a meeting point for young people. Residential is built with the concept of connecting or surrounding the existing commercial areas.

Pada tahun ini, Perusahaan menghadirkan Enchante Business Park dan Delrey di BSD City. Enchante Business Park adalah ruko 3 lantai yang menghadap langsung ke Jalan Boulevard. Sementara Delrey dikembangkan sebagai pelopor konsep BIZTOWN *(business townhouse)*. Keduanya sangat potensial karena dikelilingi dengan kawasan hunian premium seperti Enchante, The Zora dan NavaPark. Tahun ini Perusahaan juga akan mengembangkan EASTVARA sebagai *New Lifestyle Commercial Center* di BSD City bersama Ararasa, pusat kuliner serta ritel terkemuka.

This year, the Company presents Enchante Business Park and Delrey in BSD City. Enchante Business Park is a 3-storey shophouse that faces directly onto Jalan Boulevard. Meanwhile, Delrey was developed as a pioneer of the BIZTOWN (business townhouse) concept. Both have great potential because they are surrounded by premium residential areas such as Enchante, The Zora and NavaPark. This year the Company will also develop EASTVARA as a New Lifestyle Commercial Center in BSD City together with Ararasa, a leading culinary and retail center.

Berikut beberapa hunian *commercial* yang telah dikembangkan Perusahaan.

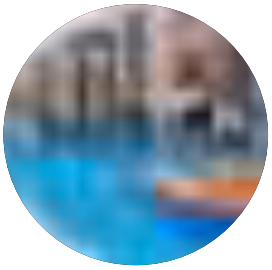
The following are several commercial residences that have been developed by the Company.



APARTMENT AKASA

BSD City

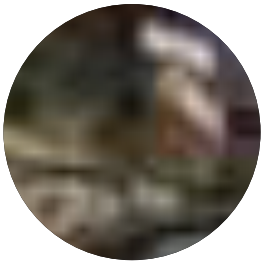
▲ ± 2,8 ha



APARTMENT ASATTI VANYA PARK

BSD City

▲ ± 3,1 ha



APARTMENT UPPER WEST

BSD City

▲ ± 7.118 m²



CAMPTON

BSD City

▲ ± 7.342 m²



ENCHANTE BUSINESS PARK

BSD City

▲ ± 1,7 ha



FORESTA BUSINESS LOFT

BSD City

▲ ± 6,13 ha



INDONESIAN CONVENTION EXHIBITION (ICE)

BSD City

▲ ± 22 ha



PASAR MODERN BARAT

BSD City

▲ ± 2,68 ha



PASAR MODERN TIMUR

BSD City

▲ ± 4,6 ha



NORTHRIDGE
BSD City

▲ ± 14.248 m²



THE ICON BUSINESS PARK
BSD City

▲ ± 5,1 ha



THE LOOP
BSD City

▲ ± 14.003 m²



TAMAN TEKNO
BSD City

▲ ± 173 ha



APARTMENT AERIUM
Jakarta

▲ ± 1,8 ha



APARTMENT SOUTHGATE
Jakarta

▲ ± 50.488 m²



THE ELEMENTS
Jakarta

▲ ± 0,6 ha



KLASKA RESIDENCE
Surabaya

▲ ± 3,2 ha

▲ Luas Area | *Area*



Artist Impression
Southgate Apartment
Jakarta

Residensial
Residential

Perusahaan terus mengembangkan produk-produk manajemen asetnya secara organik dan non-organik untuk menjaga stabilitas kinerja.

The Company remains to grow its asset management products both organically and inorganically to maintain performance stability.

Produk-produk manajemen aset Perusahaan terdiri atas 2 (dua) bagian besar yaitu gedung perkantoran dan ITC.

The Company's asset management products consist of 2 (two) major products, namely office buildings and ITC.

Gedung Perkantoran

Office Buildings

Gedung perkantoran dirancang untuk menawarkan nuansa *modern* dan *state-of-the-art*. Perusahaan memilih pengembangan gedung perkantoran di lokasi-lokasi stratejik dan berkembang untuk meningkatkan daya tarik okupansinya. Kajian identifikasi dan pendekatan kepada klien potensial terbukti telah menciptakan strategi pemasaran yang efektif.

The office buildings were designed to offer a modern and state-of-the-art impression. The Company chooses to develop office buildings in strategic and growing locations to increase the attractiveness of its occupancy. Identification studies and approaches to potential clients have proven to have created an effective marketing strategy.

Perusahaan juga membangun BSD GOP, kawasan perkantoran hijau pertama di Indonesia di dalam kawasan *low-density office building* seluas total area 25 ha. BSD GOP merupakan sebuah kawasan GOP pertama di Indonesia yang menganut prinsip *Green District*. Kawasan ini telah memperoleh Sertifikasi *Green Mark District* dari Lembaga internasional BCA *(The Building and Construction Authority)*, Singapura. Ini merupakan komitmen kami untuk dapat menjadi percontohan bagi perkantoran yang memadukan aspek ramah lingkungan baik di dalam desainnya maupun perilaku para penghuninya.

The Company also built BSD GOP, the first green office area in Indonesia in a low-density office building area with a total area of 25 ha. BSD GOP is the first GOP area in Indonesia that adheres to the Green District. This area has obtained the Green Mark District Certification from the international Institution BCA (The Building and Construction Authority), Singapore. It is our commitment to be a model for offices that feature environmentally friendly aspects in both their design and the behavior of their occupants.

Gedung-gedung yang dimiliki dan dikelola oleh Perusahaan antara lain:

Buildings owned and managed by the Company include:



BSD GOP
BSD City
▲▲ ± 25 ha



BAKRIE TOWER
Jakarta
▲▲ ± 18.955 m²



CASHBAC (D/H DIMO SPACE)
Jakarta
▲▲ ± 1.779 m²



SINAR MAS LAND PLAZA *)
Jakarta
▲▲ ± 81.313 m²



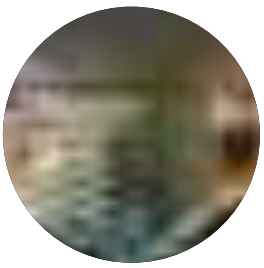
SINARMAS MSIG TOWER
Jakarta
▲▲ ± 71.625 m²



SOPO DEL TOWER
Jakarta
▲▲ ± 2.754 m²



SINAR MAS LAND PLAZA
Surabaya
▲▲ ± 22.851 m²



SINAR MAS LAND PLAZA
Medan
▲▲ ± 11.465 m²

* Terdiri atas 3 gedung perkantoran | *Consisting of 3 office buildings*
▲▲ Luas Area yang dapat disewa | *Rental Space*

International Trade Center (ITC)

ITC dirancang dan dikelola untuk membantu para *tenant* dari kalangan menengah dan menengah bawah menciptakan diferensiasi produk dan mengoptimalkan penjualan.

Bagi pengunjung, tata letak ITC memberikan kemudahan dalam berbelanja. ITC juga selalu berusaha meningkatkan kenyamanan pengunjung dengan area makan yang bersih dan menarik di setiap gedungnya.

International Trade Center (ITC)

ITC was designed and managed to help tenants from the middle and lower middle classes to create product differentiation and optimize sales.

For visitors, the ITC layout provides shopping convenience. ITC also always tries to increase the comfort of visitors by providing clean and attractive dining areas in each of its buildings.



Green Office Park 1

BSD City

International Trade Center yang dimiliki dan dikelola oleh Perusahaan dan Entitas Anak antara lain:

International Trade Centers owned and managed by the Company and its Subsidiaries include:



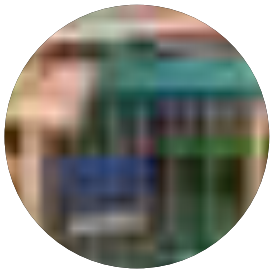
ITC BSD
BSD City
▲▲ ± 17.537 m²



ITC CEMPAKA MAS
Jakarta
▲▲ ± 29.361 m²



ITC DEPOK
Depok
▲▲ ± 15.147 m²



ITC FATMAWATI
Jakarta
▲▲ ± 1.631 m²



ITC KUNINGAN
Jakarta
▲▲ ± 17.684 m²



MALL AMBASSADOR
Jakarta
▲▲ ± 4.343 m²



ITC MANGGA DUA
Jakarta
▲▲ ± 13.667 m²



ITC PERMATA HIJAU
Jakarta
▲▲ ± 22.917 m²



ITC ROXY MAS
Jakarta
▲▲ ± 5.979 m²



ITC SURABAYA
Surabaya
▲▲ ± 36.477 m²

▲▲ Luas Area yang dapat disewa | *Rental Space*



Retail and Hospitality

Retail and Hospitality

Di segmen ini, Perusahaan memiliki serta mengelola pusat-pusat perbelanjaan (mal), hotel dan arena rekreasi.

In this segment, the Company owns and manages shopping centers (malls), hotels and recreational arenas.

Pusat perbelanjaan yang dikembangkan selalu mengutamakan kualitas hidup, mendorong aktivitas perekonomian lokal, serta menciptakan komunitas yang aktif dan berkembang.

The shopping centers developed always prioritize quality of life, encourage local economic activity and create active and thriving communities.

Perusahaan mengelola mal yang menargetkan generasi muda dari kelas menengah, yang terefleksikan dari pilihan *tenant* di masing-masing mal. Perusahaan juga mengembangkan mal dengan konsep *open space* seperti The Breeze dan Qbig. Konsep mal ini adalah untuk menyediakan ruang publik bagi keluarga muda yang dinamis namun tetap dekat dengan alam dan area hunian.

The Company manages malls that target the younger generation from the middle class, which is reflected in the choice of tenants in each mall. The Company is also developing malls with open space concepts such as The Breeze and Qbig. The concept of this mall is to provide a public space for dynamic young families but still close to nature and residential areas.

Hotel yang dikembangkan oleh Perusahaan saat ini adalah Rooms Inc. Dengan konsep unik, Rooms Inc. terintegrasi dengan mal, menyasar kelompok milenial di lokasi strategis di kota Semarang. Perusahaan bekerja sama dengan agen perjalanan serta perusahaan-perusahaan yang memiliki tingkat perjalanan bisnis yang tinggi.

The hotel currently being developed by the Company is Rooms Inc. With a unique concept, Rooms Inc. is integrated with malls, targeting millennial groups in strategic locations in the city of Semarang. The Company cooperates with travel agents and companies that have a high level of business travel.

Perusahaan juga mengelola beberapa arena rekreasi yang berada di bawah payung segmen *Retail and Hospitality* ini. Arena rekreasi kami berupaya menawarkan pengalaman rekreasi yang aman, menarik dan selalu baru dengan harga terjangka bagi keluarga muda. Berbagai kegiatan promosi dilakukan bersama dengan agen *online* dan sektor perbankan melalui kartu-kartu perbankan.

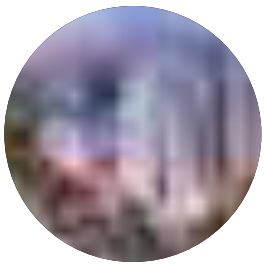
The Company also manages several recreational arenas under the Retail and Hospitality segment. Our recreational arena strives to offer young families a safe, exciting and always new recreational experience at affordable prices. Various promotional activities are carried out together with online agents and the banking sector through banking cards.

Produk Retail and Hospitality yang dimiliki dan dikelola oleh Perusahaan dan Entitas Anak antara lain:

Retail and Hospitality products owned and managed by the Company and its Subsidiaries include:



AEON MALL
BSD City
^^ ± 77.000 m²



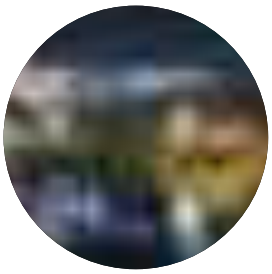
AEON MALL SOUTHGATE
Jakarta
^^ ± 50.488 m²



OCEAN PARK
BSD City
^ ± 8.5 ha



QBIG
BSD City
^^ ± 65.178 m²



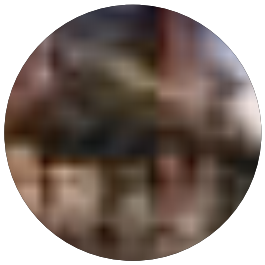
THE BREEZE
BSD City
^^ ± 35.990 m²



EPIWALK
Jakarta
^^ ± 12.455 m²



ROOMS INC.
Semarang
162 kamar/*rooms*



DP MALL
Semarang
^^ ± 28.843 m²



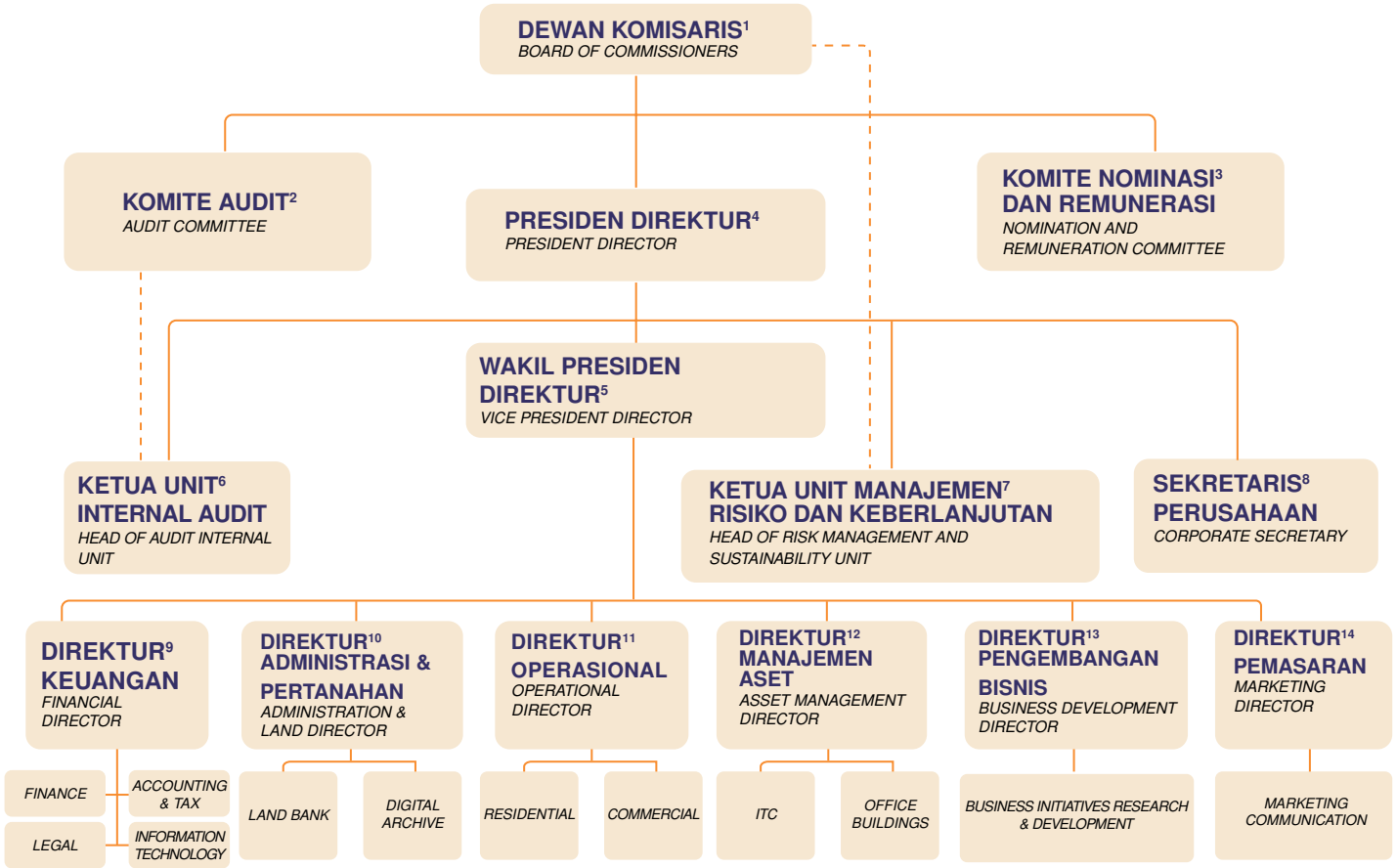
GO!WET GRAND WISATA
Bekasi
^ ± 7,5 ha

^ Luas Area | *Area*
^^ Luas Area yang dapat disewa | *Rental Space*

Struktur Organisasi

Organizational Structure

[SEOJK 2.e.5] [ACGS D.2.1]



1_ - **Muktar Widjaja**
Presiden Komisaris | *President Commissioner*
- **Teky Mailoa**
Wakil Presiden Komisaris | *Vice President Commissioner*
- **Yoseph Franciscus Bonang**
Komisaris | *Commissioner*
- **Teddy Pawitra & Susiyati Bambang Hirawan**
Komisaris Independen | *Independent Commissioner*

2_ - **Susiyati Bambang Hirawan**
Ketua | *Chairwoman*
- **Rusli Prakarsa & Rudiantara**
Anggota | *Member*

3_ - **Teddy Pawitra**
Ketua | *Chairman*
- **Muktar Widjaja & Teky Mailoa**
Anggota | *Member*

4_ **Franciscus Xaverius R.D**
5_ **Michael J.P Widjaja**
6_ **Hamina Ali**
7_ **M. Reza Abdulmajid**
8_ **Ricardo Arif Dharmawan**
9_ **Lie Jani Harjanto**
10_ **Ir. Siswanto Adisaputro**
11_ **Monik William**
12_ **Hermawan Wijaya**
13_ **Syukur Lawigena**
14_ **L. Herry Hendarta**

Garis Koordinasi
Coordination Line
Garis Pelaporan
Reporting Line

Keanggotaan Asosiasi

Association Membership

[SEOJK 2.e.5] [ACGS D.2.1]

	Perusahaan percaya bahwa isu yang kompleks membutuhkan pendekatan kolaboratif dan tepat sasaran. Oleh karena itu, Perusahaan aktif berpartisipasi dalam berbagai organisasi yang memiliki beragam inisiatif penerapan keuangan berkelanjutan sebagai berikut:	*The Company deems that complex issues require a collaborative and targeted approach. Therefore, the Company actively participates in various organizations that have various initiatives for implementing sustainable finance as follows:*
1	Anggota Perusahaan Pendiri Green Building Council Indonesia	*Member of the Founding Companies of Green Building Council Indonesia*
2	United Nations Global Compact (UNGC), melalui Indonesia Global Compact Network (IGCN)	*United Nations Global Compact (UNGC) through the Indonesia Global Compact Network (IGCN)*
3	Persatuan Perusahaan Real Estate Indonesia	*Indonesian Real Estate Companies Association*
4	Masyarakat Konservasi dan Efisiensi Energi Indonesia (MASKEEI)	*Indonesian Energy Efficiency and Conservation Society (MASKEEI)*
5	Asosiasi Pengelola Pusat Perbelanjaan Indonesia (APPBI)	*The Indonesian Shopping Center Management Association (APPBI)*
6	Asosiasi Emiten Indonesia	*Indonesia Public Listed Companies Association*

Profil Direksi

Profile of the Directors

[SEOJK 2.e.9]

Pada tahun ini tidak ada perubahan pada susunan Direksi, sehingga susunan Direksi pada saat Laporan Tahunan ini diterbitkan adalah sebagai berikut:

There were no changes to the compositions of the Company's Directors by this year, hence by the time of the issuance date of this Annual Report, the composition of the



Kiri ke kanan | ***Left to right:***
Hermawan Wijaya (Direktur | *Director*), Syukur Lawigena (Direktur | *Director*), Monik William (Direktur | *Director*), Michael J. P Widjaja (Wakil Presiden Direktur | *Vice President Director*), Franciscus Xaverius R.D (Presiden Direktur | *President Director*), Lie Jani Harjanto (Direktur | *Director*), Liauw Herry Hendarta (Direktur | *Director*), Ir. Siswanto Adisaputro (Direktur | *Director*)

Masa jabatan mereka adalah sampai dengan ditutupnya RUPST untuk tahun buku yang berakhir pada tanggal 31 Desember 2024.

Their term of office is until the closing of the AGMS for the fiscal year ending December 31st, 2024.



Fransiscus Xaverius R.D.

Presiden Direktur
President Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2013
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Usia *Age* [SEOJK 2.e.9.c]	70 tahun *years old*
Gender	Laki-laki *Male*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	• Sarjana Teknik Sipil, Jurusan Jalan Raya, Institut Teknologi Bandung, Indonesia (1994) *Bachelor's Degree in Civil Engineering, majoring in Highway Engineering, Bandung Institute of Technology, Indonesia (1994)* • Sarjana Teknik Sipil, Universitas Katolik Parahyangan, Bandung, Indonesia (1981) *Bachelor's Degree in Civil Engineering, Parahyangan Catholic University, Bandung, Indonesia (1981)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• Komisaris (2011 – 2013) dan Wakil Presiden Direktur PT Bumi Serpong Damai Tbk (2010 – 2011) *Commissioner (2011 – 2013) and Vice President Director of PT Bumi Serpong Damai Tbk (2010 – 2011)* • Presiden Direktur (2010 – 2013), Direktur (2004 - 2010) dan Direktur Teknik dan Perencanaan PT Duta Pertiwi Tbk (1994 - 2004). *President Director (2010 – 2013), Director (2004 - 2010) and Director of Engineering and Planning of PT Duta Pertiwi Tbk (1994 – 2004)* • General Manager PT Paraga Artamida (1992) • Chief Engineering PT Putra Satria Prima (1986 - 1991) • Koordinator Proyek Sipil PT Indulexco (1979 - 1985) *Project Coordinator of Sipil PT Indulexco (1979 - 1985)*
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	• Wakil Komisaris Utama dan anggota Komite Nominasi dan Remunerasi PT Duta Pertiwi Tbk (sejak 2015) *Vice President Commissioner and member of the Nomination and Remuneration Committee of PT Duta Pertiwi Tbk (since 2015)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	Hubungan dengan Pemegang Saham Utama/Pengendali: Franciscus Xaverius menjabat sebagai Direktur Utama dari Pemegang Saham Utama/ Pengendali. *Affilliation with the Major/Controlling Shareholders:* *Franciscus Xaverius is the President Director of Major/Controlling Shareholders.*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*



Michael J.P Widjaja

Wakil Presiden Direktur
Vice President Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2007
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.9.c]	39 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	Bachelor of Arts, University of Southern California, USA (2006)
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• Wakil Direktur Utama PT Duta Pertiwi Tbk (2007 - 2015) *Vice President Director of PT Duta Pertiwi Tbk (2007 – 2015)* • Komisaris PT Golden Energy Mines Tbk (2011 - 2013) *Commissioner of PT Golden Energy Mines Tbk (2011 – 2013)* • Wakil Presiden Komisaris PT Dian Swastatika Sentosa Tbk (2009 - 2011) *Vice President Commissioner of PT Dian Swastatika Sentosa Tbk (2009 – 2011)* • Top Tier Trading, Los Angeles (2005) • PT Arara Abadi (2004) • EuroRev Inc., Los Angeles (2003)
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	Wakil Direktur Utama PT Plaza Indonesia Realty Tbk (sejak 2019) *Vice President Director of PT Plaza Indonesia Realty Tbk (since 2019)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	(i) Hubungan keluarga dengan Presiden Komisaris Perusahaan dan (ii) Komisaris Pemegang Saham Utama *(i) Family related with President Commissioner of the Company and* *(ii) Commissioner of the Majority Shareholder*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	9.830.700 saham (0,05%) *shares*



Lie Jani Harjanto

Direktur
Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2010
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Wanita *Female*
Usia *Age* [SEOJK 2.e.9.c]	57 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	Sarjana Ekonomi, Universitas Trisakti, Indonesia (1989) *Bachelor's Degree in Economics, Trisakti University, Indonesia (1989)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• Direktur Utama (2013-2016) dan Wakil Direktur Utama (2011 - 2013) PT Duta Pertiwi Tbk *President Director (2013-2016) and Vice President Director (2011-2013) of PT Duta Pertiwi Tbk* • Managing Director – Finance Sinar Mas Energy & Mining Division (2009 – 2010) • Managing Director- Finance Sinar Mas Forestry Division (2001 – 2009) • General Manager Property Management Sinar Mas Real Estate Divison (1992 – 2001) • Controller Manager Sinar Mas Real Estate Division (1992) • Corporate Internal Audit Manager (1988 – 1992)
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	Wakil Direktur Utama PT Duta Pertiwi Tbk (sejak 2016) *Vice President Director of PT Duta Pertiwi Tbk (since 2016)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*



Syukur Lawigena

Direktur
Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2010
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Tangerang
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.9.c]	68 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	Sarjana Teknik Sipil, Universitas Parahyangan Bandung (1981) *Bachelor in Civil Engineering, Parahyangan University, Bandung (1981)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• Bergabung dengan Grup Sinar Mas sejak tahun 1988 *Has joined the Sinar Mas Group since 1988* • Deputi Direktur PT Bumi Serpong Damai Tbk (2003 – 2010) *Deputy Director PT Bumi Serpong Damai Tbk (2003 – 2010)*
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	Tidak ada *None*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	1.400.000 saham (0,01%) *shares*



Hermawan Wijaya

Direktur
Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2010
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Tangerang
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.9.c]	57 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	Sarjana Ekonomi, Universitas Katolik Atmajaya, Jakarta (1990) *Bachelor of Economics, Atmajaya Catholic University, Jakarta (1990)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• Sekretaris Perusahaan (2011 - 2015) dan Komisaris PT Bumi Serpong Damai Tbk (2006 - 2010) *Corporate Secretary (2011 – 2015) and Commissioner of PT Bumi Serpong Damai Tbk (2006 – 2010)* • Kantor Akuntan Publik Hadi Sutanto (Price Waterhouse Coopers) (1990 – 1992) *Public Accounting Firm of Hadi Sutanto (Price Waterhouse Coopers) (1990 – 1992)* • Kantor Akuntan Sidharta dan Sidharta (Coopers & Lybrand) (1989 – 1990) *Public Accounting Firm of Sidharta and Sidharta (Coopers & Lybrand) (1989 – 1990)*
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	Direktur PT Puradelta Lestari Tbk (sejak 2013) *Director of PT Puradelta Lestari Tbk (since 2013)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	Hubungan dengan Pemegang Saham Utama/Pengendali: Hermawan Wijaya menjabat sebagai Direktur dari Pemegang Saham Utama/ Pengendali. *Affilliation with the Major/Controlling Shareholders:* *Hermawan Wijaya is the Director of Major/Controlling Shareholders.*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*



Liauw Herry Hendarta

Direktur
Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2011
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.9.c]	56 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	• Master in Business Management, Asian Institute of Management Manila, Filipina (1994) *Master's Degree in Business Management, Asian Institute of Management Manila, Philippines (1994)* • Sarjana Teknik Sipil, Universitas Katolik Parahyangan Bandung (1991) *Bachelor of Civil Engineering, Parahyangan Catholic University, Bandung (1991)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• Bergabung dengan Grup Sinar Mas (sejak 1994) *Joined the Sinar Mas Group (since 1994)* • Deputi Direktur PT Duta Pertiwi Tbk (2004 - 2009) *Deputy Director of PT Duta Pertiwi Tbk (2004 - 2009)*
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	Tidak ada *None*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	700.000 saham (0,003%) *shares*



Monik William

Direktur
Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2007
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Wanita *Female*
Usia *Age* [SEOJK 2.e.9.c]	61 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	Sarjana Teknik Sipil, Institut Teknologi Bandung (1986) *Bachelor of Civil Engineering, Bandung Institute of Technology (1986)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• *Deputy Director* ITC Depok (2004 – 2007) • Manajer Proyek Harco Mas (1999 – 2004) *Project Manager of Harco Mas (1999 – 2004)* • Manajer Proyek Hua Fung Garden di Zhu Hai, Tiongkok (1998 – 1999) *Project Manager at Hua Fung Garden in Zhu Hai, China (1998 – 1999)* • Manajer Konstruksi Mall Ambassador & Apartemen (1994 – 1997) *Construction Manager at Ambassador Mall & Apartment (1994 – 1997)* • Manajer Proyek Perumahan PT Duta Pertiwi Tbk (1991 – 1992) *Housing Project Manager at PT Duta Pertiwi Tbk. (1991 – 1992)* • PT Dacrea Avia (1987 – 1991)
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	Tidak ada *None*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*



Ir. Siswanto Adisaputro

Direktur
Director
[SEOJK 2.e.9.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.9.f(1)]	RUPSLB 23 Juni 2021 *EGMS June 23rd, 2021*
Menjabat sejak *Serving since*	2021
Kewarganegaraan *Citizenship* [SEOJK 2.e.9.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.9.c]	58 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.9.e]	• Sarjana Teknik Sipil, Universitas Katolik Parahyangan Bandung (1990) *Bachelor's degree of Civil Engineering, Parahyangan Catholic University, Bandung (1990)* • Master of Engineering, RMIT University Melbourne, Australia (1993)
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.9.f(3)]	• Deputi Direktur (2007 - 2012) dan Strategic Business Unit Commercial Head PT Bumi Serpong Damai Tbk (2004 – 2007) *Deputy Director (2007 - 2012) and Strategic Business Unit Commercial Head at PT Bumi Serpong Damai Tbk (2004 – 2007)* • General Manager PT Duta Pertiwi Tbk (2001 – 2004) • Assistant Managing Director, Sinar Mas Group Real Estate Division (1994 – 2000)
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.9.f(2)]	Presiden Direktur di PT Trans Bumi Serbaraja (2019 – sekarang) *President Director at PT Trans Bumi Serbaraja (2019 – present)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.9.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*

Profil Dewan Komisaris

Profile of the Board of Commissioners

[SEOJK 2.e.10]

Pada tahun ini tidak ada perubahan pada susunan BOC, sehingga susunan BOC pada saat Laporan Tahunan ini diterbitkan adalah sebagai berikut: [SEOJK 2.e.11]

There were no changes to the compositions of the Company's BOC by this year, hence by the time of the issuance date of this Annual Report, the composition of the BOC is as follows:



Kiri ke kanan | ***Left to right:***
Yoseph Franciscus Bonang (Komisaris | *Commissioner*), Teddy Pawitra (Komisaris Independen | *Independent Commissioner*), Muktar Widjaja (Presiden Komisaris | *President Commissioner*), Susiyati Bambang Hirawan (Komisaris Independen | *Independent Commissioner*), Teky Mailoa (Wakil Presiden Komisaris | *Vice President Commissioner*)

Masa jabatan mereka adalah sampai dengan ditutupnya RUPST untuk tahun buku yang berakhir pada tanggal 31 Desember 2024.

The term of office of the members of the BOC is until the closing of the AGMS for the fiscal year ending December 31st, 2024.



Muktar Widjaja

Presiden Komisaris dan
Anggota Komite Nominasi dan Remunerasi
President Commissioner and
Member of Nomination and Remuneration Committee
[SEOJK 2.e.10.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.10.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	• Presiden Komisaris (2007) *President Commissioner (2007)* • Anggota Komite Nominasi dan Remunerasi (2015) *Member of Nomination and Remuneration Committee (2015)*
Kewarganegaraan *Citizenship* [SEOJK 2.e.10.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.10.c]	69 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.10.e]	Sarjana Administrasi Bisnis, University of Concordia, Montreal, Canada (1976) *Bachelor's degree in Business Administration, University of Concordia, Montreal, Canada (1976)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.10.f(4)]	• Direktur hingga Direktur Utama PT Duta Pertiwi Tbk (1988 – 2007) *Director to President Director of PT Duta Pertiwi Tbk (1988 – 2007)* • Direktur Utama PT Sinar Mas Agro Resources and Technology Tbk (SMART) (1992 – 2008) *President Director of PT Sinar Mas Agro Resources and Technology Tbk (SMART) (1992 – 2008)* • Direktur Utama Golden Agri Resources Ltd (2000 – 2018) *President Director of Golden Agri Resources Ltd (2000 – 2018)* • Komisaris PT Sinar Mas Multiartha Tbk (1985–2005) *Commissioner of PT Sinar Mas Multiartha Tbk (1985–2005)* • Wakil Komisaris Utama PT Dian Swastatika Sentosa Tbk (2011–2013) *Vice President Commissioner of PT Dian Swastatika Sentosa Tbk (2011–2013)* • Direktur di PT Pabrik Kertas Tjiwi Kimia Tbk (1988–2006) *Director of PT Pabrik Kertas Tjiwi Kimia Tbk (1988–2006)* • Wakil Direktur (1990– 2005) dan Komisaris (1988–1990) PT Indah Kiat Pulp & Paper Tbk *Deputy Director (1990– 2005) and Commissioner (1988–1990) of PT Indah Kiat Pulp & Paper Tbk*

Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.10.f(3)]	• Komisaris Utama PT Duta Pertiwi Tbk (sejak 2007) *President Commissioner of PT Duta Pertiwi Tbk (since 2007)* • Wakil Presiden Komisaris PT Sinar Mas Agro Resources and Technology Tbk (SMART) (sejak 2008) *Vice President Commissioner of PT Sinar Mas Agro Resources and Technology Tbk (SMART) (since 2008)* • Presiden Komisaris PT Puradelta Lestari (sejak 2001) *President Commissioner of PT Puradelta Lestari (since 2001)* • Presiden Komisaris PT Pembangunan Deltamas (sejak 2001) *President Commissioner of PT Pembangunan Deltamas (since 2001)* • Direktur Sinarmas Land Ltd. (d/h AFP Properties Ltd.) (sejak 1997) *Director of Sinarmas Land Ltd. (d/h AFP Properties Ltd.) (since 1997)* • Chief Executive Officer Sinarmas Land Ltd. (d/h AFP Properties Ltd.) (sejak 2006) *Chief Executive Officer of Sinarmas Land Ltd. (d/h AFP Properties Ltd.) (since 2006)* • Direktur Eksekutif dan Direktur Utama Golden Agri Resources Ltd (sejak 2018) *Excecutive Director and President Director of Golden Agri Resources Ltd (since 2018)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.10.g]	(i) Hubungan keluarga dengan Wakil Presiden Direktur Perusahaan dan (ii) Komisaris Pemegang Saham Utama *(i) Family related to the Company's Vice President Director and* *(ii) Commissioner of the Majority Shareholder*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	106.210.500 saham (0,51%) *shares*



Teky Mailoa

Wakil Presiden Komisaris dan
Anggota Komite Nominasi dan Remunerasi
Vice President Commissioner and
Member of Nomination and Remuneration Committee
[SEOJK 2.e.10.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.10.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	• Wakil Presiden Komisaris (2015) *Vice President Commissioner (2015)* • Anggota Komite Nominasi dan Remunerasi (2015) *Member of Nomination and Remuneration Committee (2015)*
Kewarganegaraan *Citizenship* [SEOJK 2.e.10.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.10.c]	60 tahun *years old*

Riwayat Pendidikan *Education* [SEOJK 2.e.10.e]	• Master Degree in Structure and Construction Management, University of Wisconsin, Madison, USA (1990) • Sarjana Teknik Sipil, Universitas Trisakti, Jakarta (1987) *Bachelor's Degree in Civil Engineering, Trisakti University, Jakarta (1987)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.10.f(4)]	• Wakil Presiden Direktur (2011 – 2013), Komisaris (2010 - 2011) dan Direktur (2003 – 2010) PT Bumi Serpong Damai Tbk *Vice President Director (2011 - 2013), Commissioner (2010 - 2011) and Director (2003 - 2010) of PT Bumi Serpong Damai Tbk* • Wakil Direktur Utama (2010 – 2016), Direktur (2006 – 2010) dan Deputy Direktur Treasury/Corporate Planning (1993 – 1995) PT Duta Pertiwi Tbk *Vice President Director (2010 – 2016), Director (2006 – 2010) and Treasury/Corporate Planning Deputy Director (1993 – 1995) of PT Duta Pertiwi Tbk* • Presiden Direktur (2013 – 2016) dan Wakil Presiden Direktur (1995 – 2013) PT Puradelta Lestari Tbk *President Director (2013 – 2016) and Vice President Director (1995 – 2013) of PT Puradelta Lestari Tbk* • Asisten Manajer – Project Planning and Control Tutor Saliba di Perini Corp., Los Angeles, USA (1991 – 1993) *Assistant Manager for Project Planning and Control Tutor Saliba for Perini Corp., Los Angeles, USA (1991 – 1993)* • Project Planning and Scheduling di John R. Hundley Inc. orange Country, USA (1990 – 1991) *Project Planning and Scheduling at John R. Hundley Inc. orange Country, USA (1990 – 1991)*
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.10.f(3)]	• Direktur Utama PT Duta Pertiwi Tbk (sejak 2016) *President Director of PT Duta Pertiwi Tbk (since 2016)* • Wakil Presiden Komisaris PT Puradelta Lestari Tbk (sejak 2016) *Vice President Commissioner of PT Puradelta Lestari Tbk (since 2016)* • Presiden Direktur PT Pembangunan Deltamas (sejak 1995) *President Director of PT Pembangunan Deltamas (since 1995)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.10.g]	Hubungan dengan Pemegang Saham Utama/Pengendali: Teky menjabat sebagai Direktur dari Pemegang Saham Utama/Pengendali. *Affilliation with the Major/Controlling Shareholders:* *Teky is the Director of indirect Major/ Controlling Shareholders.*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*



Yoseph Franciscus Bonang

Komisaris
Commissioner
[SEOJK 2.e.10.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.10.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	2015

Kewarganegaraan *Citizenship* [SEOJK 2.e.10.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.10.c]	74 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.10.e]	Sarjana Psikologi, Universitas Indonesia (1979) *Bachelor's Degree in Psychology, University of Indonesia (1979)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.10.f(4)]	• Manajer SDM Putera Group (1977 – 1982) *Human Resources Manager in Putera Group (1977 – 1982)* • Manajer SDM PT Inti Salim Corpora (1982 – 1986) *Human Resources Manager in PT Inti Salim Corpora (1982 – 1986)* • Direktur PT Indomarco Prismatama (d/h PT Pebapan) (1986 – 1989) *Director at PT Indomarco Prismatama (formerly PT Pebapan) (1986 – 1989)* • Direktur PT Australia Indonesia Milk Factories (Indomilk) (1989 – 1990) *Director at PT Australia Indonesia Milk Factories (Indomilk) (1989 – 1990)* • Direktur PT Hotel Istana Bukit Indah (1995 – 2015) *Director at PT Hotel Istana Bukit Indah (1995 – 2015)*
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.10.f(3)]	• Direktur di Salim Group (sejak 1990) *Director of Salim Group (since 1990)* • Direktur Organic Centre Pte. Ltd. (d/h Salim Organic Centre Pte. Ltd.) (sejak 1992) *Director of Organic Centre Pte. Ltd. (formerly Salim Organic Centre Pte. Ltd.) (since 1992)* • Direktur PT Adichandra Grahawisata (sejak 1994) *Director of PT Adichandra Grahawisata (since 1994)* • Direktur Utama PT Dwimitra Nusantara (sejak 1995) *President Director of PT Dwimitra Nusantara (since 1995)* • Direktur PT Pantai Indah Tateli (sejak 1996) *Director of PT Pantai Indah Tateli (since 1996)* • Direktur Utama PT Indorealty Lestari (sejak 2002) *President Director of PT Indorealty Lestari (since 2002)* • Direktur Utama PT Bukit Indah Mandiri Abadi (sejak 2002) *President Director of PT Bukit Indah Mandiri Abadi (since 2002)* • Direktur Bidford Properties Ltd. (sejak 2009) *Director of Bidford Properties Ltd. (since 2009)* • Direktur Deaumont Investments Ltd. (sejak 2010) *Director of Deaumont Investments Ltd. (since 2010)* • Direktur PT Global Metropolitan Development (sejak 2010) *Director of PT Global Metropolitan Development (since 2010)* • Direktur Horison Development Company Pte. Ltd. (sejak 2010) *Director of Horison Development Company Pte. Ltd. (since 2010)* • Direktur Ridge Capital Enterprises Ltd. (sejak 2010) *Director of Ridge Capital Enterprises Ltd. (since 2010)* • Anggota Member's Council Global Toserco Limited (sejak 2010) *Member of Member's Council of Global Toserco Limited*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.10.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*



Teddy Pawitra

Komisaris Independen dan
Ketua Komite Nominasi dan Remunerasi
Independent Commissioner and
Chairman of the Nomination and Remuneration Committee
[SEOJK 2.e.10.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.10.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	• Komisaris Independen (2008) *Independent Commissioner (2008)* • Ketua Komite Nominasi dan Remunerasi (2015) *Chairman of the Nomination and Remuneration Committee (2015)*
Pernyataan Independensi *Statement of Independence*	Telah diperbaharui pada tahun 2023 *Renewed in 2023*
Dasar pengangkatan perdana *Initial legal appointment* [SEOJK 2.e.10.f.(2)]	RUPST tanggal 10 Mei 2008 *AGMS on May 10th, 2008*
Kewarganegaraan *Citizenship* [SEOJK 2.e.10.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Laki-laki *Male*
Usia *Age* [SEOJK 2.e.10.c]	88 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.10.e]	• Guru Besar Luar Biasa, Program Pascasarjana Ilmu Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Indonesia (1990 - sekarang) *Extraordinary Professor, Master Program in Management from the Faculty of Economics and Business, the University of Indonesia (1990 - present)* • Doktor bidang Ilmu Ekonomi, Universitas Airlangga, Surabaya (bekerjasama dengan Erasmus University, Rotterdam) (1985) *Doctorate degree in Economics, Airlangga University, Surabaya (in cooperation with Erasmus University, Rotterdam) (1985)* • Master of Business Administration, University of Minnesota, USA (1965) • Sarjana Ekonomi Umum dan Perusahaan, Universitas Airlangga, Surabaya (1963) *Bachelor's Degree in General and Business Economics, Airlangga University, Surabaya (1963)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.10.f(4)]	• Ketua Komite Audit PT Sinar Mas Agro Resources and Technology Tbk (SMART) (2002 - 2010) *Chairman of the Audit Committee at PT Sinar Mas Agro Resources and Technology Tbk (SMART) (2002 - 2010)* • Komisaris Independen PT Pabrik Kertas Tjiwi Kimia Tbk (2002 – 2007) *Independent Commissioner of PT Pabrik Kertas Tjiwi Kimia Tbk (2002 – 2007)* • Ketua Komite Audit PT Duta Pertiwi Tbk (2003-2011) *Chairman of the Audit Committee at PT Duta Pertiwi Tbk (2003-2011)*

	• Komisaris Independen PT Indah Kiat Pulp & Paper Tbk (2002 – 2007) *Independent Commissioner of PT Indah Kiat Pulp & Paper Tbk (2002 – 2007)* • Komisaris Utama Bank Internasional Indonesia (1999 – 2000) *President Commissioner of Bank Internasional Indonesia (1999 – 2000)* • Direktur Utama PT Star Engines Indonesia (1984 – 1994) *President Director for PT Star Engines Indonesia (1984 – 1994)* • Direktur Utama PT Lima Satrya Nirwana (1984 – 1987) *President Director for PT Lima Satrya Nirwana (1984 – 1987)* • Direktur Utama PT German Motors Manufacturing (1979 – 1994) *President Director for PT German Motors Manufacturing (1979 – 1994)* • Direktur Utama PT Star Motors Indonesia (1970 – 1994) *President Director for PT Star Motors Indonesia (1970 – 1994)* • Direktur PT Gading Mas Surabaya (1966 – 1969) *Director of PT Gading Mas Surabaya (1966 – 1969)* • Kantor Akuntan Drs. Utomo & Mulia (1965 – 1966) *Public Accounting Firm Drs. Utomo & Mulia in 1965 – 1966*
Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.10.f(3)]	• Komisaris Independen (sejak 2003) dan Ketua Komite Nominasi dan Remunerasi (sejak 2015) di PT Duta Pertiwi Tbk *Independent Commissioner (since 2003) and Chairman of Nomination and Remuneration Committee (since 2015) at PT Duta Pertiwi Tbk* • Komisaris Independen PT Puradelta Lestari Tbk (sejak 2013) *Independent Commissioner of PT Puradelta Lestari Tbk (since 2013)* • Komisaris Independen (sejak 2002) dan Ketua Nominasi dan Remunerasi (sejak 2015) di PT Sinar Mas Agro Resources and Technology Tbk (SMART) *Independent Commissioner (since 2002) and Chairman of Nomination and Remuneration Committee (since 2015) at PT Sinar Mas Agro Resources and Technology Tbk (SMART)* • Direktur Utama PT Swadayanusa Kencana Raharja (sejak 2001) *President Director of PT Swadayanusa Kencana Raharja (since 2001)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.10.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*



Susiyati Bambang Hirawan

Komisaris Independen dan Ketua Komite Audit
Independent Commissioner and Chairwoman of the Audit Committee
[SEOJK 2.e.10.a]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.e.10.f(1)]	RUPST 10 Juli 2020 *AGMS July 10th, 2020*
Menjabat sejak *Serving since*	• Komisaris Independen (2007) *Independent Commissioner (2007)* • Ketua Komite Audit (2013) *Chairwoman of the Audit Committee (2013)*
Pernyataan Independensi *Statement of Independence*	Telah diperbaharui pada tahun 2022 *Renewed in 2022*

Dasar pengangkatan perdana *Initial legal appointment* [SEOJK 2.e.10.f.(2)]	RUPST tanggal 10 Mei 2008 *AGMS on May 10th, 2008*
Kewarganegaraan *Citizenship* [SEOJK 2.e.10.d]	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Gender	Wanita *Female*
Usia *Age* [SEOJK 2.e.10.c]	77 tahun *years old*
Riwayat Pendidikan *Education* [SEOJK 2.e.10.e]	• Guru Besar Tetap Ekonomi dari Fakultas Ekonomi, Universitas Indonesia, Jakarta (2006) *Professor in Economics from Faculty of Economics, University of Indonesia, Jakarta (2006)* • Doctor of Philosophy dari School of Public Policy, University of Birmingham, Inggris (1990) *Doctor of Philosophy from the School of Public Policy, University of Birmingham, England (1990)* • Master of Social Science (MSc) di bidang Development Administration, University of Birmingham, Inggris (1982) *Master of Social Science (MSc) in Development Administration, University of Birmingham, England (1982)* • Diploma di bidang Development of Finance, University of Birmingham, Inggris (1980) *Diploma in Development of Finance, from University of Birmingham, England (1980)* • Sarjana Ekonomi, Jurusan Ekonomi Perusahaan, Universitas Indonesia, Jakarta (1972) *Bachelor of Economics from Faculty of Economics, University of Indonesia, Jakarta (1972)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.e.10.f(4)]	• Ketua Komite Audit PT Sinar Mas Agro Resources and Technology Tbk (SMART) (2010 - Juli 2020) *Chairwoman of the Audit Committee of PT Sinar Mas Agro Resources and Technology Tbk (SMART) (2010 - July 2020)* • Komisaris Independen (2009 - 2013) dan Ketua Komite Audit (2010 - 2013) PT Dian Swastatika Sentosa Tbk *Independent Commissioner (2009 - 2013) and Chairwoman of the Audit Committee (2010 - 2013 of PT Dian Swastatika Sentosa Tbk* • Komisaris Utama PT Rekayasa Industri (2004 - 2010) *President Commissioner of PT Rekayasa Industri (2004 -2010)* • Komisaris PT Danareksa (2004 - 2008) *Commissioner of PT Danareksa (2004 - 2008)* • Komisaris Perum Perumnas (1999 - 2004) *Commissioner of Perum Perumnas (1999 - 2004)* • Komisaris di PT Pupuk Sriwijaya (1999 - 2004) *Commissioner of PT Pupuk Sriwijaya (1999 - 2004)* • Deputi Bidang Ekonomi dari Sekretaris Wakil Presiden RI (2000 - 2007) *Deputy for Economics of the Secretary to the Vice President of the RI (2000 - 2007)* • Komisaris PT ASABRI (1993 - 2008) *Commissioner of PT ASABRI (1993 - 2008)* • Direktur Jenderal Lembaga Keuangan (1998 - 2000) *General Director of Financial Institution (1998 - 2000)* • Kepala Biro Analisa Keuangan Daerah (1992 - 1998) di Departemen Keuangan Republik Indonesia. *Head of Regional Financial Analysis Bureau (1992 - 1998) of the Department of Finance of the RI*

Jabatan Rangkap *Concurrent Position* [SEOJK 2.e.10.f(3)]	• Komisaris Independen (sejak 2007) dan Ketua Komite Audit (sejak 2012) PT Duta Pertiwi Tbk *Independent Commissioner (since 2007) and Chairwoman of the Audit Committee (since 2012) of PT Duta Pertiwi Tbk* • Komisaris Independen (sejak 2013) dan Ketua Komite Audit (sejak 2015) PT Puradelta Lestari Tbk *Independent Commissioner (since 2013) and Chairwoman of the Audit Committee (since 2015) of PT Puradelta Lestari Tbk* • Komisaris Independen PT Sinar Mas Agro Resources and Technology Tbk (SMART) (sejak 2008) *Independent Commissioner (since 2008) of PT Sinar Mas Agro Resources and Technology Tbk (SMART)* • Pengajar dari Fakultas Ekonomi, Universitas Indonesia (sejak 1972) *Lecturer of the Faculty of Economy, University of Indonesia (since 1972)*
Hubungan Afiliasi *Affiliation* [SEOJK 2.e.10.g]	Tidak ada *None*
Kepemilikan Saham *Share Ownership* [ACGS D.1.3]	Tidak ada *None*

Sumber Daya Manusia
Human Capital

Perusahaan telah membuktikan komitmennya untuk fokus terhadap karyawannya. Setiap inisiatif yang kami lakukan dalam Human Capital didorong oleh Nilai-nilai Perusahaan: Integritas, Sikap Positif, Komitmen, Perbaikan Berkelanjutan, Inovasi dan Kesetiaan.

BSDE has proven its commitment to focus on people. Every initiative that we do in Human Capital is driven by the Company's Values: Integrity, Positive Attitude, Commitment, Continuous Improvement, Innovation and Loyalty.

Pada tahun 2023, Human Capital kami, seiring dengan Transformasi Lincah dan Digital yang terjadi pada seluruh organisasi, memberikan dukungan penuh untuk memastikan Pengalaman Kekaryawanan (EX). Pengembangan pengalaman kekaryawanan yang berkesinambungan ini menjadi faktor yang melengkapi upaya-upaya Perusahaan untuk memberikan pola pikir, rangkaian keterampilan dan perangkat yang benar.

In 2023, our Human Capital in alignment with the organization-wide Agile & Digital Transformation provides full support to ensure a great Employee Experience (EX). This continuous improvement in employee experience is a complementing factor to the Ccompany's effort to provide employees with the right mindset, skillset and toolset.

Fokus pada aspek-aspek ini menjadi penting untuk memastikan kesiapan kami dalam menghadapi tiap tantangan dan tetap berdaya saing, membawa keberhasilan dalam lingkup bisnis dan karyawan kami.

Focusing on these aspects is imperative to ensure our readiness for every challenge, and to remain competitive, bringing our success in terms of business and people.

KESINAMBUNGAN DIGITALISASI HUMAN CAPITAL

CONTINUATION OF HUMAN CAPITAL DIGITALIZATION

Era digital dengan cepat mengubah cara bisnis berinteraksi, beroperasi dan bersaing. Perusahaan menyadari perlunya memulai transformasi digital sejak dini untuk memanfaatkan peluang bisnis baru dan menarik generasi baru tenaga kerja yang paham teknologi.

The digital age is rapidly changing the way businesses interact, operate and compete. The Company recognized the need to embark on a digital transformation early on to tap into new business opportunities and attract the new generation of tech-savvy workforce.

Tim Human Capital bekerja tanpa kenal lelah untuk mengembangkan dan meningkatkan sistem Human Capital, memotong pengulangan dalam proses dan menggabungkan berbagai sumber data untuk menghasilkan keputusan berbasis data yang berkualitas.

The Human Capital team has worked tirelessly to develop and improve existing Human Capital systems, eliminating redundancies in the processes and incorporating multiple data sources to perform quality data-driven decisions.

Tim Human Capital terus bekerja sama dengan berbagai pemangku kepentingan untuk memperkuat dan memposisikan Perusahaan sebagai pengembang real estat modern yang terdepan dalam teknologi dan melampaui lingkup properti.

The Human Capital team continuously works closely with various stakeholders to strengthen and position the Company as a highly sought-after modern technology-fronting real estate developer that goes beyond property.

CAREER STUDIO PERUSAHAAN - FOKUS DALAM MEMBINA GENERASI PEMIMPIN BERIKUTNYA

THE COMPANY'S CAREER STUDIO – A FOCUS ON NURTURING THE NEXT GENERATION OF LEADERS

Untuk menyelaraskan tujuan manajemen dalam membina generasi pemimpin masa depan di Perusahaan, Human

To align management objectives in nurturing the next generation of leaders in the Company, Human Capital,

Capital, bekerja sama dengan konsultan ternama pihak ketiga, memperkenalkan Career Studio pada tahun 2023. Career Studio diciptakan untuk meningkatkan keterampilan dan kematangan pemimpin kami, mempercepat proses mereka pertumbuhan karir.

in collaboration with third party well-known consultant , introduced Career Studio in 2023. It was created to enhance our leaders' skills and well-roundedness, accelerating their career growth.

Pada bulan Oktober 2023, kelompok pertama yang terdiri dari 90 pemimpin Berpotensi Tinggi (Hi-Po) bergabung dalam peluncuran utama, bersama dengan manajemen. Mereka akan berpartisipasi dalam program kepemimpinan selama 15 bulan yang dirancang untuk menggabungkan aktivitas kelas berdasarkan pengalaman dengan wawasan industri, pendampingan dan pembinaan yang dipersonalisasi, serta tugas pembelajaran tindakan praktis.

In October 2023, the first group of 90 High Potential (Hi-Po) leaders joined the grand launch, along with the management. They will participate in a 15-month leadership program designed to combine experiential classroom activities with industry insights, personalized mentoring and coaching and practical action learning assignments.

Untuk memastikan pengalaman pembelajaran yang mendalam, para peserta akan memiliki kesempatan untuk berpartisipasi dalam *Net New Ideas Clinics*, dimana pakar industri eksternal memberikan wawasan eksklusif tentang peningkatan bisnis, pengalaman AI dan terobosan inovasi. Program ini juga mencakup sesi *Showcase* dan momen perayaan kemajuan, yang memungkinkan peserta untuk berinteraksi langsung dengan tim pemimpin puncak sehingga mendorong keterlibatan dan motivasi.

To ensure an immersive learning experience, participants will have the opportunity to participate in Net New Ideas Clinics, where external industrial experts provide exclusive insights on improving business, AI experiences and breaking innovation. The program also includes Showcase sessions and progress celebration moments, allowing participants to interact directly with the top leadership team, promoting engagement and motivation.

Memasuki tahun 2024, mereka akan memulai penugasan strategis bersama mentor dan pelatih untuk mempercepat pembelajaran mereka. Singkatnya, Career Studio akan berfungsi sebagai batu loncatan untuk *"The Company's Next Man Up"* untuk saat ini dan masa depan, menyediakan mekanisme dukungan yang diperlukan bagi para pemimpin dan talenta-talenta hebat untuk mengeluarkan potensi mereka sepenuhnya dan berjuang untuk mencapai kesuksesan dalam dunia kerja Perusahaan.

Moving forward into 2024, they will begin their strategic assignments with their mentor and coach to accelerate their learning. In a nutshell, the Career Studio will serve as the springboard for "The Company's Next Man Up" for now and the future, providing the necessary support mechanisms for the leaders and hi-po talents to unleash their fullest potential and strive for greatness within the Company.

PENGELOLAAN DAN PENGEMBANGAN BAKAT

TALENT MANAGEMENT AND DEVELOPMENT

Menjawab tantangan dalam Manajemen dan Pengembangan Talenta, Human Capital mencurahkan sumber daya dan energi untuk memperkuat strategi menarik, mengembangkan dan mempertahankan; juga untuk merumuskan perencanaan ketenagakerjaan strategis yang paling sesuai untuk Perusahaan. Kami telah berhasil menarik karyawan muda dan berpengalaman untuk mengisi posisi yang tidak hanya dibutuhkan oleh Perusahaan tetapi juga merupakan peluang besar dan memuaskan bagi para profesional yang ingin mengembangkan karir mereka.

Answering the challenges in Talent Management and Development, Human Capital devoted resources and energy to strengthen our attract-develop-and-retain strategy; also to formulate the best-fit strategic workforce planning for the Company. We have successfully attracted both young and experienced hires to fill the positions that are not only needed by the Company but also in fact a great and fulfilling opportunity for the professionals that want to grow their career.

Ketika seorang talenta bergabung dengan Perusahaan, tim Human Capital, bersama dengan *supervisor* masing-

Once a talent joins the Company, the Human Capital team, together with their respective supervisor, will provide

masing, akan menyediakan banyak waktu dan sumber daya untuk menyusun rencana kemajuan karier. Kami percaya akan pentingnya menginspirasi karyawan kami menuju keunggulan, yang kemudian akan membawa Perusahaan ke tingkat yang lebih tinggi.

immense time and resources to craft a career progression plan. We believe in the importance of inspiring our people towards excellence, which will then bring the Company to scale new heights.

FOKUS PADA PENGALAMAN, KESEJAHTERAAN KARYAWAN DAN APRESIASI ATAS PENCAPAIAN TAHUN 2023

FOCUS ON EMPLOYEE EXPERIENCE, WELL-BEING AND APPRECIATION ON THE 2023 ACHIEVEMENTS

Pengalaman Kekaryawanan (EX) yang baik sangat penting dalam organisasi modern saat ini. Kami percaya bahwa individu yang mengalami momen-momen penting dalam setiap tahap perjalanan karyawan akan lebih termotivasi dan berkomitmen terhadap pekerjaan mereka, sehingga menghasilkan produktivitas yang lebih tinggi dan kinerja keseluruhan yang lebih baik. Proses ini merupakan bentuk komitmen dan tindakan Human Capital dalam meningkatkan pengalaman mulai dari penerimaan hingga pensiun.

Great Employee Experience (EX) is crucial in today's modern organization. We believe that individuals who experience moments that matter in every stage of the employee journey are more likely to be motivated and committed to their job, resulting in higher productivity and greater overall performance. This process took the form of Human Capital's commitment and action on improving the experience from hire to retire.

Human Capital juga menyelenggarakan berbagai kegiatan/acara, baik secara daring, luring, maupun *hybrid* untuk meningkatkan keterlibatan dan kesejahteraan karyawan. Human Capital mengadakan diskusi kesehatan, sesi berbagi/webinar dengan berbagai topik, kegiatan kebugaran jasmani, pemeriksaan kesehatan dan kompetisi serta kegiatan menyenangkan bagi karyawan. Beberapa peristiwa penting seperti Hari Kemerdekaan Republik Indonesia, Hari Batik Nasional, Hari Kartini, Hari Ibu, dll.

Human Capital also organized numerous activities/events, in online, offline and hybrid settings to improve employees' engagement and well-being. Human Capital held health talks, sharing sessions/webinars with various topics, physical well-being activities, health checks and competition and fun activities for employees. Several notable events such as the Republic of Indonesia's Independence Day, National Batik Day, Kartini Day, Mother's Day, etc.

Di penghujung tahun, SML Rising Star 2023 *"Strive for Greatness"* dilaksanakan pada tanggal 4 Desember 2023. SML Rising Star menghargai dan mengapresiasi karyawan yang telah menunjukkan kemajuan dan prestasi terbaiknya hingga menjadi "Bintang" dalam Innovation Award, Penghargaan Karyawan Terbaik dan Pemimpin Tertinggi, agar mereka mempunyai motivasi tinggi, terus berkembang dan berprestasi. Untuk pertama kalinya pada acara ini, *People Management Excellence* (PME) Awards dilakukan dan diberikan kepada divisi-divisi yang telah menunjukkan upaya dan prestasi bersama yang terbukti dalam mengelola sumber daya manusianya dengan berpusat pada karyawan. Acara ini dihadiri oleh lebih dari 300 karyawan level manajerial ke atas.

At the end of the year, SML Rising Star 2023 "Strive for Greatness", was held on December 04th, 2023. SML Rising Star values and appreciates employees who have shown their best progression and achievements to become a "Star" in the Innovation Award, Best Employees and Top Leaders Award, so that they are highly motivated, keep growing and perform. For the first time at this event, the People Management Excellence (PME) Awards were conducted and given to the division who have demonstrated proven joint efforts and achievement to manage their people with employee-centricity. This event was attended by more than 300 managerial-and-above levels employees in the Company.

Silakan membaca Laporan Keberlanjutan 2023 Perusahaan pada halaman 254 untuk rincian lebih lanjut mengenai inisiatif Divisi Human Capital kami.

Please refer to the Company 2023 Sustainability Report on pages 254 for more details on our Human Capital Division's initiatives.

PELATIHAN DAN PENGEMBANGAN KOMPETENSI KARYAWAN KAMI [ACGS C.6.2]

Perusahaan merencanakan dan mengevaluasi kompensasi dan program pelatihan dan pengembangan pegawai berbasis kinerja. Artinya, kinerja masing-masing individu dibandingkan dengan target kinerja yang telah ditetapkan.

Seluruh karyawan menerima paket kompensasi yang menarik, serta tunjangan kesehatan yang komprehensif dan hak cuti, yang sesuai dengan peraturan yang berlaku. Karyawan juga berhak atas kompensasi khusus, termasuk tunjangan perkawinan dan kedukaan. Sistem kompensasi tersebut secara periodik dievaluasi dan disesuaikan, guna menjamin agar Perusahaan dapat terus menjaring, memotivasi dan mempertahankan tenaga kerja yang berkualitas.

Pelatihan dan pengembangan karyawan dilakukan berbasis program perencanaan karir yang terstruktur sehingga karyawan dapat meraih potensi maksimumnya. Sepanjang tahun 2023, sebanyak 1.623 topik pelatihan telah diselenggarakan oleh Perusahaan melalui *e-learning, in-house training, knowledge sharing session*, pelatihan umum dan webinar. Total jumlah peserta adalah 21.384 orang, sehingga setiap karyawan mengikuti rata-rata 6,02 pelatihan dalam tahun ini. Untuk itu, Perusahaan telah berinvestasi sebesar Rp4,03 miliar (2022: Rp2,96 miliar).

OUR EMPLOYEES' COMPETENCY TRAINING AND DEVELOPMENT

The Company plans and evaluates compensation and performance-based employee training and development programs. This means that everyone's performance is compared to a predetermined performance target.

All employees receive an attractive compensation package, as well as comprehensive medical benefits and leave entitlements, in compliance with applicable regulations. Employees are also entitled to special compensation, including marital and bereavement benefits. The compensation system is periodically evaluated and adjusted, to ensure that the Company can continue to recruit, motivate and maintain a quality workforce.

The employees' training and development is carried out based on a structured career planning program, thus the employees can achieve their maximum potential. Throughout 2023, as many as 1,623 training topics had been conducted by the Company through multiple methods, namely e-learning, in-house training, knowledge sharing session, public trainings and webinars. The total number of participants was 21,384 people, thus, each employee participated on average 6.02 trainings this year. To that end, the Company has invested IDR4.03 billion (2021: IDR2.96 billion).

INFORMASI JUMLAH KARYAWAN [SEOJK 2.e.12]

Pada akhir tahun 2023, jumlah karyawan adalah 3.551 orang dengan komposisi sebagai berikut:

INFORMATION ON NUMBER OF EMPLOYEES

At the end of 2023, the number of employees is 3,551 people with the following composition:

Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin
Composition of Employees Based on Position Level and Gender

LEVEL JABATAN *POSITION LEVEL*		2023		2022	
		PRIA *MALE*	WANITA *FEMALE*	PRIA *MALE*	WANITA *FEMALE*
NonStaf	*NonStaff*	719	48	713	50
Staf	*Staff*	1.246	803	1.163	764
Manajer	*Manager*	430	217	407	200
Manajer Senior	*Senior Manager*	36	28	37	19
Top Management		18	6	17	7
TOTAL		**3.551**		**3.377**	

Komposisi Karyawan Berdasarkan Level Jabatan dan Usia

Composition of Employees Based on Position Level and Age

LEVEL JABATAN *POSITION LEVEL*		2023			2022		
		<30 TAHUN YEARS OLD	30-50 TAHUN YEARS OLD	>50 TAHUN YEARS OLD	<30 TAHUN YEARS OLD	30-50 TAHUN YEARS OLD	>50 TAHUN YEARS OLD
NonStaf	*NonStaff*	56	516	195	51	543	163
Staf	*Staff*	455	1.210	262	343	1.161	233
Manajer	*Manager*	22	371	214	14	399	184
Manajer Senior	*Senior Manager*	0	30	26	0	30	32
Top Management			6	18	0	7	18
TOTAL			3.551			3.377	

Komposisi Karyawan Berdasarkan Level Jabatan dan Tingkat Pendidikan

Composition of Employees Based on Position Level and Education

LEVEL JABATAN *POSITION LEVEL*		2023						2022					
		SD PRIMARY	SMP JUNIOR HIGH	SMA SENIOR HIGH	DIPLOMA	S1 BACHELOR	S2 - S3 ADVANCED	SD PRIMARY	SMP JUNIOR HIGH	SMA SENIOR HIGH	DIPLOMA	S1 BACHELOR	S2 - S3 ADVANCED
NonStaf	*NonStaff*	35	66	628	20	18	0	37	72	610	21	23	0
Staf	*Staff*	3	15	417	277	1.272	65	1	14	423	257	1.178	54
Manajer	*Manager*	0	0	30	47	473	97	0	1	27	46	435	92
Manajer Senior	*Senior Manager*	0	0	0	0	47	17	0	0	2	0	44	16
Top Management		0	0	0	0	10	14	0	0	0	0	10	14
TOTAL				3.551						3.377			

Komposisi Karyawan Berdasarkan Level Jabatan dan Status Ketenagakerjaan

Composition of Employees Based on Position Level and Employment Status

LEVEL JABATAN *POSITION LEVEL*		2023		2022	
		PERMANEN *PERMANENT*	KONTRAK *CONTRACT*	PERMANEN *PERMANENT*	KONTRAK *CONTRACT*
NonStaf	*NonStaff*	505	262	524	239
Staf	*Staff*	1.191	858	1.114	783
Manajer	*Manager*	483	164	451	150
Manajer Senior	*Senior Manager*	40	24	42	20
Top Management		11	13	12	12
TOTAL		3.551		3.377	

Informasi Pemegang Saham

Information of the Shareholders

[SEOJK 2.e.13]

Berikut adalah informasi pemegang saham Perusahaan pada 31 Desember 2023.

The following is the information on the Company's shareholders on December 31st, 2023.

Komposisi dan Struktur Permodalan

Composition and Structure of Capital

URAIAN DESCRIPTION		JUMLAH MODAL (RP) TOTAL CAPITAL (RP)	JUMLAH SAHAM NUMBER OF SHARES	NILAI NOMINAL PER SAHAM (RP) NOMINAL VALUE PER SHARE (IDR)
Modal Dasar	*Authorized Capital*	4.000.000.000.000	40.000.000.000.000	100
Modal Ditetapkan dan Disetor	*Issued and Paid-up Capital*	2.117.136.581.200	21.171.365.812	100

Komposisi Pemegang Saham

Composition of the Shareholders

[SEOJK 2.e.13.a] [ACGS D.1.1] [ACGS D.1.3]

NAMA NAME	STATUS PEMILIK OWNER STATUS	2023		2022	
		JUMLAH SAHAM TOTAL SHARES	PERSENTASE KEPEMILIKAN OWNERSHIP PERCENTAGE	JUMLAH SAHAM TOTAL SHARES	PERSENTASE KEPEMILIKAN OWNERSHIP PERCENTAGE
PT Paraga Artamida	Perseroan Terbatas *Limited Liability Company*	8.395.975.764	39,65%	7.575.610.264	32,78%
PT Ekacentra Usahamaju	Perseroan Terbatas *Limited Liability Company*	5.425.964.486	25,63%	5.425.964.486	25,63%
Publik dengan kepemilikan kurang dari 5% *Public with less than 5% ownership*		7.091.454.862	33,91%	8.169.789.670	38,59%
	TOTAL	**21.171.365.812**	**100%**	**21.171.365.812**	**100%**

Kepemilikan Saham oleh Dewan Komisaris dan Direksi

Shareholdings by the Board of Commissioners and Directors

[SEOJK 2.e.14] [ACGS D.1.3]

Berikut adalah kepemilikan saham Direksi dan BOC pada tanggal 1 Januari dan 31 Desember 2023.

The following is the data of shares ownership by the Directors and the BOC on January 1st and December 31st, 2023.

DEWAN KOMISARIS BOARD OF COMMISSIONERS	1 JANUARI 2023 JANUARY 1ST, 2023		31 DESEMBER 2023 DECEMBER 31ST, 2023	
Muktar Widjaja	106.210.500 saham *shares*	(0,51%)	106.210.500 saham *shares*	106.210.500 saham *shares*
Teky Mailoa	Tidak ada *None*		Tidak ada *None*	
Teddy Pawitra	Tidak ada *None*		Tidak ada *None*	
Susiyati Bambang Hirawan	Tidak ada *None*		Tidak ada *None*	

DIREKSI DIRECTORS	1 JANUARI 2023 JANUARY 1ST, 2023		31 DESEMBER 2023 DECEMBER 31ST, 2023	
Franciscus Xaverius R.D.	Tidak ada *None*		Tidak ada *None*	
Michael J.P Widjaja	9.830.700 saham *shares*	(0,05%)	9.830.700 saham *shares*	(0,05%)
Lie Jani Harjanto	Tidak ada *None*		Tidak ada *None*	
Syukur Lawigena	1.400.000 saham *shares*	(0,01%)	1.400.000 saham *shares*	(0,01%)
Hermawan Wijaya	Tidak ada *None*		Tidak ada *None*	
Liauw Herry Hendarta	700.000 saham *shares*	(0,003%)	700.000 saham *shares*	(0,003%)
Monik William	Tidak ada *None*		Tidak ada *None*	
Ir. Siswanto Adisaputro	Tidak ada *None*		Tidak ada *None*	

Komposisi Pemegang Saham Berdasarkan Kategori

Shareholders Composition Based on Category

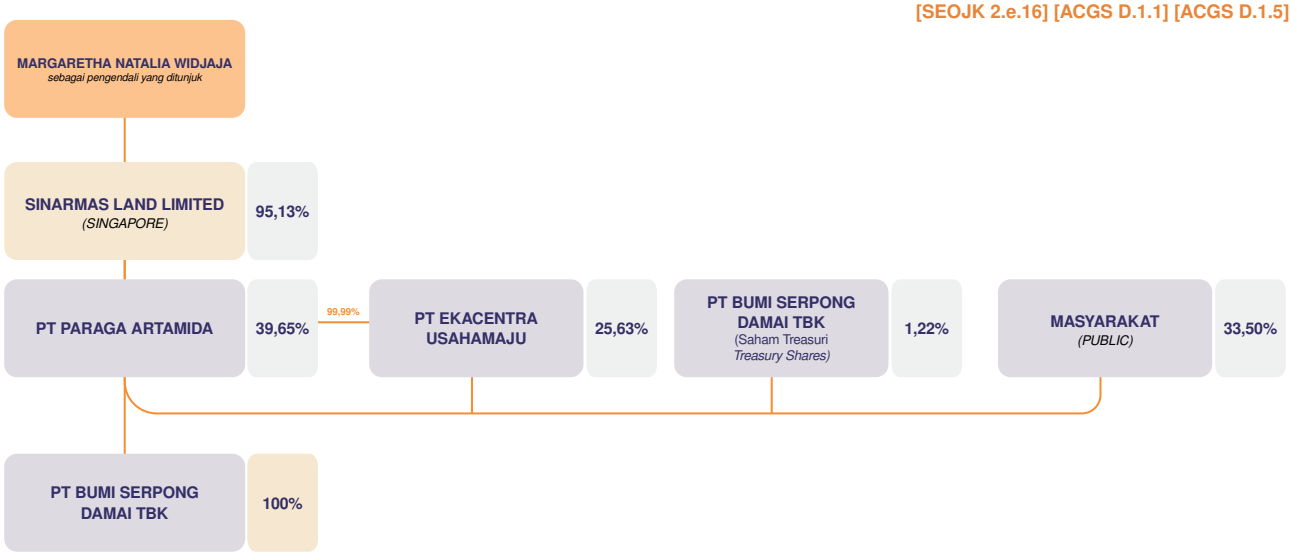
[SEOJK 2.e.15]

KATEGORI PEMEGANG SAHAM SHAREHOLDERS CATEGORY		JUMLAH PEMEGANG SAHAM NUMBER OF SHAREHOLDERS	PERSENTASE KEPEMILIKAN OWNERSHIP PERCENTAGE
PEMODAL NASIONAL	***DOMESTIC INVESTORS***		
Badan Usaha Tetap Khusus Non Tax	*Non Tax Special Permanent Business Entity*	875.231.700	4,13%
Bank - Domestik	*Bank - Domestic*	3.799.000	0,02%
Broker	*Brokerage*	29.962.360	0,14%
Individu – Domestik	*Individual - Domestic*	1.201.880.677	5,68%
Individu – Asing KITAS NPWP	*Individual – Foreign KITAS NPWP*	1.497.800	0,01%
Asuransi NPWP	*Insurance NPWP*	309.548.352	1,46%
Jamsostek JHT	*Insurance and Social Security JHT*	3.200.400	0,02%
Koperasi	*Cooperative*	122.500	0,00%
Reksadana	*Mutual Fund*	335.380.321	1,58%
Dana Pensiun	*Pension Fund*	122.606.830	0,58%
Perseroan Terbatas NPWP	*Limited Liability Company NPWP*	15.247.234.592	72,02%
Yayasan NPWP	*Foundation NPWP*	32.392.300	0,15%
	Sub Total	***18.162.656.932***	***85,79%***
PEMODAL ASING	***FOREIGN INVESTOR***		
Individu – Asing	*Individual – Foreign*	1.157.800	0,01%
Institusi - Asing	*Institution - Foreign*	3.007.351.180	14,20%
	Sub Total	***3.008.508.980***	***14,21%***
	Total	***21.171.365.812***	***100,00%***

Komposisi Pemegang Saham Utama

Composition of the Majority Shareholders

[SEOJK 2.e.16] [ACGS D.1.1] [ACGS D.1.5]



20 Pemegang Saham Terbesar Perusahaan

Top 20 Shareholders of the Company

NAMA NAME	STATUS PEMILIK OWNER STATUS	JUMLAH SAHAM TOTAL SHARES	PERSENTASE KEPEMILIKAN OWNERSHIP PERCENTAGE
PT Paraga Artamida	Perseroan Terbatas *Limited Liability Company*	8.395.975.764	39,65%
PT Ekacentra Usahamaju	Perseroan Terbatas *Limited Liability Company*	5.425.964.486	25,63%
Eurotrade Developments Limited	Institusi Asing *Foreign Institution*	833.227.100	3,94%
DJS Ketenagakerjaan Program JHT	Dana Pensiun *Pension Fund*	572.129.400	2,70%
Morning Bright Investment Limited	Institusi Asing *Foreign Institution*	411.961.600	1,95%
PT Simas Tunggal Center	Perseroan Terbatas *Limited Liability Company*	375.941.470	1,78%
CITIBANK New York S/A Government of Norway - 15	Institusi Asing *Foreign Institution*	288.936.200	1,36%
PT Bumi Serpong Damai Tbk *)	Perseroan Terbatas *Limited Liability Company*	257.970.700	1,22%
PT Metropolitan Transcities Indonesia	Perseroan Terbatas *Limited Liability Company*	256.923.130	1,21%
PT TASPEN (Asuransi) - AFS	Asuransi *Insurance*	230.304.100	1,09%
CITIBANK New York S/A Government of Norway - 16	Institusi Asing *Foreign Institution*	199.353.500	0,94%
PT Aneka Karya Amarta	Perseroan Terbatas *Limited Liability Company*	160.712.230	0,76%
JPMCB NA RE - Vanguard Emerging Markets Stock Index Fund	Institusi Asing *Foreign Institution*	129.795.001	0,61%
JPMCB NA Re-Vanguard Total International Stock Index Fund	Institusi Asing *Foreign Institution*	112.950.180	0,53%
BNYM Re BNYMLB Re Employees Providentfd Board - 2039927326	Institusi Asing *Foreign Institution*	109.705.337	0,52%
Muktar Widjaja	Individu - Domestik *Individual - Domestic*	106.210.500	0,50%
State Street Bank - Ishares Core MSCI Emerging Markets ETF	Institusi Asing *Foreign Institution*	94.905.500	0,45%
DJS Ketenagakerjaan Program JP	Dana Pensiun *Pension Fund*	72.798.200	0,34%
Franky Oesman Widjaja	Individu - Domestik *Individual - Domestic*	63.150.000	0,30%

Sumber | *Source*
BAE

*) Saham treasuri | *Treasury Stock*



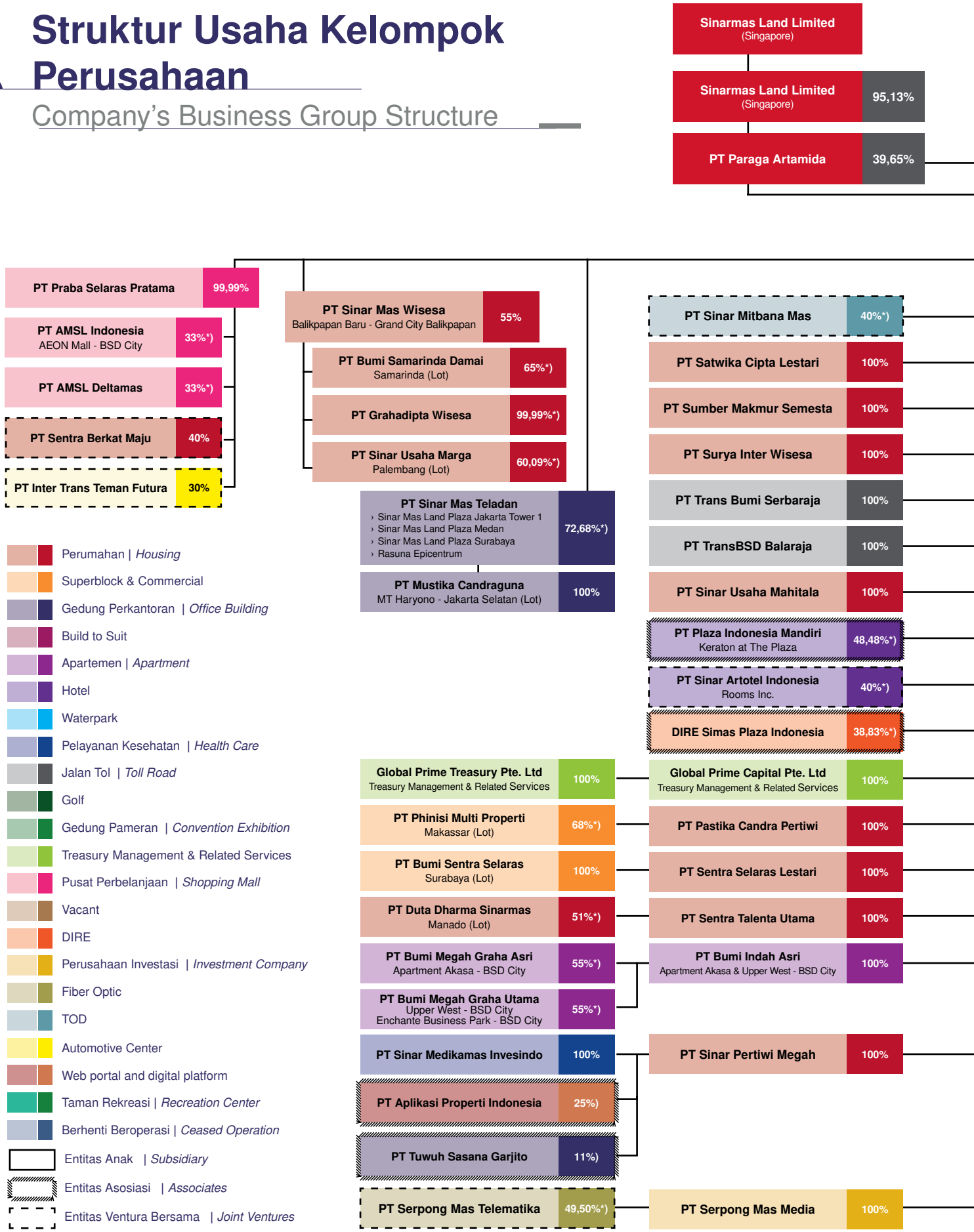
Artist Impression

EONNA

- BSD CITY

Struktur Usaha Kelompok Perusahaan

Company's Business Group Structure



Keterangan *Notes*

Angka persentase menginformasikan kepemilikan langsung dan tidak langsung, kecuali dinyatakan dengan *) dan ')
*The number of percentage informs direct and indirect ownership, unless stated by *) and ')*

') Kepemilikan Langsung *Direct Ownership*

') Hanya Kepemilikan Langsung *Only Direct Ownership*

[ACGS D.1.2]



Daftar Entitas Anak, Entitas Asosiasi dan/atau Ventura Bersama

List of Subsidiaries, Associates and/or Joint Ventures

[SEOJK 2.e.17][ACGS D.1.5]

Entitas Anak di bawah PT Bumi Serpong Damai Tbk

Subsidiaries Under PT Bumi Serpong Damai Tbk

Angka persentase menginformasikan kepemilikan langsung dan tidak langsung, kecuali dinyatakan dengan *)
*The number of percentage informs direct and indirect ownership, unless stated by *)*

*) Kepemilikan Langsung | *Direct Ownership*

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN *OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RP) *TOTAL ASSETS (IN MILLION IDR)*
1	PT Bumi Indah Asri	Holding Company	› Apartment Akasa › Upper West › Enchante Business Park	Kabupaten Tangerang	100%	2014	Beroperasi *Fully Operational*	942.394
2	PT Bumi Karawang Damai*	Real Estate	-	Karawang	99,50%	2012	Praoperasi *Preoperation*	70
3	PT Bumi Paramudita Mas	Real Estate	-	Surabaya	100%	2011	Beroperasi *Fully Operational*	743.348
4	PT Bumi Tirta Mas	Real Estate	-	Tangerang Selatan	100%	2015	Praoperasi *Preoperation*	148
5	PT Bumi Wisesa Jaya	Real Estate	-	Kabupaten Tangerang	100%	2013	Praoperasi *Preoperation*	133.255
6	PT Duta Cakra Pesona	Real Estate	› Sinar Mas MSIG Tower, Jakarta › Bakrie Tower	Kabupaten Tangerang	100%	2014	Beroperasi *Fully Operational*	4.366.473
7	PT Duta Mitra Mas	Holding Company	-	Kabupaten Tangerang	100%	2013	Praoperasi *Preoperation*	81
8	PT Duta Pertiwi Tbk*	Real Estate	› ITC Mangga Dua, Jakarta Utara › ITC Fatmawati, Jakarta Selatan › ITC Cempaka Mas, Jakarta Pusat › Roxy Mas, Jakarta Pusat	Jakarta Utara *North Jakarta*	91,45%	2010	Beroperasi *Fully Operational*	15.131.489
9	PT Garwita Sentra Utama	Real Estate	› Qbig › GS Retail	Kabupaten Tangerang	100%	2013	Beroperasi *Fully Operational*	266.778
10	Global Prime Capital Pte. Ltd.	Treasury Management and related services	Global Prime Treasury Pte. Ltd.	Singapore	100%	2015	Beroperasi *Fully Operational*	1.830.124
11	PT Laksya Prima Lestari	Real Estate	-	Kabupaten Tangerang	100%	2015	Praoperasi *Preoperation*	51

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN *OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RP) *TOTAL ASSETS (IN MILLION IDR)*
12	PT Pastika Candra Pertiwi	Real Estate	Investasi Proyek Makassar *Investment in Makassar Project*	Kabupaten Tangerang	100%	2013	Praoperasi *Preoperation*	436.462
13	PT Praba Selaras Pratama*	Real Estate	Investasi di Property Development *Investment in Property Development*	Kabupaten Tangerang	99,99%	2012	Beroperasi *Fully Operational*	441.633
14	PT Satwika Cipta Lestari	Pengelolaan Transportasi *Transport Management*	-	Kabupaten Tangerang	100%	2015	Beroperasi *Fully Operational*	15.553
15	PT Sentra Selaras Lestari	Real Estate	Investasi Proyek Surabaya *Investment in Surabaya Project*	Kabupaten Tangerang	100%	2013	Belum beroperasi *No Commercial Operation*	275.994
16	PT Sentra Talenta Utama	Real Estate	Investasi Proyek Manado *Investment in Manado Project*	Kabupaten Tangerang	100%	2012	Belum beroperasi *No Commercial Operation*	204.499
17	PT Serpong Mas Media	Holding Company	Investasi Proyek Manado *Investment in Manado Project*	Kabupaten Tangerang	100%	2020	Belum beroperasi *No Commercial Operation*	128.991
18	PT Sinar Mas Teladan*	› Gedung Perkantoran *Office Building* › *Mixed-use*	› Sinar Mas Land Office Building (Jakarta, Surabaya, Medan) › Rasuna – Epicentrum, Jakarta Selatan	Jakarta Pusat *Central Jakarta*	72,68%	2010	Beroperasi *Fully Operational*	2.571.454
19	PT Sinar Mas Wisesa*	Real Estate	› Balikpapan Baru › Grand City Balikpapan	Jakarta Utara *North Jakarta*	55%	2010	Beroperasi *Fully Operational*	1.556.479
20	PT Sinar Mitbana Mas Intermoda	Property Management	TOD	Kabupaten Tangerang	100%	2021	Praoperasi *Preoperation*	93.109
21	PT Sinar Pertiwi Megah	Real Estate	-	Kabupaten Tangerang	100%	2013	Praoperasi *Preoperation*	425.873
22	PT Sinar Usaha Mahitala	Real Estate	-	Kabupaten Tangerang	100%	2012	Praoperasi *Preoperation*	83.627
23	PT Sumber Makmur Semesta	Real Estate	-	Kabupaten Tangerang	100%	2015	Praoperasi *Preoperation*	1.042
24	PT Surya Inter Wisesa	Real Estate	-	Kabupaten Tangerang	100%	2012	Praoperasi *Preoperation*	115.608
25	PT Trans Bumi Serbaraja	Jalan Tol *Toll Road*	Jalan Tol *Toll Road* Serpong – Balaraja	Kabupaten Tangerang	100%	2016	Beroperasi *Fully Operational*	5.070.876
26	PT TransBSD Balaraja	Jalan Tol *Toll Road*	Jalan Tol *Toll Road* Serpong – Balaraja	Kabupaten Tangerang	100%	2013	Belum beroperasi *No Commercial Operation*	108
27	PT Wahana Swasa Utama	Real Estate	-	Tangerang Selatan	100%	2015	Praoperasi *Preoperation*	55.517

Entitas Anak di bawah PT Duta Pertiwi Tbk

Subsidiaries under PT Duta Pertiwi Tbk

Angka persentase menginformasikan kepemilikan langsung dan tidak langsung, kecuali dinyatakan dengan *)
*The number of percentage informs direct and indirect ownership, unless stated by *)*

*) Kepemilikan Langsung | *Direct Ownership*

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN *OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Anekagriya Buminusa	Real Estate	Kota Wisata, Cibubur	Jakarta Utara *North Jakarta*	100%	1996	Beroperasi *Fully Operational*	218.242
2	PT Kanaka Grahaasri	Real Estate	Kota Wisata, Cibubur	Jakarta Utara *North Jakarta*	100%	1995	Beroperasi *Fully Operational*	13.390
3	PT Mekanusa Cipta	Real Estate	Kota Wisata, Cibubur	Jakarta Utara *North Jakarta*	100%	1994	Beroperasi *Fully Operational*	677.926
4	PT Prima Sehati	Real Estate	Kota Wisata, Cibubur	Jakarta Utara *North Jakarta*	100%	1995	Beroperasi *Fully Operational*	734.941
5	PT Putra Prabukarya	Real Estate	Kota Wisata, Cibubur	Jakarta Utara *North Jakarta*	100%	1996	Beroperasi *Fully Operational*	105.369
6	PT Dutakarya Propertindo	Real Estate	-	Jakarta Utara *North Jakarta*	100%	1997	Praoperasi *Preoperation*	40
7	PT Duta Semesta Mas	Real Estate	Southgate, Jakarta Selatan	Jakarta Selatan *South Jakarta*	100%	2005	Beroperasi *Fully Operational*	2.010.486
8	PT Itomas Kembangan Perdana	Real Estate	Apartment Aerium, Taman Permata Buana, Jakarta	Kabupaten Tangerang	100%	2014	Beroperasi *Fully Operational*	1.209.278
9	PT Kembangan Permai Development*)	Real Estate	Taman Permata Buana, Jakarta	Jakarta Utara *North Jakarta*	80%	2005	Beroperasi *Fully Operational*	417.216
10	PT Kurniasubur Permai	Real Estate	Cibubur, Tanah Kosong *Vacant land*	Jakarta Utara *North Jakarta*	100%	1996	Praoperasi *Preoperation*	540.738
11	PT Misaya Properindo	Real Estate	Legenda Wisata, Cibubur	Jakarta Utara *North Jakarta*	100%	1997	Beroperasi *Fully Operational*	142.781
12	PT Mitrakarya Multiguna*)	Real Estate	Benowo, Surabaya Tanah Kosong *Vacant land*	Surabaya	82%	2004	Praoperasi *Preoperation*	1.469.139
13	PT Mustika Karya Sejati	Real Estate	Taman Permata Buana, Jakarta	Jakarta Barat *West Jakarta*	100%	1995	Beroperasi *Fully Operational*	95.460
14	PT Pangeran Plaza Utama	Real Estate	Kota Bunga, Bogor	Jakarta Utara *North Jakarta*	100%	1993	Beroperasi *Fully Operational*	3.802

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN *OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
15	PT Saranapapan Ekasejati	Real Estate	Kota Bunga, Bogor	Jakarta Utara *North Jakarta*	100%	1993	Beroperasi *Fully Operational*	56.651
16	PT Perwita Margasakti	Superblok *Superblock*	ITC Kuningan, Jakarta Selatan	Jakarta Selatan *South Jakarta*	100%	1993	Beroperasi *Fully Operational*	127.937
17	PT Phinisindo Zamrud Nusantara*	Property Development	ITC Depok	Jakarta Utara *North Jakarta*	77,48%	2004	Beroperasi *Fully Operational*	201.854
18	PT Prestasi Mahkota Utama	Real Estate	Jatiasih, Cibubur Tanah kosong *Vacant Land*	Jakarta Utara *North Jakarta*	100%	1993	Praoperasi *Preoperation*	121.231
19	PT Panca Lambang Cipta	Real Estate	-	Kabupaten Bekasi	100%	2021	Belum beroperasi *No Commercial operation*	60
20	PT Putra Alvita Pratama*	Real Estate	Grand Wisata, Bekasi	Bekasi	53,52%	2004	Beroperasi *Fully Operational*	2.685.974
21	PT Putra Tirta Wisata (melalui PT Putra Alvita Pratama) *(through PT Putra Alvita Pratama)**	Water Park	Go!Wet Grand Wisata Bekasi	Bekasi	99,67%	2013	Beroperasi *Fully Operational*	54.102
22	PT Royal Oriental*	Gedung Perkantoran *Office Building*	› Sinar Mas Land Jakarta, Tower 2 – 3 › Dimo Space › Sopo Del Tower	Jakarta Pusat *Central Jakarta*	74,11%	1994	Beroperasi *Fully Operational*	656.952
23	PT Sinarwijaya Ekapratista	Real Estate	Taman Banjar Wijaya, Tangerang	Jakarta Utara *North Jakarta*	100%	1990	Beroperasi *Fully Operational*	257.206
24	PT Sinarwisata Lestari	Hotel	-	Jakarta Pusat *Central Jakarta*	100%	1990	Berhenti Beroperasi *Ceased Operation*	7.018
25	PT Sinarwisata Permai	Hotel	-	Jakarta Utara *North Jakarta*	100%	1993	Berhenti Beroperasi *Ceased Operation*	159.308
26	PT Wijaya Pratama Raya*	Mall	› DP Mall, Semarang › Rooms Inc., Semarang	Semarang	73,91%	2013	Beroperasi *Fully Operational*	740.585

Entitas Anak di bawah PT Sinar Mas Wisesa

Subsidiaries under PT Sinar Mas Wisesa

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Bumi Samarinda Damai	Real Estate	Tanah Kosong *Vacant land*	Samarinda	65%	2012	Praoperasi *Preoperation*	388.630
2	PT Grahadipta Wisesa	Real Estate	Tanah Kosong *Vacant land*	Surabaya	99,99%	2011	Praoperasi *Preoperation*	100
3	PT Sinar Usaha Marga	Real Estate	Tanah Kosong *Vacant land*	Kabupaten Tangerang	60,09%	2012	Praoperasi *Preoperation*	206.318

Entitas Anak di bawah PT Sinar Mas Teladan

Subsidiaries under PT Sinar Mas Teladan

*) Kepemilikan Langsung dan Tidak Langsung | *Direct and Indirect Ownership*

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN *OWNERSHIP *)*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Mustika Candraguna	Gedung Perkantoran *Office Building*	-	Jakarta Barat *West Jakarta*	100%	2012	Belum beroperasi No Commercial Operation	6.890

Entitas Anak di bawah PT Bumi Indah Asri

Subsidiaries under PT Bumi Indah Asri

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Bumi Megah Graha Utama	Apartment	› Upper West › Enchante Business Park	Kabupaten Tangerang	55%	2016	Beroperasi *Fully Operational*	649.865
2	PT Bumi Megah Graha Asri	Apartment	Akasa	Tangerang Selatan	55%	2017	Beroperasi *Fully Operational*	259.398

Entitas Anak di bawah PT Bumi Tirta Mas

Subsidiaries under PT Bumi Tirta Mas

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Berkah Samudra Tirtamas	Real Estate	-	Kabupaten Tangerang	85%	2022	Praoperasi *Preoperation*	108

Entitas Anak di bawah PT Pastika Candra Pertiwi

Subsidiaries under PT Pastika Candra Pertiwi

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Phinisi Multi Properti	Real Estate	Tanah Kosong *Vacant land*	Makassar	68%	2014	Praoperasi *Preoperation*	253.577

Entitas Anak di bawah PT Sinar Pertiwi Megah

Subsidiaries under PT Sinar Pertiwi Megah

*) Kepemilikan Langsung dan Tidak Langsung | *Direct and Indirect Ownership*

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN *OWNERSHIP *)*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Sinar Medikamas Invesindo	Health care	-	Kabupaten Tangerang	100%	2017	Beroperasi *Fully Operational*	101

Entitas Anak di bawah PT Sentra Talenta Utama

Subsidiaries under PT Sentra Talenta Utama

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Duta Dharma Sinarmas	Real Estate	Tanah Kosong *Vacant land*	Manado	51%	2012	Beroperasi *Fully Operational*	205.884

Entitas Anak di bawah PT Sentra Selaras Lestari

Subsidiaries under PT Sentra Selaras Lestari

*) Kepemilikan Langsung dan Tidak Langsung | *Direct and Indirect Ownership*

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN *OWNERSHIP *)*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Bumi Sentra Selaras	Real Estate	Tanah Kosong *Vacant land*	Surabaya	100%	2014	Praoperasi *Preoperation*	275.590

Entitas Anak di bawah Global Prime Capital Pte. Ltd.

Subsidiaries under Global Prime Capital Pte. Ltd.

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	Global Prime Treasury Pte. Ltd.	Treasury management and related services	-	Singapore	100%	2015	Beroperasi *Fully Operational*	1.829.746

Entitas Anak di bawah PT Wahana Swasa Utama

Subsidiaries under PT Wahana Swasa Utama

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Wahana Mitra Swasa	Holding Company	-	Kabupaten Tangerang	80%	2022	Praoperasi *Preoperation*	52.554

Entitas Asosiasi
Associates

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Aplikasi Properti Indonesia	Portal web dan platform digital *Web portal and digital platform*	Lingkup	Tangerang	25%	2023	Beroperasi *Fully Operational*	2.890
2	PT Bintaro Serpong Damai	Jalan Tol *Toll Road*	Serpong	Kabupaten Tangerang	1,07%	1993	Beroperasi *Fully Operational*	653.535
3	PT Damai Indah Golf	Golf	Damai Indah Golf, BSD City	Tangerang Selatan	39,43%	1989	Beroperasi *Fully Operational*	86.640**)
4	PT Karawang Bukit Golf	Perumahan dan Pengoperasian Lapangan Golf *Real Estate and Operating a Golf Course*	Sedana Golf & Country Club	Kabupaten Karawang	27,234%	2017	Beroperasi *Fully Operational*	210.661
5	PT Plaza Indonesia Mandiri	Hotel	Keraton at The Plaza	Jakarta Pusat *Central Jakarta*	48,48%	2019	Beroperasi *Fully Operational*	2.000.842
6	DIRE Simas Plaza Indonesia	Investasi Real Estate *Real Estate Investment*	DIRE Simas Plaza Indonesia	Jakarta	38,83%	2019	Beroperasi *Fully Operational*	9.676.443
7	PT Elang Andalan Nusantara (melalui | *through* PT Sinar Pertiwi Megah)	Penyedia aplikasi dompet digital *Digital wallet application provider*	DANA	Jakarta	2,21%	2022	Beroperasi *Fully Operational*	384.787***)
8	PT Sinar Mas Eka	Real Estate	-	Jakarta Pusat *Central Jakarta*	10%	2023	Belum Beroperasi *No Commercial operation*	50.001
9	PT Tuwuh Sasana Garjito	Property Development	Two Spaces	Tangerang	11%	2023	Beroperasi *Fully Operational*	1.934

**) Fair value atas porsi kepemilikan BSDE (17,53%) | *Fair value of ownership of BSDE (17.53%)*
***) Fair value atas porsi kepemilikan BSDE melalui PT Sinar Pertiwi Megah (22,12%) | *Fair value of ownership of BSDE through PT Sinar Pertiwi Megah (22.12%)*

Entitas Asosiasi Melalui Entitas Anak PT Duta Pertiwi Tbk
Associates through Subsidiaries Under PT Duta Pertiwi Tbk

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Binamaju Mitra Sejati (melalui | *through* PT Sinarwisata Permai)	Real Estate	Wisata Bukit Mas Surabaya	Surabaya	25,50%	2010	Beroperasi *Fully Operational*	317.350
2	PT Citraagung Tirta Jatim	Property Development	ITC Surabaya	Surabaya	40%	2004	Beroperasi *Fully Operational*	180.187
3	PT Matra Olahcipta	Property Development	ITC Permata Hijau, Jakarta Selatan	Jakarta Selatan *South Jakarta*	50%	2002	Beroperasi *Fully Operational*	142.439
4	PT Keikyu Itomas Indonesia	Apartemen *Apartment*	South Gate, Prime Tower Jakarta Selatan	Jakarta Selatan *South Jakarta*	10%	2018	Beroperasi *Fully Operational*	612.071
5	PT Sahabat Kota Wisata	Property Development	Living World Cibubur *(under construction)*	Kabupaten Bogor	40%	2018	Praoperasi *Preoperation*	1.446.488
6	PT Sahabat Duta Wisata (melalui | *through* PT Putra Alvita Pratama)	Property Development	Living World Bekasi *(under construction)*	Kabupaten Bekasi	40%	2019	Praoperasi *Preoperation*	1.037.756

Entitas Asosiasi Melalui Entitas Anak PT Praba Selaras Pratama

Associates through Subsidiaries Under PT Praba Selaras Pratama

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT AMSL Indonesia	Mall	AEON Mall BSD City	Kabupaten Tangerang	33%	2012	Beroperasi *Fully Operational*	2.049.725
2	PT AMSL Delta Mas	Mall	AEON Mall Deltamas	Kabupaten Bekasi	33%	2013	Praoperasi *Preoperation*	2.685.069

Entitas Asosiasi Melalui PT Indonesia International Expo

Associates through Subsidiaries Under PT Indonesia International Expo

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Indonesia Internasional Graha	Jasa *Service*	-	Kabupaten Tangerang	0,01%	2014	Beroperasi *Fully Operational*	13.390

Entitas Ventura Bersama

Joint Ventures

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT BSD Diamond Development	Real Estate	The Zora BSD CIty	Kabupaten Tangerang	40%	2016	Beroperasi *Fully Operational*	1.639.069
2	PT Bumi Parama Wisesa	Real Estate	Nava Park BSD CIty	Kabupaten Tangerang	51%	2012	Beroperasi *Fully Operational*	2.286.101
3	PT Indonesia International Expo	Gedung Pameran *Convention Exhibition*	Indonesia Convention Exhibition (ICE) BSD City	Kabupaten Tangerang	49%	2011	Beroperasi *Fully Operational*	1.691.123
4	PT Rimba Kreasi Swasa	Taman Rekreasi *Recreation Park*	-	Kabupaten Tangerang	35%	2023	Belum Beroperasi *No Commercial Operation*	25.016
5	PT Ruby Karya Sejahtera	Real Estate	-	Kota Bekasi	25%	2023	Belum Beroperasi *No Commercial Operation*	1.301.525
6	PT Serpong Mas Telematika	Fiber Optic	-	Kabupaten Tangerang	49,50%	2016	Beroperasi *Fully Operational*	113.320
7	PT Sinar Artotel Indonesia	*Property Management*	Rooms Inc. Semarang	Jakarta Pusat *Central Jakarta*	40%	2019	Beroperasi *Fully Operational*	1.610
8	PT Sinar Mitbana Mas	*Property Management*	TOD	Kabupaten Tangerang	40%	2021	Praoperasi *Preoperation*	2.187.478

Entitas Ventura Bersama Melalui Entitas Anak PT Duta Pertiwi Tbk

Joint Ventures through Subsidiaries Under PT Duta Pertiwi Tbk

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	Badan Kerjasama Pasar Pagi/ ITC Mangga Dua	Property Management	ITC Mangga Dua, Jakarta	Jakarta Utara *North Jakarta*	40%	2005	Beroperasi *Fully Operational*	25.122
2	PT Duti Diamond Development	Real Estate	Apartment Kizo, Jakarta	Jakarta	30%	2019	Beroperasi *Fully Operational*	294.920

Entitas Ventura Bersama Melalui Entitas Anak PT Praba Selaras Pratama

Joint Ventures through Subsidiaries Under PT Praba Selaras Pratama

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Sentra Berkat Maju	Real Estate	-	Kabupaten Tangerang	40%	2022	Praoperasi *Preoperation*	132.735
2	PT Inter Trans Teman Futura	Ruang Sewa *Lease Space*	BSD International Automative Center	Kabupaten Tangerang	30%	2023	Belum beroperasi *No Commercial Operation*	12.737

Entitas Ventura Bersama Melalui PT Garwita Sentra Utama

Associates through Subsidiaries Under PT Garwita Sentra Utama

NO.	NAMA PERUSAHAAN *COMPANY NAME*	BIDANG USAHA *NATURE OF BUSINESS*	PROYEK *PROJECT*	DOMISILI HUKUM *DOMICILE*	KEPEMILIKAN LANGSUNG *DIRECT OWNERSHIP*	TAHUN PENYERTAAN *YEAR ACQUIRED*	STATUS	JUMLAH ASET (DALAM JUTAAN RUPIAH) *TOTAL ASSETS (IN MILLION RUPIAH)*
1	PT Syandana Berkat Usaha	Real Estate	-	Kabupaten Tangerang	60%	2019	Praoperasi *Preoperation*	237.451

Daftar Alamat Entitas Anak, Entitas Asosiasi dan/atau Ventura Bersama

Addresses of the Subsidiaries, the Associates and/or the Joint Ventures

[SEOJK 2.e.17]

NO.	NAMA PERUSAHAAN *COMPANY NAME*	ALAMAT *ADDRESS*
1	PT AMSL Indonesia	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
2	PT AMSL Delta Mas	*Marketing office* • Jalan Tol Jakarta - Cikampek Km.37 Desa Hegarmukti, Kecamatan Cikarang Pusat • Kabupaten Bekasi
3	PT Aplikasi Properti Indonesia	Komplek 58, Jl. Bandengan Selatan No. 58B, Penjaringan, Jakarta Utara, DKI Jakarta
4	PT Anekagriya Buminusa	**Kantor Pusat** | *Headquarters* Jalan Kalibesar Barat No.8, Jakarta Barat 11230 +62 21 690 8684 +62 21 690 7623
5	PT Kanaka Grahaasri	
6	PT Mekanusa Cipta	**Kantor Cabang** | *Branch Office* Management Office Ruko Sentra Eropa Block F No.23-24 Jalan Transyogi Km.6, Kota Wisata, Cibubur, Bogor 16968 +62 21 8493 5050/4848 +62 21 8493 4888
7	PT Prima Sehati	
8	PT Putra Prabukarya	
9	Badan Kerjasama Pasar Pagi/ ITC Mangga Dua	**Gedung Pusat Grosir Pasar Pagi Mangga Dua** Blok D 6th Fl. Jalan Mangga Dua Raya Kel. Ancol, Kec. Pademangan, Jakarta Utara
10	PT Berkah Samudra Tirtamas	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
11	PT Binamaju Mitra Sejati	Jalan Abdul Wahab Siamin RC 36, Kel. Dukuh Pakis, Kec. Dukuh Pakis Surabaya +62 21 561 7000 +62 31 5613917
12	PT Bintaro Serpong Damai	**Intermark Associate Tower**, Floor 16th, Jalan Lingkar Timur BSD Tangerang Selatan 15310 Indonesia +62 21 537 3015 +62 21 537 3016
13	PT Bumi Indah Asri	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
14	PT Bumi Megah Graha Utama	**BSD Green Office Park 6** Wing 3B Zona 9 dan 10, Jl. Grand Boulevard BSD Green Office Park, BSD City, Tangerang 15345
15	PT Bumi Megah Graha Asri	Kampung Jombang, Jl. Raya Astek RT.001 RW.003, Lengkong Gudang Timur Kecamatan Serpong, Tangerang Selatan

16	PT Bumi Serpong Damai Tbk.	**Kantor Pusat** | *Headquarters* **Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 (*hunting*) +62 21 5058 8270 www.sinarmasland.com, www.bsdcity.com **Kantor Cabang** | *Branch Office* Kompleks Ruko Villa Bukit Mas Jl. Abdul Wahab Siamin Block RC-36, Surabaya 60225 +62 31 567 1393, 561 7000 +62 31 561 3917
17	PT Bumi Karawang Damai	Jl. Bedugul Raya, Ruko Sedana Desa Wadas, Kec. Telukjambe Timur, Kabupaten Karawang
18	PT Bumi Paramudita Mas	Kompleks Ruko Villa Bukit Mas, Jl. Abdul Wahab Siamin Block RC-36 Surabaya 60225 +62 31 567 1393, 561 7000 +62 31 561 3917
19	PT Bumi Parama Wisesa	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
20	PT Bumi Samarinda Damai	Perum Keledang Mas Baru, Jl. HM. Ardans No.1, Samarinda +62 541 263 030 +62 541 263 366
21	PT Bumi Sentra Selaras	Jl. Villa Bukit Mas RC-36, Kel. Dukuh Pakis, Kec. Dukuh Pakis, Surabaya +62 31 5617000
22	PT Bumi Tirta Mas	Taman Perkantoran I BSD City, Jl. Pahlawan Seribu Lengkong Karya, Serpong Utara, Tangerang Selatan
23	PT Bumi Wisesa Jaya	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
24	PT Citraagung Tirta Jatim	**ITC Surabaya**, Jl. Gembong No.20-30, Surabaya 60141 +62 31 372 2222 +62 31 374 3333
25	PT Damai Indah Golf	Jl. Bukit Golf I Sektor VI, Bumi Serpong Damai, Kel. Lengkong Wetan, Kec. Serpong, Tangerang Selatan +62 21 5370290 +62 21 5370288
26	PT Duta Cakra Pesona	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
27	PT Duta Dharma Sinarmas	Komplek Wenang Permai Blok B.10, Kel. Kairagi Weru, Kec. Paal Dua, Kota Manado
28	PT Duti Diamond Development	**ITC Fatmawati**, GF No.118, Jl. RS. Fatmawati No.39 Cipete Utara, Kebayoran Baru, Jakarta Selatan 12150
29	PT Duta Karya Propertindo	**ITC Mangga Dua**, 5th Fl. Jl. Mangga Dua Raya Jakarta Utara, 14430 +62 21 601 9788 *(hunting)* +62 21 601 5031
30	PT Duta Mitra Mas	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
31	PT Duta Pertiwi Tbk	**Kantor Pusat** | *Headquarters* **ITC Mangga Dua**, 7-8th Fl. Jl. Mangga Dua Raya, Jakarta Utara, 14430 +62 21 601 9788 *(hunting)* +62 21 601 7039 www.sinarmasland.com • www.dutapertiwi.com **Kantor Cabang** | *Branch Office* Komplek Mangga Dua Block A7 No.18, Jl. Jagir Wonokromo 100, Surabaya 60244 +62 31 843 7777 +62 31 841 1377

32	PT Duta Semesta Mas	Rukan Tanjung Mas Raya Block B1 No.32 RT.002/01, Tanjung Barat, Jagakarsa, Jakarta Selatan 12530 +62 21 7810 522
33	PT Garwita Sentra Utama	**Kantor Pusat** | *Headquarters* **Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park• BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)* +62 21 5058 8270 **Kantor Cabang** | *Branch Office* Jl. Harapan Indah Boulevard Kavling 9, Kota Harapan Indah, Kel. Medan Satria Kec. Medan Satria, Kota Bekasi
34	PT Grahadipta Wisesa	Jalan Abdul Wahab Siamin RC 36, Kel. Dukuh Pakis, Kec. Dukuh Pakis, Surabaya +62 31 561 7000
35	Global Prime Capital Pte. Ltd.	108 Pasir Panjang Road # 06-00, Golden Agri Plaza • Singapore 118535
36	Global Prime Treasury Pte. Ltd.	108 Pasir Panjang Road # 06-00, Golden Agri Plaza • Singapore 118535
37	PT Indonesia International Expo	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
38	PT Indonesia International Graha	**Gedung Indonesia Convention Exhibition**, Kavling Convention Centre Lot II.1 Pagedangan, Kab. Tangerang 15820
39	PT Itomas Kembangan Perdana	
40	PT Inter Trans Teman Futura	Jalan Pulau Melintang Blok A No.20, RT.006 RW.011, Kel. Kembangan Utara, Kecamatan Kembangan, Jakarta Barat +62 21 581 4850
41	PT Karawang Bukit Golf	Tol Jakarta – Cikampek KM.47 (Pintu Tol Karawang Barat), Desa Wadas, Kecamatan Telukjambe Timur, Kabupaten Karawang 41361 +62 267 644 440 +62 267 644 441
42	PT Keikyu Itomas Indonesia	Jalan Raya Tanjung Barat No.163, RT.012 RW.004 Kelurahan Tanjung Barat, Kecamatan Jagakarsa, Jakarta Selatan +62 21 2958 0080
43	PT Kembangan Permai Development	Jl. Tanah Abang II No.53, Jakarta Pusat +62 21 384 4157
44	PT Kurnia Subur Permai	ITC Mangga Dua, 7th Fl. Jl. Mangga Dua Raya, Jakarta Utara, 14430 +62 21 601 9788 *(hunting)* +62 21 601 5031
45	PT Laksya Prima Lestari	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park • BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
46	PT Matra Olahcipta	**Grand ITC Permata Hijau**, Jl. Masjid Nur No.32 RT.006/010, Jakarta Selatan +62 21 5366 3888 +62 21 5366 3885
47	PT Misaya Properindo	**Kantor Pusat** | *Headquarters* **ITC Mangga Dua**, 7-8th Fl. Jl. Mangga Dua Raya, Jakarta Utara, 14430 +62 21 601 9788 *(hunting)* +62 21 601 5031 **Kantor Cabang** | *Branch Office* Legenda Wisata, Jl. Alternatif Transyogi Km.6, Cibubur +62 21 823 6262 +62 21 823 6363
48	PT Mitrakarya Multiguna	Wisata Bukit Mas, Club House Colosseum, Jl. Lidah Bukit Mas Timur No.2 Surabaya +62 31 753 4608

49	PT Mustika Candraguna	Jl. Kalibesar Barat No.8, Jakarta Barat 11230 +62 21 690 8684 +62 21 690 7623
50	PT Mustika Karya Sejati	Jl. Kalibesar Barat No.8, Jakarta Barat 11230 +62 21 690 8684 +62 21 690 7623
51	PT Pangeran Plaza Utama	**Kantor Pusat** | *Headquarters* **ITC Mangga Dua**, 7-8th Fl. Jl. Mangga Dua Raya, Jakarta Utara, 14430 +62 21 601 9788 *(hunting)* +62 21 601 5031
52	PT Saranapapan Ekasejati	**Kantor Cabang** | *Branch Office* Jl.Pacet Kp.Panggung RT.24/10, Sukanagalih - Pacet, Cianjur 43253 +62 263 520 186/87 +62 263 515 853
53	PT Panca Lambang Cipta	Celebration Boulevard Kav.1, Bekasi 17510
54	PT Pastika Candra Pertiwi	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
55	PT Perwita Margasakti	**Gedung ITC Kuningan**, Lantai 10, Jl. Prof. DR. Satrio, Jakarta Selatan 12940 +62 21 576 0688 +62 21 576 0688
56	PT Phinisi Multi Properti	Jl. Urip Sumoharjo Lr.4 RT.001/002, Kel. Karuwisi Utara, Kec. Panakkukang Kota Makassar
57	PT Phinisindo Zamrud Nusantara	**ITC Depok** • Jl. Dewi Sartika RT.003/014 Depok +62 21 777 5333
58	PT Plaza Indonesia Mandiri	**The Plaza Office Tower**, 28th Fl. Jl.M.H.Thamrin Kav.28-30, Jakarta 10350 +62 21 2992 0000
59	PT Praba Selaras Pratama	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
60	PT Prestasi Mahkota Utama	**ITC Mangga Dua**, 7th Fl. Jl. Mangga Dua Raya, Jakarta Utara, 14430 +62 21 601 9788 *(hunting)* +62 21 601 5031
61	PT Putra Alvita Pratama	Gedung Sinarmas Land Plaza, BSD Green Office Park, Jalan BSD Grand Boulevard, Desa/Kelurahan Sampora, Kec. Cisauk, Kab. Tangerang, Provinsi Banten.
62	PT Putra Tirta Wisata	Grand Wisata, Celebration Boulevard Kav.1, Bekasi 17510 +62 21 2908 8000/70 +62 21 2908 8050
63	PT Rimba Kreasi Swasa	**Sinar Mas Land Plaza Jakarta**, Tower II, 14th Fl. Jl. MH.Thamrin Kav.51 Jakarta Pusat 10350 + 62 21 230 1441 +62 21 390 2231
64	PT Royal Oriental	Grand Wisata, Celebration Boulevard Kav.1, Bekasi 17510 +62 21 2908 8000/70 +62 21 2908 8050
65	PT Ruby Karya Sejahtera	Cibubur Times Square Blok C1 No.6, Jatikarya, Jatisampurna, Bekasi, Jawa Barat
66	PT Sahabat Duta Wisata	Jalan Celebration Boulevard Kav. 1 Grand Wisata, Lambangjaya Tambun Selatan, Kabupaten Bekasi, Jawa Barat
67	PT Sahabat Kota Wisata	Ruko Sentra Eropa Blok F No. 23-24, Kota Wisata Jalan Transyogi KM 6, Cibubur, Kabupaten Bogor

68	PT Satwika Cipta Lestari	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
69	PT Sentra Berkat Maju	**Cohive BSD Green Office Park 9,** GF, Room GOP GF-07 BSD Green Office Park, Sampora, Cisauk, Tangerang, Banten 15345
70	PT Sentra Selaras Lestari	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
71	PT Sentra Talenta Utama	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
72	PT Serpong Mas Media	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
73	PT Serpong Mas Telematika	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
74	PT Sinar Artotel Indonesia	**Plaza Bank Index**, 7th Fl. Jl. M.H. Thamrin Kav.57 RT.9/RW.5 Gondangdia, Menteng Jakarta Pusat 10350
75	PT Sinar Mas Eka	
76	PT Sinar Mas Teladan	**Kantor Pusat** | *Headquarters* Sinar Mas Land Plaza Jakarta Tower II, 14th Fl, Jl. MH. Thamrin Kav.22 No.51, BSD City, Tangerang 15345 +62 21 230 1441 +62 21 390 2231 **Kantor Cabang Medan** | *Branch Office Medan* Sinar Mas Land Plaza Medan, 10th Fl. Jalan Pangeran Diponegoro No.18 Medan 20152 +62 61 453 7711 +62 61 451 1211 **Kantor Cabang Surabaya** | *Branch Office Surabaya* Sinar Mas Land Plaza Surabaya, 7th Fl. Jalan Pemuda No. 60 – 70 Surabaya 60271 +62 31 532 0351 +62 31 531 9802
77	PT Sinar Mas Wisesa	**Kantor Pusat** | *Headquarters* **ITC Mangga Dua**, 7-8th Fl. Jl. Mangga Dua Raya, Jakarta Utara, 14430 +62 21 601 9788 *(hunting)* +62 21 601 7039 **Kantor Cabang** | *Branch Office* Komplek Balikpapan Baru, Jalan MT.Haryono, Balikpapan +62 542 872 100 +62 542 872 200
78	PT Sinarwijaya Ekapratista	**Kantor Pusat** | *Headquarters* **ITC Mangga Dua**, 7-8th Fl. Jl. Mangga Dua Raya, Jakarta Utara, 14430 +62 21 601 9788 (hunting) +62 21 601 7039 **Kantor Cabang** | *Branch Office* Taman Banjar Wijaya, Jl. KH. Hasyim Ashari Km.2, Poris Plawad – Cipondoh Tangerang +62 21 554 1906
79	PT Sinarwisata Lestari	Jl.Mangga Dua Raya Jakarta 10730 +62 21 612 8811 +62 21 612 8822
80	PT Sinarwisata Permai	Jl. Jend. Sudirman Balikpapan 76114 +62 542 420 155 +62 542 420 150

81	PT Sinar Pertiwi Megah	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
82	PT Sinar Usaha Mahitala	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
83	PT Sinar Usaha Marga	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
84	PT Sinar Medikamas Invesindo	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
85	PT Sinar Mitbana Mas	**Green Office Park 1**, 1st Fl. Jl. Grand Boulevard BSD Green Office Park, Sampora, Cisauk, Kabupaten Tangerang 15345
86	PT Sinar Mitbana Mas Intermoda	**Green Office Park 1**, 1st Fl. Jl. Grand Boulevard BSD Green Office Park, Sampora, Cisauk, Kabupaten Tangerang 15345
87	PT Sumber Makmur Semesta	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
88	PT Surya Inter Wisesa	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
89	PT Syandana Berkat Usaha	**Green Office Park 6 Wing** 3B Zona 9 & 10 Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
90	PT TransBSD Balaraja	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
91	PT Trans Bumi Serbaraja	**BSD Green Office Park 9,** 3rd Fl, Wing A Zona 5C BSD Green Office Park, Sampora, Cisauk, Tangerang, Banten 15345
92	PT Tuwuh Sasana Garjito	*Kompleks BSD Sektor 14 Blok F1 No.19, Kel. Rawa Mekarjaya, Kec. Serpong, Kota Tangerang Selatan, Banten 15310*
93	PT Wahana Mitra Swasa	**Sinar Mas Land Plaza** Grand Boulevard, BSD Green Office Park, BSD City, Tangerang 15345 +62 21 50 368 368 *(hunting)*
94	PT Wahana Swasa Utama	**Ocean Park BSD City** Jl. Pahlawan Seribu, CBD Area Serpong Lengkong Gudang, Serpong
95	PT Wijaya Pratama Raya	**Gedung DP Mall** Lt. 3, Jalan Pemuda No.150, Semarang 50132 +62 24 358 3588 +62 24 358 4488

Informasi Pencatatan Saham

Information on Stock Listing

[SEOJK 2.e.18

Saham Perseroan tercatat hanya di Bursa Efek Indonesia dengan kode saham BSDE. Berikut adalah kronologi aksi pencatatan saham Perusahaan.

The Company shares are only traded at Indonesian Stock Exchange with stock code of BSDE. The following is the Company's stock listing actions.

DESKRIPSI *DESCRIPTION*	**TANGGAL EFEKTIF** *EFFECTIVE DATE*	**TANGGAL PENCATATAN** *RECORDING DATE*	**JUMLAH SAHAM** *TOTAL SHARES*	**HARGA PENAWARAN** *OFFERING PRICE (IDR)*	**TEMPAT PENCATATAN** *PLACE OF REGISTRATION*
Penawaran Saham Umum Perdana *Initial Public Offering*	27 Mei 2008 *May*	6 Juni 2008 *June*	1.093.562.000	550	BEI
Penawaran Umum Terbatas I Dengan Hak Memesan Efek Terlebih Dahulu *Limited Public Offering I with Preemptive Rights*	19 November 2010	19 November 2010	6.561.373.722	760	
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu *Capital Increases Without Preemptive Rights*	28 April 2014	16 Mei 2014 *May*	874.849.800	1.820	
	25 Maret 2015 *March*	14 April 2015	874.849.800	1.890	
	18 Juni 2020 *June*	26 Juni 2020 *June*	1.924.669.620	640	

Informasi Pencatatan Efek Lainnya

Information on Other Securities Listing

[SEOJK 2.e.19

Selain pencatatan saham, Perusahaan juga mencatatkan efek-efek lain, yaitu obligasi, obligasi berkelanjutan, surat utang senior dan sukuk ijarah di BEI dan Bursa Efek Singapura. Berikut adalah informasi pencatatan efek non saham.

Other than stock listing, the Company also listed other securities, namely bonds, shelf registered bonds, senior notes, shelf registered sukuk ijarah at BEI and Singapore Stock Exchange. The following is the information of non-equity securities listing.

Obligasi yang Telah Jatuh Tempo

Bonds That Have Matured

OBLIGASI *BOND*	TINGKAT BUNGA RATE	TANGGAL EFEKTIF *EFFECTIVE DATE*	TANGGAL PENERBITAN *ISSUE DATE*	JUMLAH (RP) *NOMINAL (IDR)*	JATUH TEMPO *DUE DATE*	PERINGKAT *) *RATING*	TEMPAT PENCATATAN OBLIGASI *PLACE OF BOND REGISTRATION*
Obligasi Bumi Serpong Damai I Tahun 2003 dengan Tingkat Bunga Tetap *Bumi Serpong Damai Bonds I Year 2003 with Fixed Interest Rate*	15,675%	30 September 2003	10 Oktober 2003 *October*	25.000.000.000	10 Oktober 2003 *October*	idBBB (Triple B)	BEI
Obligasi Bumi Serpong Damai II Tahun 2006 dengan Tingkat Bunga Tetap *Bumi Serpong Damai Bonds II Year 2006 with Fixed Interest Rate*	15%	9 Oktober 2006 *October*	20 Oktober 2006 *October*	600.000.000.000	20 Oktober 2011 *October*	idA (Single A)	
Obligasi Berkelanjutan I Bumi Serpong Damai Tahap I Tahun 2012 Seri A *Shelf Registered Bond I Bumi Serpong Damai Shelf Phase I Year 2012 Series A*	8%	27 Juni 2012 *June*	4 Juli 2012 *July*	85.000.000.000	6 Juli 2015 *July*		
Obligasi Berkelanjutan I Bumi Serpong Damai Tahap I Tahun 2012 Seri B *Shelf Registered Bond I Bumi Serpong Damai Shelf Registered Bonds I Phase I Year 2012 Series B*	9,25%			479.000.000.000	4 Juli 2017 *July*		
Obligasi Berkelanjutan I Bumi Serpong Damai Tahap I Tahun 2012 Seri C *Shelf Registered Bond I Bumi Serpong Damai Shelf Registered Bonds I Phase I Year 2012 Series C*	9,50%			436.000.000	4 Juli 2019 *July*		
Obligasi Berkelanjutan I Bumi Serpong Damai Tahap II Tahun 2013 *Shelf Registered Bond I Bumi Serpong Damai Phase II Year 2013*	8,375%		5 Juni 2013 *June*	1.750.000.000.000	5 Juni 2018 *June*	idAA- (Double A Minus)	
Obligasi Berkelanjutan II Bumi Serpong Damai Tahap I Tahun 2016 Seri A *Shelf Registered Bond II Bumi Serpong Damai Phase I Year 2016 Series A*	9,00%		16 Juni 2016 *June*	625.000.000.000	16 Juni 2021 *June*		
Obligasi Berkelanjutan II Bumi Serpong Damai Tahap I Tahun 2016 Seri B *Shelf Registered Bond II Bumi Serpong Damai Phase I Year 2016 Series B*	9,25%		16 Juni 2016 *June*	25.000.000.000	16 Juni 2021 *June*		

Utang Senior Yang Telah Jatuh Tempo
Senior Notes That Have Matured

OBLIGASI *BOND*	TANGGAL PENERBITAN *ISSUE DATE*	JUMLAH POKOK (USD) *NOMINAL VALUE (US$)*	TINGKAT BUNGA TETAP (PER TAHUN) *FIXED RATE (ANNUAL)*	JATUH TEMPO *DUE DATE*	PERINGKAT *RATING*	TEMPAT PENCATATAN OBLIGASI *PLACE OF BOND REGISTRATION*
Surat Utang Senior 2020 *Senior Notes 2020*	27 April 2015	225.000.000	6,75%	27 April 2020	Ba3 Stable Outlook/ BB-Stable Outlook	Bursa Efek Singapura *Singapore Stock Exchange*
Pelunasan Surat Utang Senior 2020 *) *Paid the Senior Notes 2020 *)*		146.416.000				
Pelunasan Surat Utang Senior 2020 **) *Paid the Senior Notes 2020 **)*		78.584.000				
Surat Utang Senior 2021 *Senior Notes 2021*	26 April 2018	250.000.000	7,25%	26 April 2021		
	30 April 2018	50.000.000		30 April 2021		
Surat Utang Senior 2023 *Senior Notes 2023*	18 Oktober 2016 *October*	200.000.000	5,50%	18 Oktober 2023 *October*		
	17 Mei 2017 *May*	70.000.000				

* Penerbit melakukan pembelian kembali secara tunai atas sebagian Senior Notes 2020 dengan jumlah pokok sebesar USD146.416.000 yang menggunakan dana hasil penerbitan Senior Notes 2023
Issuer bought back and paid in cash part of Senior Notes 2020 with a nominal value of US$146,416,000 with the proceed of Senior Notes 2023

** Penerbit melakukan pelunasan awal atas sisa Senior Notes 2020 dengan jumlah pokok sebesar USD78.584.000 pada tanggal 22 April 2019
The issuer made an early repayment of the remaining Senior Notes 2020 with a principal amount of US$78,584,000 on April 22nd, 2019

Obligasi Yang Belum Jatuh Tempo
Bonds That Have Not Matured

OBLIGASI *BOND*	TANGGAL EFEKTIF *EFFECTIVE DATE*	TANGGAL PENERBITAN *ISSUE DATE*	SERI OBLIGASI *BOND SERIES*	JUMLAH POKOK (RP) *NOMINAL VALUE (IDR)*	TINGKAT BUNGA TETAP (PER TAHUN) FIXED RATE (ANNUAL)	JATUH TEMPO *DUE DATE*	PERINGKAT *) *RATING*	TEMPAT PENCATATAN OBLIGASI *PLACE OF BOND REGISTRATION*
Obligasi Berkelanjutan III Bumi Serpong Damai Tahap I Tahun 2022 *Shelf Registered Bond III Bumi Serpong Damai Phase I Year 2022*	31 Maret 2022 *March*	7 April 2022	A	547.250.000.000	6,75%	7 April 2025	idAA- (Double A Minus)	BEI
			B	252.750.000.000	7,75%	7 April 2027		
Sukuk Ijarah Berkelanjutan I Bumi Serpong Damai Tahap I Tahun 2022 *Shelf Registered Sukuk Ijarah I Bumi Serpong Damai Phase I Year 2022*			A	63.500.000.000	6,75%	7 April 2025	idAA-(sy) (Double A Minus Syariah)	
			B	136.500.000.000	7,75%	7 April 2027		

* Oleh Lembaga Pemeringkat PT Pemeringkat Efek Indonesia 10 Januari 2023
By Credit Rating Agency PT Pemeringkat Efek Indonesia, January 10th, 2023

Surat Utang Senior Yang Belum Jatuh Tempo
Senior Notes That Have Not Matured

OBLIGASI *BOND*	TANGGAL PENERBITAN *ISSUE DATE*	JUMLAH POKOK (USD) *NOMINAL VALUE (US$)*	TINGKAT BUNGA TETAP (PER TAHUN) *FIXED RATE (ANNUAL)*	JATUH TEMPO *DUE DATE*	PERINGKAT *RATING*	TEMPAT PENCATATAN OBLIGASI *PLACE OF BOND REGISTRATION*
Surat Utang Senior 2025 *Senior Notes 2025*	23 Januari 2020 *January*	300.000.000	5,95%	23 Januari 2025 *January*	Ba3' BB-" *Outlook Stable*	Bursa Efek Singapura *Singapore Stock Exchange*
Tender Offer Surat Utang Senior 2025 *) *Tender Offer 2025 Senior Notes*		211.085.000				

*) Penerbit melakukan *tender offer Senior Notes* 2025 dengan jumlah pokok sebesar USD211.085.000 pada tanggal 3 November 2023, sehingga sisa Surat Utang Senior 2025 sebesar USD88.915.000 masih tetap berjalan sampai dengan tanggal jatuh tempo.
The Company conducted tender offer on Senior Notes 2025 with a principal of US$211,085,000 on November 3rd, 2023, so the remaining Senior Notes 2025 of US$88,915,000 would still be outstanding to maturity.

' Oleh Lembaga Pemeringkat Moody's 14 Oktober 2023: Afirmasi
By Credit Rating Agency Moody's, October 14th, 2023: Affirmation

" Oleh Lembaga Pemeringkat Fitch 21 Februari 2023: Afirmasi
By Credit Rating Agency Fitch, February 21st, 2023: Affirmation

Akuntan Publik

Public Accountant

[SEOJK 2.e.20]

Sesuai dengan Hasil Keputusan RUPST tanggal 27 Juni 2023, pemegang saham memberikan wewenang kepada BOC Perusahaan untuk menentukan Kantor Akuntan Publik Independen yang akan melakukan audit atas buku Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2023. Melalui Surat Keputusan Sirkuler BOC tertanggal 9 Oktober 2023 dan dengan mempertimbangkan rekomendasi dari Komite Audit, telah menunjuk Kantor Akuntan Publik Mirawati Sensi Idris (*An independent member of* Moore Global Network Limited) ("KAP") dengan Leo Susanto sebagai Akuntan Publik ("AP") untuk melakukan audit atas Perusahaan untuk tahun buku yang berakhir 31 Desember 2023. Saat ini, KAP beralamat kantor di Intiland Tower, 7th Fl. Jl. Jenderal Sudirman Kavling 32. Jakarta 10220.

In accordance with the resolutions of the AGMS dated June 27th, 2023, the shareholders authorized the Company's BOC to determine an Independent Public Accounting Firm that will conduct an audit for the Company's books for the financial year ending December 31st, 2023. Through the BOC Circular Decree dated October 9th, 2023 and after considering recommendation from the Audit Committee, has appointed Mirawati Sensi Idris Public Accounting Firm (An independent member of Moore Global Network Limited) ("KAP") with Leo Susanto as the Public Accountant ("AP") to audit the Company for the financial year ending December 31st, 2023. Currently, KAP has an office address at Intiland Tower, 7th Fl. Jl. Jenderal Sudirman Lot 32, Jakarta 10220.

Biaya jasa audit atas Laporan Keuangan untuk tahun buku yang berakhir pada 31 Desember 2023 adalah sebesar Rp710 juta. [ACGS D.6.1]

The fee for auditing the Financial Statements for the financial year ending December 31st, 2023 is IDR710 million.

Selain jasa audit atas Laporan Keuangan, tidak ada jasa lainnya yang diberikan oleh akuntan publik termaksud. [ACGS D.6.1]

Apart from the audit services of the Financial Statements, there was not any other service rendered by the public accountant.

Informasi mengenai AP dan KAP yang melakukan audit Perusahaan selama 5 (lima) tahun terakhir adalah sebagai berikut:

The following is the information regarding AP and KAP that audited the Company for the last 5 (five) years.

TAHUN BUKU FISCAL YEAR	KANTOR AKUNTAN PUBLIK PUBLIC ACCOUNTING FIRM	AKUNTAN PUBLIK PUBLIC ACCOUNTANT	OPINI OPINION
2023	Mirawati Sensi Idris (*An independent member of* Moore Global Network Limited)	Leo Susanto	Wajar Tanpa Pengecualian *Unqualified Opinion*
2022	Mirawati Sensi Idris (*An independent member of* Moore Global Network Limited)	Leo Susanto	Wajar Tanpa Pengecualian *Unqualified Opinion*
2021	Mirawati Sensi Idris (*An independent member of* Moore Global Network Limited)	Leo Susanto	Wajar Tanpa Pengecualian *Unqualified Opinion*
2020	Mirawati Sensi Idris (*An independent member of* Moore Global Network Limited)	Yelly Warsono	Wajar Tanpa Pengecualian *Unqualified Opinion*
2019	Mirawati Sensi Idris (*An independent member of* Moore Global Network Limited)	Yelly Warsono	Wajar Tanpa Pengecualian *Unqualified Opinion*

Lembaga dan/atau Profesi Penunjang Pasar Modal Selain AP dan KAP

Capital Market Supporting Institutions and/or Professionals Other Than AP and KAP

[SEOJK 2.e.21

Periode Tahun *Years Period*	Lembaga/ Profesi *Institutions/ Professionals*	Nama Lembaga/Profesi *Name of Institutions/ Professionals*	Alamat *Address*	Tugas *Duties*	Biaya Jasa Lembaga/Profesi tahun buku 2022 *Services Fee of institutions/ professions financial year 2023*
2008 – sekarang *2008 – present*	Biro Administrasi Efek *Share Registrar*	PT Sinartama Gunita	Menara Tekno, 7th Fl. Jl. Fachrudin No.19, Tanah Abang Jakarta Pusat 10250 (+62 21) 392 2332 (+62 21) 392 3003 www.sinartama.co.id	Melaksanakan kegiatan penyimpanan dan pengalihan hak atas saham pemegang saham, menyusun daftar pemegang saham dan perubahannya atas permintaan Perusahaan dan menyiapkan korespondensi Perusahaan dengan pemegang saham. *Depository and transfer of the shareholders' shares rights duties, prepares the list of shareholders and its changes upon the Company's request and prepares the Company's correspondence with the shareholders.*	Rp60 - 70 juta *IDR60 - 70 million*
2003 – sekarang *2003 – present*	Bank Kustodian *Custodian Bank*	PT Kustodian Sentral Efek Indonesia	Indonesia Stock Exchange Building Menara I Lantai 5 Jl.Jend. Sudirman Kav. 52-53 Jakarta 12190 (+62 21) 5299 1099 (+62 21) 5299 1199	Menyediakan jasa kustodian dan penitipan efek serta melakukan pelaksanaan pembayaran pokok dan bunga obligasi. *Providing central custodian and securities depository services as well as bond and coupon payment.*	Rp120 - 150 juta *IDR120 - 150 million*
2008 – sekarang *2008 – present*	Perusahaan Pemeringkat Efek *Credit Rating Company*	PT Pemeringkat Efek Indonesia (Pefindo)	Equity Tower 30th Floor Sudirman Central Business District Lot 9 Jl.Jend. Sudirman Kav. 52-53 Jakarta 12190 (+61 21) 5096 8469 (+62 21) 5096 8468 www.pefindo.com	Menetapkan peringkat Perusahaan dan obligasi Perusahaan setiap tahun. *Assign credit rating for the Company and its bonds by annually.*	Rp170-180 juta *IDR170-180 million*
2008 – sekarang *2008 – present*	Wali Amanat *Trustee*	PT Bank Rakyat Indonesia (Persero) Tbk	Divisi Investment Services Trust & Corporate Services Gedung BRI II Lantai 30 Jl. Jend. Sudirman Kav. 44-46 Jakarta 10210 (+62 21) 251 0244 (+62 21) 250 0065 www.bri.co.id	Mewakili kepentingan para pemegang obligasi serta bertindak untuk dan atas nama pemegang obligasi. *Represents the interests of the bondholders and acts for and on behalf of the bondholders.*	Rp230 - 250 juta *IDR230 - 250 million*
2021 – sekarang *2021 – present*	Penilai *Appraiser*	Rengganis, Hamid & Rekan (CBRE Group, Inc.)	Menara Kuningan, 8th Fl. Jl. HR Rasuna Said Kav. 5 Blok X-7 Jakarta 12940 (+62 21) 3001 6002 (+62 21) 3001 6003 www.rhp-valuation.com	Melakukan pemeriksaan fisik, penelitian, penganalisaan data, menentukan nilai pasar atas aset Perusahaan sesuai Standar Penelitian Indonesia (SPI) 2015 dan Kode Etik Penilai Indonesia (KEPI). *Performing physical examination, research, analyze data, determines market value of Company's assets according to Indonesian Research Standards (SPI) 2015 and Indonesian Appraisal Code of Conduct (KEPI).*	Rp1,6 – 1,7 miliar *IDR1,6- 1.7 billion*
2021 – sekarang *2021 – present*	Notaris *Notary*	Syarifudin, S.H.	Ruko Lakeshop No. 35, Modernland Tangerang, Banten (+62 21) 552 9289 (+62 21) 552 9324	Menyiapkan dan membuatkan akta-akta, menghadiri rapat-rapat, sehubungan dengan kegiatan Perusahaan dalam pasar modal. *Preparing and making the deeds, attending meetings, according to the Company's activities in the capital market.*	Rp20 – 30 juta *IDR20 – 30 million*

Jejak Langkah

1984 - 1989

Berdiri tanggal 16 Januari 1984 oleh Pemegang Saham Pendiri.

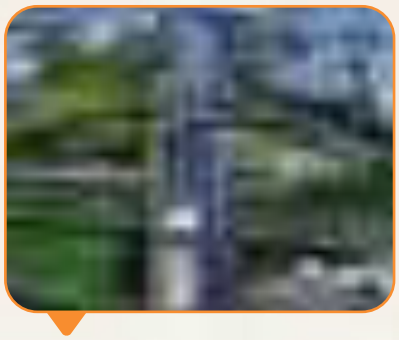


1992 - 1999

Damai Indah Golf dan Tol Serpong - Pondok Aren mulai beroperasi.

2010 - 2012

- Jakarta Outer Ring Road (JORR) Section W-1 mulai beroperasi.
- Penawaran Umum Terbatas I.
- Penerbitan Obligasi Berkelanjutan BSDE I Tahap I Tahun 2012 senilai Rp1 triliun (telah lunas).



2013 - 2014

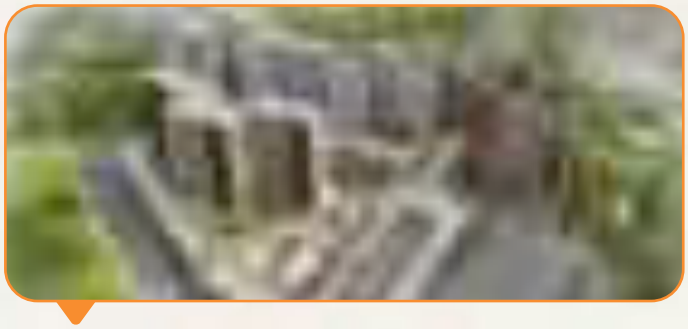
- Penerbitan Obligasi Berkelanjutan BSDE I Tahap II tahun 2013 sebesar Rp1,75 triliun (telah lunas).
- Plaza BII berubah nama menjadi Sinar Mas Land Plaza Jakarta.
- Meningkatkan kepemilikan pada saham PT Plaza Indonesia Realty Tbk. (Kode Saham: PLIN) sehingga mencapai 46,78%
- Mengakuisisi 5,1 ha lahan kosong dan ruang ritel (*strata title*) Epicentrum Walk di Rasuna Epicentrum (area Central Business District (CBD))
- Aliansi strategis dengan Hongkong Land dan AEON Mall.
- *Grand opening* The Breeze.
- Pelaksanaan PMTHMETD sebesar 5%.

2018 - 2019

- Penerbitan Surat Utang Senior 2021 *(Senior Notes)* senilai USD300 juta (telah lunas).
- Mengakuisisi 13 lantai Bakrie Tower, area perkantoran di kawasan Rasuna Epicentrum (area CBD).
- *Buyback* sebanyak 257.970.700 saham.
- Penempatan DIRE Simas Plaza Indonesia dengan menukarkan 808,4 juta lembar saham PLIN.

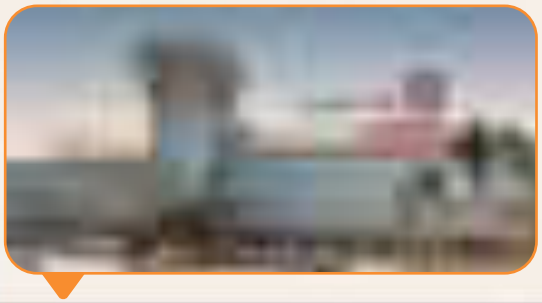
2020 - 2021

- Pelaksanaan PMTHMETD sebesar 10%.
- Penerbitan Surat Utang Senior 2025 *(Senior Notes)* melalui Entitas Anak, Global Prime Capital Pte. Ltd. sebesar USD300 juta.
- Bekerjasama dengan Mitbana Pte. Ltd. Untuk mengembangkan *smart transit-oriented development* (TOD) di Tangerang seluas 100 ha di Serpong.
- Pelunasan Obligasi Berkelanjutan II Tahun 2021 Seri A sebesar Rp625 miliar dan Surat Utang Senior 2021 senilai USD570 juta



2003 - 2005

- Penerbitan Obligasi BSDE I sebesar Rp250 miliar (lunas).
- Jalan Tol Jakarta – Serpong mulai beroperasi.
- ITC BSD mulai beroperasi.
- Mulai pengembangan perumahan untuk segmen kelas atas dan kelas menengah.



2006 - 2007

- BSD Junction dan Ocean Park di BSD City mulai beroperasi.
- Penerbitan obligasi BSDE II sebesar Rp600 miliar (telah lunas).

2008 - 2009

- Penawaran umum perdana di Bursa Efek Indonesia.
- Kantor pemasaran baru di pengembangan Tahap II BSD City mulai beroperasi.

2015 - 2016

- *Grand Opening* Go!Wet Water Park, Grand Wisata di Bekasi, AEON Mall, Indonesian Convention Exhibition (ICE), Courts, Qbig dan BSD Green Office Park 6 di BSD City.
- Pelaksanaan PMTHMETD sebesar 5%.
- Penerbitan Surat Utang Senior *(Senior Notes)* 2020 melalui Entitas Anak, Global Prime Capital Pte. Ltd. sebesar USD225 juta (telah lunas).
- Penerbitan Obligasi Berkelanjutan II Bumi Serpong Damai Tahap I Tahun 2016 sebesar Rp650 miliar (telah lunas) dan Surat Utang Senior 2023 *(Senior Notes)* senilai USD200 juta (telah lunas).
- *Tender Offer* Surat Utang Senior 2020 senilai USD146,42 juta.



2017

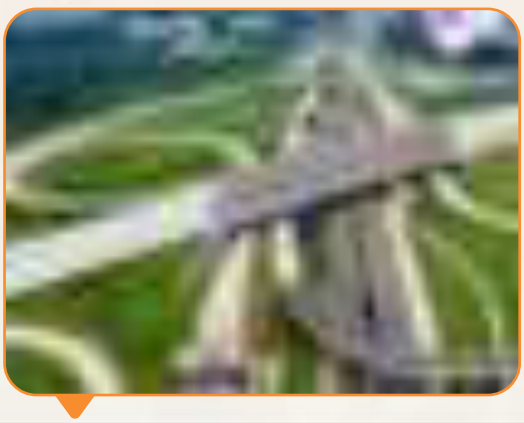
- Penerbitan Surat Utang Senior *(Senior Notes)* 2023 senilai USD70 juta (telah lunas).
- Penambahan Kepemilikan Saham dalam PLIN sehingga menjadi sebesar 46,78%.
- Mengakuisisi unit-unit hak milik atas satuan rumah susun seluas 72.863,93 m², yang merupakan bagian dari SinarMas MSIG Tower.

2022

- Tol Serpong – Balaraja Seksi 1A resmi beroperasi.
- *Tender Offer Senior Notes* senilai USD69,38 juta dan pelunasan Senior Notes senilai USD200,62 juta.
- Penawaran Obligasi Berkelanjutan III Bumi Serpong Damai Tahap I Tahun 2022 sebesar Rp800 miliar dan Sukuk Ijarah Berkelanjutan I Bumi Serpong Damai Tahap I Tahun 2022 senilai Rp200 miliar.
- Pembukaan Aeon Mall Southgate.

2023

- *Tender Offer Senior Notes* 2025 sebesar USD211,09 juta (70,36% dari total pokok).
- Kapitalisasi pasar per 31 Desember 2023 mencapai Rp22,87 triliun.



Milestone

1984 - 1989

Established on January 16th, 1984 by the Founding Shareholders and started to operate the self-sufficient city concept.

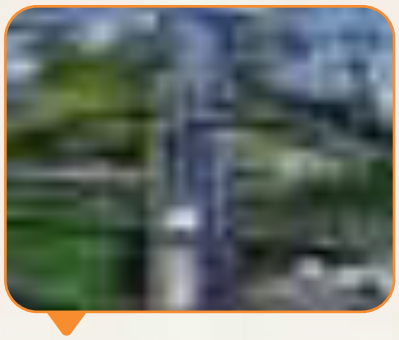


1992 - 1999

Damai Indah Golf and Toll Road Serpong – Pondok Aren started operation.

2010 - 2012

- *Jakarta Outer Ring Road (JORR) Section W-1 started operation.*
- *Rights Issue I.*
- *Issuance of the Shelf Registered BSDE Bond Phase I Year 2012 amounting to IDR1 trillion (fully paid).*



2013 - 2014

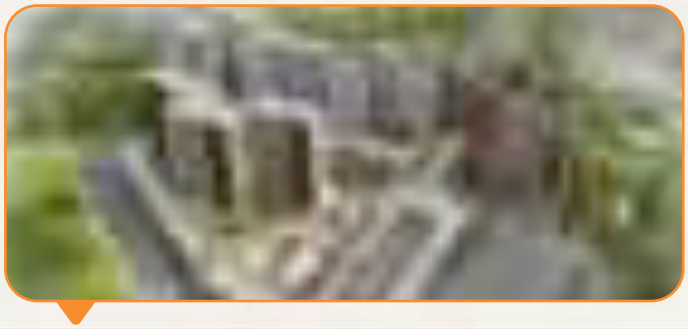
- *Issuance of the Shelf Registered BSDE Bond Phase I of the Year 2013 amounting to IDR1.75 trillion (fully paid).*
- *Plaza BII changed its name to Sinar Mas Land Plaza Jakarta.*
- *Increased share ownership of PT Plaza Indonesia Realty Tbk. (Code: PLIN) to 46.78%*
- *Acquired 5.1 ha land bank and retail space (strata title) Epicentrum Walk in Rasuna Epicentrum (Central Business District (CBD) Area)).*
- *Strategic alliances with Hongkong Land and AEON Mall.*
- *Grand opening of The Breeze.*
- *Execution of PMTHMETD amounting to 5%.*

2018 - 2019

- *Issuance of the Senior Notes 2021 amounting to US$300 million (fully paid).*
- *Acquired 13th floor of Bakrie Tower, office area in Rasuna Epicentrum area (CBD area).*
- *Buyback 257,970,700 shares.*
- *Placing investment in DIRE Simas Plaza Indonesia by exchanging 808.84 million PLIN shares.*

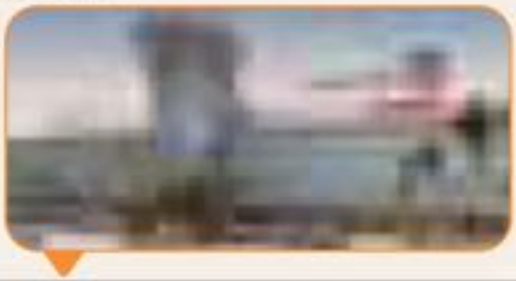
2020 - 2021

- *Undertaking a 10% Capital Increase without Pre-emptive Rights.*
- *Issuance of Senior Notes 2025 through its subsidiary, Global Prime Capital Pte. Ltd. USD300 million.*
- *Cooperation with Mitbana Pte. Ltd. to develop a smart transit-oriented development (TOD) in Tangerang, covering an area of 100 ha in Serpong.*
- *Payment of Shelf Registered Bond II year 2021 series A of IDR625 billion and Senior Notes 2021 of US$570 million.*



2003 - 2005

- Issuance of the BSDE I Bond amounting to IDR250 billion (fully paid).
- Toll Road Jakarta – Serpong started operation.
- ITC BSD started operation.
- Started to develop housing for upper and middle-class segments.



2006 - 2007

- BSD Junction and Ocean Park started operation.
- Issuance of the BSDE II Bonds amounting to IDR600 billion (fully paid).

2008 - 2009

- Initial Public Offering in Indonesia Stock Exchange.
- New marketing office in BSD City, Phase II started operation.

2015 - 2016

- Grand Opening of Go!Wet Water Park, Grand Wisata Bekasi, AEON Mall, Indonesian Convention Exhibition (ICE), Courts, Qbig and BSD Green Office Park 6 in BSD City.
- Execution of PMTHMETD by 5%.
- Issuance of the 2020 Senior Notes through Subsidiaries, Global Prime Capital Pte. Ltd. Amounting to US$225 million (fully paid).
- Issuance of the Shelf Registered Bonds II Bumi Serpong Damai Phase I in 2016 amounting to IDR650 billion (fully paid) and Senior Notes 2023 amounting to US$200 million (fully paid).
- Tender Offer of Senior Bonds in 2020 amounting to US$146.42 million.



2017

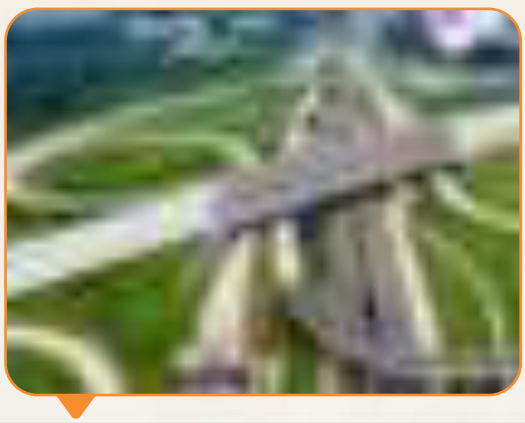
- Issuance of the Senior Notes 2023 amounting to US$70 million (fully paid).
- Increased the share ownership in PLIN to 46.78%.
- Acquired over the strata title units with a total area of 72,863.93m², which are part of the property units in SinarMas MSIG Tower.

2022

- Serpong - Balaraja Toll Road Section 1A officially operating.
- Tender Offer Senior Notes 2023 is valued at US$69.38 million and redemption of Senior Notes 2023 amounting to US$200.62 million.
- The Offering of Shelf Registered Bonds III Phase I of 2022 of IDR800 billion and Shelf Registered Sukuk Ijarah I Phase I of 2022 amounting to IDR200 billion.
- Opening of AEON Mall Southgate.

2023

- Tender offer of Senior Notes 2025 amounting to US$211.09 million (70.36% of the total principal).
- Market capitalization as of December 31st, 2023 reached IDR22.87 trillion.



Peristiwa Penting
Event Highlights

27 Januari *January*

Peluncuran Water Terrace Phase 2 di Grand Wisata Bekasi yang berlokasi tepat di sebelah Living World Mall.

Launching of Water Terrace Phase 2 at Grand Wisata Bekasi located adjacent to Living World Mall.



31 Januari *January*

Melalui PT Duta Cakra Pesona (DCP) bekerjasama dengan investor Jepang, Hankyu Hanshin Properties JOIN ID-DCP LLC untuk mengembangkan *Office Portfolio Partnership* di Jakarta.

Through PT Duta Cakra Pesona (DCP) in collaboration with Japanese investors, Hankyu Hanshin Properties JOIN ID-DCP LLC to develop an Office Portfolio Partnership in Jakarta.

2 Februari *February*

Peluncuran *loyalty program* bertajuk Sinar Mas Land Precious.

Launching of a loyalty program entitled Sinar Mas Land Precious.



23 Maret *March*

Peluncuran Delrey, area komersial berkonsep *business townhouse* di BSD City.

Launching of Delrey, a commercial area with a business townhouse concept in BSD City.

24 Maret *March*

Penandatanganan nota kesepahaman (MoU) dengan Microsoft untuk memberikan pendanaan kepada para penghuni SOHO di Upper West BSD City dalam program Microsoft for Startups Founders Hub.

Signing of a memorandum of understanding (MoU) with Microsoft to provide funding to SOHO residents in Upper West BSD City in the Microsoft for Startups Founders Hub program.



7 Mei *May*

Entitas anak, PT Duta Pertiwi Tbk, lakukan *groundbreaking* untuk perluasan DP Mall Semarang yang akan menjadi *lifestyle* mall terdepan yang didesain dengan konsep ruang terbuka hijau atau *eco-building* pertama di Kota Semarang.

The subsidiary, PT Duta Pertiwi Tbk, is carrying out groundbreaking for the expansion of DP Mall Semarang which will become a leading lifestyle mall designed with the concept of green open space or the first eco-building in Semarang City.



10 Mei / May

Penandatanganan Perjanjian Kerja Sama (PKS) antara Sinar Mas Land dan HeHa Group untuk membangun Taman Rekreasi HeHa BSD City pada lahan seluas 5,5 hektar. Taman Rekreasi ini rencananya akan dibuka pada tahun 2024 dengan target sebanyak 1 juta pengunjung per tahun dengan menonjolkan sisi pemandangan danau dan bumi perkemahan.

Signing of a Cooperation Agreement (PKS) between Sinar Mas Land and HeHa BSD City Recreation Park on an area of 5.5 hectares. This recreation park is planned to open in 2024 with a target of 1 million visitors per year by highlighting the lake view and campground.

28 Mei / May

Peluncuran Welton, lahan *mixed-use* seluas 108 hektar di BSD City yang dikembangkan bersama Mitbana, melalui perusahaan ventura bersama, PT Sinar Mitbana Mas.

Launching of Welton, a 108-hectare mixed-use land in BSD City which was developed with Mitbana, through a joint venture company, PT Sinar Mitbana Mas.



31 Mei / May

Peletakan batu pertama Rans Nusantara Hebat pusat kuliner terbesar di BSD City dengan luas area 2,1 hektar dan kapasitas ±2000 orang.

Groundbreaking of Rans Nusantara Hebat, the largest culinary center in BSD City with an area of 2.1 hectares and a capacity of ±2000 people.



Juni / June

Peluncuran Vermont dan Ruko Studio Loft di jantung Kota Wisata Cibubur. Klaster Vermont hanya tersedia 27 unit dan telah *sold out* dalam waktu singkat. Sementara Studio Loft berlokasi tepat di gerbang tol keluar masuk dengan lebar muka 6 meter.

Launching of Vermont and Studio Loft Shophouse at the heart of Kota Wisata Cibubur. Vermont Cluster is only available in 27-units and sold out in a very short time. Meanwhile Loft Studio is 6-meter wide located just at the entry and exit toll gate.



16 Juli / July

Penandatanganan Perjanjian Kerja Sama (PKS) dengan Hapimart untuk mengelola pusat ritel 11.000 m² di ITC Cempaka Mas.

Signing of a Cooperation Agreement (PKS) with Hapimart to manage the 11,000 m² retail center at ITC Cempaka Mas.

17 Juli / July

Digital Hub BSD City Jadi Tuan Rumah Acara Google I/O Extended Jakarta 2023.

Digital Hub BSD City Hosts Google I/O Extended Jakarta 2023 Event.



21 Juli / July

Peluncuran Klaster Tanamas di Grand Wisata Bekasi yang cocok bagi pasar milenial yang membutuhkan gaya hidup kreatif dan dinamis.

Launching of Tanamas cluster at Grand Wisata Bekasi fit for millenial market that needs creative and dynamic lifestyle.



25 Juli *July*

Peluncuran Klaster Tanakayu Vasya di BSD City sebagai The *Final Universe of* Tanakayu.

Launching of the Tanakayu Vasya Cluster in BSD City as the Final Universe of Tanakayu.



28 Juli *July*

Peluncuran klaster komersial Enchante Business Park di kawasan hunian Enchante Residence, BSD City.

Launching of the Enchante Business Park commercial cluster in the Enchante Residence residential area, BSD City.



21 Agustus *August*

Enchante Business Park, BSD City, habis terjual.

Enchante Business Park, BSD City, sold out.

1 September

Peluncuran Namee, hunian premium bergaya Korea di BSD City.

Launching of Namee, a Korean-style premium residence in BSD City



3 September

Peluncuran Terravia, kawasan residensial dengan konsep *sustainability* di BSD City.

Launching of Terravia, a residential area with a sustainability concept in BSD City



6 September

Peluncuran Iconix Studio Loft, klaster komersial premium 4 lantai, di BSD City.

Launching of Iconix Studio Loft, a 4-storey premium commercial cluster, in BSD City.



26 September

Peluncuran Excelia, hunian milenial di Taman Banjar Wijaya dengan konsep *Excellent Living*.

Launching of Excelia, a millennial residence in Taman Banjar Wijaya with the Excellent Living concept.

Oktober *October*

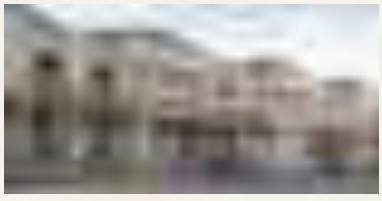
Peluncuran Devant Business Loft di Kota Wisata Cibubur, area komersial dengan *private lift* di setiap unitnya.

Launching of Devant Business Loft at Kota Wisata Cibubur, a commercial area with private lift in each unit.

1 Desember *December*

Peluncuran Levante, klaster mewah di Klasika, Grand Wisata Bekasi, seluas 30.249 m^2.

Launching of Levante, a luxurious cluster at Klasika, Grand Wisata Bekasi, with an area of 30,249 m^2.



6 Desember / December

Peletakan batu pertama BSD City Park, sebuah *theme park* yang dikembangkan bekerja sama dengan para *anchor tenant* taman wisata terkenal yaitu Jatim Park Group, Cimory Group dan HeHa Group.

Groundbreaking of BSD City Park, a theme park developed in collaboration with well-known anchor tenant for tourist parks, namely Jatim Park Group, Cimory Group and HeHa Group.

8 Desember / December

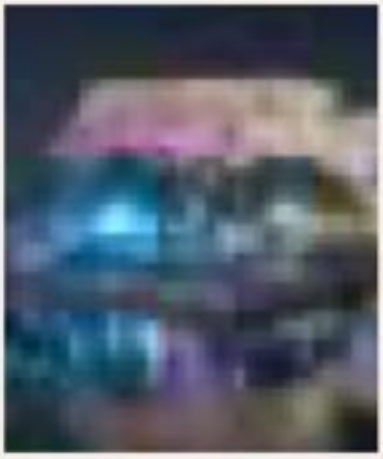
Penandatanganan akuisisi lahan antara PT Astra Land Indonesia (ALI), perusahaan *joint venture* antara Astra Property dan Hongkong Land dan Perusahaan untuk pembangunan proyek *township* baru. Pembangunan akan dilakukan oleh perusahaan *joint venture* bernama PT Ruby Karya Sejahtera (RKS) dimana saham ALI adalah 75% dan saham Perusahaan 25%.

Signing of land acquisition between PT Astra Land Indonesia (ALI), a joint venture company between Astra Property and Hongkong Land and the Company for the construction of a new township project. The development will be carried out by a joint venture company called PT Ruby Karya Sejahtera (RKS) where ALI's shares are 75% and the Company's shares are 25%.

28 Desember / December

The Breeze BSD City menyambut malam pergantian tahun baru 2024 dengan mempersembahkan rangkaian pertunjukan bagi para pengunjung setianya bertajuk "*New Year's Festive Celebration*". Acara ini dilangsungkan selama 31 Desember 2023 – 1 Januari 2024 di Main Atrium, dimeriahkan oleh *Live Band, DJ Performance, Laser Show, Light Dance*, dan pertunjukan kembang api.

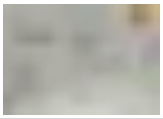
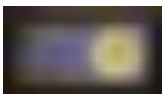
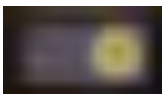
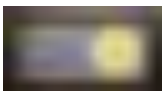
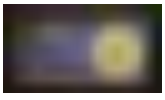
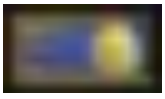
The Breeze BSD City welcomes New Year's Eve 2024 by presenting a series of performances for its loyal visitors entitled "New Year's Festive Celebration". This event will be held from December 31st, 2023 – January 1st, 2024 in the Main Atrium, enlivened by Live Band, DJ Performance, Laser Show, Light Dance and fireworks show.



Penghargaan
Awards

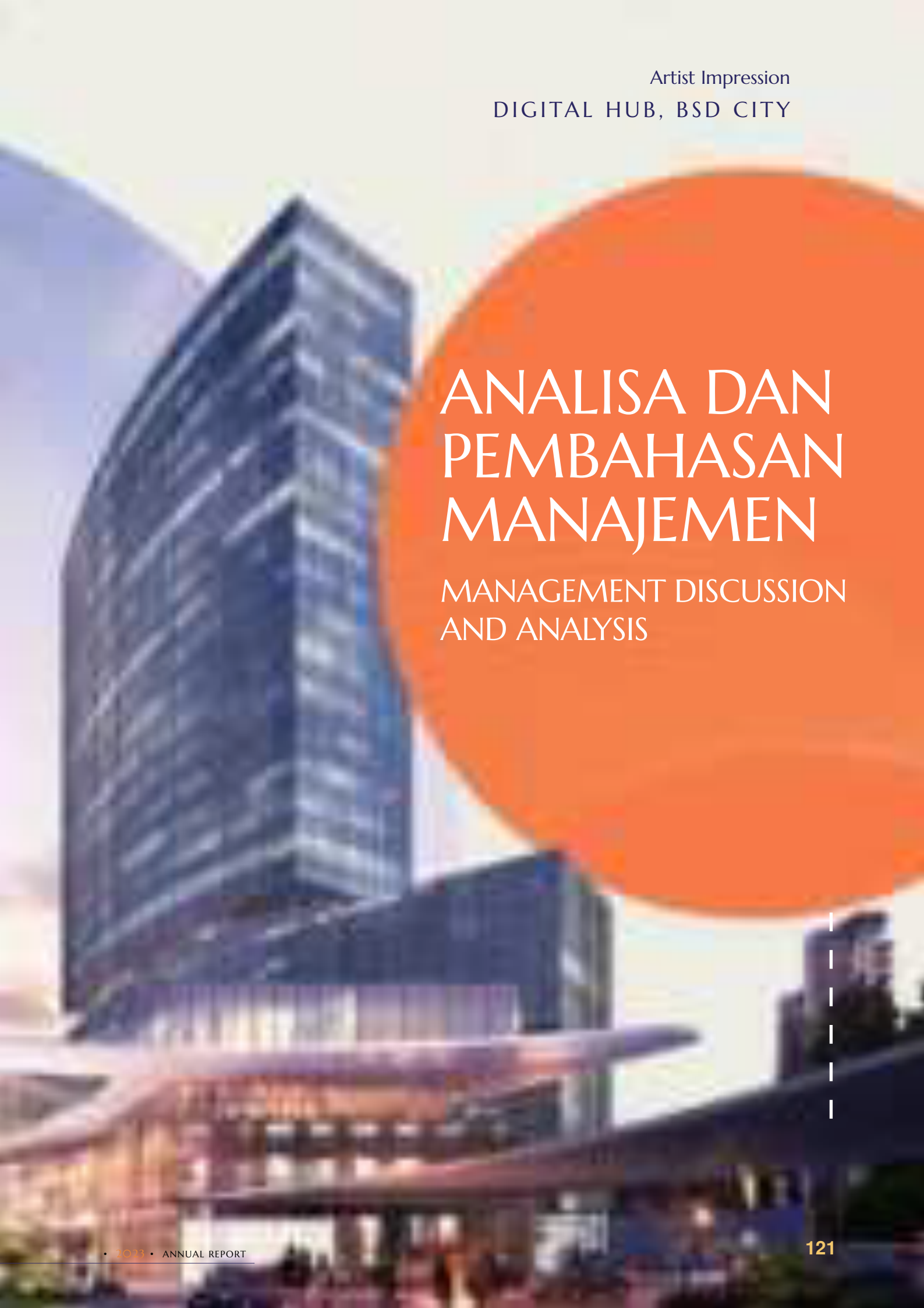
Selama tahun 2023, penghargaan yang diperoleh Perusahaan sebagai berikut:

In 2023, the Company received number of awards as follows:

TANGGAL DATE		PENGHARGAAN AWARD	LEMBAGA INSTITUTION	KATEGORI CATEGORY	PERUSAHAAN/PROYEK COMPANY/PROJECT
28	Maret *March*	 3G Awards	Cambridge IFA	Innovation in Environmenttal Solutions	PT Bumi Serpong Damai Tbk
				Best Green Innovation and Solution	PT Bumi Serpong Damai Tbk
30		 Asian Pasific Property Award	International Property Media	Mixed Use Development (Indonesia)	Southgate
				Residential Development Category 10-19 units (Indonesia)	Enchante
				Residential High Rise Development (Indonesia)	The Elements
				Retail Development (indonesia)	Foresta Business Lot
15	Mei *May*	 Bisnis Indonesia Award	Bisnis Indonesia	Penghargaan Sektor Property dan Real Estate	PT Bumi Serpong Damai Tbk
24		 Lamudi Awards	Lamudi	Best Middle-End Apartment (Java)	Southgate
11	Juli *July*	 Golden Property Award	Indonesia Property Watch	Best City Development Region Tangerang & Surrounding	BSD City
				Best Prestigious Residential Region Tangerang & Surrounding	Enchante @ BSD City
				Best Millenial Housing Region Tangerang & Surrounding	Tanakayu @ BSD City
				Best Township Development Region Cibubur & Bogor Surrounding	Kota Wisata
				Best Prestigious Housing Region Tangerang & Surrounding	Atherton @ Kota Wisata
				Best City Development Bekasi & Surrounding	Grand Wisata

25	Agustus *August*		ASEAN Energy Awards	ASEAN Centre of Energy	Energy Efficient Building - Special Submission - Zero Energy Building	Qbig BSD City
15	September		Indonesia Property Awards	Property Guru	Best Lifestyle Developer	BSD Diamond Development
					Best Township Masterplan Design	Hiera
					Best Housing Development (Indonesia)	Layton Nava Park
					Best Luxury Housing Development	
					Best Wellness Residential	The Zora
					Best Smart Building Development	Knowledge Hub - Digital Hub
					Highly Recommended High End Housing Development (Greater Jakarta)	Eonna @ BSD City
23	November		CSA Awards	CSA	The Best Properties and Real Estate Sector on the Main Board	PT Bumi Serpong Damai Tbk
29			ESG Disclosure Transparency Awards 2023	Inventotrust	Predikat: Commitment CC	PT Bumi Serpong Damai Tbk
8-9	Desember *December*		Asia Property Awards	PropertyGuru	Best Mega Township Development (Regional Winner Asia)	BSD City
					Best Luxury Housing Development (Country Winner)	Layton Nava Park
					Best Smart Building Development (Regional Winner Asia)	Knowledge Hub - Digital Hub
					Best Lifestyle Developer (Country Winner)	BSD Diamond Development
					Best Wellness Residential Development (Regional Winner Asia)	The Zora
					Best Breakthrough Developer (Regional Winner Asia)	Sinar Mitbana Mas
14			FIABCI Indonesia - REI Excellence Award	REI	Master Plan (Gold Winner)	BSD City
					Residential Mid-Rise (Gold Winner)	Nava Park





Artist Impression
DIGITAL HUB, BSD CITY

ANALISA DAN PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION AND ANALYSIS

Analisa Dan Operasi Per Segmen Usaha

Operational Analysis of Business Segments

[SEOJK 2.f.1][ACGS D.2.3]

Membaiknya kondisi ekonomi Indonesia, strategi bisnis yang tepat dengan berfokus pada kemitraan strategis dan juga pengembangan produk dan jasa yang inovatif dan berkualitas telah berkontribusi terhadap pertumbuhan operasional Perusahaan.

The improving economic conditions in Indonesia, the coupled with a strategic business approach emphasizing strategic partnerships and the innovation and delivery of high-quality products and services, have significantly bolstered the operational growth of the Company.

Perusahaan berhasil melampaui target pra penjualan tahun 2023 dengan mencatatkan total Rp9,50 triliun. Sebagian besar pencapaian tersebut disumbangkan dari proyek-proyek di BSD City, yaitu sekitar 57% atau Rp5,42 triliun. Sisanya berasal dari Grand Wisata Bekasi sekitar 9% dan Kota Wisata Cibubur sekitar 5%.

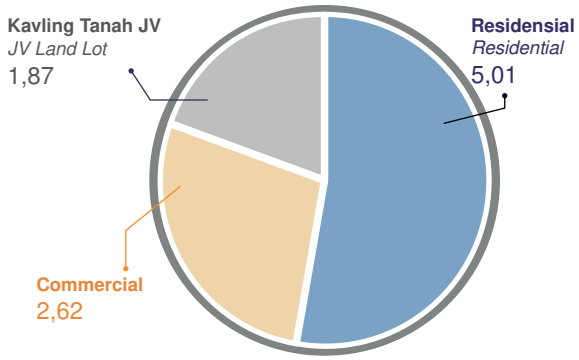
The Company succeeded in exceeding its 2023 marketing sales target by recording a total of IDR9.50 trillion. Most of this achievement was contributed from projects in BSD City, namely around 57% or IDR5.42 trillion. The remainder came from Grand Wisata Bekasi around 9% and Kota Wisata Cibubur around 5%.

Sebagian besar penjualan berasal dari segmen residensial, sebagaimana digambarkan di bawah ini. Penjualan segmen residensial menyumbang 53%, segmen *commercial* 28% dan sisanya 20% dari kavling tanah ventura bersama.

The majority of marketing sales originated from the residential segment, with residential sales contributing 53%, commercial sales 28% and the remaining 20% derived from joint venture land plots.

Komposisi Prapenjualan 2023

2023 Marketing Sales Composition



dalam triliun Rupiah, kecuali dinyatakan lain
in trillion Rupiah, unless otherwise stated

Perusahaan fokus pada kemitraan strategis dengan mendirikan perusahaan ventura bersama bernama PT Ruby Karya Sejahtera (RKS) pada bulan Maret 2023. RKS akan menggarap lahan 73 ha di kawasan Jalan Alternatif Cibubur, Kecamatan Jatisampurna, Bekasi yang akan digadang sebagai kota mandiri baru. Kota mandiri ini akan terdiri dari rumah tapak dan area komersial yang menyasar segmen menengah dan menengah ke atas yang dapat diakses melalui jalan Tol Jatikarya (Cimanggis – Cibitung). Proyek-proyek di dalam RKS akan mulai diluncurkan pada tahun 2024 dengan masa pengerjaan sampai dengan 14 tahun.

In March 2023, the Company initiated a strategic partnership by establishing a joint venture named PT Ruby Karya Sejahtera (RKS). The primary objective of RKS is to develop a 73-hectare land lot located in the Cibubur Alternative Road area, Jatisampurna District, Bekasi, into a new township. This upcoming township will comprise residential properties and commercial zones, appealing to the middle-segments and will be conveniently accessible via the Jatikarya (Cimanggis – Cibitung) toll road. The development projects within RKS are scheduled to commence in 2024, with an anticipated construction timeline spanning up to 14 years.

Segmen Residensial [SEOJK 2.f.1.a]

Residential Segment

Pada tahun ini, Perusahaan meluncurkan klaster-klaster residensial dengan konsep yang telah akrab di pasar. Beberapa di antara segmen residensial yang pada tahun ini diluncurkan di BSD City adalah Nava Park tahap 2, Hiera tahap 3, Enchante tahap 2, Eonna tahap 3, Tanakayu tahap 3, serta Terravia tahap 3.

The Company introduced new residential clusters this year, incorporating a concept already recognized in the market. Among the residential segments launched in BSD City this year were Nava Park phase 2, Hiera phase 3, Enchante phase 2, Eonna phase 3, Tanakayu phase 3 and Terravia phase 3.

Nava Park adalah proyek ventura bersama dengan Hong Kong Land di atas lahan 76,5 ha yang telah memiliki 7 subklaster premium rumah tapak, *low-rise* dan *high-rise*: Lancewood, Marigold, North Point, Lyndon, Laurel dan Layton. Di dalam Nava Park adapula Marigold yang terdiri atas 6 menara. Tahun ini, Nava Park meluncurkan Layton dengan mengusung *tagline "A Home Without Boundaries"*. Layton dirancang oleh konsultan arsitek internasional dari Singapura dan desain interior oleh konsultan dari Hongkong, serta lanskap hunian oleh konsultan dari Singapura. Setiap unit di klaster Layton memiliki tiga lantai dengan konsep bangunan *double volume interlocking* sehingga mendapatkan kesan mewah sekaligus pencahayaan yang cukup namun tetap sejuk.

Nava Park is a joint venture project between Hong Kong Land and encompasses 76.5 hectares of land, featuring seven premium sub-clusters comprising landed houses, low-rise and high-rise residences: Lancewood, Marigold, North Point, Lyndon, Laurel and Layton. Notably, within Nava Park lies Marigold, consisting of six towers. This year witnessed the introduction of Layton, characterized by the tagline "A Home Without Boundaries." Designed by an international architectural consultant from Singapore, with interior design by a Hong Kong-based consultant, as well as residential landscape planning by a Singaporean consultant. Layton residences offer three floors with a double volume interlocking architectural concept, exuding both luxury and ample natural light while maintaining a comfortable ambiance.

Hiera adalah proyek kolaborasi dengan Mitsubishi Corporation dan Surbana Jurong yang mengusung konsep TOD. Berdiri di atas lahan 108 ha di bagian barat BSD City, lokasi Hiera dekat dengan pusat perbelanjaan Qbig, AEON Mall dan ICE BSD. Pada tahun ini, Hiera tahap 3 meluncurkan 203 unit Welton dengan kisaran harga Rp2,8-5,7 miliar.

Hiera is a collaborative project involving Mitsubishi Corporation and Surbana Jurong, focusing on the TOD concept. Situated on 108 hectares of land in the western side of BSD City, Hiera enjoys proximity to prominent establishments such as the Qbig, AEON Mall and ICE BSD. This year marks the launch of Hiera phase 3, introducing 203 Welton units priced between IDR2.8 to 5.7 billion.

Unit-unit di Enchante dan Eonna memiliki bangunan rumah 3 lantai dekat dengan gerbang tol Serbaraja, universitas dan perkantoran. Enchante yang mengusung tema *luxury resort*, sedang Eonna dengan tema Korea dipasarkan dengan kisaran harga Rp4,8 – 29 miliar.

Enchante and Eonna feature three-story residences situated near the Serbaraja toll gate, universities and office complexes. Enchante, inspired by the luxurious resort, while Eonna with a Korean theme, was introduced at a price ranging from IDR4.8 - 29 billion.

BSD City juga menawarkan unit-unit residensial untuk keluarga muda di klaster Tanakayu dan Terravia. Dengan luas bangunan sekitar 70-137 m^2, kedua klaster ini menawarkan konsep *back-to-nature* dan dengan fitur-fitur yang ramah lingkungan.

BSD City also presents residential units that are suitable for young families within the Tanakayu and Terravia clusters. Boasting a building area ranging from 70-137 m^2, these clusters embody a back-to-nature concept and incorporate various environmentally sustainable features.

Setelah sukses dengan 5 subklaster sebelumnya, Tanakayu tahun ini meluncurkan konsep berbeda dengan *concrete brick* sebagai dinding pelindung kedua yang memberikan

Following the success of its previous 5 sub-clusters, Tanakayu introduced a fresh concept this year, by including a secondary protective wall made of concrete bricks, enhancing

proteksi tambahan serta privasi, jendela tinggi sehingga cahaya alami masuk dengan bebas dan membuat rumah terasa lebih luas, serta *mood natural stone* untuk memberikan *accent tropical resort*.

security and privacy. The installation of tall windows allows abundant natural light to permeate the interior, creating an expansive and airy ambiance. The natural stone mood further accentuates a tropical resort accent.

Terravia meluncurkan subklaster perdananya, Adora Primes, yang mengusung konsep "*Back to Nature, Enriching Future*". Unit-unit yang ditawarkan klaster ini unik dengan *vertical garden* di belakang rumah, dilengkapi dengan panel tenaga surya, *smart door lock* dan *air purifier*, serta memiliki fasilitas pengelolaan sampah terpadu.

Terravia has launched its first sub-cluster, Adora Primes, which reflects the concept of "Back to Nature, Enriching Future". The offered units include features like vertical gardens at the back of the house, solar panels, smart door lock and air purifier, as well as integrated waste management systems.

Di Grand Wisata, Perusahaan telah meluncurkan Levante di Klasika dan Tanamas. Levante adalah produk terbaru di klaster Klasika yang menampilkan konsep rumah klasik dengan tata ruang yang *compact* dan sentuhan modern yang mewah. Sementara Tanamas berlokasi di Mall Living World *(under construction)* yang menyasar kaum muda dengan tata ruang cerdas, nyaman, dan *instagrammable*.

At Grand Wisata, the Company has launched Levante in Klasika and Tanamas. Levante is the latest product in the Klasika cluster offering a classic home design with a compact layout and contemporary luxurious elements. Meanwhile, Tanamas is located at Living World Mall (under construction) and is tailored for young individuals, featuring a smart, cozy and instagrammable layout.

Kota Wisata Cibubur dengan gerbang tol yang baru telah menarik perhatian pasar residensial. Pada tahun ini, Kota Wisata menjual unit-unit di klaster Vermont.

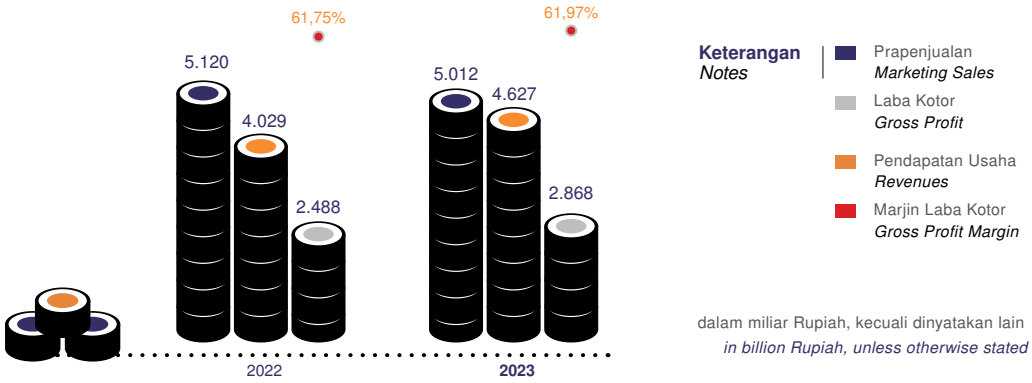
Kota Wisata Cibubur, with its newly constructed toll gate, has garnered significant interest in the residential market. This year, Kota Wisata is offering units for sale in the Vermont cluster.

Di bawah ini adalah informasi kinerja keuangan segmen residensial Perusahaan.

Below is the financial information on the Company's residential segment performance.

Kinerja Segmen Residensial

Residential Segment Performance
[SEOJK 2.f.1 a-c]



dalam miliar Rupiah, kecuali dinyatakan lain
in billion Rupiah, unless otherwise stated

Berikut adalah proyek-proyek residensial yang mulai dikonstruksi dan diluncurkan pada tahun 2023 oleh Perusahaan dan Entitas Anaknya, antara lain:

The Company and its Subsidiaries commenced construction and introduced the following residential projects in 2023, as follows:

KLASTER/PROYEK RESIDENSIAL *RESIDENTIAL CLUSTER/PROJECT*	LOKASI *LOCATION*	AREA (HA)	UNIT YANG DIKONTRUKSI *UNITS UNDER CONSTRUCTION*
Yuthica	BSD City, Tangerang	3,83	237
The Blizfield		2,82	81
Latinos Business District		2,73	252

KLASTER/PROYEK RESIDENSIAL *RESIDENTIAL CLUSTER/PROJECT*	LOKASI *LOCATION*	AREA (HA)	UNIT YANG DIKONTRUKSI *UNITS UNDER CONSTRUCTION*
Tanakayu JIVA	BSD City, Tangerang	2,17	201
Tanakayu SVANI		2,01	174
Tanakayu SVADHI		1,82	134
Tanakayu SVASTHI		2,01	152
Tanakayu CHAVA		2,35	129
Enchante Residence		7.05	80
Nordville	Grand City, Balikpapan	3,79	146

KLASTER/PROYEK RESIDENSIAL *RESIDENTIAL CLUSTER/PROJECT*	LOKASI *LOCATION*	AREA (HA)	UNIT YANG DILUNCURKAN *LAUNCHED UNITS*
Nava Park, Layton	BSD City, Tangerang	7,7	105
Hiera, Welton		7,5	291
Enchante		7	83
Eonna		11	116
Tanakayu		13	852
Adora Primes, Terravia		4,1	87
Levante, Klasika	Grand Wisata, Bekasi	3	177
Tanamas		1,8	144
Water Terrace		4,2	81
Vermont		0,5	27

Segmen Commercial [SEOJK 2.f.1.a]

Commercial Segment

Sejalan dengan pencabutan status pandemi Covid-19 secara resmi pada Juni 2023, aktivitas masyarakat semakin tinggi. Ini mendorong permintaan akan unit-unit *commercial* kami, yang mencakup kavling komersial, ruko dan apartemen.

Following the official ending of the Covid-19 pandemic status in June 2023, there was a notable surge in public activity. It drove demand for our commercial units, encompassing commercial plots, shophouses and apartments

Tahun 2023 ini, kami berhasil meluncurkan beberapa proyek *commercial* dan mencatatkan prapenjualan sebesar Rp2,62 triliun. Angka ini naik 28% dibandingkan tahun 2022 yang tercatat Rp2,08 triliun. Unit-unit yang mencatatkan prapenjualan pada tahun ini antara lain Delrey dan Enchante Business Park di BSD City.

In 2023, we succeeded in launching several commercial projects and recorded marketing sales of IDR2.62 trillion. This figure is an increase of 28% compared to 2022 which was recorded at IDR2.08 trillion. Units that recorded marketing sales this year include Delrey and Enchante Business Park in BSD City.

Pada tahun ini Perusahaan juga gencar meningkatkan daya tarik pada proyek apartemen dan kondominium. Salah satunya adalah Apartment Aerium di Jakarta Barat yang menjadi *'The First Prestigious Dog Friendly Apartment'*. Di tahun ini Apartment Aerium menjadi tuan rumah untuk Pawlentine Day dimeriahkan oleh berbagai jenis hewan peliharaan anjing dari berbagai macam ras. Apartment Aerium juga dilengkapi dengan fasilitas *pet hotel, dog pool pet salon*, hingga *dog park and café*.

This year the Company also aggressively increased the attractiveness of apartment and condominium projects. One of them is Aerium Apartment in West Jakarta which is 'The First Prestigious Dog Friendly Apartment'. This year Aerium Apartment hosted Pawlentine's Day, enlivened by various types of pet dogs from various breeds. Aerium Apartment is also equipped with pet hotel facilities, a dog pool pet salon, and a dog park and café.

Segmen ini menjadi kontributor kedua terbesar pada Pendapatan Usaha dengan nilai Rp5,20 triliun atau 45% dari total. Pencatatan pendapatan di segmen ini berasal dari Foresta Business Loft dan 91 District di BSD City serta Apartment Southgate dan Apartment Aerium.

The segment is the second largest contributor to the Revenues worth IDR5.20 trillion or 45% of the total. Revenues recorded in the segment comes from Foresta Business Loft and 91 District in BSD City as well as Southgate Apartment and Aerium Apartment.

Berikut adalah beberapa proyek *commercial* yang diluncurkan dan mulai dikonstruksi pada tahun 2023 oleh Perusahaan dan Entitas Anak.

The following are several commercial projects that launched and begin construction in 2023 by the Company and Subsidiaries.

KLASTER/PROYEK COMMERCIAL *COMMERCIAL CLUSTER/PROJECT*	LOKASI *LOCATION*	AREA (HA)	UNIT YANG DIKONTRUKSI *UNITS UNDER CONSTRUCTION*
Capital Cove	BSD City, Tangerang	1,1	26
Delrey Business Townhouse		4	81
Greenwich Business Park		1,2	82
The Loop		1,4	106
Campton		0,7	79
Ruko Westfield	Grand Wisata, Bekasi	0,14	27
Ruko Grand Business Park		0,12	13

KLASTER/PROYEK COMMERCIAL *COMMERCIAL CLUSTER/PROJECT*	LOKASI *LOCATION*	AREA (HA)	UNIT YANG DILUNCURKAN *LAUNCHED UNITS*
Delrey	BSD City, Tangerang	4	107
Enchante Business Park		1,7	116
Ruko Studio Loft	Kota Wisata, Cibubur	0,8	66
Business Loft Devant		1,5	65

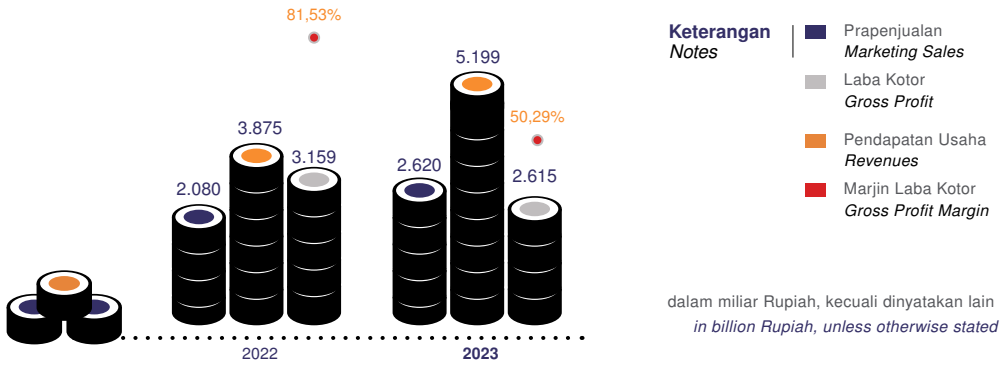
Di bawah ini adalah informasi kinerja finansial segmen Commercial Perusahaan.

Below is the financial information on the Company's Commercial segment performance.

Kinerja Segmen Commercial

Commercial Segment Performance

[SEOJK 2.f.1 a-c]



dalam miliar Rupiah, kecuali dinyatakan lain
in billion Rupiah, unless otherwise stated

Segmen Manajemen Aset [SEOJK 2.f.1.a]

Asset Management Segment

Perusahaan mengelola aset-aset properti yang menghasilkan pendapatan berulang. Dua kategori aset yang dikelola Perusahaan adalah perkantoran dan ITC.

The Company manages property assets that generate recurring income. The two categories of assets managed by the Company are offices and ITC.

Pada tahun ini, permintaan ruang perkantoran masih cenderung stagnan dengan tingkat sewa yang masih tertekan. Berdasarkan data JLL pada triwulan ketiga, kebutuhan ruang kantor mengarah kepada unit-unit kecil dengan pelayanan dan kualitas premium. Perkantoran *grade* A masih mampu mempertahankan tingkat okupansi namun kami tetap waspada dengan persaingan yang ketat karena besarnya pasokan yang ada.

This year, the demand for office space has shown a tendency to remain stagnant, keeping rental rates under pressure. According to data from JLL in the third quarter, there is a preference for smaller office units offering premium services and high quality. Grade A office spaces continue to uphold their occupancy rates, yet we must stay vigilant due to intense competition resulting from the ample supply in the market.

Salah satu *highlight* dari gedung-gedung perkantoran Perusahaan adalah sertifikasi *green building*, khususnya GOP di BSD City.

One notable highlight of the Company's office buildings is the green building certification, particularly the GOP in BSD City.

Tahun ini, Perusahaan menggandeng dua investor Jepang untuk mengembangkan *Office Portfolio Partnership* di beberapa lokasi strategis di Jakarta, dimulai dengan Sinarmas MSIG Tower, Bakrie Tower dan Luminary Tower *(under-construction)* yang seluruhnya berlokasi di Jakarta CBD Area. Di bulan Januari, kedua investor asal Jepang tersebut telah bersepakat untuk secara bersama-sama memiliki 25% saham PT Duta Cakra Pesona (DCP) – sebuah Entitas Anak - dan sisanya dimiliki oleh Perusahaan. Kerjasama ini diharapkan akan meningkatkan efisiensi penggunaan energi gedung, memperbaiki kinerja tim operasional, alih-teknologi dan pengetahuan khususnya dalam pengembangan serta pengelolaan gedung pintar *(smart building)*.

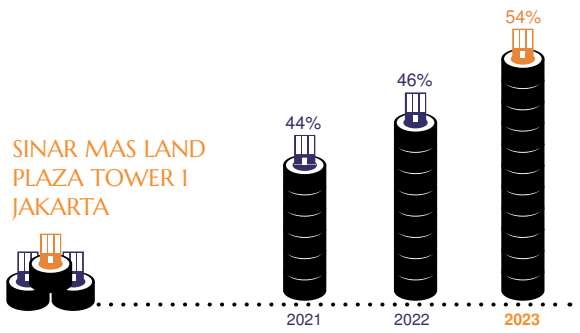
This year, the Company engaged in a collaborative effort with two Japanese investors to establish an Office Portfolio Partnership encompassing strategic locations in Jakarta. The venture commenced with the Sinarmas MSIG Tower, Bakrie Tower and the Luminary Tower (under-construction), situated within the Jakarta CBD Area. In January, the two Japanese investors mutually acquired a 25% stake in PT Duta Cakra Pesona (DCP), a Subsidiary, with the remaining shares retained by the Company. This partnership aims to enhance energy efficiency within buildings, elevate operational team effectiveness and facilitate the exchange of technology and knowledge, particularly in the scope of smart building development and management.

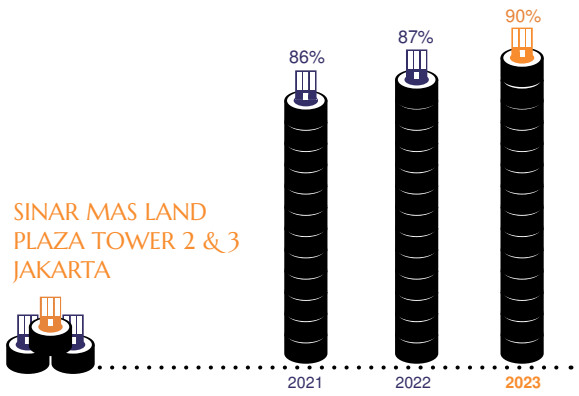
Berikut adalah proyek-proyek perkantoran yang dikelola oleh Perusahaan dan Entitas Anak beserta tingkat huniannya:

The Company and its Subsidiaries oversee the following office projects, along with their respective occupancy rates:

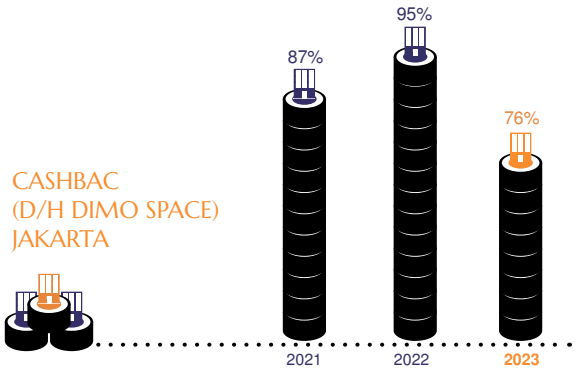
Tingkat Okupansi Gedung Perkantoran

Office Building Occupancy Rate

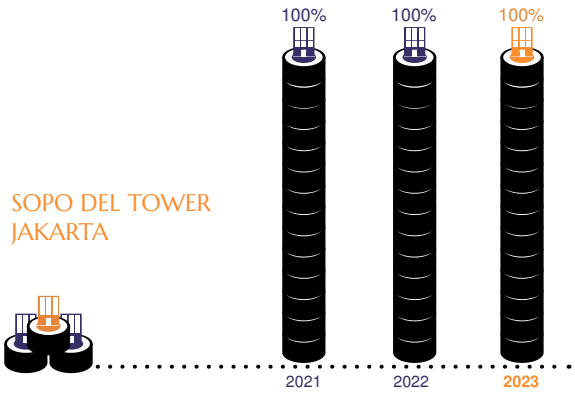




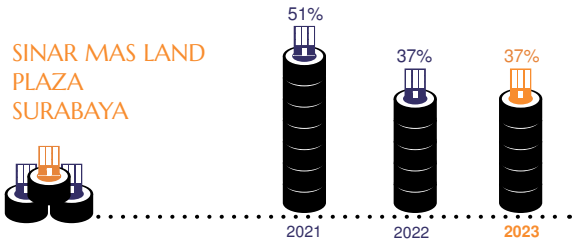
CASHBAC
(D/H DIMO SPACE)
JAKARTA



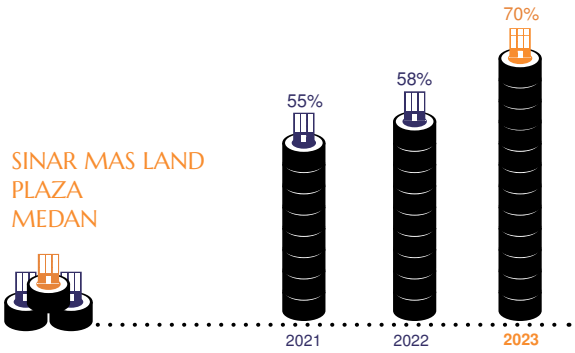
SOPO DEL TOWER
JAKARTA



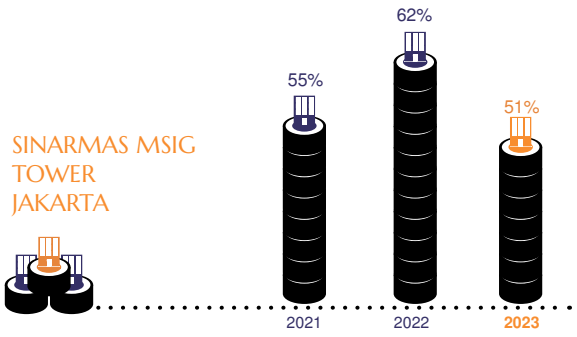
SINAR MAS LAND
PLAZA
SURABAYA



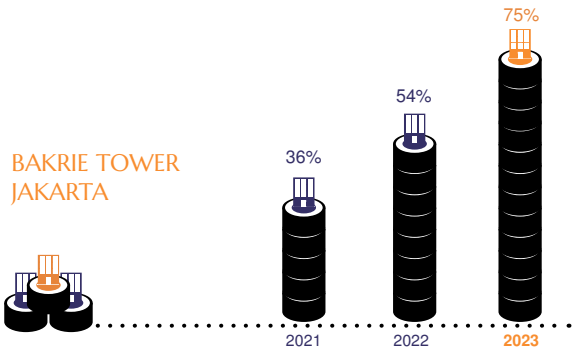
SINAR MAS LAND
PLAZA
MEDAN



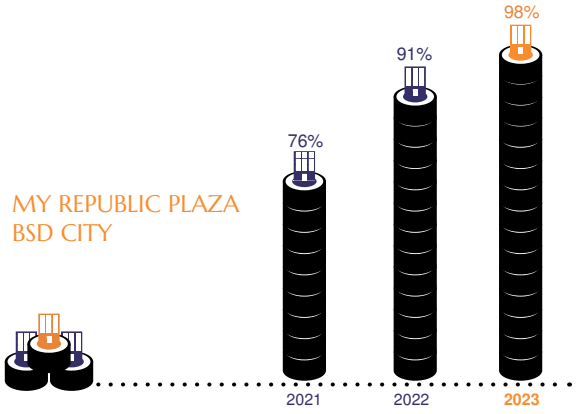
SINARMAS MSIG
TOWER
JAKARTA



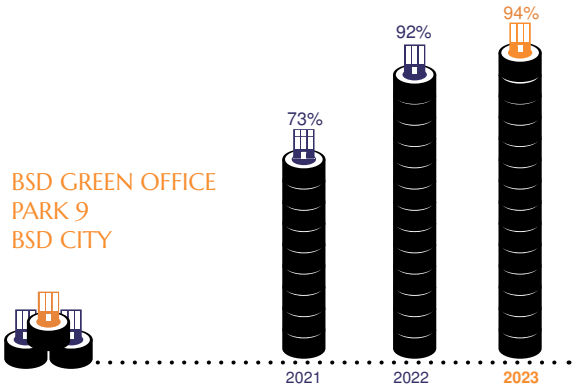
BAKRIE TOWER
JAKARTA

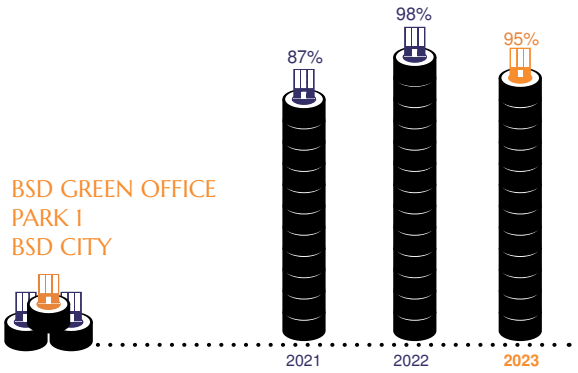


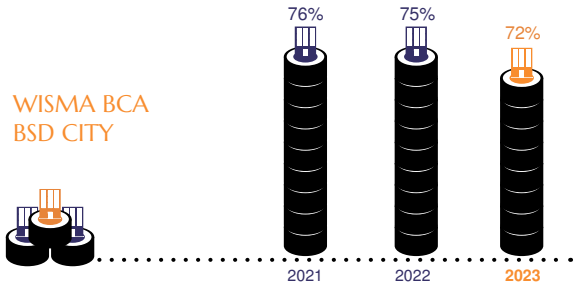
MY REPUBLIC PLAZA
BSD CITY



BSD GREEN OFFICE
PARK 9
BSD CITY







Perusahaan bersama dengan Entitas Anak juga mengembangkan ITC, sebuah *brand* yang telah dikenal sejak 1989.

The Company along with its Subsidiary also fosters the development of ITC, a well-established brand since 1989.

Perusahaan melakukan berbagai inovasi untuk meningkatkan *foot traffic* ke ITC. Upaya-upaya ini berdampak positif kepada *volume* penjualan para *tenant*, terbukti dari tingkat pergantian *tenant* yang relatif rendah. Salah satu inovasi di antaranya adalah menyediakan pusat pelayanan publik terpadu di ITC Cempaka Mas dan ITC Roxy Mas. Tahun ini ITC Cempaka Mas menjalin kerja sama dengan Hapimart, perusahaan ritel asal Cina yang menyediakan beragam varian produk kebutuhan sehari-hari mulai dari groseri, produk segar, hingga beraneka macam kebutuhan rumah tangga lainnya. Hapimart akan menempati area seluas 11.000 m² di *lower ground* ITC Cempaka Mas.

The Company has implemented several innovations to enhance foot traffic at ITC. These initiatives have significantly boosted the sales performance of tenants, as indicated by the notably low turnover rate among the tenants. Noteworthy among these innovations is the establishment of a service center at ITC Cempaka Mas in collaboration with Hapimart, a Chinese retail company offering a wide array of daily essentials, including groceries, fresh produce, and various household items. Hapimart is set to occupy an 11,000 m² area on the lower ground floor of ITC Cempaka Mas.

Perusahaan mengelola superblok dengan konsep kawasan, pusat perbelanjaan terintegrasi dengan kawasan hunian, perkantoran atau angkutan umum massal. Kami melihat bahwa konsep superblok akan lebih dapat diterima karena memiliki manfaat lebih dibandingkan mal-mal biasa.

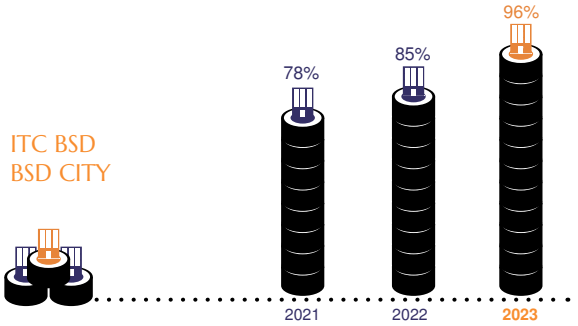
The Company manages superblocks with an area concept that incorporates a holistic approach, combining shopping centers with residential areas, office or mass public transportation. We see that the superblock concept is notably preferred due to its numerous advantages over traditional malls.

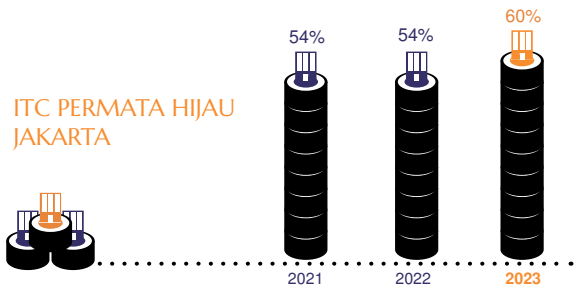
Berikut adalah tingkat hunian proyek superblok dan ITC selama tiga tahun terakhir. [SEOJK 2.f.1 a]

The following is the occupancy rate for the superblock and ITC projects over the last three years.

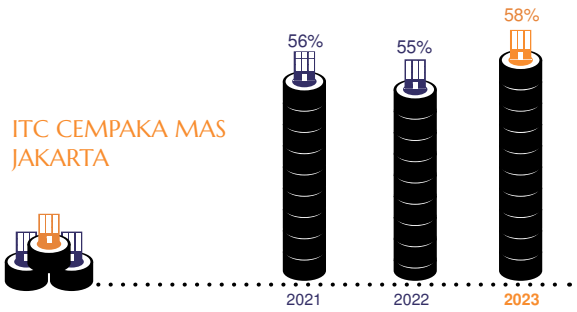
Tingkat Okupansi Superblock dan ITC

Superblock and ITC Occupancy Rate

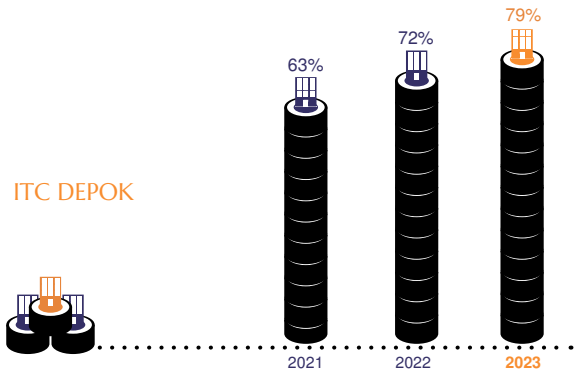




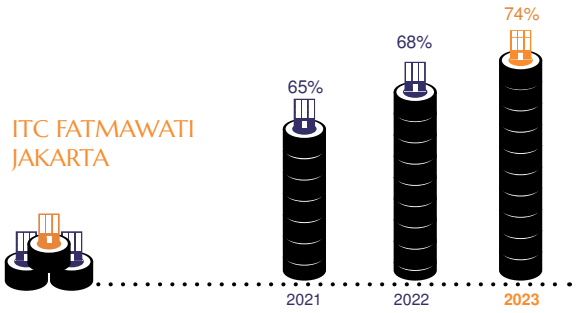
ITC CEMPAKA MAS JAKARTA



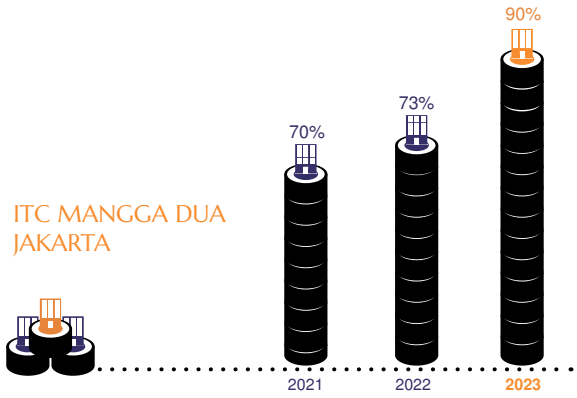
ITC DEPOK



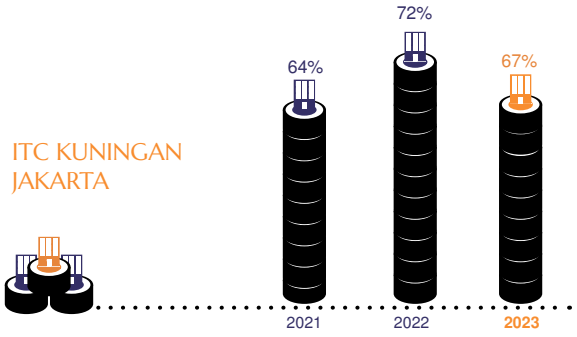
ITC FATMAWATI JAKARTA



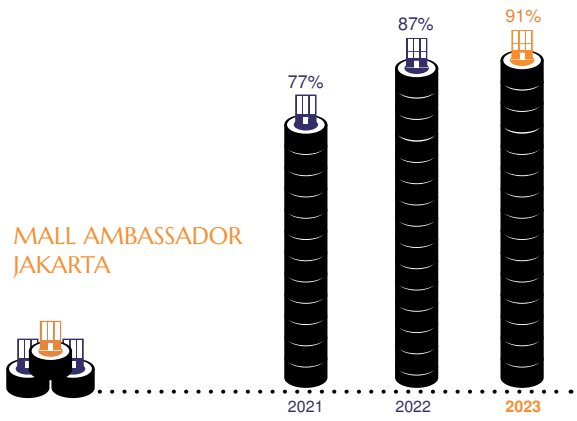
ITC MANGGA DUA JAKARTA



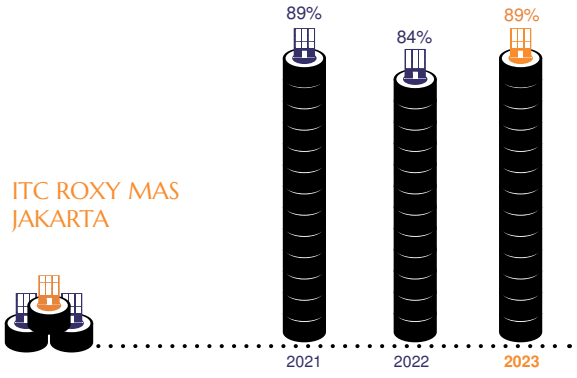
ITC KUNINGAN JAKARTA



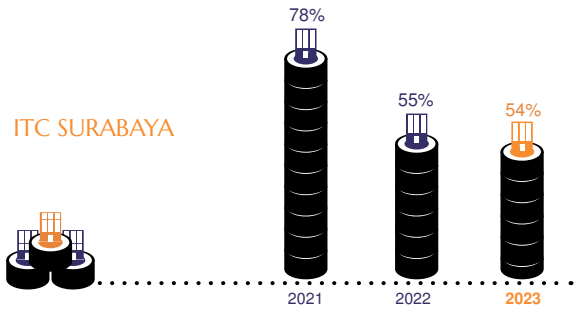
MALL AMBASSADOR JAKARTA



ITC ROXY MAS JAKARTA



ITC SURABAYA



Segmen Retail and Hospitality [SEOJK 2.f.1.a]

Retail and Hospitality Segment

Segmen retail and hospitality menyumbangkan pendapatan berulang kepada Perusahaan yang didorong oleh peningkatan kebutuhan *travelling* dan tren untuk rekreasi. Tahun 2023, BPS mencatat kunjungan wisatawan mancanegara meningkat hingga 98,30%, sementara wisatawan nasional 112,26%.

The retail and hospitality segment that contributed recurring income to the Company was driven by increasing travel needs and the trend for recreation. In 2023, BPS recorded that foreign tourist visits increased by 98.30%, while national tourists increased by 112.26%.

JLL melaporkan bahwa sektor F&B berjaya, dengan banyaknya *tenant* membuka toko-toko baru di berbagai mall. *Tenant fashion*, kecantikan dan *entertainment* juga menyumbang kepada peningkatan permintaan tersebut. *Tenant entertainment* terutama, mengalami permintaan yang kuat di Jakarta. Sementara, beberapa *tenant* asing juga membuka cabang baru di Indonesia, khususnya pada industri kecantikan.

JLL reported that the F&B sector had been thriving, with many tenants opening new shops in various malls. Fashion, beauty and entertainment tenants also contributed to the increase in demand. Tenant entertainment in particular experienced strong demand in Jakarta. Meanwhile, several foreign tenants have also been opening new outlets in Indonesia, especially in the beauty industry.

Kami mengembangkan beberapa aset ritel yang luas dengan konsep-konsep unik yang disesuaikan dengan pasar yang dilayani. AEON Mall Southgate Jakarta menempati lahan sewa seluas 47.586 m^2. AEON Mall ini adalah mal pertama bebas sampah dengan menerapkan 6R, yaitu *reduce, reuse, recycle, repair, refuse* dan *rethink*.

We develop several extensive retail assets with unique concepts tailored to the markets served. AEON Mall Southgate Jakarta occupies a rental area of 47,586 m^2. AEON Mall is the first waste-free mall to implement the 6Rs, namely reduce, reuse, recycle, repair, refuse and rethink.

Beberapa mal kami juga dikembangkan untuk mendekat ke alam. The Breeze di BSD City merupakan *open mall* yang mengintegrasikan aspek alami sungai Cisadane ke dalamnya. Qbig di BSD City juga menarik karena keluasan ruang dan keterbukaannya.

Some of our malls are designed with a focus on integrating nature into their surroundings. For instance, The Breeze in BSD City incorporates the natural elements of the Cisadane River within its premises. Similarly, Qbig in BSD City stands out for its expansive and open layout, adding to its appeal.

Pada tahun ini, kami memulai perluasan DP Mall di Semarang. Peletakkan batu pertama dilakukan pada 7 Mei 2023 dan dihadiri oleh Walikota Semarang. DP Mall yang dibangun di atas lahan seluas 3 hektar akan menjadi *lifestyle* mall pertama dan terdepan dengan konsep ruang terbuka hijau. DP Mall ini juga akan menjadi *eco-building* pertama di Semarang yang akan rampung pada tahun 2025.

This year we started expanding DP Mall in Semarang. The foundation stone was laid on May 7th, 2023 and was attended by the Mayor of Semarang. DP Mall, which is built on 3 hectares of land, will be the first and foremost lifestyle mall with a green open space concept. DP Mall will also be the first eco-building in Semarang which will be completed in 2025.

Rooms Inc. yang bersebelahan dengan DP Mall juga menunjukkan tingkat hunian yang meningkat seiring perkembangan pariwisata Semarang. Pendapatan dari hotel meningkat 32,38% menjadi Rp24,94 miliar di tahun ini.

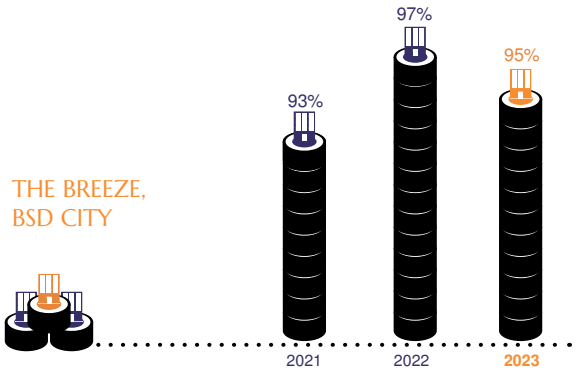
Rooms Inc. which is adjacent to DP Mall also showed an increasing occupancy rate along with the development of Semarang tourism. Revenue from hotels increased 32.38% to IDR24.94 billion this year.

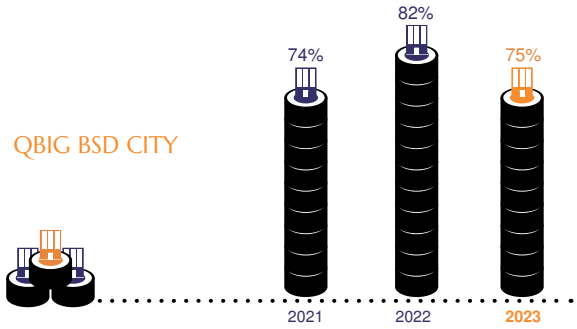
Perkembangan tingkat hunian proyek-proyek Retail and Hospitality Perusahaan dan Entitas Anak pada tiga tahun terakhir dapat dilihat di bawah ini.

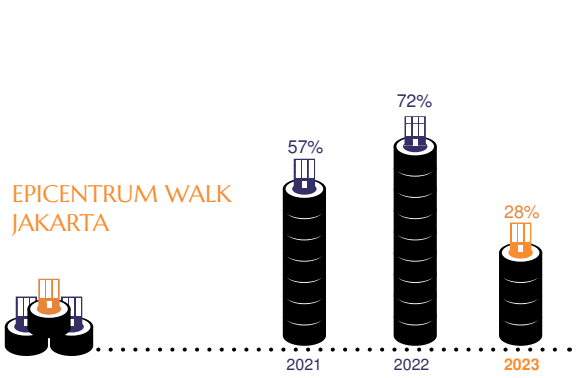
The occupancy rates of the Company's and Subsidiary's Retail and Hospitality projects over the past three years are outlined below.

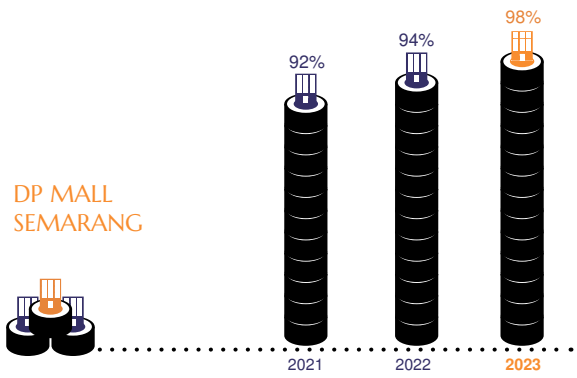
Tingkat Okupansi Retail & Hospitality

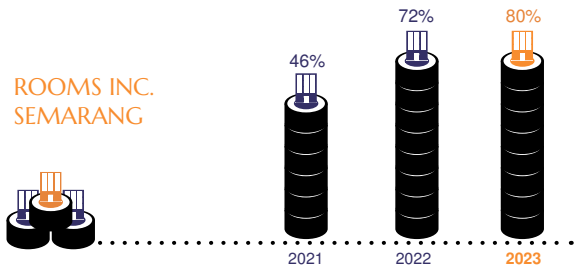
Retail & Hospitality Occupancy







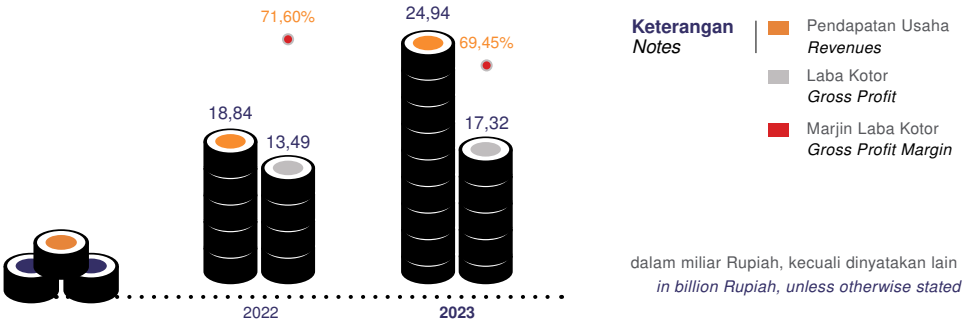




Berikut adalah kinerja profitabilitas hotel yang dikelola Perusahaan melalui Entitas Anak: [SEOJK 2.f.1 a-c]

The profitability performance of the hotel managed by the Company through its Subsidiary is as follows:

Kinerja Hotel
Hotel Performance



dalam miliar Rupiah, kecuali dinyatakan lain
in billion Rupiah, unless otherwise stated

Perusahaan juga mengelola dua arena rekreasi yaitu Ocean Park di BSD City dan Go!Wet Waterpark di Grand Wisata Bekasi. Keduanya mengalami peningkatan aktivitas yang signifikan. Peningkatan jumlah pengunjung mencapai 40,93% menjadi 555.992 orang, sehingga pendapatan dari segmen ini meningkat 46,19% menjadi Rp35,17 miliar.

The Company also manages two recreational arenas, namely Ocean Park in BSD City and Go!Wet Waterpark in Grand Wisata Bekasi. Both experienced a notable surge in activity, with visitor numbers rising by 40.93% to 555,992 individuals. Consequently, revenue from this segment saw a substantial increase of 46.19% to IDR35.17 billion.

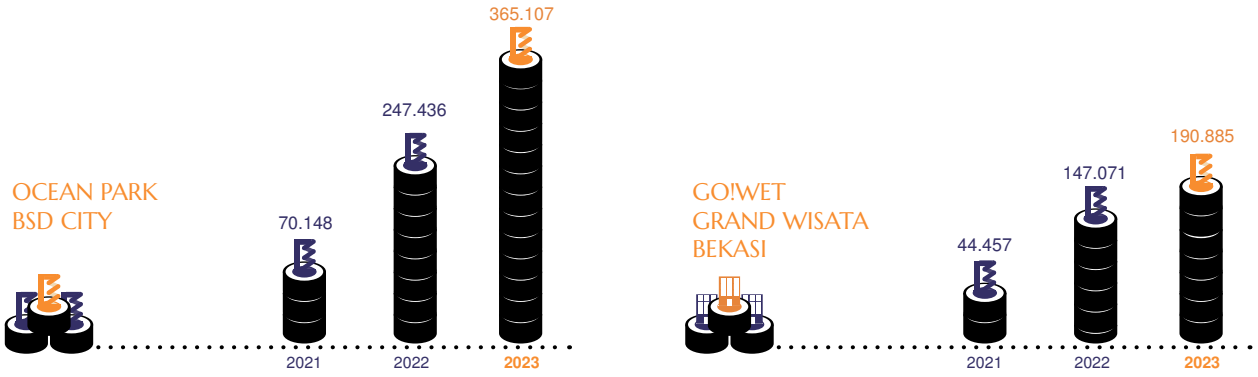
Go!Wet memiliki sebuah wahana yaitu Go!Wet Theater 5D yang berkonsep basah-basahan satu-satunya di Indonesia dan telah tercatat dalam Museum Rekor Indonesia (MURI). Pengunjung dapat menonton film *rafting* sambil merasakan genangan dan cipratan air secara langsung.

Go!Wet offers a unique main attraction called Go!Wet Theater 5D, featuring an exclusive wet concept in Indonesia that has been officially recognized in the Indonesian Record Museum (MURI). Visitors could view rafting films while immersing themselves in the interactive experience of water puddles and splashes.

Perkembangan jumlah pengunjung kedua arena ini dapat dilihat di bawah ini.

The development of the number of visitors to these two arenas is illustrated below.

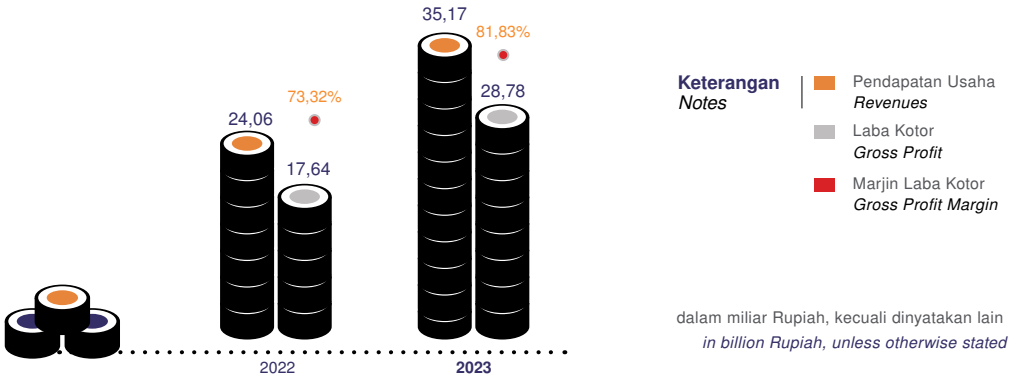
Jumlah Pengunjung Arena Rekreasi
Number of Visitors to the Recreation Arena



Berikut adalah kinerja profitabilitas arena rekreasi. [SEOJK 2.f.1 a-c]

The profitability performance of the recreation area is as follows:

Arena Rekreasi
Recreation Area



Analisis Keuangan
Financial Analysis

[SEOJK 2.f.2]

Pembahasan dan analisa berikut mengacu pada Laporan Keuangan Konsolidasian Perusahaan beserta Entitas Anak dan catatan terkait untuk tahun-tahun yang berakhir pada 31 Desember 2023 dan 2022, sebagaimana yang telah diaudit oleh Kantor Akuntan Publik Mirawati Sensi Idris *(an independent member of Moore Global Network Limited)*, selanjutnya disebut KAP, yang merupakan bagian tak terpisahkan dari Laporan Tahunan ini.

The following discussion and analysis refer to the Consolidated Financial Statements of the Company and its Subsidiaries and related notes for the periods ending on December 31st, 2023 and 2022, as audited by Registered Public Accountants Mirawati Sensi Idris (an independent member of Moore Global Network Limited), hereinafter referred to as KAP, that is an integral part of this Annual Report.

Laporan Keuangan Konsolidasian Perusahaan beserta Entitas Anak dan catatan terkait untuk tahun-tahun yang berakhir pada 31 Desember 2023 dan 2022, telah dilengkapi dengan Surat Pernyataan Direksi yang menyatakan bahwa semua informasi di dalamnya adalah (i) lengkap dan benar; dan (ii) tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material.[ACGS D.8.3] Laporan Keuangan ini telah disampaikan oleh Perusahaan kepada BEI dengan tembusan kepada OJK dalam surat No.025/IR-CS/BSD/III/2024 pada tanggal 14 Maret 2024. [ACGS D.8.1]

The Company and its Subsidiaries' Consolidated Financial Statements and related notes for the periods ending on December 31st, 2023 and 2022, has been accompanied by the Directors' Statement that all information has been (i) fully and correctly disclosed; and (ii) do not contain materially misleading information or facts and do not conceal any information or fact. The Financial Statements were submitted by the Company to the BEI with a copy forwarded to the OJK in a letter No. 025/IR-CS/BSD/III/2024 dated March 14th, 2024.



Menurut pendapat KAP sesuai yang tercantum dalam surat No.00061/2.1090/AU.1/03/1284-3/1/III/2024 tanggal 12 Maret 2024, Laporan Keuangan Konsolidasian Perusahaan dan Entitas Anak untuk tahun-tahun yang berakhir pada 31 Desember 2023 dan 2022 mendapatkan opini "Wajar tanpa pengecualian", sesuai dengan Standar Akuntansi Keuangan di Indonesia.

According to KAP as specified in letter No. 00061/2.1090/AU.1/03/1284-3/1/III/2024 dated March 12th 2024, the Consolidated Financial Statements of the Company and its Subsidiaries, as of December 31st 2023 and 2022 are issued with an "Unqualified Opinion", aligning with the Indonesian Financial Accounting Standards.

Sekilas Kinerja Keuangan

Financial Performance in Brief

Sepanjang 2023, Perusahaan berhasil meraih Pendapatan Usaha sebesar Rp11,54 triliun, tumbuh 12,74% yoy, dibandingkan tahun lalu tercatat sebesar Rp10,24 triliun.

Throughout 2023, the Company managed to obtain Revenues of IDR11.54 trillion, grew by 12.74% yoy, compared to IDR10.24 trillion last year.

Investasi pada proyek-proyek yang potensial kembali membuahkan hasil. Pendapatan Dividen tumbuh 51,01% menjadi Rp4,97 triliun dibandingkan tahun lalu Rp3,29 triliun. Sedangkan Pendapatan Bunga dan Investasi pun tumbuh positif 49,56% menjadi Rp497,14 miliar dibandingkan tahun 2022.

Investment in potential projects has once more yielded a favorable outcome. Dividend Income has surged by 51.01% to IDR4.97 trillion, a significant increase from the previous year's IDR3.29 trillion. Meanwhile Interest and Investment Income also experienced a growth of 49.56% to IDR497.14 billion compared to 2022.

Laba bersih tetap positif di Rp2,43 triliun, meski turun dibandingkan tahun 2022 karena kenaikan harga pokok penjualan dan biaya operasional.

Despite a slight decline from the previous year, Net income remains positive at IDR2.43 trillion, due to the escalating costs of goods sold and operational expenses.

Laporan Posisi Keuangan

Statements of Financial Position

Jumlah Aset [SEOJK 2.f.2.a]

Total Assets

Jumlah Aset Perusahaan pada tahun 2023 meningkat Rp1,83 triliun menjadi Rp66,83 triliun. Kenaikan khususnya terjadi pada Aset Tidak Lancar karena ada peningkatan nilai Properti Investasi.

Total Assets of the Company in 2023 rose by IDR1.83 trillion to IDR66.83 trillion. The increase especially due to Noncurrent Assets because of a rise in the value of Investment Properties.

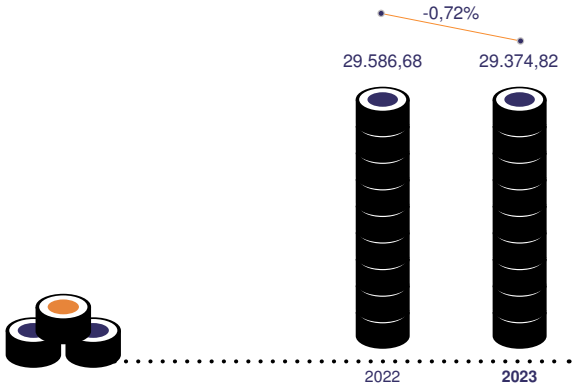
Jumlah Aset Lancar

Total Current Assets

Jumlah Aset Lancar Perusahaan relatif tidak berubah di Rp29,37 triliun.

Total Current Assets of the Company relatively unchanged at IDR29.37 trillion.

dalam miliar Rupiah
in billion Rupiah



Berikut adalah beberapa akun penting dalam Aset Lancar.

The followings are several important accounts in the Current Assets.

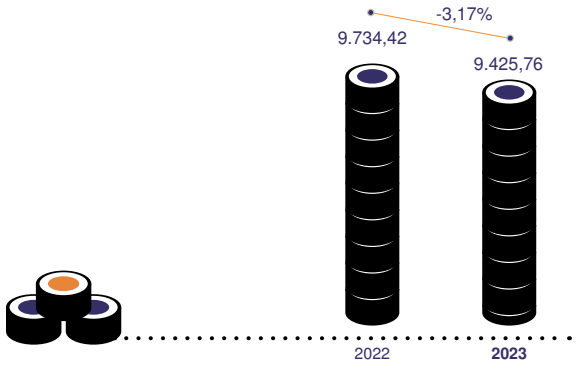
Kas dan Setara Kas

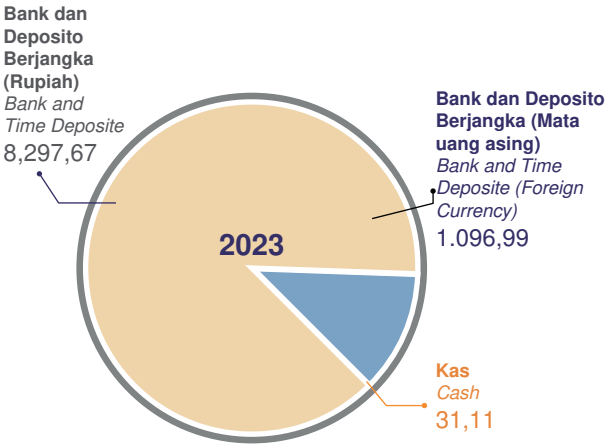
Cash and Cash Equivalent

Kas dan Setara Kas Perusahaan tercatat Rp9,43 triliun, di mana sebagian besar terdiri atas deposito berjangka dalam bentuk Rupiah, yaitu Rp7,89 triliun (83,75%). Suku bunga deposito berjangka Rupiah pada tahun 2023 berkisar antara 2,50-7,50%.

Cash and Cash Equivalents of the Company were recorded at IDR9.43 trillion, whereas the major part consists of time deposits in Rupiah, namely IDR7.89 trillion (83.75%). Interest rate for Rupiah time deposit in 2023 ranged between 2.50-7.50%.

dalam miliar Rupiah, kecuali dinyatakan lain
in billion Rupiah, unless otherwise stated



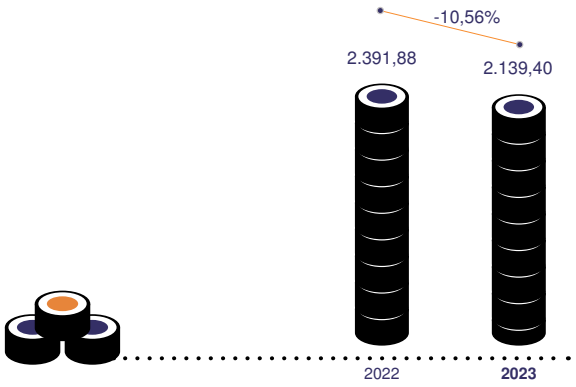


Investasi
Investment

Pada tahun 2023, Perusahaan memiliki investasi total Rp2,14 triliun, di mana sebesar Rp1,38 triliun adalah investasi jangka pendek, dan sisanya Rp757,34 miliar adalah investasi pada aset jangka panjang. Angka ini turun Rp252,48 miliar dibandingkan tahun lalu.

In 2023 the Company had a total investment of IDR2.14 trillion, whereas the major part of IDR1.38 trillion was in short-term investment, and the remaining IDR757.34 billion was investment in short-term assets. The figure was down by IDR252.48 billion from last year.

dalam miliar Rupiah
in billion Rupiah

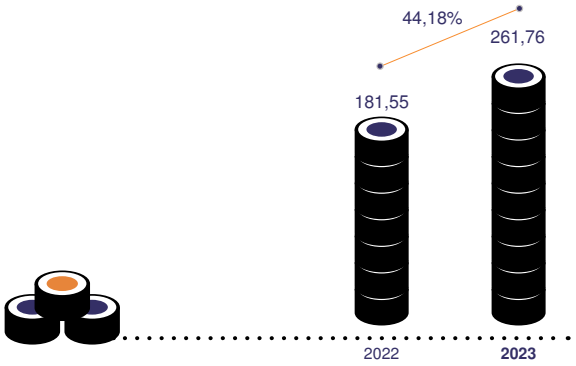


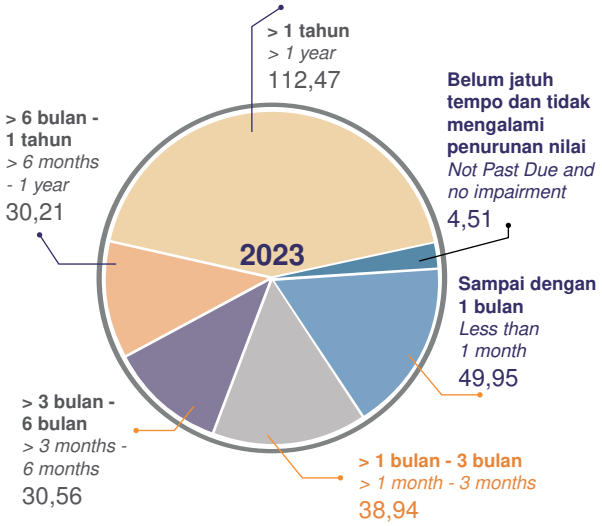
Piutang Usaha
Trade Receivables

Piutang Usaha pada tahun 2023 tercatat Rp261,76 miliar, naik Rp80,21 miliar seiring dengan kenaikan penjualan dan pendapatan. Cadangan kerugian penurunan nilai yang telah ditetapkan sebesar Rp4,89 miliar dinilai telah memadai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang.

Trade Receivables in 2023 was recorded at IDR261.76 billion, rose by IDR80.21 billion along with the rising sales and revenues. Allowance for impairment was set at IDR4.89 billion, and believed to be adequate to cover possible losses from uncollectible accounts.

dalam miliar Rupiah
in billion Rupiah



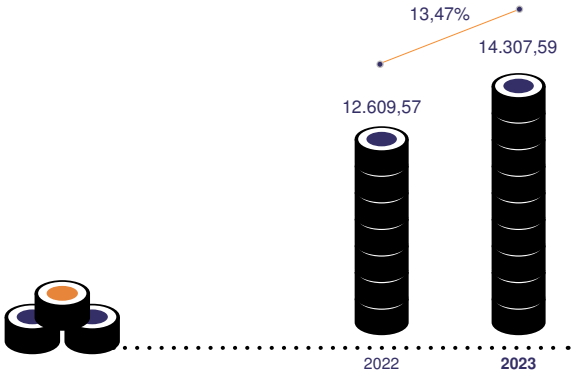


Persediaan
Inventories

Jumlah Persediaan naik Rp1,70 triliun menjadi Rp14,31 triliun pada akhir tahun 2023. Kenaikan khususnya terjadi pada tanah dan bangunan yang siap dijual sebesar Rp1,28 triliun menjadi Rp4,29 triliun. Kenaikan terbesar kedua tercatat pada tanah yang sedang dikembangkan sebesar Rp1,16 triliun menjadi Rp7,76 triliun.

Total Investories was up by IDR1.70 trillion to IDR14.31 trillion at the end of 2023. The increase especially occurred in land and buildings for sale that rose by IDR1.28 trillion to IDR4.29 trillion. The second largest increase of IDR1.16 trillion was recorded at land for development to IDR7.76 trillion.

dalam miliar Rupiah
in billion Rupiah





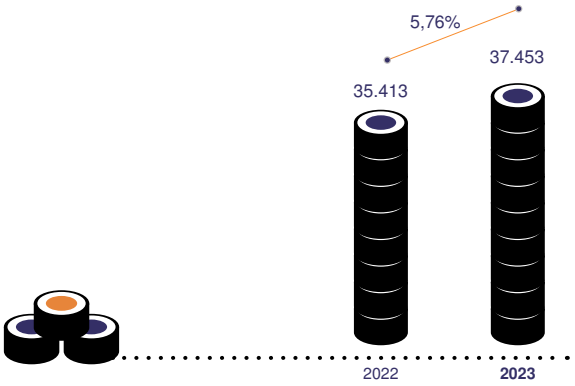
Jumlah Aset Tidak Lancar [SEOJK 2.f.2.a]

Total Noncurrent Assets

Jumlah Aset Tidak Lancar meningkat Rp2,04 triliun menjadi Rp37,45 triliun, khususnya pada properti investasi dan investasi dalam saham.

Total Noncurrent Assets rose by IDR2.04 trillion to IDR37.45 trillion, especially in investment properties and investment in shares.

dalam miliar Rupiah
in billion Rupiah



Berikut adalah beberapa akun penting pada Aset Tidak Lancar.

The followings are several important accounts in the Noncurrent Assets.

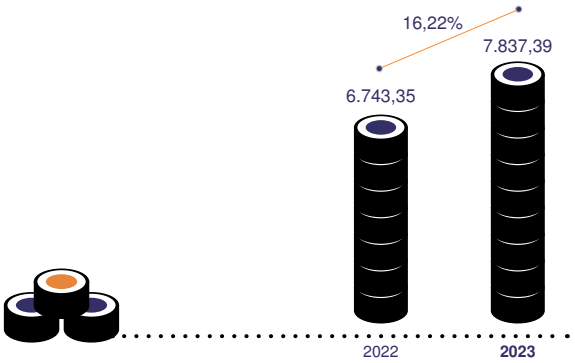
Investasi dalam Saham

Investment in Shares

Investasi dalam Saham Perusahaan meningkat Rp1,09 triliun menjadi Rp7,84 triliun di tahun 2023. Peningkatan ini terjadi pada ventura bersama, karena pada tahun ini Perusahaan menempatkan 25% saham pada PT Ruby Karya Sejahtera untuk membangun kota mandiri baru di kawasan Bekasi.

Investment in Shares of the Company rose by IDR1.09 trillion to IDR7.84 trillion in 2023. The increase occurred in joint venture because this year, the Company placed 25% of shares in PT Ruby Karya Sejahtera for the building of a new township in Bekasi.

dalam miliar Rupiah
in billion Rupiah

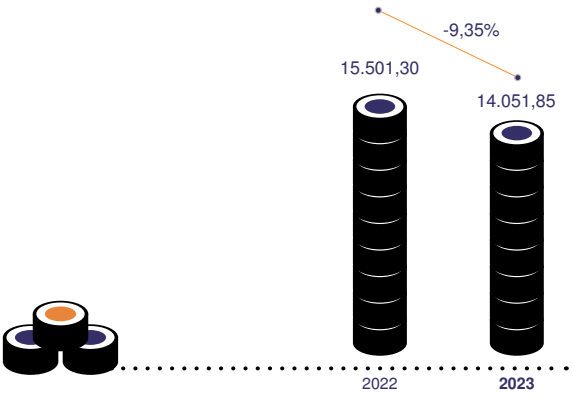


Tanah yang Belum Dikembangkan
Land for Development

Luas Tanah yang Belum Dikembangkan pada tahun 2023 turun 163,62 ha khususnya di BSD City (92,60 ha) dan Kota Wisata Cibubur (61,97 ha). Seiring dengan itu, nilai akun ini pun turun sebesar Rp1,45 triliun menjadi Rp14,05 triliun.

The area of Land for Development in 2023 was down by 163.62 hectares, especially in BSD City (92.60 hectares) and Kota Wisata Cibubur (61.97 hectares). In line with it, the account value also decreased by IDR1.45 trillion to IDR14.05 trillion.

dalam miliar Rupiah
in billion Rupiah



Nilai Tanah Belum Dikembangkan
Value of Land for Development

dalam miliar Rupiah | *in billion Rupiah*

	2023	2022
BSD City (Bogor, Surabaya, Tangerang)	7.441	8.853
Roxy II	1.457	1.345
Surabaya (Benowo, Dukuh Pakis, Tanjung Sari)	1.804	1.802
Jakarta	801	801
Kota Wisata	808	1.016
Grand Wisata	717	682
Lainnya* *Other*	1.397	1.376

Keterangan *Notes*

* Palembang, Grand City, Bekasi, Akasa, Mangga Dua Center, Kota Bunga

Luas Tanah Belum Dikembangkan
Land For Development Area

dalam m^2 | *in m^2*

	2023	2022
BSD City (Bogor, Surabaya, Tangerang)	21.013.431	21.939.466
Grand Wisata	4.805.923	4.810.801
Surabaya (Benowo, Dukuh Pakis, Tanjung Sari)	4.400.728	4.400.728
Kota Wisata	1.833.685	2.453.380
Roxy II	176.958	176.659
Jakarta	25.070	25.070
Lainnya* *Other*	4.650.601	4.736.498

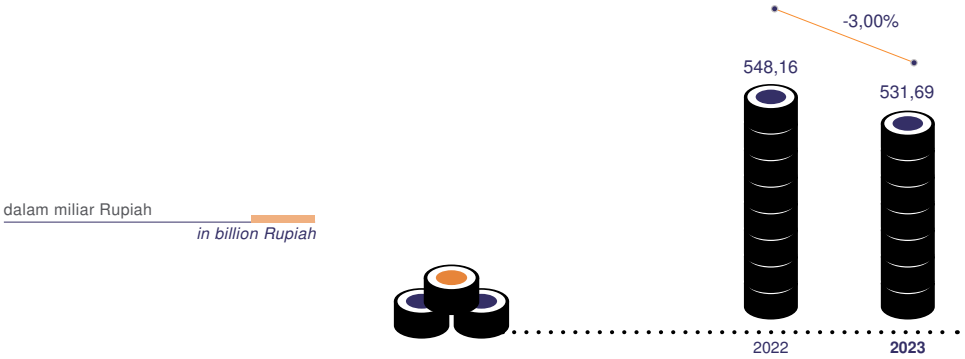
Aset tetap
Property and Equipment

Aset Tetap Perseroan turun Rp16,47 miliar menjadi Rp531,69 miliar. Aset tetap, kecuali tanah, diasuransikan kepada PT Asuransi Sinar Mas (ASM), dengan jumlah pertanggungan sebesar Rp415,54 miliar dan US$177,82 juta terhadap risiko kebakaran, kerusakan, pencurian dan risiko lainnya.

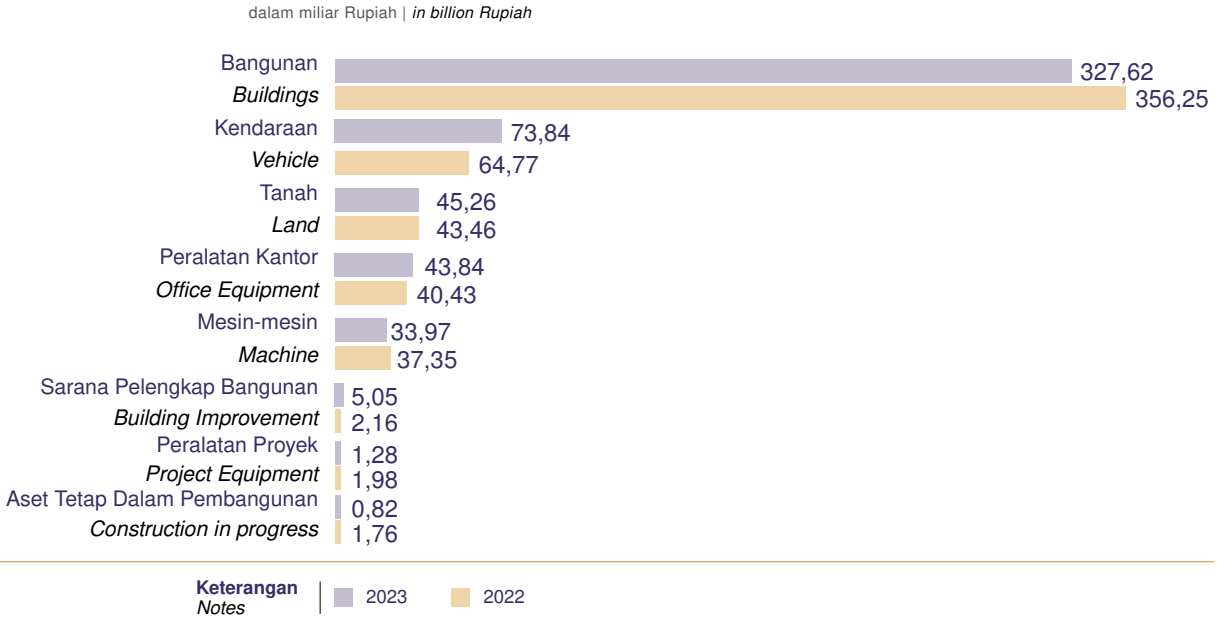
Pada tanggal 28 Februari 2023 dan 1 Maret 2023, KJPP Rengganis, Hamid dan Rekan, penilai independen, telah melakukan estimasi terhadap nilai wajar aset tetap berupa tanah dan bangunan hotel, tanah dan bangunan Gelar Waroeng, serta bangunan dan mesin proyek Ocean Park dan Go!Wet. Estimasi terhadap nilai wajar aset tersebut adalah Rp2,12 triliun.

The Company's Property and Equipment was down by IDR16.47 billion to IDR531.69 billion. Property and Equipment, except for land, are insured to PT Asuransi Sinar Mas (ASM), with coverage value of IDR415.54 billion and USD177.82 million against fire, damages, theft and other risks.

On February 28th, 2023 and March 1st, 2023, KJPP Rengganis, Hamid and Partners, an independent appraiser, has estimated the fair value of property and equipment in land and buildings of hotel, land and buildings of Gelar Waroeng, as well as buildings and project machineries in Ocean Park and Go!Wet. The estimate fair value of the assets was IDR2.12 trillion.



Aset Tetap 2023
Property and Equipment 2023





Artist Impression
The Loop
BSD City

Properti Investasi
Investment Properties

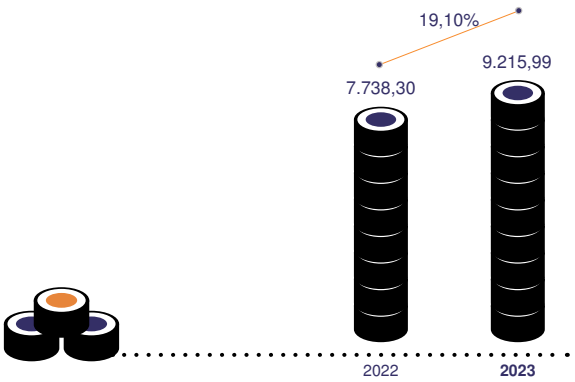
Properti investasi yang dikelola Perusahaan pada tahun 2023 adalah senilai Rp8,52 triliun (tidak termasuk BOT dan bangunan dalam penyelesaian) dengan luas 1.065.394 m^2, naik 362.190 m^2 atau Rp755,55 miliar dari akhir tahun 2022.

Investment Properties that are managed by the Company in 2023 worth of IDR8.52 trillion (excluding BOT and building in progress), in an area of 1,065,394 m^2, rose by 362,190 m^2 or IDR755.55 billion from the end of 2022.

Kenaikan tersebut karena pada tahun ini Perusahaan mulai mengelola West Business District seluas 309.201 m^2, Gedung Autograph Thamrin 9 seluas 37.999 m^2, Food Center 8.900 m^2 dan Grand Lucky seluas 6.000 m^2.

The increase was because this year the Company started managing West Business District in an area of 309,201 m^2, Autograph Building Thamrin 9 in an area of 37,999 m^2, Food Center of 8,900 m^2 and Grand Lucky of 6,000 m^2.

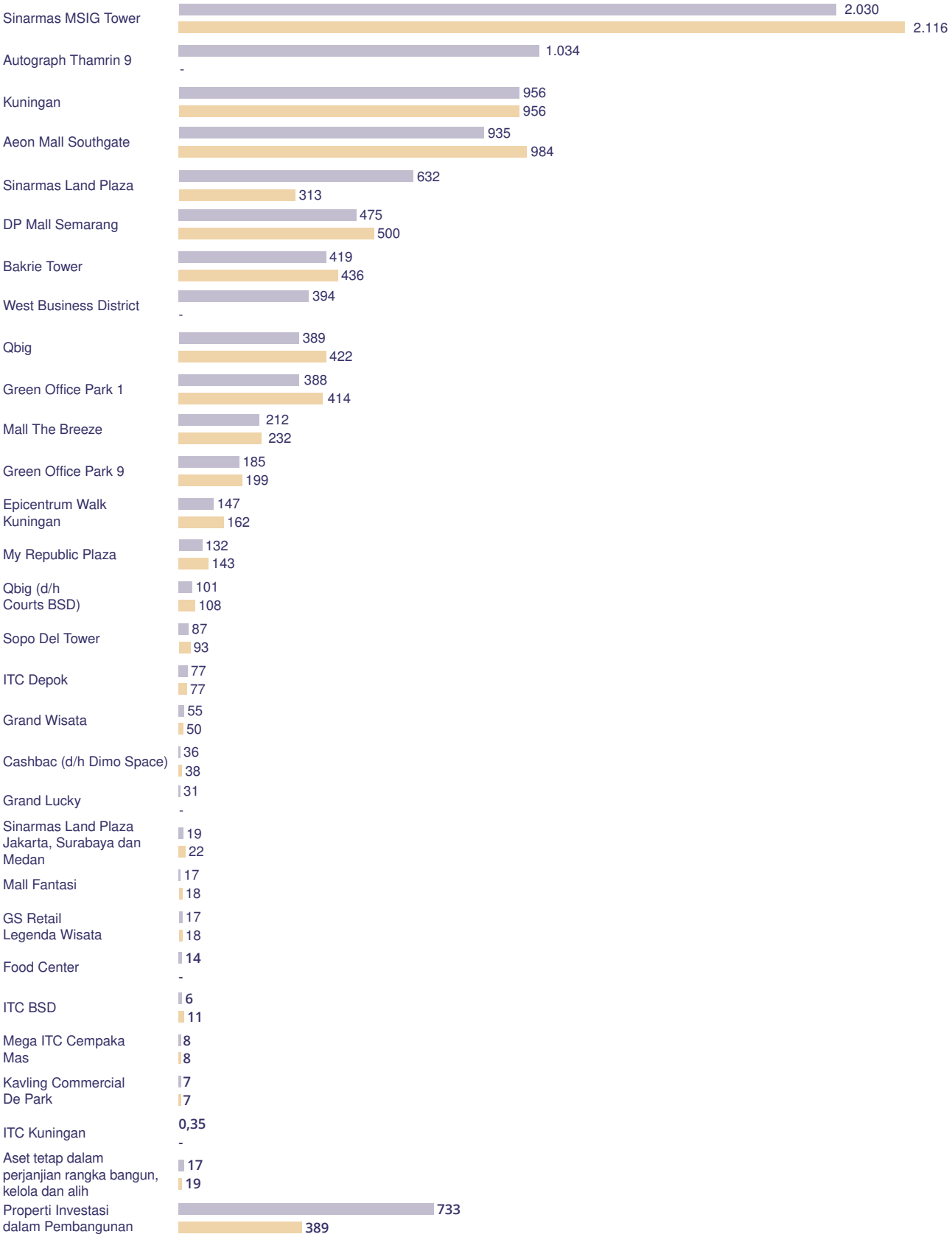
dalam miliar Rupiah
in billion Rupiah



Properti Investasi Berdasarkan Nilai

Investment Properties Based on Values

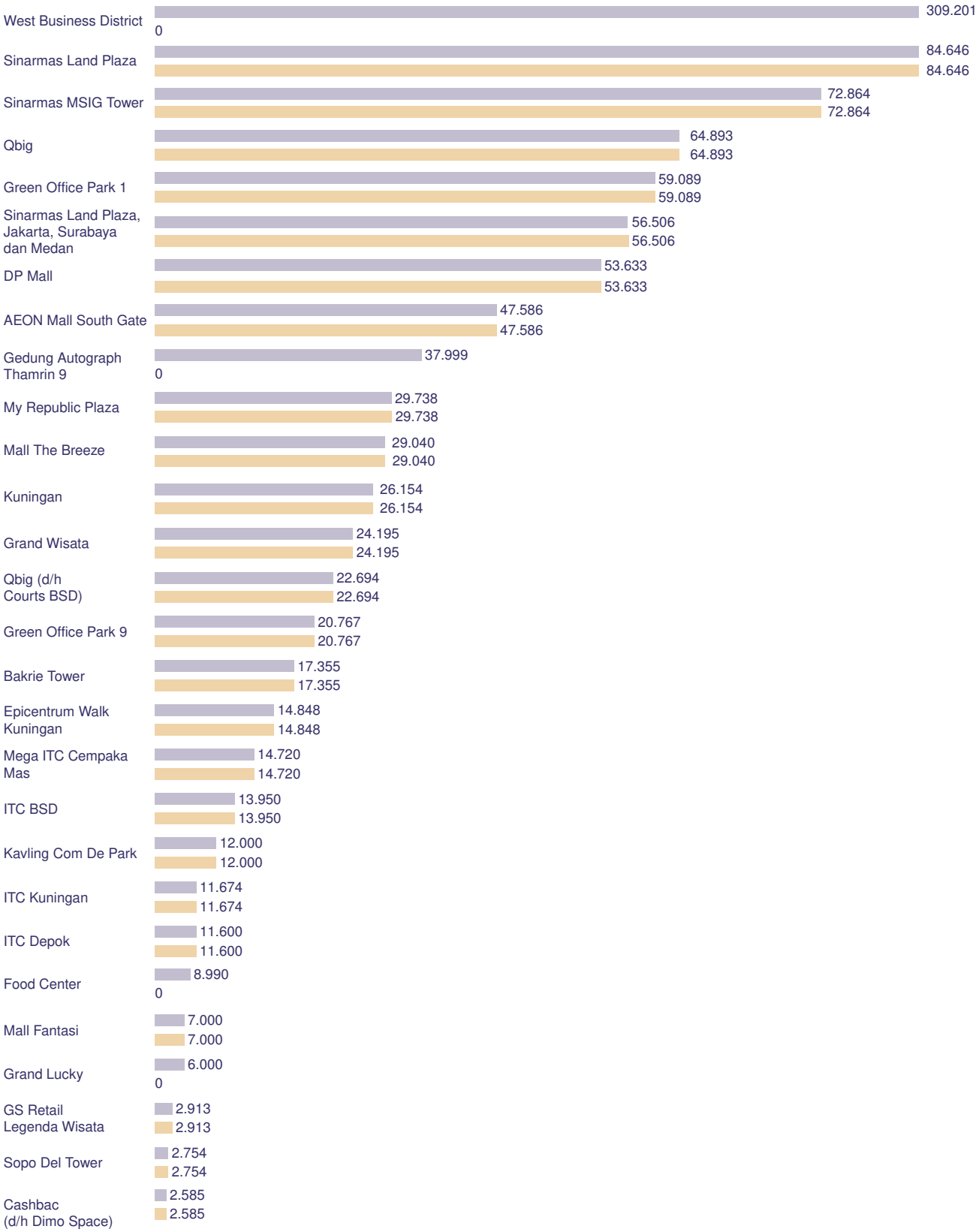
dalam miliar Rupiah
in billion Rupiah



Keterangan *Notes* | 2023 | 2022

Properti Investasi Berdasarkan Luas Area

Investment Properties Based on Area



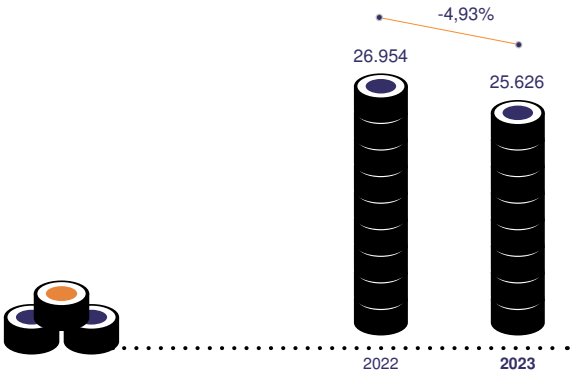
Jumlah Liabilitas [SEOJK 2.f.2.B]

Total Liabilities

Jumlah Liabilitas Perusahaan turun Rp1,33 triliun menjadi Rp25,63 triliun khususnya karena pelunasan utang obligasi.

Total Liabilities of the Company decreased by IDR1.33 trillion to IDR25.63 trillion, especially due to repayment of bond payables.

dalam miliar Rupiah
in billion Rupiah



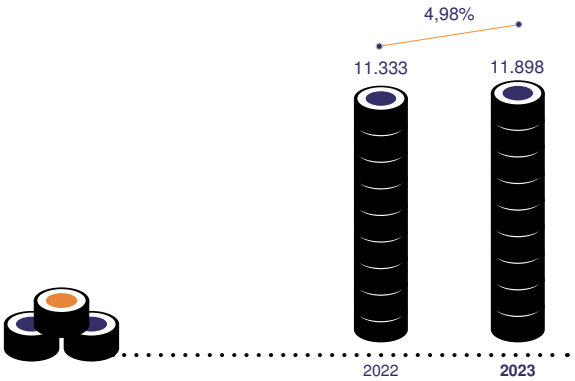
Jumlah Liabilitas Jangka Pendek [SEOJK 2.f.2.b]

Total Current Liabilities

Jumlah Liabilitas Jangka Pendek Perusahaan naik Rp564,86 miliar menjadi Rp11,90 triliun.

Total Current Liabilities of the Company rose by IDR564.86 billion to IDR11.90 trillion.

dalam miliar Rupiah
in billion Rupiah



Berikut adalah rincian beberapa akun di dalam Liabilitas Lancar yang penting, yaitu Utang Usaha dan Liabilitas Kontrak. Liabilitas Kontrak yang dijelaskan di bawah ini juga termasuk Liabilitas Kontrak jangka panjang yang merupakan bagian dari Liabilitas Jangka Panjang.

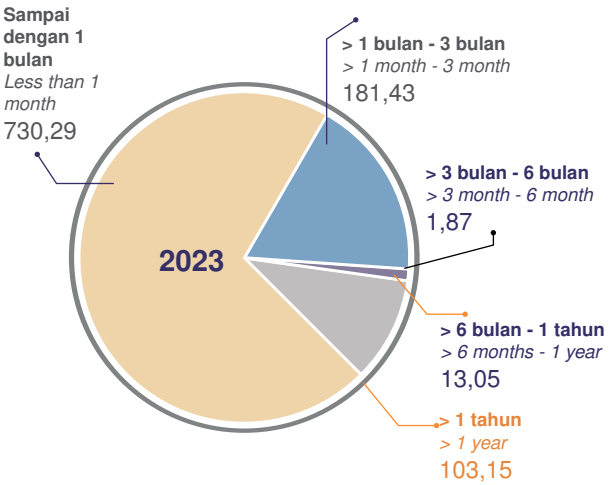
The following are details of several important accounts in Current Liabilities, namely Trade Payables and Contract Liabilities. Contract Liabilities that are explained below include long-term Contract Liabilities which are parts of Noncurrent Liabilities.

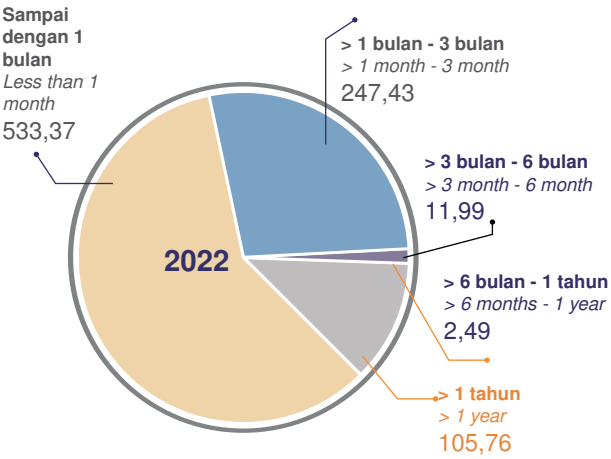
Utang Usaha
Trade Payables

Utang Usaha Perusahaan naik Rp128,74 miliar menjadi Rp1,03 triliun seiring kenaikan beban pokok penjualan dan beban operasional. Sebagian besar utang usaha, yaitu 70,92% berusia sampai dengan 1 bulan.

Trade Payables of the Company increased by IDR128.74 billion to IDR1.03 trillion along with the rising cost of goods sold and operating expenses. Most of the trade payables, namely 70.92%, are less than 1 month.

dalam miliar Rupiah
in billion Rupiah





Utang Bank
Bank Loans

Utang Bank Perusahaan pada tahun 2023 adalah Rp9,43 triliun, naik dari Rp6,24 triliun di tahun 2022, khususnya pada utang bank jangka panjang.

Bank Loans of the Company in 2023 was IDR9.43 trillion, increased from IDR6.24 trillion in 2022, especially in long-term bank loans.

Liabilitas Kontrak
Contract Liabilities

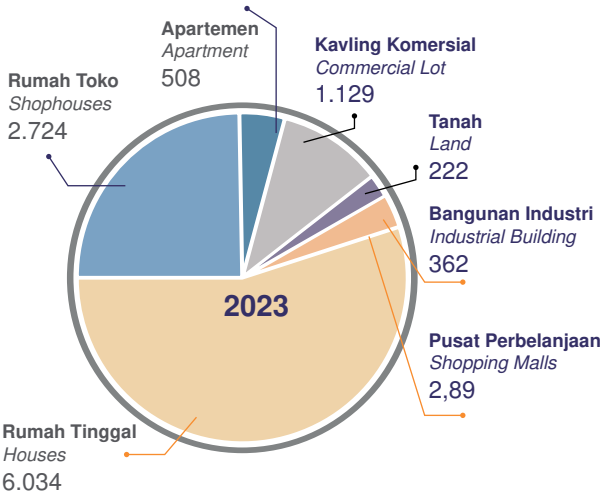
Liabilitas kontrak merupakan uang muka penjualan tanah dan bangunan Grup yang diterima dari pelanggan yang kewajiban pelaksanaannya belum terpenuhi.

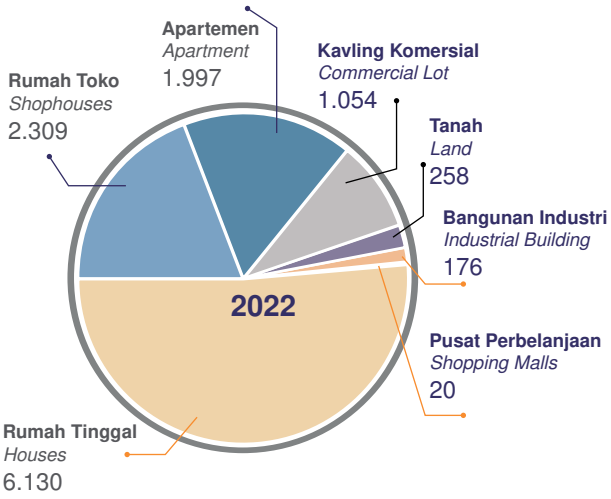
Pada tahun 2023, Liabilitas Kontrak mengalami penurunan 8,07% menjadi Rp10,98 triliun. Dari pengelompokkan jangka waktu, bagian besar Liabilitas Kontrak adalah jangka pendek, yaitu 73,56%. Sementara dari peruntukannya, Liabilitas Kontrak terbesar adalah untuk rumah tinggal dan rumah toko (79,75%).

Contract liabilities pertain to advances received from buyers for the sale of land and buildings, wherein the performance obligation have not been satisfied.

In 2023, the Contract Liabilities had decreased by 8.07% to IDR10.98 trillion. According to the time period, the majority of Contract Liabilities are short term, namely 73.56%. Meanwhile, according to the purpose, the largest Contract Liabilities is for houses and shophouses (79.75%).

dalam miliar Rupiah
in billion Rupiah





Uang Muka
Advances

Uang muka diterima terutama berasal dari penyewa dan atau pemilik kios atas penggunaan fasilitas promosi yang disediakan Grup serta uang titipan konsumen. Pada akhir tahun 2023, total uang muka yang masih dicatat pada laporan Perusahaan adalah Rp112,81 miliar, yang mana Rp105,21 miliar bersifat jangka pendek.

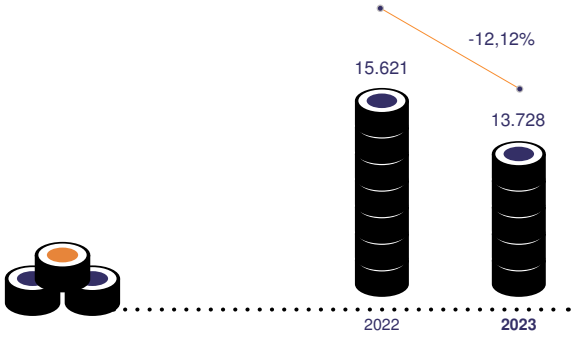
Advances received mainly pertain to receipts from the lessees or kiosk owners for the facilities promoted by the Group and deposits from customers. At the end of 2023, the total Advances recorded in the Company's statements was IDR112.81 billion, whereas the IDR105.21 billion was short-term.

Jumlah Liabilitas Jangka Panjang [SEOJK 2.f.2.b]
Total Noncurrent Liabilities

Jumlah Liabilitas Jangka Panjang Perusahaan mengalami penurunan Rp1,89 triliun di tahun 2023 menjadi Rp13,73 triliun. Penurunan terbesar adalah pada utang obligasi sebesar Rp3,31 triliun yang dikompensasi dengan Utang Bank Jangka Panjang sebesar Rp3,03 triliun. Selain itu penurunan juga disebabkan oleh penurunan Liabilitas Kontrak Jangka Panjang sebesar Rp1,36 triliun.

Total Noncurrent Liabilities of the Company decreased by IDR1.89 trillion in 2023 to IDR13.73 trillion. The largest decrease was in bonds payable of IDR3.31 trillion, that was compensated by Long-term Bank Loans of IDR3.03 trillion. Other than that, the decrease was also due to the decrease in the long-term Contract Liabilities of IDR1.36 trillion.

dalam miliar Rupiah
in billion Rupiah



Berikut adalah rincian dari akun Utang Obligasi yang merupakan bagian signifikan dari Liabilitas Jangka Panjang.

The following are details on Bond Payables account, a significant part of Noncurrent Liabilities.

Utang Obligasi
Bond Payables

Utang Obligasi Perusahaan dan Sukuk Ijarah pada akhir tahun 2023 adalah Rp2,36 triliun, turun dari Rp5,67 triliun pada tahun 2022.

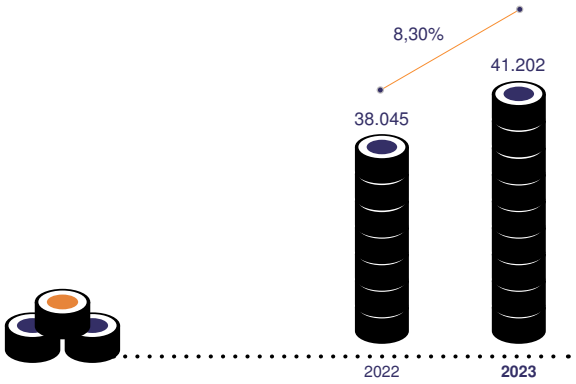
The Company's Bond Payables and Sukuk Ijarah at the end of 2023 was IDR2.36 trillion, down from IDR5.67 trillion in 2022.

Jumlah Ekuitas [SEOJK 2.f.2.c]
Total Equity

Jumlah Ekuitas pada 31 Desember 2023 adalah senilai Rp41,20 triliun, naik sebesar Rp3,16 triliun karena pencatatan laba ditahan.

The Total Equity as of December 31st, 2023 was IDR41.20 trillion, rose by IDR3.16 trillion due to retained earnings.

dalam miliar Rupiah
in billion Rupiah



Tinjauan Laba Rugi

Analysis Of Profit or Loss

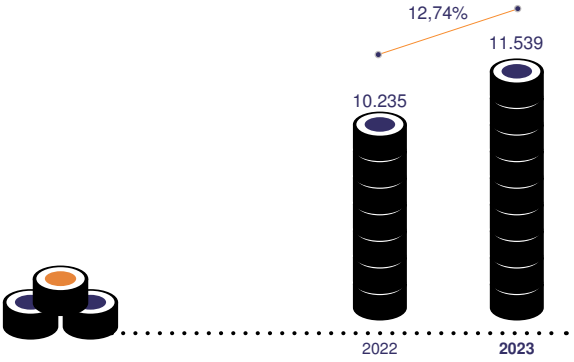
Pendapatan Usaha [SEOJK 2.f.2.d]

Revenues

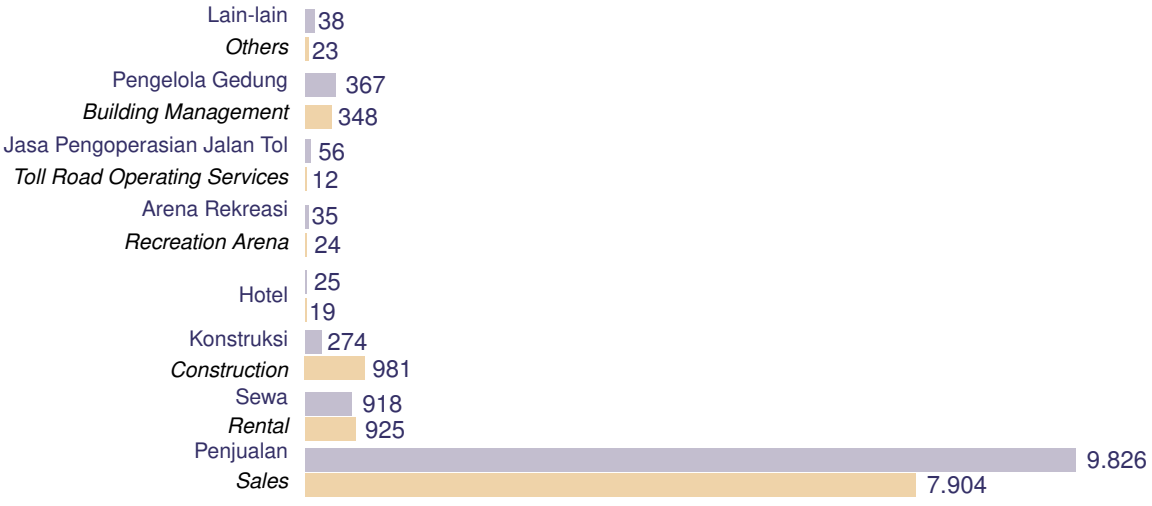
Perusahaan mencatat peningkatan Pendapatan Usaha hingga 12,74% atau Rp1,30 triliun menjadi Rp11,54 triliun. Peningkatan pendapatan terjadi di hampir semua segmen, khususnya pada penjualan tanah dan bangunan, hotel, arena rekreasi dan jasa pengoperasian jalan tol.

The Company recorded an increase in Revenues of 12.74% or IDR1.30 trillion to IDR11.54 trillion. The Revenues increase occurred in almost every segment, especially in the sales of land and buildings, hotel, recreation area and toll road operating services.

dalam miliar Rupiah
in billion Rupiah



dalam miliar Rupiah | *in billion Rupiah*



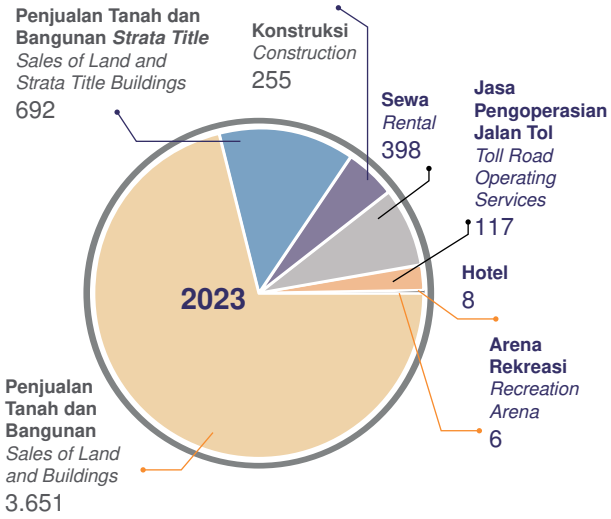
Beban Pokok Penjualan [SEOJK 2.f.2.d]

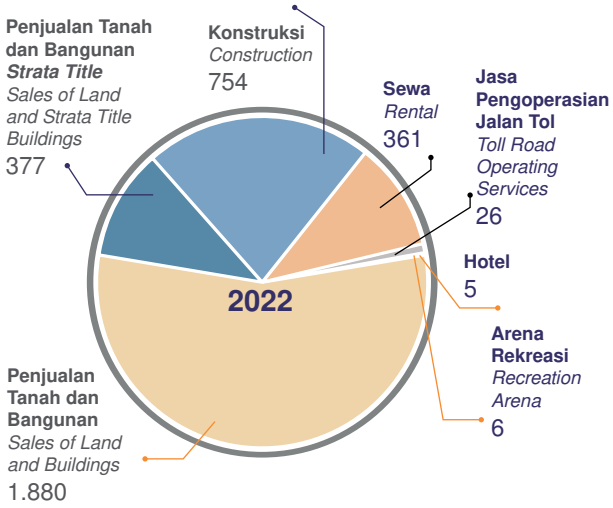
Cost of Goods Sold

Seiring peningkatan Pendapatan Usaha, Beban Pokok Penjualan meningkat Rp1,72 triliun menjadi Rp5,13 triliun.

Along with the increase in Revenues, the Cost of Goods Sold increased by IDR1.72 trillion to IDR5.13 trillion.

dalam miliar Rupiah
in billion Rupiah





Laba Kotor [SEOJK 2.f.2.d]

Gross Profit

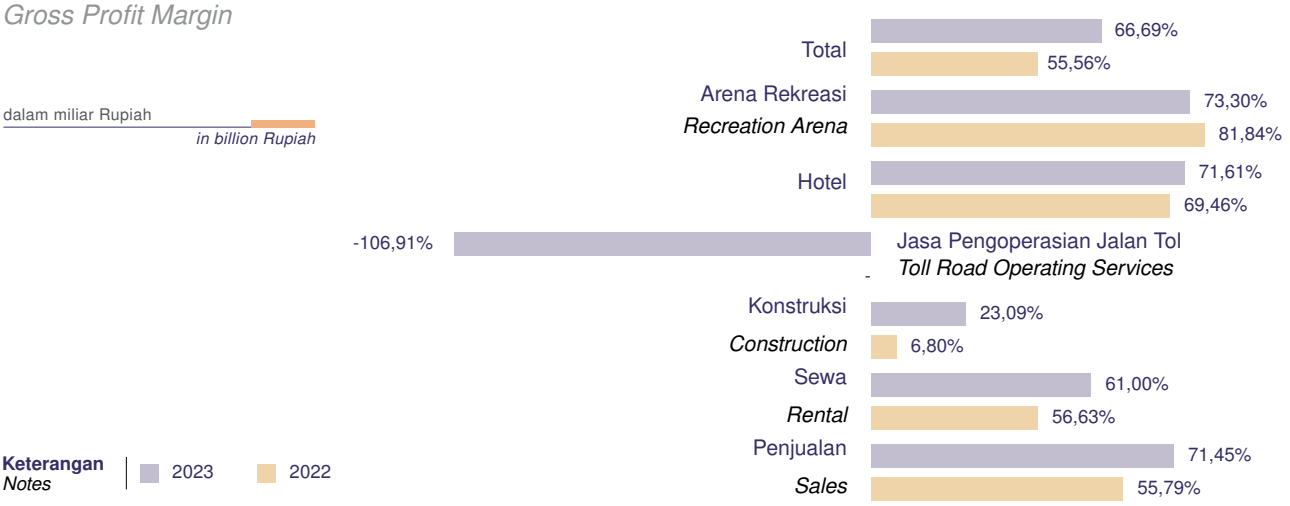
Peningkatan harga-harga pada Beban Pokok Penjualan menekan Laba Kotor menjadi sebesar Rp6,41 triliun, turun Rp414,35 miliar dibandingkan tahun 2022. Marjin laba kotor tahun 2023 tercatat 55,56%, dengan marjin laba kotor terbesar tercatat di segmen arena rekreasi dan hotel.

The increase in prices in the Cost of Goods Sold put pressure on the Gross Profit to only IDR6.41 trillion, down by IDR414.35 billion from 2022. Gross profit margin in 2023 was 55.56% with the highest gross profit margin recorded at recreation area and hotel.

Marjin Laba Kotor

Gross Profit Margin

dalam miliar Rupiah
in billion Rupiah



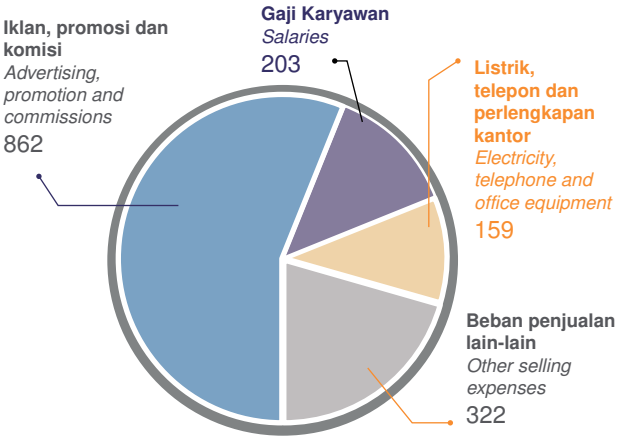
Beban Penjualan [SEOJK 2.f.2.d]

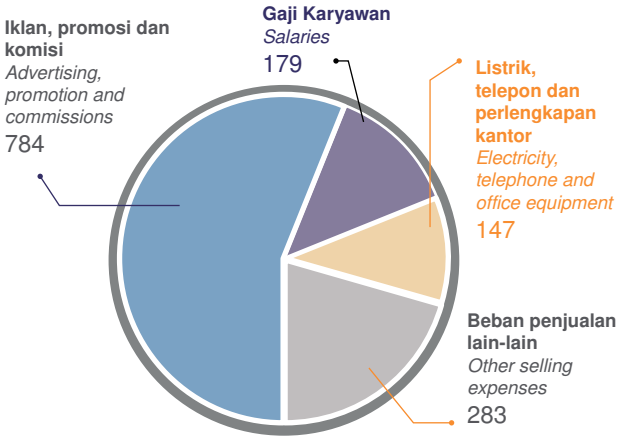
Selling Expenses

Pada tahun 2023 terjadi peningkatan sebesar 10,95% pada Beban Penjualan menjadi Rp1,55 triliun yang mendukung peningkatan Prapenjualan dan Pendapatan Usaha. Beban terbesar adalah di Iklan, Promosi dan Komisi yang naik 9,85% menjadi Rp861,53 miliar.

In 2023 there was an increase of 10.95% in Selling Expenses to IDR1.55 trillion that supported the increase of Marketing Sales and Revenues. The largest expense was in advertising, promotions and commissions that increased by 9.85% to IDR861.53 billion.

dalam miliar Rupiah
in billion Rupiah





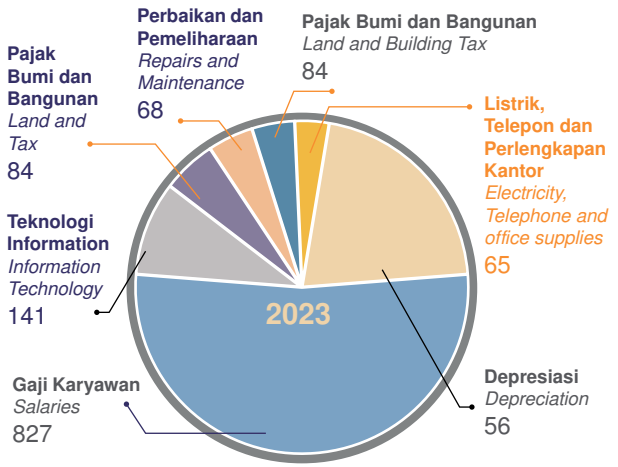
Beban Umum dan Administrasi [SEOJK 2.f.2.d]

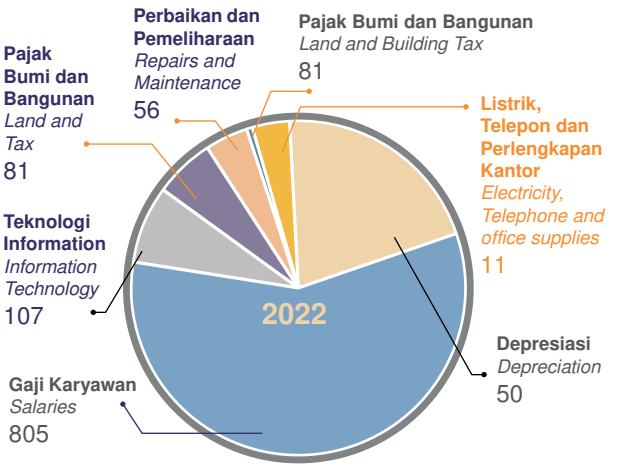
General and Administrative Expenses

Meningkatnya aktivitas operasional Perusahaan juga meningkatkan Beban Umum dan Administrasi sebesar Rp173,78 miliar menjadi Rp1,57 triliun.

The increase in the Company's operating activities also increased its General and Administrative Expenses by IDR173.78 billion to IDR1.57 trillion.

dalam miliar Rupiah
in billion Rupiah





Laba Usaha [SEOJK 2.f.2.d]
Operating Profit

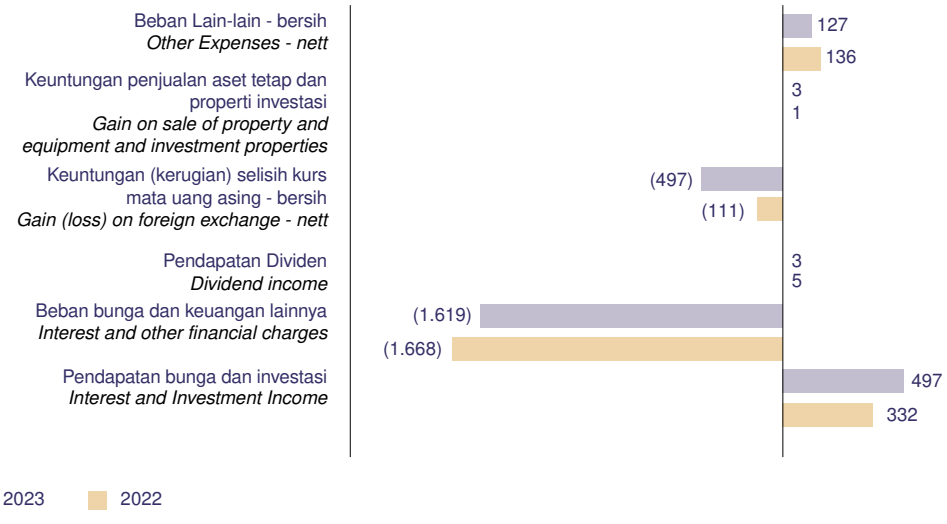
Peningkatan harga-harga baik di Beban Pokok Pendapatan dan di Beban Usaha, berdampak kepada penurunan Laba Usaha menjadi Rp2,91 triliun. Marjin laba usaha menjadi 25,22%, turun dari 36,70% di 2022.

Price increases in both Cost of Goods Sold and Operating expenses, resulted in a decline in Operating Profit to IDR2.91 trillion. The operating profit margin became 25.22%, down from 36.70% in 2022.

Penghasilan (Beban) Lain-lain [SEOJK 2.f.2.d]
Other Income (Expenses)

Tahun ini, Perusahaan mencatatkan Beban Lain-lain bersih sebesar Rp1,48 triliun. Kontribusi utama pada akun ini adalah kenaikan pada kerugian selisih kurs.

This year, the Company recorded Other Expenses of IDR1.48 trillion. The main contribution in this account was a rising loss on foreign exchange.



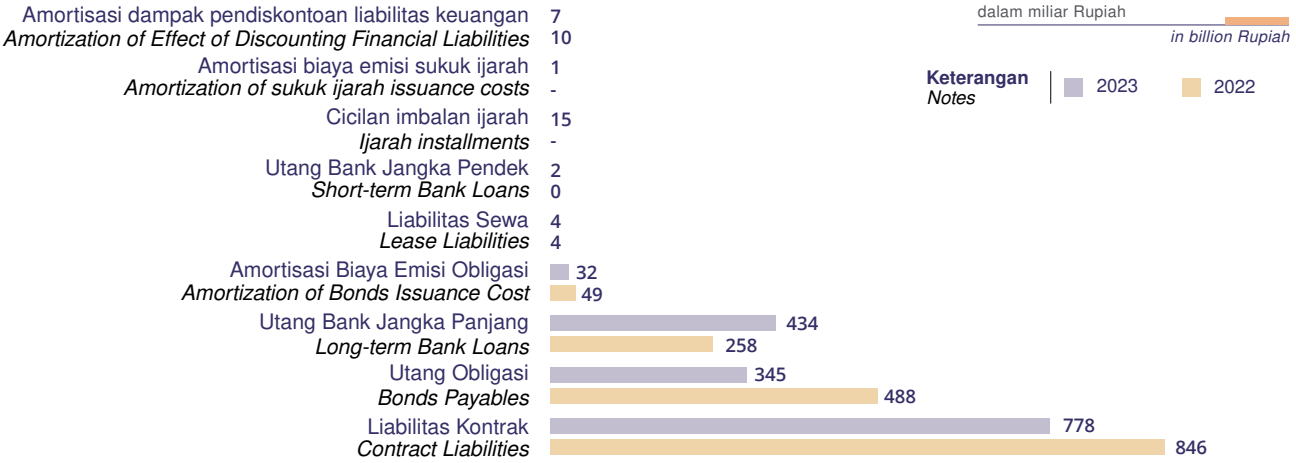
Beban Bunga dan Keuangan Lainnya [SEOJK 2.f.2.d]
Interest and Other Financial Expenses

Beban Bunga dan Keuangan turun Rp49,52 miliar menjadi Rp1,62 triliun, khususnya karena penurunan bunga atas Utang Obligasi.

Interest and Other Financial Expenses were down by IDR49.52 billion to IDR1.62 trillion, especially due to the decreasing interest on Bonds Payables.

Komposisi Beban Bunga

Composition of Interest Expenses

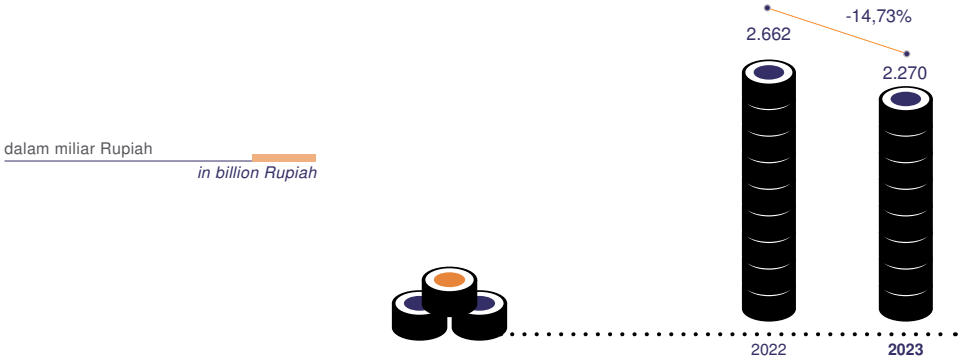


Laba Sebelum Pajak [SEOJK 2.f.2.d]

Profit Before Tax

Laba Sebelum Pajak Perusahaan sebesar Rp2,27 triliun, turun dari tahun 2022. Marjin laba sebelum pajak adalah 19,67%.

The Company's Profit Before Tax was IDR2.27 trillion, down from 2022. Profit before tax margin was 19.67%.



Beban Pajak Kini [SEOJK 2.f.2.d]

Current Tax Expense

Pada tahun 2023, terdapat beban pajak kini adalah Rp10,28 miliar.

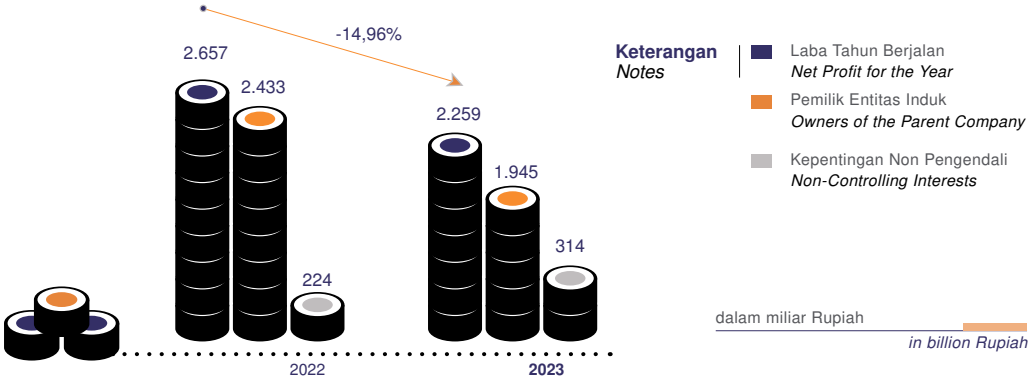
In 2023, there was current tax expense of IDR10.28 billion.

Laba Tahun Berjalan [SEOJK 2.f.2.d]

Profit for the Year

Laba Tahun Berjalan Perusahaan pada tahun 2023 adalah Rp2,26 triliun, turun 14,96% dibandingkan tahun 2022. Marjin laba tahun berjalan adalah 19,58%. Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk adalah Rp1,95 triliun. Laba per saham dasar menjadi Rp93,02 per saham.

The Company's Profit for the Year in 2023 was IDR2.26 trillion, down by 14.96% from 2022. Profit of the year margin was 19.58%. Profit of the Year that is attributable to the owners of the parent company was IDR1.95 trillion. Basic earnings per share was IDR93.02 per share.

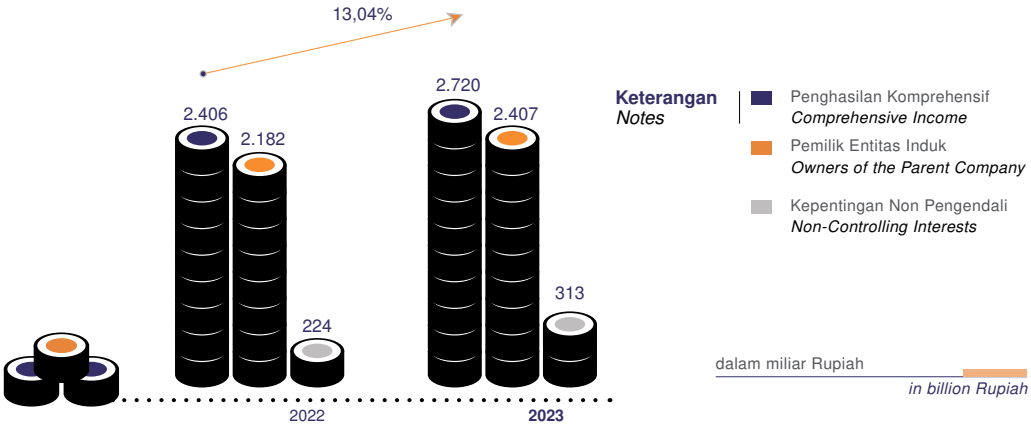


Penghasilan Komprehensif [SEOJK 2.f.2.d]

Comprehensive Income

Penghasilan Komprehensif pada tahun 2023 adalah Rp2,72 triliun, naik 13,04%. Laba komprehensif yang dapat diatribusikan kepada pemilik entitas induk adalah Rp2,41 triliun.

Comprehensive Income in 2023 was IDR2.72 trillion, increased by 13.04%. Comprehensive Income attributable to the owners of the parent company was IDR2.41 trillion.



Tinjauan Arus Kas

Analysis of Cash Flow

[SEOJK 2.f.2.e]

Pada tahun 2023, terjadi kenaikan bersih Kas dan Setara Kas sebesar Rp212,59 miliar.

In 2023, there was a net increase of Cash and Cash Equivalents worth IDR212.59 billion.

Arus kas diperoleh dari aktivitas operasi pada tahun 2023 adalah Rp840,49 miliar, di mana penerimaan kas adalah sebesar Rp10,65 triliun.

Cash flow provided by the operating activities in 2023 was IDR840.49 billion, whereas cash receipt was IDR10.65 trillion.

Arus kas digunakan untuk aktivitas investasi tercatat Rp315,00 miliar, dimana pada tahun ini terjadi pembayaran atas penempatan investasi dalam saham (Rp1,05 triliun), pembayaran untuk hak konsesi jalan tol (Rp584,80 miliar), serta perolehan properti investasi (Rp530,50 miliar). Sementara ada penerimaan dividen pada tahun ini sebesar Rp743,16 miliar dan penerimaan atas pencairan investasi sebesar Rp594,92 miliar.

Cash flow used for investing activities was IDR315.00 billion, whereas this year there was payment for placement in investment in shares (IDR1.05 trillion), payment for toll road concession rights (IDR584.40 billion) and acquisition of investment properties (IDR530.50 billion. On the other hand, there were dividends received this year worth IDR743.16 billion and proceeds from withdrawal of investments amounting to IDR594.92 billion.

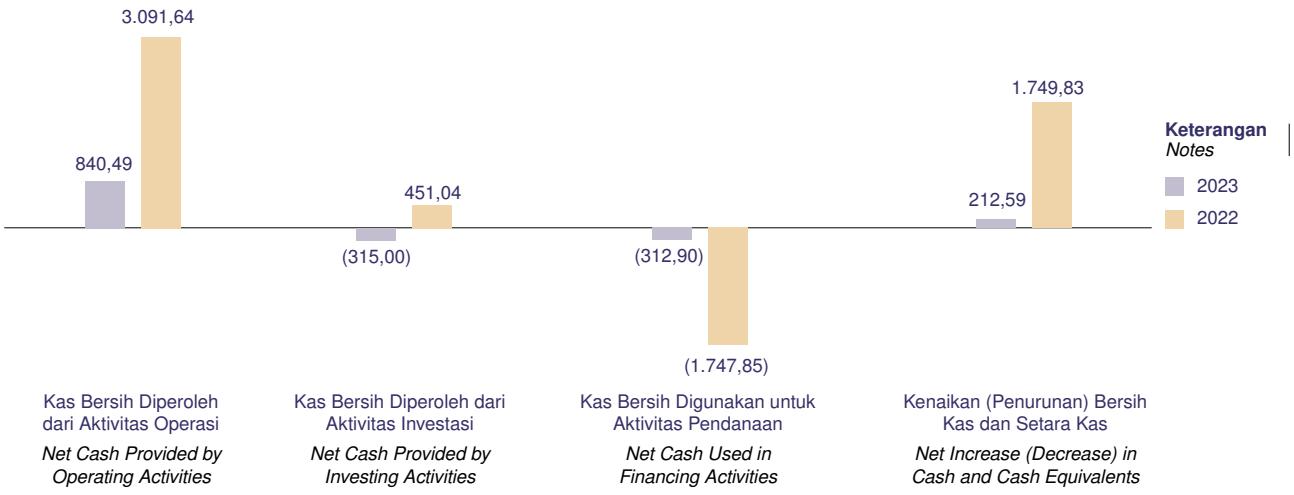
Arus kas digunakan untuk aktivitas pendanaan pada tahun ini adalah Rp312,90 miliar. Di antara penerimaan dari aktivitas pendanaan adalah penerimaan utang bank jangka panjang sebesar Rp4,69 triliun dan penerimaan atas peningkatan modal saham entitas anak yang menjadi bagian kepentingan nonpengendali sebesar Rp1,57 triliun. Sementara pembayaran kas untuk aktivitas pendanaan adalah untuk utang obligasi sebesar Rp3,27 triliun dan utang bank jangka panjang sebesar Rp1,49 triliun.

Cash flow used for financing activities this year was IDR312.90 billion. Among the receipts from financing activities were proceeds from long-term bank loans of IDR4.69 trillion and proceeds from issuance of shares of subsidiaries to non-controlling interests of IDR1.57 trillion. Meanwhile, cash payment for financing activities were for bonds payable of IDR3.27 trillion and long-term bank loans of IDR1.49 trillion.

Laporan Arus Kas

Cash Flow Statements

dalam miliar Rupiah
in billion Rupiah



Kemampuan Membayar Utang dan Kolektibilitas Piutang

Solvability and Receivables Collectability

[SEOJK 2.f.3][SEOJK 2.f.4]

Perusahaan memiliki rasio utang terhadap aset pada tahun 2023 sebesar 17,65%, dengan rasio utang bersih terhadap ekuitas di level *net cash*. Rasio lancar Perusahaan tercatat, 2,47 kali.

The Company has a debt to assets ratio in 2023 of 17.65%, with a net debt to equity ratio at the net cash level. The Company's current ratio is 2.47 times.

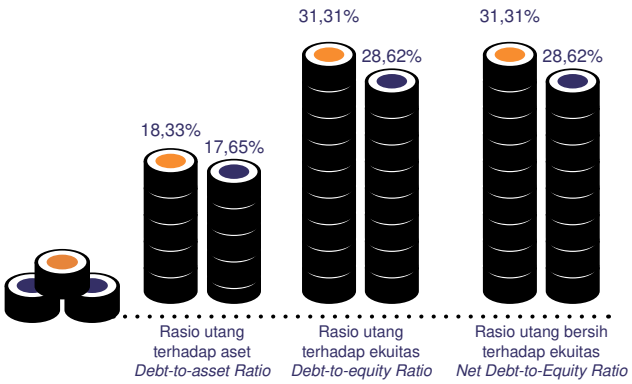
Kami berkeyakinan bahwa kemampuan membayar utang Perusahaan masih baik, baik kewajiban jangka pendek maupun jangka panjang, bahkan masih memiliki ruang untuk tambahan utang.

We believe that the Company's ability to pay its debts is still good, both short-term and long-term liabilities and there is even room for additional debt.

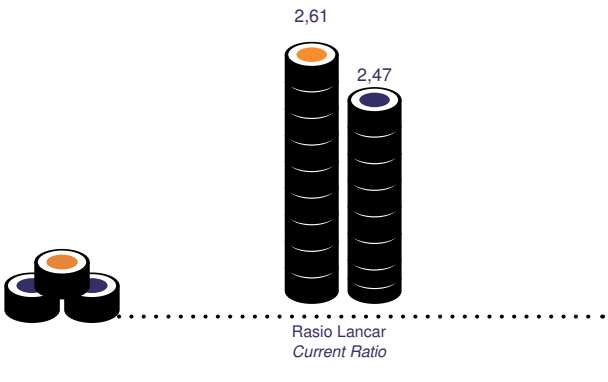
Kolektabilitas piutang Perusahaan dinilai dari besarnya nilai piutang yang sudah jatuh tempo dan hari rata-rata piutang. Hari rata-rata piutang pada tahun 2023 adalah 7 hari (2022: 5,6 hari). Kami menilai bahwa kolektabilitas piutang baik. Walaupun demikian, kami telah membentuk cadangan piutang mengingat kondisi yang dihadapi saat ini dapat berpengaruhi kepada kelayakan piutang yang dimiliki oleh Perusahaan.

Receivables collectability of the Company is assessed based on the value of receivables that are past due and days of receivables. Average days of receivables in 2023 is 7 days (2022: 5.6 days). We assessed that the collectability of receivables is good. However, we had established an allowance for accounts receivable considering the current conditions that may affect the feasibility of the Company's receivables.

Solvabilitas
Solvency



Rasio Lancar
Current Ratio



Keterangan
Notes
2022
2023

Struktur Modal

Capital Structure

[SEOJK 2.f.3] [ACGS C.3.1]

Perusahaan memiliki kebijakan untuk menjaga keseimbangan antara modal sendiri (ekuitas) dan utang. Manajemen secara berkala mengevaluasi perkembangan struktur modal supaya tetap menunjang pertumbuhan dan berada di dalam batas toleransi risiko yang telah ditetapkan oleh Manajemen. Kas internal diprioritaskan untuk proyek-proyek baru, sementara unit-unit terkait akan melakukan evaluasi terhadap setiap proyek untuk menentukan struktur modal yang tepat.

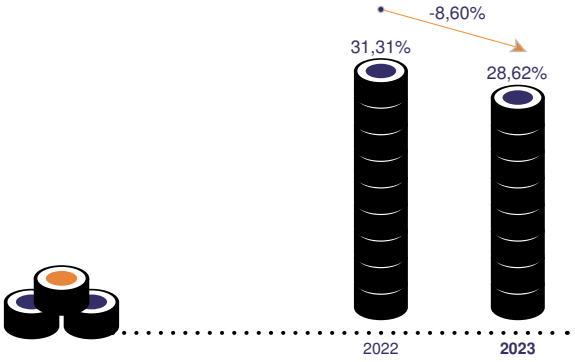
The Company has a policy to maintain a balance between equity and debt. Periodically, the management evaluates the capital structure development to be able to support growth and still in the risk tolerance limit determined by the Management. Internal cash is prioritized for new projects, while related units will evaluate each project to determine the right capital structure.

Pada tahun 2023, Perusahaan mempertahankan modal sendiri yang lebih besar daripada utang, di mana Jumlah Ekuitas adalah 61,65% dari Total Aset.

In 2023, the Company maintained larger equity than debt, whereas the Total Equity was 61.65% of the Total Assets.

Rasio Utang terhadap Ekuitas

Debt-to-Equity Ratio



Ikatan Material dan Realisasi Investasi Barang Modal

Material Commitments and Actual Investment for Capital Goods

[SEOJK 2.f.6] [SEOJK 2.f.7]

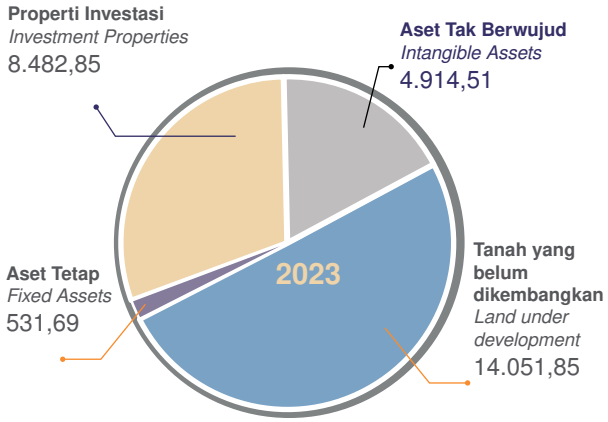
Pada tahun 2023, Perusahaan tidak memiliki ikatan material untuk investasi barang modal.

In 2023, the Company did not have material commitments for capital expenditure.

Perusahaan telah membelanjakan Rp27,98 triliun untuk investasi barang modal dengan rincian di bawah ini.

The Company spent IDR27.98 trillion for capital investment with details below.

dalam miliar Rupiah
in billion Rupiah



Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan

Material Information and Facts Subsequent to the Accountant's Report Date

[SEOJK 2.f.8]

Pada bulan Januari 2024, Perusahaan melakukan pembayaran sebagian pokok pinjaman utang bank kepada PT Bank Mandiri (Persero) Tbk dan PT Bank Tabungan Negara (Persero) Tbk masing-masing sebesar Rp181,25 miliar dan Rp25,00 miliar.

In January 2024, the Company made partial payment of loan from PT Bank Mandiri (Persero) Tbk and PT Bank Tabungan Negara (Persero) Tbk amounting to IDR181.25 billion and IDR25.00 billion, respectively.

Pada bulan Januari 2024, PT BSD Diamond Development, ventura bersama, menurunkan modal ditempatkan dan disetor sebesar Rp350,00 miliar. Bagian Perusahaan atas penurunan modal ini adalah sebesar Rp140,00 miliar. Penurunan ini dilakukan secara proporsional sehingga komposisi persentase kepemilikan saham sebelum dan sesudah penurunan modal tidak berubah.

In January 2024, PT BSD Diamond Development, a joint venture, decreased its issued and paid-up capital amounting to IDR350.00 billion. The Company's share in these decreases amounted to IDR140.00 billion. The decrease was done proportionately, thus, no change in ownership interest of the stockholders.

PT Sinar Mitbana Mas Intermoda, Entitas Anak, melakukan perubahan nama menjadi PT Sinar Mas Intermoda pada tanggal 21 Februari 2024.

PT Sinar Mitbana Mas Intermoda, a Subsidiary, change its name into PT Sinar Mas Intermoda on February 21st, 2024.

Prospek Usaha Perusahaan

Business Prospects of the Company

[SEOJK 2.f.9]

Bermodalkan reputasi dan kemitraan strategis, Perusahaan memandang industri properti ke depan masih akan memberikan peluang-peluang yang baik. Perkembangan infrastruktur dan kemauan kuat pemerintah untuk mendorong stabilitas dan pertumbuhan ekonomi Indonesia akan ditangkap oleh investor dan direspon secara positif, termasuk pada sektor ini.

Leveraging its reputation and strategic partnerships, the Company anticipates favorable prospects within the property industry in the foreseeable future. Investors are poised to embrace the growth of infrastructure and the Indonesian government's unwavering commitment to fostering stability and economic advancement, particularly within this sector.

Perusahaan tetap akan waspada kepada beberapa tantangan yang muncul di tahun 2024. Pemilu sudah diselesaikan dengan kemungkinan besar satu putaran, akan tetapi perdamaian paska pemilu masih perlu diusahakan. Sementara itu, tekanan-tekanan global seperti inflasi dan suku bunga tinggi akan menjadi aspek yang dipertimbangkan di dalam keputusan pembelian properti.

The Company will remain alert to several challenges expected in 2024. Although the elections have likely concluded in a single round, efforts towards post-election reconciliation and stability remains as well. Additionally, the prevailing global economic factors, including inflation and elevated interest rates, will significantly influence decisions regarding property purchased.

Strategi Perusahaan yaitu fokus pada pangsa pasar yang telah dikenal baik, diversifikasi terencana, peningkatan stabilitas melalui pendapatan berulang, mempertahankan *landbank* yang cukup dan tetap terbuka terhadap peluang-peluang segmen baru dalam properti, diyakini akan mampu menghadapi tantangan ke depan dan mencapai target-target yang telah ditetapkan.

The Company's strategy namely emphasizing established market shares, well-planned strategic diversification, enhanced stability through recurring revenue streams, prudent landbank management and receptiveness to new property segment opportunities, is poised to confront future challenges and attain predefined objectives.

Master Plan BSD City

BSD City Master Plan



Residential | Commercial | Recreation/Leisure | Industrial | Shophouse

Perbandingan Target dan Realisasi Tahun 2023

2023 Comparison of Target and Realization

[SEOJK 2.f.10]

Pada tahun 2023, Perusahaan berhasil melampaui target prapenjualan yang ditetapkan pada awal tahun. Pencapaian prapenjualan pada tahun ini adalah Rp9,50 triliun, atau 108% dibandingkan target 2023 sebesar Rp8,80 triliun.

In 2023, the Company surpassed its marketing sales target established at the beginning of the year. The marketing sales for the year amounted to IDR9.50 trillion, surpassing the 2023 target of IDR8.80 trillion by 108%.

Target residensial adalah Rp5,76 triliun, namun tercapai Rp5,01 triliun. *Commercial* adalah segmen dengan pencapaian target paling baik, di mana target Rp1,46 triliun telah dilampaui dengan pencatatan Rp2,62 triliun.

The residential target of IDR5.76 trillion was slightly missed, reaching IDR5.01 trillion. In contrast, the commercial segment notably surpassed its target of IDR1.46 trillion, achieving an impressive record of IDR2.62 trillion.

Perusahaan juga berhasil mencatatkan Pendapatan Usaha sebesar Rp11,54 triliun, 115% dari target awal tahun yang ditetapkan sebesar Rp10,03 triliun. Sejalan dengan itu, Laba Tahun Berjalan Perusahaan menjadi Rp2,26 triliun atau 91% dari target awal tahun yang ditetapkan sebesar Rp2,48 triliun.

The Company achieved Revenues of IDR11.54 trillion, surpassing the initial target of IDR10.03 trillion by 115%. Correspondingly, the Company's Net Profit for the Year amounted to IDR2.26 trillion, exceeding the set target of IDR2.48 trillion by 91%.

Struktur modal dan kebijakannya tidak berubah, sesuai target Perusahaan.

The capital structure and its policies remain unchanged, aligning with the Company's objectives.

Proyeksi 2024

2024 Projections

[SEOJK 2.f.11]

Berdasarkan kajian dan diskusi terkait prospek usaha tahun 2024 oleh Direksi dan telah mendapatkan persetujuan dari BOC, Perusahaan menetapkan target prapenjualan sebesar Rp9,50 triliun. Segmen residensial diharapkan menyumbang 53,16%, sementara *commercial* 31,05%.

Based on studies and discussions by the Directors that have been approved by the BOC regarding the business prospects in 2024, the Company has established a marketing sales target of IDR9.50 trillion. The residential segment is expected to contribute 53.16%, while commercial 31.05%.

BSD City masih akan menjadi kontributor terbesar dari target ini yaitu 53%. Sisanya yaitu 47% dibagi antara Grand Wisata, Bekasi, Kota Wisata, Cibubur, Legenda Wisata, Taman Banjar Wijaya, Grand City Balikpapan, Apartment Southgate TB Simatupang, The Elements, Apartment Aerium dan Klaska Residence.

BSD City will still be the largest contributor to this target, namely 53%. The remaining 47% is divided between Grand Wisata, Bekasi, Kota Wisata, Cibubur, Legenda Wisata, Taman Banjar Wijaya, Grand City Balikpapan, Apartment Southgate TB Simatupang, The Elements, Aerium Apartment and Klaska Residence.

Di sisi Pendapatan dan Laba Tahun Berjalan, Perusahaan menetapkan target sebesar Rp11,70 triliun dan Rp3,23 triliun pada tahun 2024.

In the Revenues and Profit for the year, the Company set the target of IDR11.70 trillion and IDR3.23 trillion in 2024.

Promosi dan Pemasaran

Promotion and Marketing

[SEOJK 2.f.12]

Pemasaran produk diawali dengan proses kajian mendalam terhadap beberapa variabel utama, antara lain permintaan, tren dalam periode tertentu serta faktor-faktor internal maupun eksternal. Berdasarkan kajian tersebut, kami merumuskan strategi pemasaran yang efektif dan efisien untuk menyasar pasar yang sesuai dengan karakter produk.

Product marketing begins with an in-depth study process of several main variables, including demand, trends in a certain period and internal and external factors. Based on this study, we formulated an effective and efficient marketing strategy to target markets that match the product characteristics.

Setiap proyek memiliki strategi pemasaran yang berbeda karena target pasar yang diincar juga berbeda. Maka, setiap manajer proyek akan membuat strategi pemasaran yang inovatif dan efisien dan kemudian akan diajukan ke Direksi untuk mendapatkan persetujuan.

Each project has a different marketing strategy because the target market is also different. So, each project manager will create an innovative and efficient marketing strategy and then submit it to the Directors for approval.

Kami menyediakan kantor pemasaran yang siap 7 hari seminggu di setiap area proyek. Kini calon pembeli juga sudah dapat melihat *e-catalog* dan melakukan 360 *virtual tour* terlebih dahulu sebelum melakukan kunjungan fisik ke rumah contoh. Para konsumen dapat juga melihat maket proyek yang dikembangkan ditemani oleh tenaga pemasaran di lokasi proyek.

We provide a marketing office ready 7 days a week in each project area. Now prospective buyers can also view the e-catalog and do a 360 virtual tour before making a physical visit to the model house. Consumers can also see mockups of the projects being developed accompanied by marketing personnel at the project location.

Tahun ini, kami menghadirkan The Future of Living Expo, sebuah pengalaman baru berbelanja properti. Acara kolaborasi dengan Tokopedia ini diselenggarakan pada 20-26 November 2023 di BSD City Marketing Office.

This year, we present The Future of Living Expo, a new property shopping experience. This collaboration event with Tokopedia will be held on November 20th -26th, 2023 at the BSD City Marketing Office.

Kami juga menggelar acara bertajuk *Unlocking Foreign Property Investment* yang berhasil merangkul lebih dari 200 agen properti terkemuka di Jakarta. Bekerjasama dengan Real Estat Indonesia (REI), tujuan acara ini adalah untuk membuka peluang probabilitas pembeli asing untuk semakin banyak berinvestasi di Indonesia sekaligus memperkenalkan produk dua apartemen premium, Apartment Southgate dan Apartment Aerium.

We also held an event entitled Unlocking Foreign Property Investment which succeeded in attracting more than 200 leading property agents in Jakarta. In collaboration with Real Estate Indonesia (REI), the aim of this event is to open opportunities for foreign buyers to invest more in Indonesia while introducing two premium apartment products, Southgate Apartment and Aerium Apartment.

Seperti tahun-tahun sebelumnya, kami juga meluncurkan program penjualan nasional bertajuk Smart Move yang dimulai tanggal 17 Januari dan berlaku sepanjang tahun. Dalam program terbaru ini, kami menyusun formulasi baru yang belum pernah diterapkan pada program-program sebelumnya yakni pemberian subsidi suku bunga perbankan sampai dengan 3 tahun jika membeli produk Perusahaan.

Like previous years, we also launched a national sales program entitled Smart Move which started on January 17th and is valid throughout the year. In this latest program, we have developed a new formulation that has never been applied in previous programs, namely providing banking interest rate subsidies for up to 3 years when purchasing the Company's products.

Didukung oleh perkembangan digital yang makin baik, Perusahaan terus meningkatkan eksistensinya di media digital maupun media sosial. Selain akun instagram Perusahaan @bsdcommercial dan @residential.bsd, setiap proyek kami juga memiliki akun instagram masing-masing agar lebih *update*.

Supported by increasingly better digital developments, the Company continues to increase its presence in digital media and social media. Apart from the Company's Instagram accounts @bsdcommercial and @residential.bsd, each of our projects also has its own Instagram account for more updates.

Promosi-promosi melalui media-media tradisional seperti *billboard*, iklan di bioskop dan televisi pun tetap dilakukan. Kami juga menggunakan kesempatan wawancara khusus dengan majalah untuk menampilkan produk-produk unggulan kami.

Promotions through traditional media such as billboards, advertisements in cinemas and on television are still carried out. We also use special interview opportunities with magazines to showcase our superior products.

Dividen

Dividends

[SEOJK 2.f.13] [ACGS D.2.4]

Perusahaan memiliki kebijakan dividen untuk membayar dividen setidaknya satu tahun sekali, maksimum sebesar 30% dari jumlah Laba Bersih Perusahaan, dengan tidak mengabaikan tingkat kemampuan Perusahaan. Sejak penawaran umum saham perdana sampai sekarang, Perusahaan belum pernah merubah kebijakan dividen.

The Company adheres to a dividend policy that stipulates the distribution of dividends at least annually, capped at 30% of the Company's Net Profit, while considering the Company's financial capacity. It is noteworthy that the Company has maintained this dividend policy unchanged since its initial public offering.

RUPST tahun 2023 memutuskan bahwa sisa Laba Bersih tahun buku 2022, setelah disisihkan dari dana cadangan, dibukukan sebagai laba ditahan untuk keperluan modal kerja. Sejak tahun buku 2017, Perusahaan membukukan seluruh Laba Bersih sebagai laba ditahan.

The 2023 AGMS has determined that the remaining Net Profit from the fiscal year 2022, post allocation to the reserve fund, shall be designated as retained earnings to facilitate working capital requirements. Since the 2017 financial year, the Company has recorded all its Net Profit as retained earnings.

TAHUN BUKU *FINANCIAL YEAR*	LABA BERSIH (RP) *NET PROFIT (IDR)*	JUMLAH SAHAM BEREDAR (LEMBAR) *OUTSTANDING SHARES (SHARES)*	JUMLAH DIVIDEN (RP) *TOTAL DIVIDEND (IDR)*	DIVIDEN PER SAHAM (RP) *DIVIDEND PER SHARE (IDR)*	RASIO PEMBAYARAN DIVIDEN *DIVIDEND PAYOUT RATIO*	TANGGAL PENGUMUMAN *ANNOUNCEMENT DATE*	TANGGAL PEMBAYARAN *PAYMENT DATE* [ACGS A.1.1]
2011	840.780.039.609	17.496.996.592	174.969.965.920	10	20,81%	29 Juni 2012 *June*	6 Agustus 2012 *August*
2012	1.286.047.024.574	17.496.996.592	262.454.948.880	15	20,41%	3 Juni 2013 *June*	10 Juli 2013 *July*
2013	2.691.395.994.424	18.371.846.392	275.577.695.880	15	10,24%	22 Mei 2014 *May*	1 Juli 2014 *July*
2014	3.820.551.666.369	18.371.846.392	288.700.442.880	15	7,56%	8 Mei 2015 *May*	5 Juni 2015 *June*

2015	2.139.496.597.748	19.246.696.192	96.233.480.960	5	4,50%	23 Mei 2016 *May*	15 Juni 2016 *June*
2016	1.796.156.479.042	19.246.696.192	96.233.480.960	5	5,36%	6 Juni 2017 *June*	6 Juli 2017 *July*
2017	4.920.228.055.346	19.246.696.192					
2018	1.293.850.222.563	19.246.696.192					
2019	2.791.416.326.399	19.246.696.192			*)		
2020	281.700.888.667	21.171.365.812					
2021	1.348.623.038.141	21.171.365.812					
2022	2.433.146.905.387	21.171.365.812					

*) Sisa Laba Bersih setelah disisihkan dari dana cadangan, dibukukan sebagai laba ditahan untuk keperluan modal kerja.
The balance of Net Profit after being deducted of the reserve fund, was recorded as retained earnings for working capital purposes

Realisasi Dana Hasil Penawaran Umum

Utilization of Public Offering Proceeds

[SEOJK 2.f.14]

Pada tahun ini, Perusahaan tidak memiliki kewajiban untuk melaporkan dana hasil penawaran umum. Penawaran umum terakhir yang dilakukan Perusahaan adalah pada tahun 2022 yang seluruh hasilnya telah digunakan sesuai dengan prospektus.

The Company is not obligated to report its public offering proceeds this year. The last public offering conducted by the Company was in 2022, of which the proceed had been fully utilized in accordance with the prospectus.

Informasi Material

Material Information

[SEOJK 2.f.15]

Pada tahun ini, Perusahaan telah melakukan penawaran dan penyelesaian *tender offer* atas surat utang senior berdenominasi Dolar Amerika Serikat yang jatuh tempo pada 2025. Pada tanggal 3 November 2023, hasil *tender offer* yang dilakukan Perusahaan adalah USD211.09 juta atau 70,36% dari jumlah pokok Surat Utang 2025.

This year, the Company conducted and completed a tender offer to the senior notes with US Dollar denomination that matured in 2025. On November 3rd, 2023, a tender offer conducted by the Company resulted in US$211,09 million or 70.36% of the principal of Senior Notes 2025.

Pada tanggal 8 Maret tahun ini, Perusahaan telah membentuk ventura bersama dengan PT Astra Land Indonesia (ALI) bernama PT Ruby Karya Sejahtera (RKS) untuk membuat kota mandiri baru. Modal disetor dan ditempatkan adalah Rp10 miliar, Perusahaan menempatkan 25% saham di RKS.

On March 8th this year, the Company established a joint venture with PT Astra Land Indonesia (ALI) named RKS to build a new township. Its issued and fully paid equity was IDR10 billion, whereas the Company placed 25% of shares in RKS.

Selain transaksi di atas, Perusahaan tidak melakukan investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material dan transaksi benturan kepentingan lainnya.

Other than the above transactions, the Company did not engage in any investment, expansion, divestment, business merger/consolidation, acquisition, debt/equity restructuring, material transaction or other transactions that posed a conflict of interest.

Transaksi Afiliasi

Affiliated Transaction

Perusahaan dalam melaksanakan transaksi afiliasi mengacu kepada POJK No.42/POJK.02/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan ("POJK No.42"). [ACGS A.9.2]

In doing the affiliated transactions, the Company refers to POJK No.42/POJK.02/2020 pertaining to Affiliated Transactions and Transactions with Conflicts of Interest ("POJK No.42").

Selama tahun 2023 Perusahaan melakukan berbagai transaksi afiliasi yang secara langsung maupun tidak langsung terkait dengan kegiatan usaha utama, di antaranya:

- Penempatan Kas dan Setara Kas;
- Sewa menyewa;
- Penyediaan jasa asuransi terhadap kerusakan pada aset Perusahaan.

During 2023, the Company engaged in several affiliated transactions directly and indirectly linked to its core business activities, including:

- *Placement of Cash and Cash Equivalent;*
- *Leases;*
- *Provision of insurance services for damage to the Company assets.*

Sebagai bagian dari pengendalian internal dan praktik GCG serta melindungi kepentingan pemegang saham minoritas, setiap transaksi afiliasi, terutama yang merupakan bagian dari kegiatan usaha, yang dilakukan untuk menghasilkan pendapatan dan dilakukan secara rutin, berulang, dan berkelanjutan, didasarkan pada kriteria dasar berikut: [ACGS A.9.1]

As an integral aspect of our internal control and GCG protocols, aimed at safeguarding the interests of our minority shareholders, any affiliated transactions—particularly those integrated to revenue-generating business operations that occur routines, recurring and/or persistently—are governed by the following fundamental criteria:

- Transaksi tersebut dikaji sebagai perlu untuk pelaksanaan kegiatan usaha utama Perusahaan;
- Syarat dan kondisi transaksi berdasarkan asas komersial dan *arm's-length*, nilai pasar wajar dan tidak lebih buruk dari syarat dan kondisi untuk transaksi serupa yang terdapat di pasar pada saat terjadinya transaksi, sesuai dengan manfaat yang diterima Perusahaan baik secara langsung maupun tidak langsung.
- Transaksi tidak bertentangan dengan peraturan perundang-undangan di Republik Indonesia.

- *Such transactions are essential for conducting the core business activities of the Company;*
- *The terms and conditions are established upon commercial principles and on an arm's-length basis, ensuring fair market value and aligning with prevailing standards for comparable transactions in the market at the time of execution. They are structured to be commensurate with the benefits accruing to the Company, both directly and indirectly; and*
- *The transactions are in compliance with the current laws and regulations in the Republic of Indonesia.*

Direksi menyatakan bahwa di awal setiap transaksi afiliasi yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang dan berkelanjutan, telah dilaksanakan berdasarkan prosedur yang memadai dalam memastikan bahwa transaksi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip

The Directors confirm that in the beginning of all affiliated transactions, particularly those generating revenue that occur routines, recurring and/or persistently, have been conducted following proper procedures to ensure compliance with common business practices and the arm's-length principle. These transactions have been disclosed to the BOC through the Audit Committee and will

transaksi yang wajar *(arm's-length principle)*. Transaksi ini telah dilaporkan kepada BOC melalui Komite Audit [SEOJK 2.f.15.f (1) (2)] [ACGS A.8.1] dan akan dilaporkan kepada pemegang saham dalam RUPS mendatang atau laporan-laporan kepada para pemegang saham, termasuk Laporan Tahunan ini. [ACGS D.4.1]

be presented to the shareholders in the upcoming GMS or in shareholder reports, including this Annual Report.

Penyajian Sifat dan Hubungan Transaksi Afiliasi dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang dan berkelanjutan, telah tertuang pada Laporan Keuangan Konsolidasian Perusahaan tahun buku pada No.54 tentang Sifat dan Transaksi Hubungan Berelasi. [ACGS D.4.2]

The presentation of the Nature and Relationship of the Affiliated Transactions that generate revenue that occur routine, recurring and/or persistently, can be found in the Company's Consolidated Financial Statements for the financial year on No.43 concerning the Nature and Transactions of the Related Parties.

Dalam Piagam Direksi/BOC diatur bahwa setiap anggota Direksi/BOC yang secara pribadi dengan cara apapun baik secara langsung maupun secara tidak langsung mempunyai benturan kepentingan dalam suatu transaksi, kontrak atau kontrak yang diusulkan dalam mana Perusahaan menjadi salah satu pihaknya, maka anggota Direksi/BOC tersebut harus menyatakan benturan kepentingan yang dimiliki dalam Rapat dan tidak berhak untuk ikut dalam pengambilan suara mengenai hal-hal yang berhubungan dengan transaksi atau kontrak tersebut, kecuali Rapat menentukan lain. [ACGS A.8.2] [ACGS Apx B.4.1]

The Charter for the Directors/BOC stipulates that any member of the Directors/BOC, who has, either directly or indirectly, conflict of interest in a transaction, contract or proposed contract, shall declare the nature of the interest in the Meeting and shall not have the right to participate in voting concerning matters related to the transaction or contract, unless declared otherwise by the Meeting.

Perusahaan tidak memilliki kebijakan memberikan pinjaman kepada Direksi dan BOC. [ACGS A.8.3]

The Company does not have any policy to provide loans to the Directors and BOC.

Seluruh transaksi afiliasi sepanjang tahun 2023 telah sesuai dengan kriteria dasar dan telah memenuhi POJK No.42.

All affiliated transactions associated with the year 2023 were carried out in adherence to the fundamental criteria mentioned above and in alignment with POJK No.42.

Perubahan Peraturan Perundang-undangan

Changes in Legislations

[SEOJK 2.f.16]

Menjelang akhir tahun 2023, Pemerintah kembali menerbitkan Peraturan Menteri Keuangan (PMK) nomor 120/2023 tentang Pajak Pertambahan Nilai atas Rumah Tapak dan Satuan Rumah Susun yang Ditanggung Pemerintah (PPNDTP) Tahun Anggaran 2023. Penerbitan peraturan ini memberikan dampak positif kepada keputusan pembelian rumah khususnya dengan harga jual di bawah Rp5 miliar.

Near the end of 2023, the Government reissued the Regulation of the Ministry of Finance (PMK) No.120/2023 concerning the Value-Added Tax on Landed Houses and Flats Borne by the Government (PPNDTP) for Fiscal Year 2023. This policy is expected to have a favorable influence on home purchasing decisions, particularly for properties priced below IDR5 billion.

Perubahan Kebijakan Akuntansi dan Pelaporan Keuangan

Changes in Accounting and Financial Reporting Policies

[SEOJK 2.f.17]

Pada tahun 2023, terdapat perubahan standar akuntansi keuangan yang relevan bagi Perusahaan dan efektif berlaku sejak 1 Januari 2023. Namun, perubahan ini tidak berdampak secara material terhadap Laporan Keuangan Perusahaan. Adapun perubahan terjadi pada PSAK No. 1, PSAK No.16, PSAK No.25, PSAK No.46 dan PSAK No.107. Pembaca dapat melihat detil perubahan tersebut pada Laporan Keuangan Konsolidasian Perusahaan yang Telah Diaudit No.63 tentang Standar Akuntansi Keuangan Baru.

In 2023, new financial accounting standards which relevant to the Company and effective as of January 1st, 2023. However, these modifications did not have a significant impact on the Company's financial report. The modifications include PSAK No.1, PSAK No.16, PSAK No.25, PSAK No.46 and PSAK No.107. Readers can read for the details in the Company's Audited Consolidated Financial Statements No.63 regarding New Financial Accounting Standards.


HERA



Artist Impression
HIERA, BSD CITY

TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE

Landasan dan Prinsip Tata Kelola Perusahaan

Foundation and Principles of Corporate Governance

Kami menyadari bahwa setiap tindakan kami sebagai perusahaan properti yang terkemuka memiliki dampak signifikan bagi para pemegang saham dan pemangku kepentingan kami. Terlebih lagi, karena kami pun adalah perusahaan publik yang terdaftar di BEI dengan kapitalisasi pasar yang signifikan khususnya di bidang properti, kami harus memastikan setiap pemegang saham dan pemangku kepentingan mendapatkan perlakuan yang adil dan benar.

We acknowledge that each action we take as a leading property company has a substantial impact on our shareholders and stakeholders. Moreover, being a publicly listed company registered with BEI with significant market capital, particularly within the property sector, we must prioritize the fair and equitable treatment of all shareholders and stakeholders.



Agar setiap tindakan kami menghasilkan dampak yang positif, Direksi diberikan tanggung jawab yang besar untuk menekankan kedisiplinan di dalam penerapan tata kelola perusahaan yang baik (GCG) menurut peraturan yang berlaku di Indonesia, termasuk perkembangan peraturan di pasar modal. Secara berkala, kami mengevaluasi dan mengembangkan penerapan GCG agar senantiasa sejalan dengan praktik terbaik di dalam industri dan negara, bahkan secara regional.

To ensure that each decision yields a positive impact, the Directors have been entrusted with a significant responsibility of prioritizing discipline in upholding good corporate governance (GCG) in alignment with the prevailing regulations in Indonesia, encompassing the evolving regulatory landscape of the capital market. Regular assessments and enhancements are conducted to maintain GCG practices in accordance with industry and national standards, as well as regional benchmarks.

Penerapan GCG ini dituangkan di dalam Kode Etik Perusahaan, panduan-panduan, piagam-piagam, pernyataan independensi, serta dokumen-dokumen kerjasama lainnya yang harus ditandatangani oleh pihak-pihak yang terlibat. Semua panduan ini dipastikan dapat diakses dengan mudah oleh insan Perusahaan, sehingga mereka memahami posisi mereka di dalam Perusahaan.

The implementation of the GCG was detailed in the Company's Code of Conduct, guidelines, charters, statements of independence and other relevant cooperation documents that necessitate signatures from involved parties. It was ensured that these guidelines are readily accessible to Company's personnel to facilitate a clear understanding of their roles within the organization.

Kami memandang penting penerapan GCG secara konsisten agar hal ini melekat dan menjadi budaya kerja Perusahaan dan budaya setiap insan Perusahaan. Hanya dengan itu kami mampu membangun daya tahan dan berkontribusi kepada masyarakat yang berkelanjutan.

It is crucial to prioritize the consistent implementation of GCG to foster a cohesive organizational culture that permeates throughout the Company and resonates with every individual within it. This approach is essential for cultivating resilience and making meaningful contributions to a sustainable society.

Struktur Tata Kelola Perusahaan

Corporate Governance Structure



Struktur GCG Perusahaan disesuaikan dengan UUPT, yang mana pemegang wewenang tertinggi adalah RUPS. RUPS dapat memberikan wewenang kepada BOC maupun Direksi untuk memperlancar pengelolaan Perusahaan.

The structure of the Company's GCG is aligned to UUPT, where the highest authority is the GMS. The GMS holds the power to delegate authority to the BOC and the Directors to facilitate the Company's management.

BOC bertanggungjawab kepada RUPS untuk melakukan pengawasan terhadap kinerja pengelolaan Perusahaan yang dilakukan oleh Direksi. Dalam hal ini, BOC dibantu oleh Komite Audit dan Komite Nominasi dan Remunerasi (NRC).

The BOC holds accountability to the GMS for overseeing the Company's managerial activities executed by the Directors. To aid in this oversight, the BOC receives support from the Audit Committee and the Nomination and Remuneration Committee (NRC).

Direksi bertanggungjawab untuk mengelola Perusahaan dengan berpedoman pada GCG. Dalam pelaksanaannya, Direksi didukung oleh Sekretaris Perusahaan, Unit Audit Internal dan Unit Manajemen Risiko dan Berkelanjutan.

The Directors is entrusted with overseeing the Company in accordance with the principles of GCG. To facilitate this, the Directors receive support from the Corporate Secretary, the Internal Audit Unit and the Risk Management and Sustainability Unit.

Masing-masing fungsi ini akan dibahas secara rinci pada bagian berikutnya.

Each of these functions will be elaborated in the subsequent section.

Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders (GMS)

RUPS adalah pengambil keputusan tertinggi dalam Perusahaan, sesuai dengan AD Perusahaan. RUPS dapat mengambil keputusan yang sah dan mengikat bila kuorum kehadiran terpenuhi, yaitu 1/2 (satu perdua) bagi RUPST dan 2/3 (dua pertiga) bagi RUPSLB dari jumlah saham yang memiliki hak suara.

Pada tahun 2023, Perusahaan menyelenggarakan 1 (satu) kali RUPST untuk tahun buku 2022 dan tidak menyelenggarakan RUPSLB.

The GMS functions as the highest decision-making body within the Company, aligning with the AoA. The GMS holds the authority to enact legally binding resolutions, provided that the attendance quorum is met, which constitutes half of the total shares with voting rights for an AGMS and two-thirds for an EGMS.

In 2023, the Company convened one AGMS for the fiscal year 2022 and did not conduct any EGMS.

Tata Tertib RUPS [ACGS A2.10]
Rules of the GMS

Berikut adalah tata tertib RUPS yang telah diinfomasikan bersama dengan Pemanggilan RUPS:

1. Rapat akan diselenggarakan dalam Bahasa Indonesia. Bagi Pemegang Saham yang tidak dapat berbahasa Indonesia, dapat menyampaikan pertanyaan dan pendapatnya dalam bahasa Inggris.
2. Rapat akan dipimpin oleh salah seorang anggota Dewan Komisaris.
3. Bagi pemegang saham yang tidak hadir secara fisik dapat mengikuti jalannya kegiatan Rapat melalui live streaming pada situs web KSEI akses.ksei.co.id
4. Untuk Rapat ini berlaku ketentuan kuorum sebagaimana diatur dalam AD, UUPT dan/atau POJK No.15/ POJK.04/2020 (“POJK No.15”) yaitu “Rapat dapat dilangsungkan jika dalam Rapat lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah hadir atau diwakili dalam Rapat.”
5. Semua acara Rapat dibahas dan dibicarakan secara berkesinambungan.
6. Setelah selesai membicarakan setiap acara Rapat, Ketua Rapat/Pimpinan Rapat akan memberikan kesempatan kepada Para Pemegang Saham Perusahaan atau kuasanya untuk mengajukan pertanyaan, pendapat, usul dan/atau saran sebelum diadakan pemungutan suara mengenai agenda Rapat yang dibicarakan dengan prosedur sebagai berikut:

The following are the rules of the GMS that were distributed along with the GMS Notice:

1. *The Meeting will be carried out in Indonesian. The Shareholders that cannot converse in Bahasa, they can submit questions and opinions in English.*
2. *The Meeting will be chaired by one of the member of the Board of Commissioners.*
3. *The Shareholders who are unable to attend the Meeting in person can view the proceedings via live streaming on the KSEI website at akses.ksei.co.id.*
4. *The Meeting is in accordance with the provisions in the AoA, UUPT and/or POJK No.15/POJK.04/2020 (POJK No.15”), namely “The Meeting can be carried out provided that the attendance quorum is met, which constitutes half of the total shares with voting rights.”*
5. *Meeting agendas are consistently presented and discussed.*
6. *Following discussing each meeting agenda, the Chairperson of the Meeting will provide an opportunity for the Shareholders of the Company or their proxies to submit questions, opinions, proposals and/or suggestions before proceeding with the voting process, following a specific procedure:*



a. Hanya Para Pemegang Saham Perseroan yang namanya terdaftar dalam Daftar Pemegang Saham per tanggal 31 Mei 2023 pada pukul 16.15 WIB atau kuasanya yang dibuktikan dengan surat kuasa yang sah, yang berhak mengajukan pertanyaan, pendapat, usul dan/atau saran dalam Rapat ini;
b. Para pemegang saham atau kuasanya yang ingin mengajukan pertanyaan, pendapat, usul dan/atau saran diminta mengangkat tangan agar petugas dapat memberikan Formulir Pertanyaan. Lembar Pertanyaan akan diambil petugas dan diserahkan kepada Ketua Rapat/Pimpinan Rapat; dan
c. Ketua Rapat/Pimpinan Rapat akan memberikan jawaban atau tanggapan satu persatu atau Ketua Rapat/Pimpinan Rapat dapat meminta bantuan anggota Direksi dan anggota Dewan Komisaris atau menunjuk pihak lain untuk menjawab pertanyaan yang diajukan tersebut secara lisan.

7. Keputusan agenda Rapat dilakukan setelah seluruh pertanyaan selesai dijawab dan/atau sesi tanya jawab telah berakhir.
8. Semua keputusan diambil berdasarkan musyarawah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka

a. Only Shareholders whose names are registered in the DPS as of May 31st, 2023 at 16.15 WIB or their proxies as proven by a valid power of attorney, who are entitled to submit questions, opinions, proposals and/or suggestions in this Meeting;

b. Shareholders or their proxies who wish to submit questions, opinions, proposals and/ or suggestions are asked to raise their hands so that the officer can hand in the Inquiry form. The inquiry form will be taken by the officer and submitted to the Chairperson of the Meeting; and
c. The Chairperson of the Meeting will provide each answer or response or the Chairperson of the Meeting may request the assistance of members of the Directors and members of the BOC or appoint other parties to answer the questions verbally.

7. All decisions pertaining to the GMS agenda will be deliberated following the resolution of any outstanding queries and the conclusion of the discussion session.
8. All decisions were made following thorough deliberation to reach a consensus. If consensus cannot be reached through deliberation, the Meeting's resolutions will be

keputusan Rapat diambil dengan pemungutan suara dengan prosedur [ACGS A.2.4] [ACGS A.2.10] sebagai berikut:

a. Hanya para pemegang saham yang namanya tercatat dalam DPS per tanggal 31 Mei 2023 atau kuasanya yang dibuktikan dengan surat kuasa yang sah, yang berhak memberikan suara dalam Rapat ini; dan
b. Pemungutan suara dilakukan dengan cara mengangkat tangan, sebagai berikut:
   Pertama: mereka yang memberikan suara blanko diminta untuk mengangkat tangan.
   Kedua: mereka yang memberikan suara tidak setuju diminta untuk mengangkat tangan.
   Ketiga: mereka yang tidak mengangkat tangan berarti menyetujui usul yang diajukan.
   Suara yang dikeluarkan oleh pemegang saham secara langsung dalam Rapat untuk setiap agenda akan diperhitungkan bersama dengan suara yang dikeluarkan oleh pemegang saham melalui *e-voting* dengan menggunakan sistem eASY.KSEI.

9. Setiap 1 (satu) saham memberikan hak kepada pemegangnya untuk mengeluarkan 1 (satu) suara. Apabila seorang pemegang saham memiliki lebih dari 1 (satu) saham maka ia hanya diminta untuk memberikan suara 1 (satu) kali dan suaranya itu mewakili seluruh saham yang dimilikinya atau diwakilinya.

determined through a voting process as outlined below:

a. Only shareholders whose names are registered in the DPS as of May 31st, 2023 or their proxies as proven by a valid power of attorney, are entitled to vote in this Meeting; and

b. Voting is conducted by raising hands in the manner described below:
First: those who voted blank were asked to raise their hands.
Second: those who voted against were asked to raise their hands.
Third: those who did not raise their hands are considered to agree with the proposal that was put forward.
Votes cast by Shareholders directly at the Meeting for each Agenda will be consolidated with votes casts by shareholders through e-voting utilizing the eASY.KSEI system.

9. Each 1 (one) share entitles the holder to cast 1 (one) vote. If a shareholder has more than 1 (one) share, then he/she is required to vote 1 (one) time and the vote will represent all the shares owned or represented.

Keterbukaan Informasi
Information Disclosure

Keterbukaan informasi terkait RUPST yang diadakan pada tahun 2023 adalah sebagai berikut:

1. Pemberitahuan mengenai Penyelenggaraan RUPST, kepada OJK dan BEI melalui surat No.049/IR-CS/BSD/V/2023 dan telah dipublikasikan masing-masing pada situs Perusahaan serta BEI pada tanggal 11 Mei 2023.
2. Penyampaian Iklan Pengumuman RUPST melalui surat N0.051/IR-CS/BSD/V/2023 dan telah dipublikasikan masing-masing pada situs Perusahaan, BEI, SPEOJK dan KSEI tanggal 19 Mei 2023.

   Melalui pemberitahuan ini, para pemegang saham diundang untuk memberikan usulan mata acara RUPST sepanjang pemberian usulan tersebut sesuai dengan ketentuan persyaratan pasal 23 ayat 1 dan 2 AD Perusahaan dan pasal 16 ayat 1 dan 2 POJK No.15. [ACGS A.2.15]

Information disclosure related to AGMS held in 2023 is as follows:

1. Announcement of the holding of the AGMS to OJK and BEI by letter No.049/IR-CS/BSD/V/2022 has been published on the Company's website and BEI's website on May 11th, 2023.

2. Submission of proof of advertisement of the AGMS announcement, that has been published respectively on the websites of the Company, the BEI, SPEOJK and KSEI on May 19th, 2023.

In the announcement, the shareholders were invited to suggest an agenda in the AGMS provided that the suggestions are made in accordance with article 23 number 1 and 2 of the Company's AoA and article 16 number 1 and 2 of POJK No.15.

3. Penyampaian bukti iklan pengumuman RUPST yang telah dipublikasikan di situs BEI dan SPEOJK melalui surat No.052/IR-CS/BSD/V/2023 pada tanggal 22 Mei 2023.
4. Panggilan RUPST melalui surat No.055/IR-CS/BSD/VI/2023 dan telah dipublikasikan masing-masing di situs Perusahaan, situs BEI, situs SPEOJK serta situs KSEI pada tanggal 5 Juni 2023 dalam bahasa Indonesia dan Inggris. Panggilan ini telah melampirkan agenda, formulir surat kuasa dan tata tertib RUPS. [ACGS A.2.1] [ACGS A.2.4] [ACGS A.2.13] [ACGS A.6.1] [ACGS A.6.2] [ACGS A.6.5] [ACGS (B)B.1.1]
5. Penyampaian bukti iklan panggilan RUPST yang telah dipublikasikan masing-masing di situs BEI dan SPEOJK pada tanggal 5 Juni 2023.
6. Pelaksanaan RUPST pada hari Selasa, 27 Juni 2023.
7. Penyampaian Ringkasan Risalah RUPST melalui surat No.064/IR-CS/BSD/VI/2023 dan telah dipublikasikan masing-masing di situs Perusahaan serta situs BEI, SPEOJK dan KSEI pada tanggal 29 Juni 2023.
8. Penyampaian Bukti Iklan Risalah RUPST melalui surat No.065/IR-CS/BSD/VI/2023 yang telah dipublikasikan masing-masing di situs BEI dan SPEOJK pada tanggal 29 Juni 2023.
9. Penyampaian Berita Acara RUPST melalui surat No.074/IR-CS/BSD/VII/2023 yang telah dipublikasikan masing-masing di situs Perusahaan, BEI dan SPEOJK pada tanggal 27 Juli 2023.

3. Submission of proof of advertisement of the Announcement of the AGMS, that has been published respectively on the BEI website and SPEOJK website, on May 22nd , 2023.
4. The Notice of the AGMS through Letter No.055/IR-CS/BSD/VI/2023 has been published in the websites of the Company, the BEI, SPEOJK and KSEI, on June 5th, 2023, in Indonesian and English. The Notice includes the agenda, power of attorney template and rules of the GMS.
5. Submission of proof of advertisement of the Notice to the AGMS, that has been published respectively on the BEI website and SPEOJK website, on June 5th, 2023.
6. The implementation of the AGMS on Tuesday, June 27th, 2023.
7. Submission of Summary of AGMS Result through letter No.064/IR-CS/BSD/VI/2023 and has been published in the Company's website as well as BEI's website, SPEOJK's and KSEI website on June 29th, 2023.
8. Submission of proof of advertisement of the Summary of the AGMS, through letter No.065/IR-CS/BSD/VI/2023 that has been published respectively on BEI and SPEOJK website, on Tuesday, June 29th , 2023.
9. Submission of AGMS Minutes through letter No.074/IR-CS/BSD/VII/2023 which have been published respectively on the websites of the Company, BEI and SPEOJK on July 27th, 2023.

RUPS Tahunan 2023

Annual GMS in 2023

RUPST terselenggara secara kuorum pada hari Selasa, 27 Juni 2023 di Indonesia Convention Exhibition, Convention Center, Lantai 1, Ruang Garuda 5AB, Jl. BSD Grand Boulevard Raya No.1, BSD City, Tangerang, 15345.

Pemegang saham dan kuasa pemegang saham yang hadir telah mewakili 17.773.301.355 saham (83,95%) dari seluruh saham ditempatkan dan disetor penuh, yaitu 21.171.365.812 saham. Dengan demikian, berdasarkan AD Perusahaan, RUPST adalah sah serta dapat mengambil keputusan yang mengikat.

The AGMS was conducted with a quorum present on Tuesday, June 27th, 2023 at Indonesia Convention Exhibition, Convention Center, 1st Floor, Garuda Room 5AB, Jl. BSD Grand Boulevard Raya No.1, BSD City, Tangerang, 15345.

Shareholders and their proxies in attendance collectively represented 17,773,301,355 shares (83.95%) of the total issued and paid-up shares, amounting to 21,171,365,812 shares. Consequently, as stipulated in the AoA of the Company, the AGMS was deemed valid and binding.

RUPST dipimpin oleh Susiyati Bambang Hirawan, Komisaris Independen, sesuai penunjukkan oleh BOC, dengan terlebih dahulu membacakan tata tertib RUPS pada saat RUPST berlangsung yang menjadi bagian dalam Berita Acara RUPST. Setiap mata acara dijelaskan dan dibahas oleh salah seorang komisaris atau direktur yang hadir. Setelah penjelasan, pemegang saham dan kuasanya diberikan waktu untuk mengajukan pertanyaan dan pendapat sebelum memberikan suaranya melalui mekanisme yang telah dijelaskan pada tata tertib RUPS. [ACGS A.2.4] [ACGS A.2.5] [ACGS A.2.14]

The AGMS was presided over by Susiyati Bambang Hirawan, an Independent Commissioner, as appointed by the BOC. At the onset of the AGMS, the rules of conduct were read out by her and were subsequently included in the AGMS Minutes. Each agenda item was explained and discussed by one of the commissioners or directors present. Subsequently, shareholders and their proxies were afforded the opportunity to seek clarifications and share their perspectives before proceeding to vote using the procedures outlined in the GMS rules and regulations.

Perusahaan menunjuk Notaris Syarifudin S.H., Notaris di Kota Tangerang dan dibantu oleh BAE (PT Sinartama Gunita) sebagai pihak independen yang melakukan perhitungan dan/atau melakukan validasi atas suara untuk setiap agenda RUPST. [SEOJK 2.g.1.b] [ACGS A.2.11]

The Company has designated Notary Syarifudin S.H., serving as a notary in Tangerang city and assisted by the BAE (PT Sinartama Gunita), will act as an independent party responsible for tallying and verifying the votes for each item on the AGMS agenda.

Kehadiran BOC dan Direksi [ACGS A.2.7]

Attendance of BOC and Directors

Jumlah BOC dan Direksi yang hadir pada RUPST adalah masing-masing sebanyak 60% dan 75%, dengan catatan kehadiran sebagai berikut:

The number BOC and Directors present at the AGMS was 60% and 75% respectively as detailed in the following attendance record:

Dewan Komisaris		***Board of Commissioners***
Komisaris	Yoseph Franciscus Bonang	*Commissioner*
Wakil Presiden Komisaris Independen	Teky Mailoa	*Vice President Commissioner*
Komisaris Independen dan Ketua Komite Audit	Susiyati Bambang Hirawan	*Independent Commisioner and Chairwoman of Audit Committee*

Keterangan:
Bapak Muktar Widjaja dan Bapak Teddy Pawitra, masing-masing selaku Presiden Komisaris dan Komisaris Independen berhalangan hadir dikarenakan masing-masing menghadiri pertemuan penting yang tidak dapat diwakilkan dan sakit.

Note:
Mr. Muktar Widjaja, the President Commissioner and Mr. Teddy Pawitra, the Independent Commissioner, respectively were unable to attend the meeting due to prior important commitments that prohibited representation through a proxy and were unwell.

Direksi		***The Directors***
Presiden Direktur	Franciscus Xaverius R.D.	*President Director*
Direktur	› Lie Jani Harjanto › Hermawan Wijaya › Syukur Lawigena › Liauw Herry Hendarta › Monik William › Ir. Siswanto Adisaputro	*Director*

Keterangan:
Bapak Franciscus Xaverius R.D. dan Bapak Michael J.P Widjaja masing-masing selaku Presiden Direktur dan Wakil Presiden Direktur, berhalangan hadir dikarenakan menghadiri pertemuan penting yang tidak dapat diwakilkan.

Note:
Mr. Franciscus Xaverius R.D., the President Director and Mr. Michael J.P Widjaja, the Vice President Director, were unable to attend the meeting due to prior important commitments that prohibited representation through a proxy.

Keputusan dan Tindak Lanjut RUPST [SEOJK 2.G.1.A] [ACGS A.2.6] [ACGS A.2.5]

Resoluttion and Follow-Ups of the AGMS

NO.	MATA ACARA *AGENDA*	HASIL RAPAT *RESOLUTION*	REALISASI *REALIZATION*
1	Persetujuan Laporan Tahunan, pengesahan Laporan Keuangan dan pengesahan Laporan Tugas Pengawasan BOC Perusahaan untuk Tahun Buku 2022. *Approval of the Annual Report, Financial Report and ratification of the BOC's Supervisory Report for the Fiscal Year 2022.*	1. Menyetujui laporan tahunan Perusahaan untuk tahun buku 2022; *To approve the Company's Annual Report for Financial Year 2022;* 2. Mengesahkan laporan keuangan Perusahaan untuk tahun buku 2022 yang telah diaudit oleh Kantor Akuntan Publik Mirawati Sensi Idris, sebagaimana dimuat dalam Laporan Auditor Independen Nomor 00093/2.1090/AU.1/03/01284-2/1/III/2023 tanggal 8 Maret 2022, dengan pendapat "Wajar tanpa Pengecualian"; *To approve that the Company's financial statements for the fiscal year 2022 have been audited by Public Accountant Mirawati Sensi Idris, as stipulated in the Independent Auditor's Report number 00093/2.1090/AU.1/03/01284-2/1/III/2023 dated March 8th, 2022, with "Unqualified" opinion;* 3. Mengesahkan laporan tugas pengawasan BOC Perusahaan untuk tahun buku 2022; dan *To ratify the Supervisory Report of the BOC for the financial year 2022; and* 4. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya *("acquit et decharge")* kepada: *To provide a release and discharge of responsibility (acquit et decharge) to:* a. Para anggota Direksi Perusahaan atas pelaksanaan tugas dan tanggung jawab pengurusan Perusahaan untuk kepentingan Perusahaan sesuai dengan maksud dan tujuan Perusahaan serta pelaksanaan tugas dan tanggung jawab mewakili Perusahaan baik di dalam maupun di luar Pengadilan; dan *Members of the Directors in the performance of duties and responsibilities in accordance to the Company's objectives as well as the duties and responsibilities to represent the Company inside and outside the court of justice and* b. Para anggota BOC Perusahaan atas pelaksanaan tugas dan tanggung jawab pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perusahaan maupun usaha Perusahaan serta pemberian nasihat kepada Direksi Perusahaan, membantu Direksi Perusahaan dan memberikan persetujuan kepada Direksi Perusahaan. *Members of the BOC in the performance of duties and oversight responsibilities on the management of the Company and its business and duties and responsibilities in providing advice to the Directors, assisting the Directors and approving the Directors.* yang dijalankan selama tahun buku 2022, sejauh pelaksanaan tugas dan tanggungjawab tersebut tercermin dalam laporan tahunan, laporan keuangan tahunan dan laporan tugas pengawasan BOC Perusahaan tahun buku 2022. *which is carried out during the financial year 2022, as far as the duties and responsibilities are reflected in the Annual Report, Annual Financial Statements and monitoring report by the BOC for financial year 2022.*	Telah efektif pada saat ditutupnya RUPST. *Effective at the conclusion of the AGMS.*

PERTANYAAN/PENDAPAT *QUESTION /OPINIONS*	SETUJU *AGREE*	TIDAK SETUJU *DISSAGREE*	ABSTAIN *ABSTAINED*	KEPUTUSAN RAPAT DENGAN SUARA TERBANYAK *WITH DELIBERATION TO REACH CONSENSUS*
1 (Satu) | *One* [ACGS A.2.5]	17.651.845.956 suara | *votes* (99,317%)	11.750.000 suara | *votes* (0,066%)	109.705.399 suara | *votes* (0,617%)	17.761.551.355 suara | *votes* (99,934%)

NO.	MATA ACARA *AGENDA*	HASIL RAPAT *RESOLUTION*	REALISASI *REALIZATION*
2	Penetapan penggunaan Laba Bersih Perusahaan untuk Tahun Buku 2022. *Determination of the use of Net Income for the financial year 2022.*	Menetapkan penggunaan laba bersih Perusahaan tahun buku 2022, yaitu sebesar Rp2.433.146.905.387,- (dua triliun empat ratus tiga puluh tiga miliar seratus empat puluh enam juta sembilan ratus lima ribu tiga ratus delapan tujuh Rupiah), dengan perincian sebagai berikut: *Allocate the use of the Company's net profit for the 2021 financial year, which amounting to IDR2,433,146,905,387 (two trillion four hundred thirty-three billion one hundred forty-six million nine hundred five thousand three hundred eighty-seven Rupiah), with details as follows:* a. Sebesar Rp2.000.000.000, (dua miliar Rupiah), disisihkan sebagai dana cadangan guna memenuhi ketentuan Pasal 84 AD Perusahaan dan Pasal 70 UUPT; *IDR2,000,000,000 (two billion Rupiah), set aside as a reserve fund in order to comply with the provisions of Article 84 of AoA and Article 70 of UUPT;* b. Sisanya sebesar Rp2.431.146.905.387,- (dua triliun empat ratus tiga puluh satu miliar seratus empat puluh enam juta sembilan ratus lima ribu tiga ratus delapan tujuh Rupiah), akan dibukukan sebagai laba ditahan untuk keperluan modal kerja Perusahaan. *The remaining IDR2,431,146,905,387 (two trillion four hundred thirty-one billion one hundred forty-six million nine hundred five thousand three hundred eighty-seven Rupiah) will be recorded as retained earnings for the Company's working capital purposes.*	Telah efektif pada saat ditutupnya RUPST dan akan dibukukan sebagaimana diputuskan. *Effective at the conclusion of the AGMS and will be recorded as decided.*

PERTANYAAN/PENDAPAT *QUESTION /OPINIONS*	SETUJU *AGREE*	TIDAK SETUJU *DISSAGREE*	ABSTAIN *ABSTAINED*	KEPUTUSAN RAPAT DENGAN SUARA TERBANYAK *WITH DELIBERATION TO REACH CONSENSUS*
1 (Satu) | *One* [ACGS A.2.5]	17.683.793.255 suara | *votes* (99,496%)	1.241.000 suara | *votes* (0,007%)	88.267.100 suara | *votes* (0,497%)	17.772.060.355 suara | *votes* (99,99993%)

NO.	MATA ACARA *AGENDA*	HASIL RAPAT *RESOLUTION*	REALISASI *REALIZATION*
3	a. Penetapan gaji dan tunjangan anggota Direksi Perusahaan untuk Tahun Buku 2023; b. Penetapan gaji atau honorarium dan tunjangan lain anggota BOC Perusahaan untuk Tahun Buku 2023. *a. Determination of salaries and allowances of members of the Directors for the financial year 2023;* *b. Determination of salary or honorarium and other allowances for members of the BOC for the Fiscal Year 2023.*	1. Memberikan wewenang kepada BOC Perusahaan untuk menetapkan gaji dan tunjangan anggota Direksi Perusahaan untuk tahun buku 2023, dengan memperhatikan rekomendasi dari NRC Perusahaan; 2. a. Menetapkan total gaji atau honorarium dan tunjangan lain bagi BOC Perusahaan untuk tahun buku 2023 adalah minimal sama dengan yang diterima pada tahun buku 2022; dan b. Memberikan kuasa kepada Presiden Komisaris Perusahaan untuk menetapkan besarnya serta pembagian jumlah gaji atau honorarium dan tunjangan lain dari masing-masing anggota BOC Perusahaan untuk tahun buku 2023. *1. To authorize the BOC of the Company to determine the salaries and benefits of members of the Directors for the financial year 2023; with regard to the recommendations of the NRC:* *2. a. Determine the total salary or honorarium and other benefits for the Company's BOC for the 2023 financial year is at least equal as that received in the financial year 2022; and* *b. To authorize the President Commissioner of the Company to determine the amount and distribution of the salary or honorarium and other benefits of each member of the Company's BOC for the financial year 2023.*	Telah efektif pada saat ditutupnya RUPST. *Effective at the conclusion of the AGMS.*

PERTANYAAN/PENDAPAT *QUESTION /OPINIONS*	SETUJU *AGREE*	TIDAK SETUJU *DISSAGREE*	ABSTAIN *ABSTAINED*	KEPUTUSAN RAPAT DENGAN SUARA TERBANYAK *WITH DELIBERATION TO REACH CONSENSUS*
Nihil | *None* [ACGS A.2.5]	17.678.778.755 suara | *votes* (99,468%)	1.271.300 suara | *votes* (0,007%)	93.251.300 suara | *votes* (0,525%)	17.772.030.055 suara | *votes* (99,993%)

NO.	MATA ACARA *AGENDA*	HASIL RAPAT *RESOLUTION*	REALISASI *REALIZATION*
4	Penunjukan Akuntan Publik untuk Tahun Buku 2023. *Appointment of Public Accountant for the Fiscal Year 2023.* [ACGS A.6.4]	Memberikan wewenang kepada BOC Perusahaan untuk menentukan Kantor Akuntan Publik Independen yang akan melakukan audit atas buku Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2023 dengan kriteria sebagai berikut: a. Termasuk Kantor Akuntan Publik ("KAP") yang terdaftar di OJK; b. Memiliki pengalaman melakukan audit di Perusahaan terbuka. *Give authority to the Company's BOC to appoint Independent Public Accounting Firm who will audit the Company's book for the financial year ending December 31st, 2023 with the following criteria:* *a. Public Accounting Firm that is listed at OJK;* *b. Has experience in auditing public listed companies.*	Menunjuk Kantor Akuntan Publik Mirawati Sensi Idris untuk melakukan audit atas buku Perusahaan untuk tahun buku yang berakhir pada 9 Oktober 2023, melalui surat keputusan sirkuler BOC tertanggal 31 Desember 2023 dan dengan mempertimbangkan rekomendasi dari Komite Audit. *To appoint the Public Accounting Firm Mirawati Sensi Idris to audit the Company's books for the financial year ending October 9th, 2023, by the Company's Circular Letter of the BOC dated December 31st, 2023 and with due regard to the recommendations of the Audit Committee.*

PERTANYAAN/PENDAPAT *QUESTION /OPINIONS*	SETUJU *AGREE*	TIDAK SETUJU *DISSAGREE*	ABSTAIN *ABSTAINED*	KEPUTUSAN RAPAT DENGAN SUARA TERBANYAK *WITH DELIBERATION TO REACH CONSENSUS*
Nihil | *None* [ACGS A.2.5]	17.161.664.247 suara | *votes* (96,559%)	523.411.508 suara | *votes* (2,945%)	88.225.600 suara | *votes* (0,496%)	17.249.889.847 suara | *votes* (97,055%)

Hasil RUPST dan RUPSLB 2022 [SEOJK 2.G.1.A]

2022 AGMS and EGMS Results

Seluruh hasil RUPST yang diselenggarakan pada tanggal 14 Juni 2022, telah dilaksanakan pada tahun 2022. Berikut adalah keputusan dan tindak lanjut keputusan RUPST dan RUPSLB tersebut:

All results of the AGMS held on June 14th, 2022, had been executed accordingly in 2022. These are the resolutions and realizations of the AGMS and EGMS decisions:

NO.	PERSETUJUAN RESOLUTION	PELAKSANAAN REALIZATION
1	Menyetujui Laporan Tahunan, mengesahkan Laporan Keuangan dan mengesahkan Laporan Tugas Pengawasan BOC Perusahaan untuk Tahun Buku 2021. *Approved of the Annual Report, ratified Financial Report and Supervisory Report of the BOC for the Fiscal Year 2021.*	Telah efektif pada saat ditutupnya RUPST. *Effective at the conclusion of the AGMS.*
2	Menetapkan penggunaan Laba Bersih Perusahaan untuk Tahun Buku 2021, yaitu untuk dana cadangan dan labah ditahan. *Determined the use of Net Income for the financial year 2021, that was set aside as a reserve fund and retained earnings.*	Telah efektif pada saat ditutupnya RUPST dan telah dibukukan sebagaimana diputuskan. *Effective at the conclusion of the AGMS and has been recorded as decided.*
3	Memberikan wewenang kepada BOC untuk menetapkan gaji, tunjangan dan honorarium anggota Direksi dan BOC Perusahaan untuk Tahun Buku 2022. *To authorize the BOC to determine the salaries, allowances, and honorarium of the members of the Directors and the BOC for the Fiscal Year 2022.*	Telah efektif pada saat ditutupnya RUPST. *Effective at the conclusion of the AGMS.*
4	Memberikan wewenang kepada BOC Perusahaan untuk menentukan Kantor Akuntan Publik Independen yang akan melakukan audit atas buku Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2022 dengan kriteria yang telah ditentukan. *To authorize the Company's BOC to appoint an Independent Public Accounting Firm that will audit the Company's book for the financial year ended December 31st, 2022 with the defined criteria.*	Telah efektif pada saat ditutupnya RUPST. *Effective at the conclusion of the AGMS.*
5	Melaporkan pengangkatan Komite Audit Perusahaan dengan masa tugas terhitung sejak ditutupnya RUPST Perusahaan tahun buku 2021 sampai dengan ditutupnya RUPST Perusahaan tahun buku yang berakhir 31 Desember 2024, dengan susunan sebagai berikut: • Ketua : Susiyati Bambang Hirawan • Anggota : Rusli Prakarsa • Anggota : Rudiantara *To report the appointment of the Audit Committee of the Company with term of service commencing from the closing of the AGMS of the Company for fiscal year 2021 until the closing of the AGMS for fiscal year ending December 31st, 2024, with the following composition:* • *Chairwoman : Susiyati Bambang Hirawan* • *Member : Rusli Prakarsa* • *Member : Rudiantara*	Dengan mempertimbangkan rekomendasi Komite Audit, BOC menunjuk Kantor Akuntan Publik Mirawati Sensi Idris. *The BOC by considering the recommendations of the Audit Committee, has appointed the Public Accounting Firm Mirawati Sensi Idris.*

RUPS Luar Biasa

Extraordinary GMS

NO.	PERSETUJUAN RESOLUTION	PELAKSANAAN REALIZATION
1	Menyetujui penambahan dan penyesuaian pasal 3 AD Perusahaan tentang maksud dan tujuan serta kegiatan usaha Perusahaan untuk disesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 2020. *Approved the addition and changes of article 3 of the Company's AoA concerning purpose and objectives and business activities of the Company to be adjusted to the 2020 Indonesian Standard Industrial Classification (KBLI).*	Telah efektif pada saat ditutupnya RUPSLB. *Effective at the conclusion of the EGMS.*

Direksi
Directors

Direksi telah memiliki Piagam Direksi No.001/DIR/BSD/XII/2015 tanggal 7 Desember 2015, yang memuat antara lain landasan hukum, struktur dan keanggotaan, kriteria dan independensi, tugas dan tanggung jawab beserta kewenangan, mekanisme rapat, pelaporan dan pertanggungjawaban. Direksi dalam pelaksanaan kegiatan operasional sehari-hari berlandaskan pada Piagam tersebut. Piagam Direksi dapat diunduh di situs web Perusahaan www.sinarmasland.com dan www.bsdcity.com. [ACGS E.1.1]

The Directors has already had the Charter for the Directors No.001/DIR/BSD/XII/2015 dated December 7th, 2015, consisting, among others, legal basis, structure and membership, criteria and independence, duties and responsibilities, along with authorities, meetings, reporting and accountability. The Directors implement their daily operational activities based on the Charter. The Charter for the Directors can be downloaded in the Company's website at www.sinarmasland.com and www.bsdcity.com.

Struktur dan Keanggotaan
Structure and Composition

Direksi setidak-tidaknya terdiri atas 3 (tiga) orang, yang memiliki kedudukan setara dan bertanggungjawab kepada RUPS, yaitu:
1. 1 (satu) orang Presiden Direktur
2. 1 (satu) orang Wakil Presiden Direktur atau lebih
3. 1 (satu) orang Direktur atau lebih.

The Directors consists of at least 3 (three) persons with equal position and is responsible to the GMS, namely:

1. 1 (one) President Director
2. 1 (one) Vice President Director or more
3. 1 (one) Director or more

Direksi diangkat dan diberhentikan melalui keputusan RUPS untuk masa jabatan tertentu yang selama-lamanya adalah sampai dengan ditutupnya RUPST ke-5 dan dapat diangkat kembali. [ACGS E.3.11]

The Directors are appointed and dismissed through a GMS resolution for specific tenure, at the latest until the closing of the fifth year GMS and can be reappointed.

Piagam Direksi mengatur bahwa anggota Direksi hanya dapat merangkap jabatan sebanyak-banyaknya sebagai anggota Direksi pada 1 (satu) emiten atau perusahaan publik lain, anggota BOC pada 3 (tiga) emiten atau perusahaan publik lain, dan anggota komite pada 5 (lima) emiten atau perusahaan publik dimana yang bersangkutan juga menjabat sebagai anggota Direksi atau BOC. Sesuai dengan kebijakan tersebut, pada tahun ini tidak ada anggota Direksi yang merangkap jabatan lebih dari batasan di atas. [ACGS E.2.6]

The Charter for the Directors regulates that members of the Directors can only hold as many positions as members of the Directors at 1 (one) issuer or the public company, BOC members at 3 (three) issuers or other public companies, and committee members at 5 (five) issuers or public companies where the person concerned is also serves as a member of the Directors or BOC. In accordance with the policy, this year, there were no members of the Directors hold more positions than the above set limitations.

Pada tahun ini, tidak ada perubahan pada susunan Direksi. Dengan mempertimbangkan karakteristik, kapasitas, ukuran dan kebutuhan bisnis, jumlah anggota Direksi Perusahaan adalah 8 (delapan) orang dengan susunan per 31 Desember 2023 sebagai berikut:

This year, there were no changes in the composition of the Directors. After a consideration to the business characteristics, capacity, size and needs, the members of the Directors of the Company amounting to 8 (eight) people with the following composition as of December 31st, 2023:

Presiden Direktur	: Franciscus Xaverius R.D.
Wakil Presiden Direktur	: Michael J.P Widjaja
Direktur	:

- Lie Jani Harjanto
- Syukur Lawigena
- Hermawan Wijaya
- Liauw Herry Hendarta
- Monik William
- Ir. Siswanto Adisaputro

President Director	*: Franciscus Xaverius R.D*
Vice President Director	*: Michael J.P Widjaja*
Director	*:*

- *Lie Jani Harjanto*
- *Syukur Lawigena*
- *Hermawan Wijaya*
- *Liauw, Herry Hendarta*
- *Monik William*
- *Ir. Siswanto Adisaputro*

Masa jabatan mereka adalah sampai dengan ditutupnya RUPST untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 tanpa mengurangi hak RUPS untuk memberhentikan salah satu atau semua anggota sebelum masa jabatannya berakhir.

Their term of office is until the closing of the AGMS for the financial year ending December 31st, 2024, without prejudice to the right of the GMS to dismiss one or all members before their term of office ends.

Keberagaman
Diversity

Susunan Direksi mewakili berbagai latar belakang pendidikan dan pengalaman yang dipandang sesuai dalam pencapaian target-target Perusahaan. Sampai saat ini, belum ada kebijakan mengenai keberagaman susunan Direksi. Keberagaman dalam susunan Direksi disesuaikan dengan rencana jangka panjang yang telah dimiliki Perusahaan yang tampak pada tabel berikut ini:
[ACGS (B)E.1.2] [ACGS E.4.6]

The composition of the Directors represents a variety of educational background and working experience that are deemed in conjunction to the achievement of the Company's targets. To date, there is no policy regarding the diversity of the composition of the Directors. Diversity in the composition of the Directors is adjusted to the Company's long-term plan as shown in the table below.

NAMA *NAME*	**GENDER** *GENDER*	**PENDIDIKAN** *EDUCATION*	**USIA** *AGE*	**CATATAN** *NOTE*
Franciscus Xaverius R.D	Laki-laki *Male*	• Sarjana Teknik Sipil, Jurusan Jalan Raya, Institut Teknologi Bandung. • Sarjana Teknik Sipil, Universitas Katolik Parahyangan, Bandung. • *Bachelor's Degree in Civil Engineering, Highway Engineering Major, Bandung Institute of Technology.* • *Bachelor's Degree in Civil Engineering, Parahyangan Catholic University, Bandung.*	70	Berpengalaman lebih dari 35 tahun di bidang teknik dan perencanaan properti, pengembangan bisnis serta manajemen. *Has more than 35 years of experience in property planning and engineering, business development and management.*
Michael J.P Widjaja	Laki-laki *Male*	Bachelor of Arts, University of Southern California, USA	39	Berpengalaman lebih dari 15 tahun di bisnis properti, pengembangan bisnis dan manajemen. *Has more than 15 years of experience in property, business development and management.*
Syukur Lawigena	Laki-laki *Male*	Sarjana Teknik Sipil, Universitas Katolik Parahyangan, Bandung. *Bachelor's Degree in Civil Engineering, Parahyangan Catholic University, Bandung.*	68	Berpengalaman lebih dari 30 tahun di dunia properti dan manajemen. *Has more than 30 years of experience in property and management.*
Hermawan Wijaya	Laki-laki *Male*	Sarjana Ekonomi, Universitas Katolik Atmajaya. *Bachelor's Degree in Economics, Atmajaya Catholic University.*	57	Berpengalaman lebih dari 25 tahun di dunia properti, bidang keuangan dan akuntansi serta manajemen. *Has more than 25 years of experience in property business, finance, accounting and management.*

Lie Jani Harjanto	Perempuan *Female*	Sarjana Ekonomi, Universitas Trisakti. *Bachelor's Degree in Economics, Trisakti University.*	57	Berpengalaman lebih dari 30 tahun di dunia properti, bidang keuangan dan akuntansi serta manajemen. *Has more than 30 years of experience in the property business, finance, accounting and management.*
Liauw Herry Hendarta	Laki-laki *Male*	Master in Business Management, Asian Institute of Management Manila, Philippines	56	Berpengalaman lebih dari 20 tahun di dunia properti, bidang pengembangan bisnis, pemasaran dan manajemen. *Has more than 20 years of experience in the property business, business development, marketing and management.*
Monik William	Perempuan *Female*	Sarjana Teknik Sipil dari Institut Teknologi Bandung *Bachelor of Civil Engineering from Bandung Institute of Technology.*	61	Berpengalaman lebih dari 30 tahun di dunia properti dan manajemen proyek. *Has more than 30 years of experience in the property business and project management.*
Ir. Siswanto Adisaputro	Laki-laki *Male*	Sarjana Teknik Sipil dari Universitas Katolik Parahyangan Bandung dan Master of Engineering dari RMIT University Melbourne, Australia. *Bachelor of Civil Engineering from Catholic University Parahyangan Bandung and Master of Engineering from RMIT University Melbourne, Australia.*	58	Berpengalaman lebih dari 30 tahun di dunia properti dan manajemen proyek. *Has more than 30 years of experience in the property business and project management.*

Tugas dan Tanggung Jawab [SEOJK 2.G.2.A] [ACGS E.1.3]

Duties and Responsibilities

Piagam Direksi mengatur tugas dan tanggung jawab Direksi secara umum yaitu melaksanakan pengurusan Perusahaan untuk kepentingan serta sesuai dengan maksud dan tujuan Perusahaan. Di dalam Piagam tersebut juga diatur kewajiban penyelenggaraan RUPS, panduan dalam hal benturan kepentingan, panduan penggunaan penasihat perorangan atau konsultan, serta peningkatan kompetensi anggota. Direksi juga telah membentuk Unit Kerja Audit Internal dan Unit Kerja Manajemen Risiko dan Keberlanjutan untuk membantu pelaksanaan tugas dan tanggung jawab di atas.

The Charter for the Directors outlines the general duties and responsibilities of the Directors, focusing on managing the Company to further its objectives and mission. The Charter also governs the requirements for convening a GMS, guidelines regarding managing conflicts of interest, outlines protocols for engaging individual advisors or consultants, as well as emphasizing members' competencies. Additionally, the Directors have instituted an Internal Audit Work Unit and a Risk and Sustainability Management Work Unit to support the execution of these responsibilities and duties.

Di dalam melaksanakan tugasnya, 3 (tiga) orang anggota Direksi secara bersama-sama berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan. [ACGS E.1.2]

In carrying out the said duties, 3 (three) members of the Directors jointly have the right and authority to act for and on behalf of the Directors,and to represent the Company.

Masing-masing anggota Direksi memiliki ruang lingkup pekerjaan dan tanggung jawab masing-masing, yakni sebagai berikut:

Presiden Direktur [ACGS E.4.4]

a. Mengkoordinasikan seluruh kegiatan Direksi;
b. Mengkoordinasikan proses dan merekonstruksi aspek-aspek filosofi korporasi yang mencakup visi, misi, tujuan, budaya perusahaan serta kepemimpinan, termasuk visi, strategi dan pilar berkelanjutan ESG sejalan dengan tujuan dan strategi bisnis Perusahaan;

Each member of the Directors has their own scope of work and responsibilities as follows:

President Director

a. Coordinate all activities of the Directors;
b. Coordinate the process and reconstruct the corporate philosophical aspects covering vision, mission, objectives, corporate culture and leadership, including ESG sustainability vision, strategy and pillars are in line with the Company's business objective and strategy;

c. Merumuskan dan menyatakan arah strategis untuk mengkondisikan kemampuan Perusahaan dalam mewujudkan pertumbuhan kompetitif yang berkelanjutan pada seluruh portofolio bisnis dan pengendalian risiko serta berinteraksi dengan konstituen eksternal secara berkelompok;
d. Mengendalikan fungsi perencanaan strategis dan mengarahkan upaya pertumbuhan dengan fokus pada portofolio bisnis baru;
e. Mengendalikan arah Perusahaan;
f. Mengendalikan pengelolaan aspek strategis dan fungsi-fungsi keuangan, sumber daya manusia, inovasi dan strategi portofolio pada seluruh portofolio bisnis yang dijalankan Perusahaan;
g. Memimpin proses pembinaan pemimpin serta mengangkat dan memberhentikan pemangku jabatan pada posisi tertentu sesuai peraturan manajemen karir yang ditetapkan.

c. Formulate and state the strategic direction to condition the Company's ability to realize sustainable competitive growth across all business portfolios and control risk as well as interact with external constituents as a group;
d. Control the strategic planning function and direct the efforts towards growth while focusing on new business portfolios;
e. Control the direction of the Company;
f. Control the management of strategic aspects and functions of finance, human resources, innovation and portfolio strategy in all business portfolios run by the Company;
g. Lead the process of developing leaders as well as appointing and dismissing office holders in certain positions in accordance with established career management regulation.

Wakil Presiden Direktur
Bertanggung jawab membantu Presiden Direktur sebagaimana yang disebutkan dalam tanggung jawab Presiden Direktur di atas.

Vice President Director
Responsible to assist the President Director in his/her duties as stated above.

Direktur Keuangan
Membawahi fungsi-fungsi Keuangan, Akuntansi, Pajak, Hukum dan Teknologi Informasi, dengan penjabaran tugas dan tanggung jawab sebagai berikut:
a. Menentukan konsep dan rumusan Rencana Keuangan Perusahaan Jangka Panjang dan Pendek;
b. Memfasilitasi dalam proses perumusan konsep perspektif keuangan untuk aspek, antara lain penganggaran belanja, bisnis dan investasi serta pengelolaan modal;
c. Menentukan strategi dan kebijakan fungsional bidang finansial yang mencakup kebijakan keuangan, sistem pendukung kebijakan keuangan dan pengelolaan aset;
d. Menentukan kebijakan tata kelola dan pengelolaan akuntansi finansial, manajemen akuntansi, keuangan perusahaan dan pajak;
e. Menentukan kebijakan, tata kelola dan mekanisme pengelolaan proses penganggaran Perusahaan;
f. Menentukan kebijakan, tata kelola dan pengelolaan Teknologi Informasi dan Hukum.

Finance Director
Supervises the functions of Finance, Accounting, Tax, Legal and Information Technology, with duties and responsibilities as follows:
a. Determine the concept and formulation of the Long and Short-Term Company Financial Plans;
b. Facilitate the process of formulating the concept of financial perspective for aspects such as budgeting, business and investment and capital management;
c. Determine financial strategies and functional policies that include financial policies, financial policy support systems and asset management;
d. Determine governance and management policies for financial accounting, accounting management, corporate finance and tax;
e. Determine policies, governance and mechanisms for managing the Company's budgeting process;
f. Determine policy, governance and management of Information Technology and Law.

Direktur Operasional
Membawahi ruang lingkup pekerjaan yang antara lain mengelola dan mengawasi Divisi proyek perumahan dan komersial. Direktur Operasional bertanggung jawab untuk:

Operations Director
In charge of the scope of work which includes managing and supervising the residential and commercial projects Division. The Operations Director is responsible to:

a. Menetapkan kebijakan pengembangan dan inovasi beserta rencana pemasaran produk perumahan dan komersial;
b. Menetapkan arah strategis dan mekanisme penjualan produk perumahan dan komersial;
c. Menentukan strategi dan kebijakan proposisi nilai.

a. *Determine development and innovation policies along with the marketing plans for housing and commercial products;*
b. *Determine strategic directions and mechanism of residential and commercial products;*
c. *Determine the value proposition strategy and policies.*

Direktur Manajemen Aset

Membawahi ruang lingkup pekerjaan yang antara lain mengelola dan mengawasi Divisi Produk Aset Perusahaan, antara lain gedung perkantoran, hotel, mal, *trade center* dan *water park*. Direktur Manajemen Aset bertanggung jawab untuk:

a. Menetapkan kebijakan pengembangan dan inovasi beserta strategi rencana pemasaran produk aset Perusahaan;
b. Menetapkan arah strategis dan mekanisme penyewaan dan/atau penjualan produk *asset* Perusahaan;
c. Menetapkan strategi dan kebijakan terkait *value proposition*.

Asset Management Director

In charge of the scope of work which includes managing and supervising the Company's Asset Product Division such as office buildings, hotels, shopping malls, trade centers and water parks. The Asset Management Director is responsible for:

a. *Establishing development and innovation policies along with marketing plan strategies for the Company's asset products;*
b. *Establishing the strategic direction and mechanism for leasing and/or selling the Company's asset products;*
c. *Establishing strategies and policies related to value proposition.*

Direktur Pemasaran dan Pengembangan Bisnis

Membawahi ruang lingkup pekerjaan yang antara lain mengelola dan mengawasi Divisi Pemasaran dan Divisi Pengembangan Bisnis. Direktur Pemasaran dan Pengembangan Bisnis bertanggung jawab untuk:

a. Menetapkan arah strategi jangka panjang dan pendek rencana pemasaran produk-produk Perusahaan;
b. Menetapkan kebijakan dan mekanisme pelaksanaan pengembangan usaha;
c. Menetapkan kebijakan standarisasi pelayanan pelanggan di semua proyek Perusahaan.

Marketing and Business Development Director

In charge of the scope of work which includes managing and supervising the Marketing and Business Development Divisions. The Marketing and Business Development Director are responsible for:

a. *Establishing the long- and short-term strategic direction of the Company's product marketing plan;*
b. *Establishing policies and mechanism for the implementation of the Business Development;*
c. *Establishing customer service standardization policies in all projects of the Company.*

Rapat
Meetings

Rapat Direksi diadakan minimal sekali tiap bulan dan Rapat Direksi bersama Dewan Komisaris paling tidak sekali dalam 4 (empat) bulan. [SEOJK 2.g.2.c] Direksi telah menetapkan jadwal Rapat Direksi untuk tahun berjalan pada akhir tahun buku sebelumnya. [ACGS E.3.1]

Meetings of the Directors are held at least 1 (once) every month and Joint Meetings of the Directors with the BOC at least 1 (once) every 4 (four) months. The Directors have scheduled the Meetings of the Directors for the year as of the end of the previous year.

Rapat Direksi memutuskan semua kebijakan dan keputusan strategis Perusahaan serta memonitor penerapan strategi tersebut dalam tahun berjalan. [ACGS E.1.5] [ACGS E.1.6]

The Directors' Meetings establish all strategic policies and decisions and monitor the strategy implementation throughout the year.

Rapat Direksi dipimpin oleh Presiden Direktur, bahan rapat telah disampaikan paling lambat 5 (lima) hari sebelum penyelenggaraan. [ACGS E.3.6]

Meetings of the Directors are chaired by the President Director, and meeting materials should have been submitted to the participants at least 5 (five) days before it is held.

Keputusan rapat hanya sah dan dapat mengambil keputusan-keputusan yang mengikat apabila lebih dari ½ (satu per dua) bagian Direksi yang hadir dan/atau diwakili dalam rapat. Keputusan rapat diambil atas musyawarah untuk mufakat. Bila mufakat tidak dapat tercapai, maka pengambilan keputusan didasarkan dengan pemungutan suara setuju lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan dengan sah dalam Rapat tersebut.

Meeting resolutions are only valid and can make binding decisions if more than ½ (one half) of the Directors are present and/ or represented in the meeting. Decisions in the meeting must be made based on deliberation to reach a consensus. In the event that it is impossible to attain, the decision making shall be based on affirmative votes, which shall be more than half of the total votes validly cast in the meeting.

Sepanjang tahun 2023, Direksi telah melaksanakan rapat sebanyak 12 (dua belas) Rapat Internal Direksi dan 4 (empat) Rapat Gabungan dengan BOC dan 1 kali RUPST pada tanggal 27 Juni 2023, dengan catatan kehadiran sebagai berikut:

Throughout 2023, the Directors held 12 (twelve) Internal Directors Meetings, 4 (four) Joint Meetings with the BOC and 1 (one) AGMS dated June 27th, 2023 with the following attendance record:

NAMA *NAME*	**RAPAT DIREKSI (12 RAPAT)** *DIRECTORS MEETING (12 MEETINGS)* [SEOJK 2.g.2.c] [ACGS E.3.2] [ACGS E.3.3] [ACGS Apx D.2.6]		**GABUNGAN DIREKSI DAN BOC (4 RAPAT)** *JOINT MEETING DIRECTORS AND BOC (4 MEETINGS)* [SEOJK 2.g.2.c] [ACGS Apx D.2.6]		**KEHADIRAN RUPST** *ATTENDANCE IN AGMS* [SEOJK 2.g.2.c] [ACGS A.2.7]
	JUMLAH KEHADIRAN *NUMBER OF ATTENDANCE*	**PERSENTASE KEHADIRAN (%)** *ATTENDANCE PERCENTAGE (%)*	**JUMLAH KEHADIRAN** *NUMBER OF ATTENDANCE*	**PERSENTASE KEHADIRAN (%)** *ATTENDANCE PERCENTAGE (%)*	
Franciscus Xaverius R.D.	12	100%	4	100%	
Michael J.P Widjaja	12	100%	2	50%	*)
Lie Jani Harjanto	12	100%	2	50%	
Syukur Lawigena	12	100%	4	100%	
Hermawan Wijaya	12	100%	4	100%	
Liauw Henry Hendarta	12	100%	4	100%	Hadir *Present*
Monik William	12	100%	4	100%	
Ir. Siswanto Adisaputro	12	100%	4	100%	

*) Berhalangan hadir dikarenakan menghadiri pertemuan penting yang tidak dapat diwakilkan
Unable to attend due to another important meeting that couldn't be represented by proxy

Program Orientasi dan Pengembangan Kompetensi

Orientation and Competency Development Programs

Perusahaan belum memiliki program pengenalan bagi anggota Direksi yang baru diangkat. Namun demikian, jika terdapat pengangkatan anggota Direksi yang baru, Perusahaan menyediakan informasi yang cukup terkait kegiatan usaha Perusahaan dan penjelasan mengenai tugas dan tanggung jawab Direksi. [SEOJK 2.g.2.d.1] [ACGS E.5.1]

The Company does not have an induction program for newly appointed members of the Directors. However, in the event of a new Director's appointment, the Company will ensure they receive comprehensive details about the Company's business activity, along with an overview of the Directors' roles and responsibilities.



Berdasarkan Piagam Direksi, anggota Direksi harus selalu meningkatkan kompetensi yang menunjang pelaksanaan tugasnya melalui partisipasi di dalam pelatihan dan program-program pengembangan lainnya.
[SEOJK 2.g.2.d.1] [ACGS E.5.2]

According to the Charter for the Directors, it is imperative for members of the Directors to continuously enhance their competencies to effectively fulfill their responsibilities by engaging in training and developmental initiatives.

Program pelatihan dan pengembangan yang diikuti oleh Direksi pada tahun 2023 adalah sebagai berikut:
[SEOJK 2.g.2.d.2]

The training and development programs that the Directors participated in during 2023 are as follows:

NAMA *NAME*	TOPIK *SUBJECT*	TANGGAL *DATE*		TEMPAT *VENUE*	PELAKSANA *PROVIDER/FACILITATOR*
Franciscus Xaverius R.D	Executive Sharing: Experience from Successful South East Asia Projects 2023	18	Januari *January*	BSD City	Inhouse/Liew Mun Leong
	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse
Syukur Lawigena	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse
Liauw, Herry Hendarta	Executive Sharing: Experience from Successful South East Asia Projects 2023	18	November	BSD City	Inhouse/Liew Mun Leong
	Greater Jakarta Property Market Review 2H 2022 and Outlook 2023	3	Januari *January*	BSD City	Inhouse/SML BIRD-Cushman Wakefield
	Executive Mandatory Program: Green Building Implementation & Financial Support	16	Juni *June*	BSD City	Inhouse/Hasnul Suhaimi (XL) - Ruben Saragih (Prasetiya Mulya ELI)

NAMA *NAME*	TOPIK *SUBJECT*	TANGGAL *DATE*		TEMPAT *VENUE*	PELAKSANA *PROVIDER/FACILITATOR*
Liauw, Herry Hendarta	Executive Mandatory Program: Green Building Implementation & Financial Support	4	Agustus *August*	Online	Inhouse/Farida Lasida Adji
	Executive Mandatory Program: Designing Sustainable and Livable Cities	18	Agustus *August*	BSD City	Inhouse/Monash University Indonesia
	Executive Mandatory Program: Strategic Partnership Purpose	22	September	BSD City	Inhouse/Hery Sutanto
	1H 2023 Greater Jakarta Property Market Review & Research Open Dashboard: Stay Updated!	1	September	Online	Inhouse/Vera Valentina Rahardja
	Executive Mandatory Program: Strategic Leadership: Moving from Lessons Learn to a Growth Mindset	27	Oktober *October*	BSD City	Inhouse/Dr. John Vong
	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse
Hermawan Wijaya	Executive Mandatory Program: Green Building Implementation & Financial Support	4	Agustus *August*	Online	Inhouse/Farida Lasida Adji
	1H 2023 Greater Jakarta Property Market Review & Research Open Dashboard: Stay Updated!	1	September	Online	Inhouse/Vera Valentina Rahardja
	Executive Mandatory Program: Strategic Partnership Purpose	22	September	BSD City	Inhouse/Hery Sutanto
	Executive Mandatory Program: Strategic Leadership: Moving from Lessons Learn to a Growth Mindset	27	Oktober *October*	BSD City	Inhouse/Dr. John Vong
	Becoming Transformative Agile Leader	30	November	Online	Inhouse
	Executive Mandatory Program: Building a Strong Strategic Partnership	1	Desember *December*	BSD City	Inhouse/Herianto Atmadja
	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse
Monik Wiliam	Executive Mandatory Program - From Management to Leadership What it takes	10	Januari *January*	Online	Inhouse/Liew Mun Leong
	Executive Mandatory Program - Becoming a Servant Leader: Servant Leadership in Pursuit of a Common Goal	27	April	BSD City	Inhouse/Prasetiya Mulya
	Executive Mandatory Program - Becoming Prominent Experts: the Strategy to Enhance Your Leadership Presence	3	Juni *June*	BSD City	Inhouse/Talkinc
	Executive Mandatory Program - Enhancing Emotional Agility on Your Brain	15	Juli *July*	BSD City	Inhouse/Lyra Puspa
	Executive Mandatory Program - Culture Eats Strategy for Breakfast	12	Agustus *August*	BSD City	Inhouse/Koeshartanto Koeswiranto
	Project Financing	1-2	September	BSD City	Inhouse/Dian Triasurya
	Executive Mandatory Program - Cyber Security for Property Industry	9	September	BSD City	Inhouse/Handikin Setiawan
	Power Talk “Property Development in This Age of Covid, Computers and Credit”	26	Oktober *October*	BSD City	Inhouse
	Executive Mandatory Program : SMU Digital Marketing & Sustainability	4	November *November*	BSD City	Inhouse/Yuanto Kusnadi
	Executive Mandatory Program : Smarter City Innovation	18	November	BSD City	Inhouse/Suhono Supangkat
	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse
Lie Jani Harjanto	CT Corp Leadership Forum	9	Januari *January*	Jakarta	PT Bank Mega Tbk
	Executive Sharing: Experience from Successful South East Asia Projects 2023	18	Januari *January*	BSD City	Inhouse/Liew Mun Leong
	Investor Appreciation Night and Market Outlook 2023: Journey to Recover	19	Januari *January*	Jakarta	Sinarmas Asset Management
	BTN Market Outlook	25	Januari *January*	Jakarta	PT Bank Tabungan Negara (Persero) Tbk
	Mandiri Investment Forum	1	Februari *February*	Jakarta	PT Bank Mandiri (Persero) Tbk

NAMA *NAME*	TOPIK *SUBJECT*	TANGGAL *DATE*		TEMPAT *VENUE*	PELAKSANA *PROVIDER/FACILITATOR*
Lie Jani Harjanto	BNI Emerald Market Outlook 2023	9	Maret *March*	Jakarta	PT Bank Negara Indonesia (Persero) Tbk
	Sustainable Financing Insight for Real Estate	11	Mei *May*	Jakarta	PT Bank Mandiri (Persero) Tbk
	Sinarmas Shareholders and Senior Leadership Info Day Session: Future Ready Enterprise in Privately Managed Cloud	13	Juni *June*	Jakarta	Inhouse/SAP Indonesia
	Executive Coaching for Public Speaking		Februari-Juni-Juli *February-June-July*	BSD City	Inhouse/Talkinc (Erwin Parengkuan)
	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse
Siswanto Adisaputro	Executive Sharing : Experience from Successful South East Asia Projects 2023	18	Januari *January*	BSD City	Inhouse/Liew Mun Leong
	Executive Mandatory Program: Shared Leadership, Doing More with More	16	Juni *June*	BSD City	Inhouse/Hasnul Suhaimi (XL) - Ruben Saragih (Prasetya Mulia ELI)
	Executive Mandatory Program: The Importance of Green Efforts in the Property Business	7	Juli *July*	BSD City	Inhouse/Iwan Prijanto (GBCI) - Ignesjz Kemalawarta (SML)
	Executive Mandatory Program: Green Building Implementation & Financial Support	4	Agustus *August*	Online	Inhouse /Farida Lasida Adji
	Executive Mandatory Program: Measuring the Impact and Anticipation of a Carbon Tax	23	September	BSD City	Inhouse/Dharsono Hartono
	Executive Mandatory Program: Strategic Partnership Purpose	22	September	BSD City	Inhouse/Hery Sutanto
	Executive Mandatory Program - Strategic Leadership: Moving from Lessons Learn to a Growth Mindset	27	Oktober *October*	BSD City	Inhouse/Dr. John Vong
	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse

Penilaian Kinerja Unit Kerja Audit Internal [SEOJK 2.G.2.E.1] [SEOJK 2.G.2.E.2]

Performance Assessment of Internal Audit Unit

Direksi membentuk Unit Kerja Audit Internal untuk menerapkan sistem pengendalian internal, manajemen risiko dan tata kelola perusahaan secara efektif dan efisien.

The Directors established the Internal Audit Unit to ensure the effective and efficient implementation of internal control systems, risk management and corporate governance.

Standar kinerja tahunan dari masing-masing aspek ditentukan oleh Direksi setelah mempertimbangkan masukan dari unit kerja. Penilaian kinerja dilaporkan oleh Kepala Unit kepada Direksi setidak-tidaknya sekali setahun.

The performance standards of each aspect are determined by the Directors following deliberation on inputs from the respective work unit. The Unit Head is responsible for presenting the performance evaluation to the Directors annually at a minimum.

Setelah melakukan evaluasi terhadap proses kerja dan hasil dari Unit Kerja Audit Internal, serta mempertimbangkan penilaian kinerja yang dilaporkan oleh Kepala Unit kepada Direksi di tahun 2023, Direksi menetapkan bahwa Unit Kerja Audit Internal telah bekerja dengan baik sesuai dengan tugas dan fungsi yang ditetapkan.

Upon reviewing the workflow and outcomes of the Internal Audit Work Unit, along with the performance evaluation presented by the Unit Head to the Directors in 2023, it was concluded that the Internal Audit Working Unit has effectively fulfilled its designated responsibilities and obligations.

Penilaian Kinerja Unit Kerja Manajemen Risiko dan Keberlanjutan
[SEOJK 2.G.2.E.1] [SEOJK 2.G.2.E.2]

Performance Assessment of Risk Management and Sustainability Unit

Direksi membentuk Unit Kerja Manajemen Risiko dan Keberlanjutan untuk melaksanakan pengendalian risiko yang efektif dan efisien serta manajemen keberlanjutan.

The Directors established the Risk Management and Sustainability Work Unit to ensure the effective and efficient implementation of risk management and sustainability management.

Kinerja unit ditentukan oleh beberapa komponen antara lain tata kelola risiko, identifikasi dan penilaian risiko serta pengawasan dan pengelolaan risiko dan manajemen keberlanjutan. Standar kinerja tahunan dari masing-masing aspek ditentukan oleh Direksi setelah mempertimbangkan masukan dari unit kerja. Penilaian kinerja dilaporkan oleh Kepala Unit kepada Direksi setidak-tidaknya sekali setahun.

The performance of the unit is determined by various components, among others, risk governance, identification and assessment and risk monitoring and management, as well as sustainability management. The Directors establish annual performance benchmarks for each of these elements based on input from the work unit. The Unit Head is responsible for presenting the performance evaluation to the Directors annually at a minimum.

Setelah melakukan evaluasi terhadap proses kerja dan hasil dari Unit Kerja Manajemen Risiko dan Keberlanjutan, serta mempertimbangkan penilaian kinerja yang dilaporkan oleh Kepala Unit di tahun 2023, Direksi menetapkan bahwa Unit Kerja Manajemen Risiko dan Keberlanjutan telah bekerja dengan baik sesuai dengan tugas dan fungsi yang ditetapkan.

Upon reviewing the workflow and outcomes of the Risk Management and Sustainability Work Unit, along with the performance evaluation presented by the Unit Head to the Directors in 2023, it was concluded that the Risk Management and Sustainability Work Unit effectively fulfilled its designated responsibilities and obligations.



Dewan Komisaris
Board of Commissioners

BOC telah memiliki Piagam BOC No.001/BOC/BSD/XII/2015 tanggal 7 Desember 2015 [SEOJK 2.g.3.b], yang memuat antara lain landasan hukum, struktur dan keanggotaan, kriteria dan independensi, kewenangan, rapat, pelaporan dan pertanggungjawaban. BOC Perusahaan dalam pelaksanaan kegiatan pengawasan aktif berlandaskan pada piagam tersebut. Piagam BOC dapat diunduh di situs web Perusahaan www.sinarmasland.com dan www.bsdcity.com. [ACGS E.1.1]

The BOC has already had the Charter for the BOC No.001/BOC/BSD/XII/2015 dated December 7th, 2015, consisting among others legal basis, structure and membership, criteria and independence, authorities, meetings, reporting and accountability. The Company's BOC is carrying out active supervisory activities based on the charter. The Charter for the BOC can be downloaded in the Company's website at www.sinarmasland.com and www.bsdcity.com.

Struktur dan Keanggotaan
Structure and Composition

Total anggota BOC sekurang-kurangnya berjumlah 3 (tiga) orang dengan jabatan sebagai berikut:
1. 1 (satu) orang Presiden Komisaris;
2. 1 (satu) orang Wakil Presiden Komisaris atau lebih;
3. 1 (satu) orang Komisaris atau lebih;
4. 1 (satu) orang Komisaris Independen atau lebih. Paling kurang 30% (tiga puluh persen) dari jumlah anggota BOC adalah Komisaris Independen.

The total number of the BOC members should be at least 3 (three) persons of the nomenclature of the following titles:
1. *1 (one) President Commissioner;*
2. *1 (one) Vice President Commissioner or more;*
3. *1 (one) Commissioner or more;*
4. *1 (one) Independent Commissioner or more. No less than 30% of the total members of the BOC are Independent Commissioners.*

BOC diangkat dan diberhentikan melalui keputusan RUPS untuk masa jabatan tertentu yang selama-lamanya adalah sampai dengan ditutupnya RUPST ke-5, dan dapat diangkat kembali. [ACGS E.3.11]

The BOC is appointed and dismissed through a GMS resolution for specific tenure, at the latest until the closing of the fifth year GMS and can be reappointed.

Piagam BOC mengatur bahwa anggota BOC hanya dapat merangkap jabatan sebanyak-banyaknya sebagai anggota Direksi pada 2 (dua) emiten atau perusahaan publik lain dan anggota BOC pada 2 (dua) emiten atau perusahaan publik lain; atau hanya sebagai anggota BOC pada 4 (empat) emiten atau perusahaan publik lain dan anggota komite pada 5 (lima) emiten atau perusahaan publik dimana yang bersangkutan juga menjabat sebagai anggota Direksi atau BOC. [ACGS E.2.6]

The Charter for the BOC stipulates that BOC members are limited to holding positions as members of the Directors at 2 (two) issuers or the other public companies and BOC members at 2 (two) issuers or other public companies; at a maximum of four issuers or other public companies as BOC members. Additionally, if an individual concurrently serves as a BOC member or a director member, they may also be a committee member in up to five issuers or public companies.

Pada tahun ini, tidak ada perubahan pada susunan BOC. Dengan mempertimbangkan karakteristik, kapasitas, ukuran dan kebutuhan bisnis, jumlah anggota BOC Perusahaan adalah 5 (lima) orang dengan susunan per 31 Desember 2023 sebagai berikut:

This year, there were no changes in the composition of the BOC. Following a thorough consideration to the business characteristics, capacity, size and needs, the members of the BOC of the Company amounting to 5 (five) people with the following composition as of December 31st, 2023:

Muktar Widjaja	Presiden Komisaris | *President Commissioner*
Teky Mailoa	Wakil Presiden Komisaris | *Vice President Commissioner*
Yoseph Franciscus Bonang	Komisaris | *Independent Commissioner*
Teddy Pawitra	Komisaris | *Independent Commissioner*
Susiyati Bambang Hirawan	Komisaris | *Independent Commissioner*

Masa jabatan mereka adalah sampai dengan ditutupnya RUPST untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 tanpa mengurangi hak RUPS untuk memberhentikan salah satu atau semua anggota sebelum masa jabatannya berakhir.

Their term of office is until the closing of the AGMS for the financial year ending December 31st, 2024, without prejudice to the right of the GMS to dismiss one or all members before their term of office ends.

Keberagaman
Diversity

Susunan BOC mewakili berbagai latar belakang pendidikan dan pengalaman yang dipandang sesuai dalam situasi yang sedang dihadapi Perusahaan. Keragaman ini memungkinkan BOC untuk mengembangkan pandangan yang komprehensif pada hal-hal yang dibahas sebelum pembuatan keputusan.

The composition of the BOC represents various educational background and work experiences that is deemed in accordance with the Company's current situation. Diversity allows the BOC to develop comprehensive views on discussed matters before a decision is made.

Sampai saat ini, belum ada kebijakan mengenai keberagaman susunan BOC maupun tujuan terukur atas keberagaman. Keberagaman dalam susunan BOC disesuaikan dengan rencana jangka panjang yang telah dimiliki Perusahaan yang tampak pada tabel di bawah ini: [ACGS (B)E.1.2] [ACGS E.4.6]

Currently, there is no policy regarding the diversity in the composition of the BOC as well as measurable objectives of the diversity. Diversity in the composition of the BOC is aligned with the long-term plan of the Company shown in the table below:

NAMA NAME	GENDER GENDER	PENDIDIKAN EDUCATION	USIA AGE	CATATAN NOTE
Muktar Widjaja	Laki-laki *Male*	Sarjana Administrasi Bisnis University of Concordia, Montreal, Canada *Bachelor's Degree in Business Administration University of Concordia, Montreal, Canada*	69	Berpengalaman lebih dari 40 tahun di bisnis properti dan berhasil mengantarkan Perusahaan menjadi perusahaan properti terkemuka di Indonesia. *Has more than 40 years of experience in the property business and has succeeded in making the Company the leading property company in Indonesia.*
Teky Mailoa	Laki-laki *Male*	Master in Structure and Construction Management, University of Wisconsin, Madison, USA	60	Berpengalaman lebih dari 25 tahun di bisnis properti, khususnya proyek properti investasi dan manajemen. *Has more than 25 years of experience in the property business, specifically in property investment projects and management.*
Yoseph Franciscus Bonang	Laki-laki *Male*	Sarjana Psikologi Universitas Indonesia *Bachelor's Degree in Psychology, University of Indonesia*	74	Berpengalaman lebih dari 40 tahun di bisnis properti, manajemen dan manajemen sumber daya manusia. *Has more than 40 years of experience in the property business, management and human resources management.*
Teddy Pawitra	Laki-laki *Male*	Doktor bidang Ilmu Ekonomi Universitas Airlangga, Surabaya, Indonesia (bekerja sama dengan Erasmus University, Rotterdam) *Doctorate in Economy Airlangga University, Surabaya, Indonesia (in cooperation with Erasmus University, Rotterdam)*	88	Berpengalaman lebih dari 50 tahun di bidang keuangan dan akuntansi, manajemen, kepatuhan dan aktif di dunia akademisi. [ACGS E.4.6] *Has more than 50 years of experience in finance, accounting, management, compliance and active in academic professions.*
Susiyati Bambang Hirawan [ACGS (B)E.1.1]	Perempuan *Female*	Doctor of Philosophy, School of Public Policy, University of Birmingham, England	77	Berpengalaman lebih dari 50 tahun di bidang keuangan dan akuntansi, manajemen, kepatuhan dan aktif di dunia akademisi. [ACGS E.4.6] *Has more than 50 years of experience in finance, accounting, management, compliance and active in academic professions.*

Tugas dan Tanggung Jawab [SEOJK 2.G.2.A] [ACGS E.1.3]

Duties and Responsibilities

Piagam BOC mengatur bahwa BOC bertugas melakukan pengawasan dan bertanggung jawab atas pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perusahaan maupun usaha Perusahaan dan memberikan nasihat kepada Direksi. Dalam pelaksanaannya, BOC wajib bersikap independen.

The Charter for the BOC regulates that the BOC was tasked with supervising and being responsible supervising management policies, the overall management direction concerning both the Company and its business operations and providing advice to the Directors. The BOC is required to act independently in fulfilling its obligations.

Di dalam melaksanakan tugasnya, 3 (tiga) orang anggota BOC secara bersama-sama berhak dan berwenang bertindak untuk dan atas nama BOC serta mewakili Perusahaan. [ACGS E.1.2]

In carrying out the said duties, 3 (three) members of the BOC jointly have the right and authority to act for and on behalf of the BOC and to represent the Company.

Agar pelaksanaan pengawasan berjalan lancar, BOC wajib:

1. Menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai kewenangannya sebagaimana diatur dalam perundang-undangan dan AD Perusahaan.
2. Membentuk komite-komite yang diketuai oleh Komisaris Independen termasuk Komite Audit dan NRC serta komite lainnya yang mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya. BOC wajib memastikan bahwa komite-komite yang telah dibentuk menjalankan tugasnya secara efektif. BOC wajib melakukan evaluasi terhadap kinerja komite yang membantu pelaksanaan tugas dan tanggung jawabnya setiap akhir tahun buku.
3. Meningkatkan kompetensi anggota-anggotanya melalui pendidikan dan pelatihan secara terus menerus, memahami peraturan dan memiliki pengetahuan umum terkait perekonomian dan industri properti.

For the supervisory responsibilities to perform well, the BOC must:

1. *Organize Annual GMS and other GMS in accordance with their authority as stipulated in the legislation and the Company's AoA.*
2. *Establish committees chaired by an Independent Commissioner including the Audit Committee and NRC and other committes to support the effectiveness of the implementation of BOC's tasks and responsibilities. The BOC must ensure that all committees implement their tasks effectively. The BOC is required to conduct an evaluation of the performance of the committees that support the implementation of their duties and responsibilities every end of the fiscal year.*
3. *Improve the competence of its members through continuous education and training, be familiar with regulations and have general knowledge related to the economy and property industry.*

Independensi Dewan Komisaris

Independence of BOC

BOC wajib melaksanakan tugasnya secara independen untuk memastikan bahwa Perusahaan melindungi kepentingan semua pemegang saham secara setara dan mekanisme pengawasan aktivitas Perusahaan berjalan secara efektif dan memenuhi ketentuan yang berlaku.

The BOC must fulfill its responsibilities independently to ensure that the Company protects the interests of all shareholders equally and the oversight mechanisms to the Company's activities operate function effectively and adhere to relevant regulations.

Komisaris Independen dan Pernyataan Independensi Komisaris Independen
[SEOJK 2.e.10.h]

Independent Commissioner and Statement of Independence by Independent Commissioner

Perusahaan memiliki 2 (dua) Komisaris Independen, dari total 5 (lima) anggota BOC, yang mana telah sesuai persyaratan pencatatan BEI setidaknya 30% (tiga puluh persen) dari anggota BOC wajib merupakan Komisaris Independen. [ACGS E.2.4] [ACGS (B)E.4.1]

The Company has 2 (two) Independent Commissioners, out of the total 5 (five) members of the BOC, which is in accordance with the BEI listing requirements, at least 30% (thirty percent) of the BOC members must be Independent Commissioners.

Komisaris Independen adalah anggota BOC yang tidak terafiliasi dengan anggota Direksi, BOC lainnya dan pemegang saham pengendali, serta bebas dari hubungan bisnis atau hubungan lainnya yang dapat mempengaruhi kemampuannya untuk bertindak independen atau bertindak semata-mata untuk kepentingan Perusahaan.

Independent Commissioners are members of the BOC who are not affiliated with members of the Directors, other BOC's and controlling shareholders and is free from business relationships or other relationships that could affect their ability to act independently or solely in the interest of the Company.

Selain tugas dan fungsi pengawasan terhadap jalannya operasional Perusahaan secara umum dan memastikan kepatuhan terhadap peraturan dan perundangan yang berlaku, Komisaris Independen juga mempunyai tanggung jawab khusus yaitu mewakili kepentingan pemegang saham minoritas.

In addition to the duties and functions of supervising the general operations of the Company and ensuring compliance with applicable legislations and regulations, the Independent Commissioner also has a special responsibility to represent the interests of the Company's minority shareholders.

Komisaris Independen, dengan mengacu pada kriteria peraturan perundangan yang berlaku, dalam hal ini yaitu POJK No.33, sebagaimana diatur juga dalam AD Perusahaan, harus memenuhi kriteria di bawah ini:

a. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perusahaan pada periode berikutnya;
b. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan;
c. Tidak mempunyai hubungan afiliasi dengan Perusahaan, anggota BOC, anggota Direksi ataupun pemegang saham Perusahaan; dan
d. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.

Independent Commissioners with reference to the criteria of applicable laws and regulations, in this circumstance the POJK No.33, as also stipulated in the Company's AoA, must meet the following criteria:

a. Not an individual who works or has the authority and responsibility to plan, lead, control or supervise the Company's activities within 6 (six) months, except for re-appointment as an Independent Commissioners of the Company in the following period;
b. Does not hold shares either directly or indirectly in the Company;
c. Has no affiliation with the Company, BOC member, members of the Directors or shareholders of the Company; and
d. Does not have a business relationship, either directly or indirectly, related to the Company's business activities.

Komisaris Independen yang telah menjabat selama 2 (dua) periode masa jabatan dapat diangkat kembali pada periode selanjutnya sepanjang yang bersangkutan meyatakan dirinya tetap independen kepada RUPS. Semua Komisaris Independen Perusahaan telah menyatakan independensinya secara berkala, dengan menandatangani surat pernyataan independensi. [SEOJK 2.e.10.h] [ACGS E.2.5]

Independent Commissioners who have served for 2 (two) terms of office can be reappointed in the following period as long as the person concerned declares that he or she remains independent to the GMS. Each Independent Commissioner has declared its independence periodically, by signing a statement of independence.

Rapat
Meetings

Rapat BOC wajib diadakan sekurang-kurangnya 1 (satu) kali setiap 2 (dua) bulan [ACGS E.3.2] dan rapat gabungan dengan Direksi sekurang-kurangnya 1 (satu) kali setiap 4 (empat) bulan. Panggilan rapat BOC dilakukan oleh 3 (tiga) orang anggota BOC. BOC telah menetapkan jadwal Rapat BOC tahun berjalan pada akhir tahun buku sebelumnya.

Meetings of the BOC are held at least 1 (once) every 2 (two) months and a joint meeting with the Directors at least 1 (once) every 4 (four) months. Calls for BOC meetings are made by 3 (three) Commissioners. The BOC has set scheduled meetings of the BOC for the year as of the end of the previous year.

Rapat BOC dipimpin oleh Presiden Komisaris, di mana bahan rapat telah disampaikan paling lambat 5 (lima) hari sebelum penyelenggaraan. [ACGS E.3.6]

Meetings of the BOC are chaired by the President Commissioner, and meeting materials should have been submitted to the participants at least 5 (five) days before it is held.

Keputusan rapat hanya sah dan dapat mengambil keputusan-keputusan yang mengikat apabila lebih dari ½ (satu per dua) bagian Direksi yang hadir dan/atau diwakili dalam rapat. Keputusan rapat diambil atas musyawarah untuk mufakat. Bila mufakat tidak dapat tercapai, maka pengambilan keputusan didasarkan dengan pemungutan suara setuju lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan dengan sah dalam Rapat tersebut.

Meeting resolutions are only valid and can make binding decisions if more than ½ (one half) of the Directors are present and/ or represented in the meeting. Decisions in the meeting must be made based on deliberation to reach a consensus. In the event that it is impossible to attain, the decision making shall be based on affirmative votes, which shall be more than half of the total votes validly cast in the meeting.

Sepanjang tahun 2023, BOC telah melaksanakan rapat sebanyak 6 (enam) kali Rapat Internal BOC dan 4 (empat) Rapat Gabungan dengan BOC dan 1 kali RUPST pada tanggal 27 Juni 2023, dengan catatan kehadiran sebagai berikut:

Throughout 2023, the BOC held 6 (six) Internal Directors Meetings, 4 (four) Joint Meetings with the BOC and 1 (one) AGMS dated June 27th, 2023 with the following attendance record:

NAMA *NAME*	**RAPAT BOC (12 RAPAT)** *BOC MEETING (12 MEETINGS)* [SEOJK 2.g.3.c] [ACGS E.3.3] [ACGS Apx D.2.6]		**GABUNGAN DIREKSI DAN BOC (4 RAPAT)** *JOINT MEETING DIRECTORS AND BOC (4 MEETINGS)* [SEOJK 2.g.3.c] [ACGS E.3.3] [ACGS Apx D.2.6]		**KEHADIRAN RUPST** *ATTENDANCE IN AGMS* [ACGS A.2.7]
	JUMLAH KEHADIRAN *NUMBER OF ATTENDANCE*	**PERSENTASE KEHADIRAN (%)** *ATTENDANCE PERCENTAGE (%)*	**JUMLAH KEHADIRAN** *NUMBER OF ATTENDANCE*	**PERSENTASE KEHADIRAN (%)** *ATTENDANCE PERCENTAGE (%)*	
Muktar Widjaja	6	100%	4	100%	*)
Teky Mailoa	6	100%	4	100%	Hadir *Present*
Yoseph Franciscus Bonang	6	100%	4	100%	Hadir *Present*
Teddy Pawitra	6	100%	4	100%	*)
Susiyati Bambang Hirawan	6	100%	4	100%	Hadir *Present*

*) Berhalangan hadir karena masing-masing menghadiri pertemuan yang tidak dapat diwakilkan dan sakit.
Respectively unable to attend the meeting due to prior important commitments that prohibited representation through a proxy and were unwell.

Program Orientasi dan Pengembangan Kompetensi

Orientation and Competency Development Programs

Perusahaan belum memiliki program pengenalan bagi anggota BOC yang baru diangkat. Namun demikian, jika terdapat pengangkatan anggota BOC yang baru, Perusahaan menyediakan informasi yang cukup terkait kegiatan usaha Perusahaan dan penjelasan mengenai tugas dan tanggung jawab Direksi. [ACGS E.5.1]

The Company does not have an induction program for newly appointed members of the BOC. However, in the event of a new member of BOC appointment, the Company will ensure they receive comprehensive details about the Company's business activity, along with an overview of the BOC's roles and responsibilities.

Berdasarkan Piagam BOC, anggota BOC harus selalu meningkatkan kompetensi yang menunjang pelaksanaan tugasnya melalui partisipasi di dalam pelatihan dan program-program pengembangan lainnya. [ACGS E.5.2]

According to the Charter for the BOC, it is imperative for members of the Directors to continuously enhance their competencies to effectively fulfill their responsibilities by engaging in training and developmental initiatives.

Program pelatihan dan pengembangan yang diikuti oleh BOC pada tahun 2023 adalah sebagai berikut:
[SEOJK 2.g.3.d.2]

The training and development programs that the BOC participated in during 2023 are as follows:

NAMA *NAME*	TOPIK *SUBJECT*	TANGGAL *DATE*		TEMPAT *VENUE*	PELAKSANA *PROVIDER/FACILITATOR*
Teky Mailoa	Executive Sharing: Experience from Successful South East Asia Projects 2023	18	Januari *January*	BSD City	Inhouse/Liew Mun Leong
	Greater Jakarta Property Market Review 2H 2022 and Outlook 2023	3	Maret *March*	BSD City	Inhouse/SML BIRD-Cushman Wakefiled
	Executive Mandatory Program: Shared Leadership, Doing More with More	16	Juni *June*	BSD City	Inhouse/Hasnul Suhaimi (XL) - Ruben Saragih (Prasetiya Mulya ELI)
	Executive Mandatory Program: The Importance of Green Efforts in the Property Business	7	Juli *July*	BSD City	Inhouse/Iwan Prijanto (GBCI) - Ignesjz Kemalawarta (SML)
	Executive Mandatory Program: Strategic Partnership Opportunities within Business Ecosystem	28		BSD City	Inhouse/Betti Alisjahbana (IBM QB Leadership Center) Alfred Albert Tuwahatu (Prasmul ELI)
	Critical Thinking and Data Analysis		13 Juli - 11 Agustus *July - August*	BSD City	Public/PT Binovate Prima Solusi
	Executive Mandatory Program: Designing Sustainable and Liveable Cities	18	Agustus *August*	BSD City	Inhouse/Monash University
	1H 2023 Greater Jakarta Property Market Review & Research Open Dashboard: Stay Updated!	1	September	Online	Inhouse/Vera Valentina Rahardja
	Executive Mandatory Program: Measuring the Impact and Anticipation of a Carbon Tax			BSD City	Inhouse/Dharsono Hartono
	Executive Mandatory Program: Strategic Partnership Purpose	22		BSD City	Inhouse/Hery Sutanto
	Residential Property Ownership for Foreigners and the Progress		Oktober *October*	BSD City	Inhouse/Igneszj Kemalawarta
	Leaders Summit: Rising Star	4	Desember *December*	BSD City	Inhouse
Susiyati Bambang Hirawan	Trends, Innovation & Opportunities in Renewable Energy	14	September	Jakarta	President Office Sinar Mas
	Supervising the Sustainability and Growth of the Company through Risk Monitoring and Control	19	Oktober *October*	Jakarta	Ikatan Komite Audit Indonesia

Penilaian Kinerja Direksi [SEOJK 2.g.3.e] [ACGS E.5.4] [ACGS E.5.6]

Performance Assessment of the Directors

Penilaian kinerja Direksi dilakukan melalui mekanisme RUPST Perusahaan, yang mana para pemegang saham menilai kinerja Direksi berdasarkan laporan kinerja Direksi yang dilaporkan kepada pemegang saham.

The evaluation of the Directors' performance is conducted during the AGMS, where shareholders assess the Directors based on the performance report presented to them.

Penilaian didasarkan pada laporan kinerja Direksi yang disampaikan pada RUPS. Berdasarkan laporan tersebut, pemegang saham melakukan penilaian terhadap kinerja Direksi selama tahun buku berjalan.

The assessment relies on the performance report of the Directors presented to the GMS. Subsequently, the shareholders will assess the Directors' performance for the ongoing year based on this report.

Pada tahun 2023, BOC melalui NRC Perusahaan melakukan evaluasi atas kinerja anggota Direksi beserta penyesuaian fokus area, yang mana penilaian kinerja dilakukan secara 2 (dua) arah: penilaian mandiri *(self-assessment)* dan evaluasi oleh NRC. Termasuk di dalam indikator evaluasi kinerja Direksi adalah:

a. Fokus Area Keuangan: pencapaian target keuangan Perusahaan;
b. Fokus Area Kemitraan Strategis: kemampuan Perusahaan untuk dapat melakukan ko-kreasi atas produk dan jasa inovatif;
c. Fokus Area Indeks Produktivitas: rasio pendapatan per jumlah karyawan;
d. Fokus Area Pengembangan Talenta: penyelesaian Individual Development Program berdasarkan Analisis Kebutuhan Pengembangan dalam bidang properti, kepemimpinan dan strategi bisnis; dan
e. Fokus Area Penempatan Sumber Daya Manusia: rasio karyawan yang diterima terhadap rencana sumber daya manusia yang telah disetujui untuk mencapai tujuan-tujuan yang diinginkan.

In 2023, the BOC through the Company's NRC conducted an evaluation of the Directors' performance and adjustments based on specific areas of focus. The evaluation process consisted in 2 (two) ways: self-assessment and assessment by NRC. The evaluation criteria for the Directors included:

a. Finance Area Focus: the achievement of the Company's financial target;
b. Strategic Partnership Area Focus: the ability of the Company to co-create the innovative products or services;
c. Productivity Index Area Focus: ratio of the revenue per the number of employees;
d. Talent Development Program Area Focus: the completion of Individual Development Program based on Development Need Analysis in property, leadership and business strategy; and
e. Manpower Fulfillment Area Focus: ratio of hired employee to the approved manpower planning to achieve the desired goal.

BOC juga menilai bahwa masing-masing anggota Direksi telah melakukan tugas dan tanggung jawab sesuai yang dipercayakan kepada mereka dan telah mencapai kinerja yang memuaskan.

The BOC also assessed the performance of each member of the Directors, affirming that they have diligently fulfilled their duties and responsibilities, yielding satisfactory results.

Penilaian Kinerja Komite Audit [SEOJK 2.g.3.f] [ACGS E.5.7]

Performance Assessment of the Audit Committee

BOC telah membentuk Komite Audit untuk membantu melakukan pengawasan terhadap pengendalian internal yang efektif dan efisien.

BOC has instituted the Audit Committee to effective and efficiently aid in overseeing the internal controls.

Kinerja komite diukur dari pelaksanaan semua rencana kerja dan anggaran yang telah ditetapkan di awal tahun bersama dengan BOC.

The performance of the committee is evaluated based on the execution of all work plans and budgets established collaboratively with the BOC at the commencement of the year.

Setelah melakukan evaluasi terhadap proses kerja dan hasil dari Komite Audit selama tahun 2023, maka BOC menetapkan bahwa Komite Audit telah bekerja dengan baik sesuai dengan tugas dan fungsi yang ditetapkan.

Upon evaluating the work processes and outcomes of the Audit Committee in 2023, the BOC concludes that the Audit Committee has effectively fulfilled its designated responsibilities and obligations.

Penilaian Kinerja Komite Nominasi dan Remunerasi (NRC)

[SEOJK 2.g.3.f] [ACGS E.5.7]

Performance Assessment of the Nomination and Remuneration Committee (NRC)

BOC telah membentuk NRC untuk memberikan rekomendasi-rekomendasi terkait nominasi dan remunerasi anggota Direksi dan BOC secara independen, profesional, sesuai standar industri serta dengan memperhatikan kebutuhan Perusahaan.

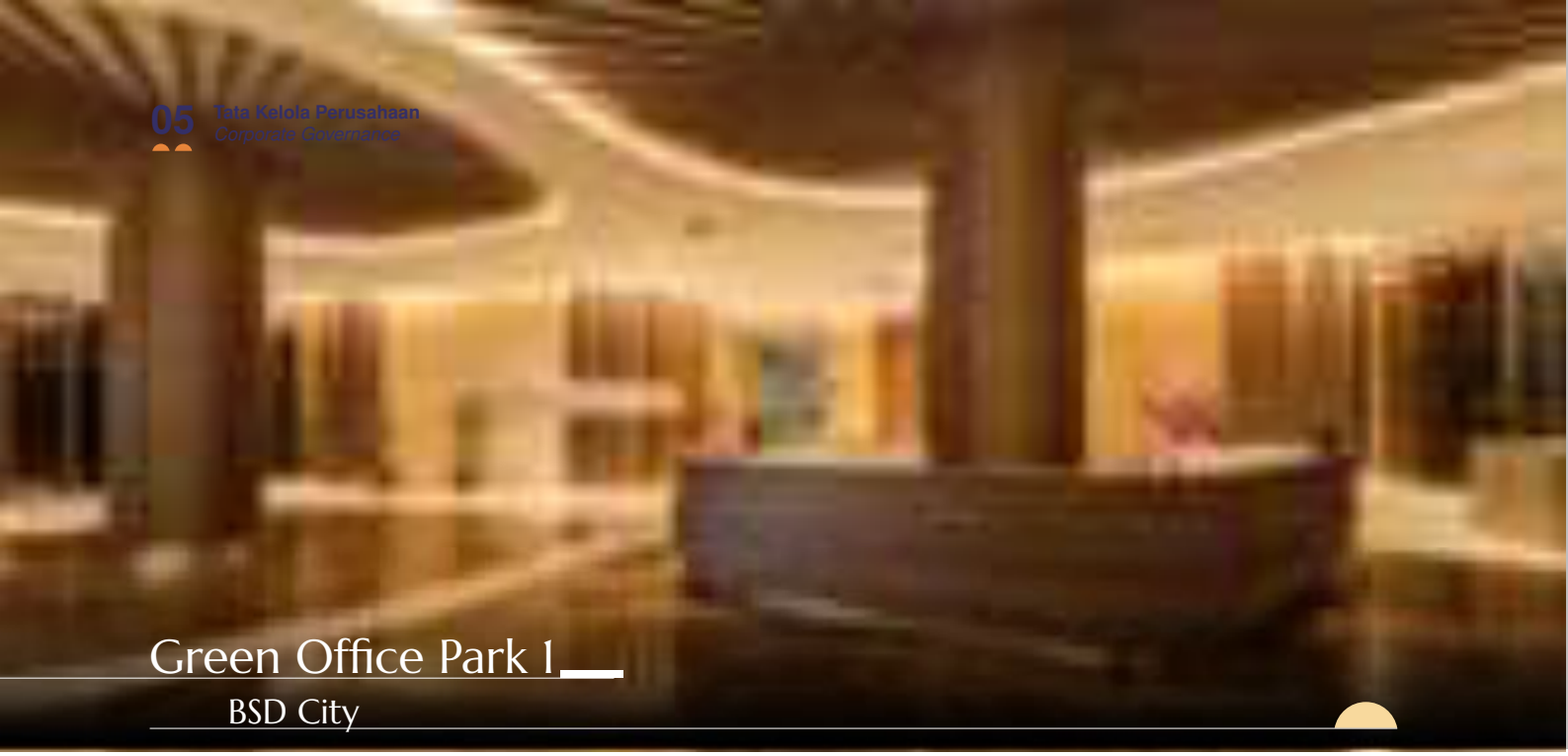
The BOC has instituted NRC to provide unbiased and professional recommendations on the appointment and remuneration of members of the Directors and BOC, in accordance with industry standards and the Company's policies.

Kinerja komite diukur dari pelaksanaan semua rencana kerja dan anggaran yang telah ditetapkan di awal tahun bersama dengan BOC.

The performance of the committee is evaluated based on the execution of all work plans and budgets established collaboratively with the BOC at the commencement of the year.

Setelah melakukan evaluasi terhadap proses kerja dan hasil dari NRC selama tahun 2023, BOC menetapkan bahwa NRC telah bekerja dengan baik sesuai dengan tugas dan fungsi yang ditetapkan.

After evaluating the work processes and outcomes of the NRC in 2023, the BOC concludes that the NRC has effectively fulfilled its designated responsibilities and obligations.



Nominasi dan Remunerasi Direksi dan Dewan Komisaris

Nomination and Remuneration of the Directors and the Board of Commissioners

Pengangkatan, pemberhentian serta penetapan remunerasi anggota Direksi dan BOC adalah wewenang para pemegang saham melalui RUPS. Agar pemegang saham mendapatkan kandidat terbaik dan memberikan remunerasi yang mampu mengoptimalkan kinerja anggota Direksi dan BOC, maka proses nominasi dan remunerasi anggota Direksi dan BOC dilakukan oleh BOC yang dibantu Komite Nominasi dan Remunerasi (NRC).

The appointment, dismissal and determination of remuneration for members of the Directors and BOC fall under the authority of shareholders through the GMS. To ensure shareholders secure top-tier candidates and offer remuneration that maximizes the performance of the members of Directors and BOC, the nomination and remuneration processes are overseen by the BOC with support from the Nomination and Remuneration Committee (NRC).

Prosedur Nominasi [SEOJK 2.g.4.a] [ACGS E.3.9] [ACGS E.3.10] [ACGS (B)E.2.2]

Nomination Procedure

Proses pemilihan anggota Direksi dan BOC secara berkesinambungan dilakukan oleh NRC untuk mendapatkan kandidat-kandidat yang sesuai dengan kebutuhan Perusahaan. Proses ini dilaksanakan baik karena periode pengurusan yang akan berakhir maupun karena adanya kebutuhan penambahan anggota baru dan/atau pengunduran diri salah satu anggota.

Berikut adalah kriteria dasar yang digunakan NRC untuk proses nominasi, sesuai dengan Piagam Direksi dan Piagam BOC.

The process of selecting members of the Directors and BOC is an ongoing task overseen by the NRC to ensure that candidates align with the Company's requirements. This procedure is essential as it coincides with the conclusion of management terms, also the necessity for new appointments due to additions or resignations within the current membership.

The criteria outlined below are fundamental to the NRC's nomination process, aligning with the Directors' Charter and the BOC's Charter.

KRITERIA *CRITERIA*	DIREKSI *DIRECTORS*	BOC
Mempunyai akhlak, moral dan integritas yang baik. *Have a good character, morale and integrity.*	√	√
Cakap melakukan perbuatan hukum. *Able to perform legal acts.*	√	√
1. Tidak pernah dinyatakan pailit. *Never been declared bankrupt.*	√	√
2. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan. *Never been convicted of a criminal offense that harms the country financial and/or related to the financial sector.*	√	√
3. Tidak pernah menjadi anggota Direksi dan/atau anggota BOC yang: *Never being a member of Directors and or BOC that during the services:*	√	√
a. Dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit. *Convicted guilty causing the bankruptcy at any company.*	√	√
b. Pernah tidak menyelenggarakan RUPS tahunan. *Have not organized an Annual GMS.*	√	√
c. Pertanggungjawabannya pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban kepada RUPS. *His/her responsibility was not accepted by the GMS or have not declared responsibility to the GMS.*	√	√
d. Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK. *Have caused a company that obtained a license, approval or registration from the OJK not meet the obligation to deliver annual report and/or financial statements to the OJK.*	√	√
Memiliki komitmen untuk mematuhi peraturan perundang-undangan. *Have a commitment to comply with the prevailing law and regulation.*	√	√
Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perusahaan. *Have knowledge and/or skills needed by the Company.*	√	√
Memiliki wawasan tertentu yang sesuai dengan kebutuhan strategis Perusahaan kini dan masa depan. [ACGS E.4.6] *Have insights that fit the Company's current and future strategic needs*	√	√
Memiliki komitmen terhadap kinerja dan keberlanjutan Perusahaan. *Have commitment to the performance and sustainability of the Company*	√	√
Memiliki kemampuan adaptasi dengan budaya dan tata kelola Perusahaan. *Have the ability to adapt to the Corporate culture and governance.*	√	√

Lebih lanjut, sesuai diskusi bersama Direksi dan BOC, NRC juga akan mempertimbangkan keberagaman komposisi Direksi dan BOC. Semua kandidat yang dinilai layak dan tepat akan diajukan kepada BOC untuk ditentukan pilihan akhir serta diajukan dan ditetapkan melalui mekanisme RUPS. [ACGS (B)E.1.2]

Moreover, following deliberations among the Directors and the BOC, the NRC will evaluate the diversity within the composition of both the Directors and the BOC. Subsequently, all qualified candidates will be presented to the BOC for the final selection process, which will be further submitted and determined through the GMS.

Kebijakan Suksesi Direksi [ACGS E.5.3]

Directors Succession Policy

Sampai saat ini, Perusahaan belum memiliki kebijakan mengenai suksesi Direksi. Namun, BOC, dengan dibantu oleh NRC memastikan adanya rencana suksesi yang jelas dan memadai, disertai proses pemberian jenjang karir, pelatihan, pengembangan, pemberian motivasi bagi anggota Direksi berikut para eksekutifnya.

To date, the Company does not have a policy regarding the succession of the Directors. However, the BOC, assisted by the NRC guarantees the implementation of a well-defined succession strategy, along with career advancement opportunities, training initiatives, professional development and motivation for both Directors and its executives.

Perusahaan memberikan kesempatan yang sama kepada setiap karyawan untuk mengisi jabatan yang lebih tinggi sampai dengan Direksi. Hal ini dinyatakan secara jelas pada Peraturan Perusahaan yang telah diketahui oleh setiap karyawan. Kenaikan jabatan didasarkan kepada formasi dan kebutuhan Perusahaan, kompetensi dan

The Company provides equal opportunities for all employees to advance to higher positions, including up to directorial roles. This commitment is explicitly outlined in the Company Regulations, which all employees are familiar with and have consented to. Promotions are determined by the Company's structure and requirements, as well as



potensi karyawan, serta prestasi kinerja karyawan. Agar kesempatan promosi tetap terbuka di dalam dinamika organisasi, karyawan dapat mengikuti mutasi maupun pelatihan dan pengembangan sesuai dengan kebutuhan jabatan yang berpotensi meningkatkan kemampuan kerja dan kapabilitasnya.

Pembinaan menuju suksesi Direksi yang lancar juga didukung oleh Career Studio yang dirancang khusus untuk mempercepat kematangan para calon pemimpin. Career Studio akan berfungsi sebagai batu loncatan untuk *"The Company's Next Man Up"*. Lebih rinci tentang Career Studio dapat dilihat pada bagian Sumber Daya Manusia bab Profil Perusahaan di halaman 80 Laporan Tahunan ini.

by evaluating employees' competencies, potentials and performance achievements. To sustain a culture of open promotion opportunities within the organization, employees may undergo transfers or receive training and development tailored to enhance their skills and capabilities.

Coaching to facilitate a seamless transition of Directors is further reinforced by the Career Studio, specifically tailored to expedite the development of future leaders. The Career Studio serves as a steppingstone for grooming "The Company's Next Man Up." For a comprehensive insight into the Career Studio, please refer to the Human Capital section of the Company Profile chapter on page 80 in this Annual Report.

Prosedur Remunerasi BOC [SEOJK 2.g.4.b] [ACGS E.5.5]

BOC Remuneration Procedure

Remunerasi BOC dilakukan oleh RUPS berdasarkan laporan kinerja BOC. Kriteria penilaian yang digunakan adalah laporan pelaksanaan kinerja BOC yang dipertanggungjawabkan dalam RUPST. Melalui laporan tersebut pemegang saham melakukan penilaian terhadap kinerja BOC selama tahun buku berjalan. [SEOJK 2.g.4.b (1)] [ACGS E.5.5]

BOC remuneration is determined by the GMS using the BOC performance report as a basis. The assessment criteria employed include the BOC performance implementation report, which was reviewed during the AGMS. This report enables shareholders to assess the BOC's performance in the current fiscal year.

BOC melalui NRC telah melakukan evaluasi kembali atas formulir yang dipergunakan untuk pelaksanaan evaluasi kinerja dan penyesuaian fokus area untuk anggota BOC dan Direksi, yang mana penilaian kinerja dilakukan 2 (dua) arah yakni penilaian diri sendiri *(self-assessment)* dan evaluasi oleh NRC. Termasuk di dalam indikator evaluasi kinerja BOC adalah fungsi pengawasan terhadap Direksi atas: [ACGS E.5.6]

a. Fokus Area Keuangan;
b. Fokus Area Kemitraan Strategis;
c. Fokus Area Indeks Produktivitas;
d. Fokus Area Pengembangan Talenta; dan
e. Fokus Area Penempatan Sumber Daya Manusia.

The BOC through the NRC has recently reviewed the form utilized for conducting performance evaluations of the BOC and the Directors members. This evaluation process was conducted in two ways namely self-assessment and evaluation by the NRC. Included in the BOC performance evaluation indicators is the supervisory function of the Directors:

a. Finance Area Focus;
b. Strategic Partnership Area Focus;
c. Productivity Index Area Focus;
d. Talent Development Program Area Focus; and
e. Manpower Fulfillment Area Focus.

Remunerasi Direksi dan BOC [SEOJK 2.g.4.b (2) & (3)] [ACGS D.3.3]

Directors and BOC Remuneration

Pada tahun 2023 dan 2022, total remunerasi yang diberikan kepada BOC dan Direksi masing-masing adalah sebesar Rp65,20 miliar dan Rp46,57 miliar.

In 2023 and 2022, the total remuneration provided to the BOC and the Directors amounted to IDR65.20 billion and IDR46.57 billion, respectively.

Komite Audit

Audit Committee

[SEOJK 2.g.6] [ACGS E.2.18]

BOC telah membentuk Komite Audit untuk memastikan kecukupan dan integritas pengendalian internal, terlaksananya fungsi audit internal dan audit eksternal yang baik dengan standar profesional, serta memastikan Perusahaan patuh terhadap semua peraturan dan ketentuan yang relevan bagi Perusahaan.

The BOC has instituted an Audit oversee the sufficiency and integrity of internal controls, implementation of good internal audit and external audit functions in line with professional standards and to ensure the Company's adhere to all pertinent regulations and provisions.

Komite Audit telah memiliki Piagam Komite Audit yang telah ditetapkan oleh BOC pada tanggal 12 November 2013 dan direvisi pada 29 April 2016. Piagam ini telah mengacu pada POJK No.55 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit. Komite Audit melaksanakan kegiatannya dengan berlandaskan pada Piagam Komite Audit.
[ACGS E.2.21]

The Audit Committee has an Audit Committee Charter, initially approved by the BOC on November 12th, 2013 and subsequently revised on April 29th, 2016. This charter aligns with POJK No.55 dated December 23rd, 2015, which outlines the framework and guidelines for the Audit Committee's functions. The Audit Committee conducted its activities based on the Audit Committee Charter.

Struktur dan Keanggotaan [ACGS E.2.21]

Structure and Composition

Komite Audit setidak-tidaknya beranggotakan 3 (tiga) orang, yang terdiri dari 1 (satu) Komisaris Independen sebagai Ketua dan 2 (dua) anggota independen.

The Audit Committee is mandated to comprise a minimum of three (3) individuals, consisting of 1 (one) Independent Commissioner as Chair and 2 (two) members independent.

Anggota Komite Audit diangkat dan diberhentikan oleh BOC untuk masa jabatan yang tidak lebih lama dari masa jabatan BOC.

Members of the Audit Committee were appointed and dismissed by the BOC for a term of office no longer than the term of office of the BOC.

Susunan Komite Audit Perusahaan telah dilaporkan pada RUPST tanggal 14 Juni 2022 untuk masa jabatan sampai dengan penutupan RUPST tahun 2024, dengan susunan sebagai berikut:

The Company's composition of Audit Committee had been notified to the AGMS on June 14th, 2022 for a term of office until with the closing of the AGMS in 2024 with arrangement as follows:

Susiyati Bambang Himawan	Ketua | *Chairwoman*
Rusli Prakarsa	Anggota | *Members*
Rudiantara	Anggota | *Members*

Pada tahun ini tidak ada perubahan pada susunan Komite Audit. Berikut adalah profil dari anggota Komite Audit.

There were no changes in the composition of the Audit Committee this year. The following is the profiles of the members of Audit Committee.

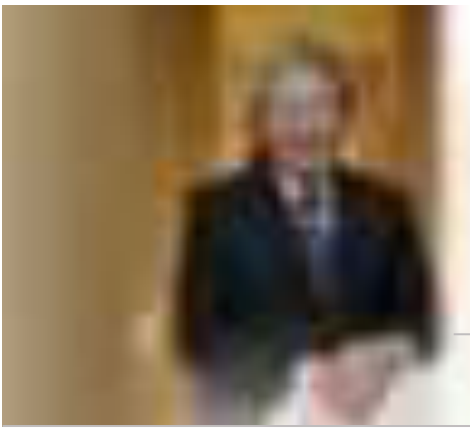


Susiyati Bambang Hirawan

Komisaris Independen dan
Ketua Komite Audit
Independent Commissioner and
Chairwoman of Audit Committee
[ACGS E.2.20]

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Surat Keputusan Dewan Komisaris tanggal 7 Juni 2022 dan telah dilaporkan pada RUPST tanggal 14 Juni 2022 *Decree of the BOC dated June 7th, 2022 and had been informed to the AGMS on June 14th, 2022*
Menjabat sejak *Serving since*	2013
Pernyataan Independensi *Statement of Independence* [SEOJK 2.g.6.g]	Telah diperbaharui pada tahun 2023 *Renewed in 2023*

Profil lengkap dapat dilihat pada Profil BOC di Laporan Tahunan ini halaman 76-78.
Her complete profile can be found on the Profile of the BOC in this Annual Report pages 76-78.



Rusli Prakarsa

Anggota Komite Audit
Member of Audit Committee

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Surat Keputusan Dewan Komisaris tanggal 7 Juni 2022 dan telah dilaporkan pada RUPST tanggal 14 Juni 2022 *Decree of the BOC dated June 7th, 2022 and had been informed to the AGMS on June 14th, 2022*
Menjabat sejak *Serving since*	2015
Pernyataan Independensi *Statement of Independence* [SEOJK 2.g.6.g]	Telah diperbaharui pada tahun 2023 *Renewed in 2023*
Kewarganegaraan *Citizenship*	Indonesia *Indonesian*

Usia *Age*	82 tahun *years old*
Riwayat Pendidikan *Education* [ACGS E.2.22]	Sarjana Ekonomi, Jurusan Akuntansi, Universitas Sumatera Utara (1969) *Bachelor in economics, Accounting Faculty, University of Northern Sumatera (1969)*
Pengalaman Profesional *Professional Experience*	• Anggota Komite Audit PT Lontar Papyrus Pulp and Paper Industry (2013-2015) *Member of Audit Committee in PT Lontar Papyrus Pulp and Paper Industry (2013-2015)* • Anggota Komite Audit PT Pindo Deli Pulp and Paper Mills (2013-2015) *Member of Audit Committee in PT Pindo Deli Pulp and Paper Mills (2013-2015)* • Anggota Komite Audit PT Pabrik Kertas Tjiwi Kimia Tbk (2002-2013) *Member of Audit Committee in PT Pabrik Kertas Tjiwi Kimia Tbk (2002-2013)* • Anggota Komite Audit PT Indah Kiat Pulp and Paper Tbk (2002-2013) *Member of Audit Committee in PT Indah Kiat Pulp and Paper Tbk (2002-2013)* • Anggota Komite Audit PT SMART Tbk (2002-2010) *Member of Audit Committee in PT SMART Tbk (2002-2010)* • Ketua Tim Pengelola PT Bank International Indonesia (2002-2003) *Chairman of PT Bank International Indonesia Management Team (2002-2003)* • Presiden Komisaris PT Bank International Indonesia (2000-2002) *President Commissioner of PT Bank International Indonesia (2000-2002)* • Wakil Presiden Komisaris PT Bank Panin (1975-1999) *Vice President Commissioner PT Bank Panin (1975-1999)* • Staf Umum Bagian Kredit Investasi BI (1971-1974) *General Staff for BI Investment Credit (1971-1974)*
Jabatan Rangkap *Concurrent Position*	• Anggota Komite Audit PT Bank Sinarmas Tbk (sejak 2015) *Member of Audit Committee in PT Bank Sinarmas Tbk (since 2015)* • Anggota Komite Audit PT Smartfren Telecom Tbk (sejak 2016) *Member of Audit Committee in PT Smartfren Telecom Tbk (since 2016)* • Anggota Komite Audit PT Puradelta Lestari Tbk (sejak 2015) *Member of Audit Committee in PT Puradelta Lestari Tbk (since 2015)* • Anggota Komite Audit PT Duta Pertiwi Tbk (sejak 2015) *Member of Audit Committee in PT Duta Pertiwi Tbk (since 2015)*



Rudiantara

Anggota Komite Audit
Member of Audit Committee

Masa Jabatan *Serving period*	2022 – 2024
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Surat Keputusan Dewan Komisaris tanggal 7 Juni 2022 dan telah dilaporkan pada RUPST tanggal 14 Juni 2022 *Decree of the BOC dated June 7th, 2022 and had been informed to the AGMS on June 14th, 2022*
Menjabat sejak *Serving since*	2021

Pernyataan Independensi *Statement of Independence* [SEOJK 2.g.6.g]	Telah diperbaharui pada tahun 2023 *Renewed in 2023*
Kewarganegaraan *Citizenship*	Indonesia *Indonesian*
Usia *Age*	64 tahun *years old*
Riwayat Pendidikan *Education* [ACGS E.2.22]	• Master of Business Administration, PPM (1988) • Sarjana Statistika dari Universitas Padjadjaran (1984) *Bachelor of Statistics from Padjadjaran University (1984)*
Pengalaman Profesional *Professional Experience*	• Menteri Komunikasi dan Informatika Republik Indonesia (2014 – 2019) *Minister of Communication and Information of the Republic of Indonesia (2014 – 2019).* • Komisaris/Direktur dan Ketua Komite Audit pada perusahaan telekomunikasi (seluler) di PT Indosat Ooredo Tbk, PT Telkomsel, PT Telekomunikasi Indonesia Tbk dan PT XL Axiata Tbk (1995 – 2014) *Commissioner/Director and Chairman of Audit Committee in cellular telecommunications companies namely PT Indosat Ooredo Tbk, PT Telkomsel, PT Telekomunikasi Indonesia Tbk and PT XL Axiata Tbk (1995 – 2014)* • Wakil Direktur Utama PT Semen Gresik Tbk (Persero) *Deputy President Director of PT Semen Gresik Tbk (Persero)* • Wakil Direktur Utama PT PLN (Persero) *Deputy President Director of PT PLN (Persero)* • Ketua Majelis Wali Amanat Universitas Padjadjaran (2015 – 2020) *Chairman of the Board of Trustees of Padjadjaran University (2015 – 2020)*
Jabatan Rangkap *Concurrent Position*	• Komisaris PT Indosat Ooredo Hutchison Tbk *Commissioner of PT Indosat Ooredo Hutchison Tbk* • Komisaris Utama PT Semen Indonesia Group Tbk *President Commissioner of PT Semen Indonesia Group Tbk* • Komisaris PT Vale Indonesia Tbk *Commissioner of PT Vale Indonesia Tbk* • Komisaris Utama PT Rukun Raharja Tbk *President Commissioner of PT Rukun Raharja Tbk* • Komisaris Utama PT Solusi Sinergi Digital Tbk *President Commissioner of PT Solusi Sinergi Digital Tbk* • *Advisor* pada beberapa perusahaan *start up* bidang teknologi, bidang Financial Technology serta bidang *supply chain* produk pertanian *Advisor to several startup technology companies, the Financial Technology field and agricultural product supply chain.* • Anggota Asosiasi FinTech Indonesia (AFTECH) *Member of Indonesia FinTech Association (AFTECH)* • Anggota Indonesia FinTech Society (IFSOC) *Member of Indonesia FinTech Society (IFSOC)* • Pengurus Asosiasi eCommerce Indonesia (iDea) Ketua Dewan Masjid Indonesia *Management of Indonesian eCommerce Association (iDea) One of the Chairs of the Indonesian Mosque Council* • Pembina pada Indonesian Institute for Corporate Directorship (IICD) *Advisor at the Indonesian Institute for Corporate Directorship (IICD)* • Pembina pada beberapa yayasan pendidikan di Indonesia *Advisor at several educational foundations in Indonesia.*

Pernyataan Independensi
Statement of Independence

Komite Audit memiliki komitmen untuk melaksanakan tugas dan tanggung jawabnya secara independen dan objektif. Untuk memastikan hal tersebut, Ketua Komite Audit adalah salah satu Komisaris Independen Perusahaan [ACGS E.2.20], sementara dua anggota lainnya adalah pihak eksternal independen.
[ACGS E.2.19]

Setiap anggota Komite Audit telah menandatangani surat pernyataan independensi pada saat pengangkatannya sebagai anggota komite dan juga telah dimutakhirkan setiap tahunnya. [SEOJK 2.g.6.g]

The Audit Committee is dedicated to executing its duties and responsibilities with independence and objectivity. To ensure this, the Chair of the Audit Committee is one of the Company's Independent Commissioners, while the other two members consist of independent external parties.

Each member of the Audit Committee reaffirms their independence regularly by signing an updated statement of independence annually.

URAIAN PERNYATAAN INDEPENDENSI *DESCRIPTION OF STATEMENT OF INDEPENDENCE*	SBH	RP	R
Bukan merupakan orang yang bekerja pada KAP, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa *assurance,* jasa *non-assurance*, jasa penilai dan/atau jasa konsultasi lain pada Perusahaan dalam waktu enam bulan terakhir. *Has not worked for a KAP, Legal Consultant Office, Public Appraiser Office or any other party providing assurance, non-assurance, appraisal and/or other consulting services to the Company within the last six months.*	√	√	√
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu enam bulan terakhir, kecuali Komisaris Independen. *Is not a person who worked or had the authority and responsibility to plan, lead, control or supervise the activities of the Company in the last six months, except for Independent Commissioners.*	√	√	√
Tidak mempunyai saham langsung maupun tidak langsung dengan Perusahaan. *Does not own direct or indirect shares in the Company.*	√	√	√
Tidak mempunyai hubungan afiliasi dengan anggota BOC, anggota Direksi lain maupun Pemegang Saham utama Perusahaan. *Has no affiliated relationship with members of the BOC, members of the Directors' or the Company's principal shareholders.*	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. *Does not have direct or indirect business relationships with the Company business activities.*	√	√	√

Catatan | ***Notes***
SBH: Susiyati Bambang Hirawan | RP: Rusli Prakarsa | R: Rudiantara

Tugas dan Tanggung Jawab
Duties and Responsibilities

Piagam Komite Audit mengatur tugas dan tanggung jawab Komite Audit sebagai berikut:

(a) Menelaah isu-isu signifikan di dalam pelaporan dan pertimbangan keuangan untuk memastikan integritas laporan keuangan Perusahaan dan pengumuman resmi terkait dengan kinerja keuangan Perusahaan.

(b) Menelaah dan melapor kepada BOC setahun sekali terkait kecukupan dan efektivitas pengendalian internal Perusahaan, termasuk pengendalian keuangan, operasional, kepatuhan dan teknologi informasi (penelaahan dapat dilakukan secara internal atau dengan bantuan pihak ketiga yang kompeten).

(c) Menelaah efektivitas fungsi audit internal Perusahaan.

The Charter for the Audit Committee stipulates the duties and responsibilities of the Audit Committee as follows:

(a) Reviewing significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Company and any formal announcements relating to the Company's financial performance.

(b) Reviewing and reporting to the BOC at least annually the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance and information technology controls (such review can be carried out internally or with the assistance of any competent third parties).

(c) Reviewing the effectiveness of the Company's internal audit function.

(d) Menelaah ruang lingkup dan hasil audit eksternal, independensi dan obyektivitas auditor eksternal.

(e) Membuat rekomendasi kepada BOC terkait usul kepada pemegang saham untuk penunjukkan, penunjukkan ulang, dan pemberhentian auditor eksternal, serta menyetujui remunerasi serta periode penugasan auditor eksternal. [ACGS E.2.24]

(d) Reviewing the scope and results of the external audit, and the independence and objectivity of the external auditors.

(e) Making recommendations to the BOC on the proposals to the shareholders on appointment, re-appointment and dismissal of the external auditors, and approving the remuneration and terms of engagement of the external auditors.

Rapat [SEOJK 2.g.6.i]
Meetings

Piagam Komite Audit mewajibkan pelaksanaan rapat setidaknya 1 (satu) kali dalam 3 (tiga) bulan. Rapat dapat menghasilkan rekomendasi-rekomendasi yang dapat dipertimbangkan oleh BOC dan Direksi apabila lebih dari ½ (satu per dua) bagian anggota Komite hadir.

The Audit Committee Charter stipulate that the Audit Committee Meeting is at least 1 (one) time in 3 (three) months. The meeting shall only generate recommendations accepted by the BOC and the Directors if more than half of the members are present in the meeting.

Sepanjang tahun 2023, Komite Audit telah menyelenggarakan 6 (enam) rapat [ACGS E.2.23] dengan agenda dan kehadiran sebagai berikut:

During 2023, the Audit Committee held 6 (six) meetings with the following agenda and attendance:

NO	TANGGAL *DATE*	AGENDA PEMBAHASAN *DISCUSSION AGENDA*	SBH	RP	R
1	25 Januari *January*	Penelaahan Laporan Internal Audit untuk periode Oktober sampai dengan Desember 2022 *To review the Internal Audit's Report for the period of October through December 2022*	√	√	√
2	16 Februari *February*	Penelaahan Laporan Keuangan Perusahaan yang berakhir pada 31 Desember 2022 yang disampaikan oleh KAP. *To review the Company's Financial Statements for the period ended on December 31st, 2022*	√	√	√
3	8 Mei *May*	Penelaahan Laporan Internal Audit untuk periode Januari sampai dengan Maret 2023. *To review the Internal Audit's Report for the period of January through March 2023*	√	√	√
4	25 Juli *July*	Penelaahan Laporan Internal Audit untuk periode April sampai Juni 2023 *To review the Internal Audit's Report for the period of April through June 2023*	√	√	√
5	26 Oktober *October*	Penelaahan Laporan Internal Audit untuk periode Juli sampai September 2023 *To review the Internal Audit's Report for the period of July through September 2023*	√	√	√
6	30 November	Penelaahan Laporan Keuangan Perusahaan yang berakhir pada 30 September 2023 dan Persiapan Audit Laporan Keuangan Tahunan periode 31 Desember 2023 oleh KAP. *To review the Company's Financial Statements for the period ended on September 30th, 2023 and the External Auditor's Planning of Audited Financial Statement ended December 31st, 2023.*	√	√	√
		Jumlah Kehadiran ***Total Attendance***	6	6	6
		Jumlah Rapat ***Total Meetings***	6	6	6
		Tingkat Kehadiran ***Attendance Rate***	100%	100%	100%

Catatan | ***Notes***
SBH: Susiyati Bambang Hirawan | RP: Rusli Prakarsa | R: Rudiantara

Program Orientasi dan Pengembangan Kompetensi [SEOJK 2.g.6.h]

Competency Development Programs

Berdasarkan Piagam Komite Audit, setiap anggota Komite Audit wajib meningkatkan kompetensi melalui pendidikan dan pelatihan secara terus menerus, memahami peraturan dan standar terbaru.

Based on the Charter for the Audit Committee, each member of the Audit Committee was obliged to improve competency through continuous education and training, understanding the latest regulations and standards.

Pada tahun 2023, pelatihan yang telah diikuti oleh anggota Komite Audit adalah sebagai berikut:

During 2023, trainings attended by members of the Audit Committee are as follows:

Nama *Name*	Topik *Subject*	Tanggal *Date*	Tempat *Venue*	Pelaksana *Provider/Facilitator*
Susiyati Bambang Hirawan	Program pengembangan beliau dapat dibaca pada Program Pengembangan BOC halaman 195 Laporan Tahunan. *Her competency development programs can be found on BOC Development Program page 195 in this Annual Report.*			

Laporan Ringkas Kegiatan Tahun 2023 [SEOJK 2.g.6.j]

Brief Report on Activities in 2023

Selama tahun buku 2023, Komite Audit telah melaksanakan tugas dan tanggung jawabnya sebagaimana yang tercantum dalam Piagam Komite Audit melalui kegiatan-kegiatan, antara lain:

1. Bersama Direksi menelaah Laporan Keuangan Triwulan Perusahaan serta Anggaran Tahunan Perusahaan.
2. Rapat triwulanan dengan Internal Audit Perusahaan untuk membahas langkah-langkah peningkatan pengawasan internal.
3. Menyampaikan rekomendasi kepada BOC agar Laporan Keuangan Konsolidasian Perusahaan yang telah diaudit untuk tahun buku 2022 dapat diterima dan dilaporkan dalam Laporan Tahunan Perusahaan tahun 2022.
4. Rapat dengan Auditor Eksternal dan Direksi untuk membahas Laporan Keuangan Konsolidasian Perusahaan yang telah diaudit periode 30 September 2023 dan persiapan audit Laporan Keuangan Tahunan untuk tahun buku yang berakhir pada 31 Desember 2023 sesuai dengan peraturan berlaku.
5. Melakukan kunjungan kerja ke Semarang pada tanggal 9 - 10 Agustus dan ke Grand City Balikpapan pada tanggal 14 - 15 Desember, guna mendapatkan gambaran yang lebih nyata dan menyeluruh mengenai kegiatan operasional dan tantangan yang dihadapi oleh proyek.

During the fiscal year 2023, the Audit Committee had carried out its duties and responsibilities as stipulated in the Charter of the Audit Committee by doing the activities such as:

1. *Review the Company's Quarterly Financial Statements and the Company's Annual Budget with the Directors.*
2. *Quaterly meetings with the Company's Internal Audit to discuss steps in improving internal monitoring.*
3. *Submitted its recommendations to the BOC to accept and report the audited Company's Consolidated Financial Statements for the financial year 2022 in the 2022 Annual Report of the Company.*
4. *Meetings with External Auditor and the Directors to discuss the Company's audited Consolidated Financial Statements for the period ending September 30th, 2023 and preparation of the audit of Annual Financial Statements for the financial year ending December 31st, 2023, in accordance with the applicable regulations.*
5. *Had work visit to Semarang on August 9th - 10th and to Grand City Balikpapan on December 14th - 15th, to gain clearer and more complete picture on the operational activities and challenges that are faced by the project.*

Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee

[SEOJK 2.g.7] [ACGS E.2.8] [ACGS E.2.13]

BOC telah membentuk Komite Nominasi dan Remunerasi (NRC) untuk membantu melaksanakan proses nominasi dan remunerasi secara profesional dan independen.

BOC has instituted a Nomination and Remuneration Committee (NRC) to facilitate the professional and independent execution of the nomination and remuneration procedures.

NRC telah memiliki Piagam Komite Nominasi dan Remunerasi yang telah ditetapkan dengan surat No.001/BOC/BSD/X/2016 tanggal 5 Oktober 2016 tentang Piagam NRC dan telah melaksanakan kegiatannya berdasarkan ketentuan dalam Piagam tersebut. Piagam NRC tersebut telah mengakomodir perihal-perihal yang diatur dalam POJK No.34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten dan Perusahaan Publik. [ACGS E.2.11] [ACGS E.2.16]

NRC has already had the Nomination and Remuneration Committee Charter stipulated in the letter No.001/BOC/BSD/X/2016 dated October 5th, 2016, regarding the Charter of the NRC and carries out their activities as stipulated in the Charter. The NRC charter aligns with the provisions outlined in POJK No.34/POJK.04/2014 regarding Nomination and Remuneration Committee of Issuers and Public Companies.

Struktur dan Keanggotaan [ACGS E.2.11]

Structure and Composition

Keanggotaan NRC paling kurang terdiri dari 3 (tiga) orang yang terdiri dari 1 (satu) orang Ketua yang juga merupakan Komisaris Independen Perusahaan [ACGS E.2.10] dan 2 (dua) orang anggota lainnya, yang dapat berasal dari anggota BOC dan pihak yang berasal dari dalam maupun luar Perusahaan atau pihak yang menduduki jabatan manajerial di bawah Direksi yang membawahi sumber daya manusia.

The NRC membership is mandated to comprise a minimum of three (3) individuals, namely one (1) Chairman, who concurrently serves as an Independent Commissioner of the Company, and two (2) additional members. These members can be selected from the BOC or from internal or external parties, including individuals holding managerial roles reporting to the Directors overseeing human resources.

Untuk anggota yang berasal dari luar Perusahaan, individu yang bersangkutan tidak merangkap jabatan sebagai anggota komite lainnya dalam Perusahaan. Masa jabatan anggota NRC tidak lebih lama dari masa jabatan BOC dengan masa kerja 5 (lima) tahun sebagaimana yang diatur dalam AD.

Individuals who are external to the Company are not permitted to hold simultaneous membership on other committees within the organization. The tenure of members of the NRC should not surpass the term of the BOC, which is outlined as five years in the AoA.

Susunan NRC per tanggal 31 Desember 2023 adalah sebagai berikut:

The composition of the NRC as of December 31st, 2023, stands as follows:

NAMA *NAME*	POSISI *POSITION*	JABATAN *TITLE*	MASA JABATAN *PERIOD*	PROFIL *PROFILE* [SEOJK 2.g.7.a-e]
Teddy Pawitra	Ketua *Chairman*	Komisaris Independen dan Ketua Komite Nominasi dan Remunerasi [ACGS E.2.10] [ACGS E.2.15] *Independent Commissioner and Chairman of the Nomination and Remuneration Committee*	2020 - 2024	Halaman 75-76 Laporan Tahunan ini *Pages 75-76 of this Annual Report*
Muktar Widjaja	Anggota *Member*	Presiden Komisaris *President Commissioner*		Halaman 71-72 Laporan Tahunan ini *Pages 71-72 of this Annual Report*
Teky Mailoa		Wakil Presiden Komisaris *Vice President Commissioner*		Halaman 72-73 Laporan Tahunan ini *Pages 72-73 of this Annual Report*

Pernyataan Independensi [SEOJK 2.g.7.g]

Statement of Independence

Perusahaan tidak memiliki pernyataan independensi dari anggota NRC, selain daripada yang telah ditandatangani oleh Komisaris Independen. Akan tetapi, setiap anggota wajib patuh kepada Kode Etik Perusahaan dan memiliki komitmen yang kuat untuk memberikan pandangan dan penilaian yang objektif di dalam melakukan penilaian kinerja maupun memberikan rekomendasi terkait nominasi dan remunerasi anggota Direksi dan BOC.

The Company does not have a statement of independence from the members of the NRC, beyond what has been endorsed by the Independent Commissioner. Nevertheless, each member is required to adhere to the Company's Code of Conduct, demonstrating a dedicated commitment to offering impartial perspectives and evaluations during performance assessments, as well as when making recommendations concerning the nomination and remuneration of the members of Directors and BOC.

Tugas dan Tanggung Jawab [SEOJK 2.g.7.i]

Duties and Responsibilities

Sebagaimana yang diatur dalam Piagam NRC, tugas dan fungsi Komite di bidang Nominasi antara lain sebagai berikut:

a. aMemberikan rekomendasi kepada BOC mengenai kebijakan dan kriteria yang dibutuhkan dalam proses nominasi dan kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota BOC serta rekomendasi komposisi jabatan anggota Direksi dan/atau anggota BOC yang disesuaikan dengan skala usaha Perusahaan;
b. Membantu BOC melakukan penilaian kinerja anggota Direksi dan/atau anggota BOC berdasarkan tolak ukur yang telah disusun sebagai bahan evaluasi;
c. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota BOC kepada BOC untuk disampaikan kepada RUPS; dan
d. Memberikan rekomendasi kepada BOC mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota BOC.

Di bidang Remunerasi, tugas dan fungsi Komite sebagaimana yang diatur dalam Piagam NRC, antara lain sebagai berikut:

a. Memberikan rekomendasi kepada BOC mengenai struktur, kebijakan dan besaran atas remunerasi;
b. Membantu BOC melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota BOC;
c. Membantu BOC dalam menyusun struktur remunerasi dan memberikan rekomendasi mengenai kebijakan atas remunerasi bagi anggota Direksi dan/ atau

As stipulated in the Charter of the NRC, the duties and functions of the Committee in the Nomination area are as follows:

a. To provide recommendations to the BOC on policies and criteria required in the nomination process and performance evaluation policies for members of the Directors and/or other members of the BOC as well as recommendations for the composition of the positions of members of the Directors and/or BOC in accordance with the scale of the Company's business;
b. To assist the BOC in assessing the performance of members of the Directors and/or BOC based on the benchmarks that have been prepared as evaluation material;
c. To provide proposals for qualified candidates as members of the Directors and/or members of the BOC to the BOC to be submitted to the GMS; and
d. To provide recommendations to the BOC regarding competency development programs for members of the Directors and/or members of the BOC.

In the field of Remuneration, the duties and functions of the Committee as stipulated in the Charter of the NRC, include the following:

a. To give recommendations to the BOC regarding the structure, policy and amount of remuneration;
b. To assist the BOC in assessing performance with the suitability of remuneration received by members of the Directors and/or members of the BOC;
c. To assist the BOC in preparing the remuneration structure and provide recommendations regarding the policy on remuneration for members of the Directors

anggota BOC untuk disampaikan kepada RUPS; dan

d. Membantu BOC dalam menyusun besaran atas Remunerasi bagi anggota Direksi dan/atau anggota BOC.

and/or members of the BOC to be submitted to the GMS; and

d. To assist the BOC on setting up the amount of Remuneration for members of the Directors and/or members of the BOC.

Rapat [SEOJK 2.g.7.k]
Meetings

NRC wajib menyelenggarakan rapat setidaknya 1 (satu) kali dalam 4 (empat) bulan. Rapat dapat menghasilkan rekomendasi-rekomendasi yang dapat dipertimbangkan apabila lebih dari ½ (satu per dua) bagian anggota Komite hadir.

NRC is obliged to hold meetings at least once every 4 (four) months. Meetings can result in recommendations that can be considered if more than ½ (one half) of the committee members are present.

Sepanjang tahun 2023, NRC menyelenggarakan 3 (tiga) rapat dengan agenda pembahasan dan tingkat kehadiran sebagai berikut: [ACGS E.2.12] [ACGS E.2.17]

Throughout 2023, the NRC has held 3 (three) meetings with the following discussion agendas and attendance record:

TANGGAL *DATE*	AGENDA PEMBAHASAN *DISCUSSION AGENDA*	TP	MW	TM
2 Februari *February*	Pembahasan *User Manual Key Performance Indicator* dengan menggunakan aplikasi berbasis web. *Discussion of User Manual Key Performance Indicator by web-based application*	√	√	√
12 Juli *July*	Persetujuan Digitalisasi *Performance Management System* BOC dan Direksi *Approval of the Digitalization of Performance Management System by the BOC and the Directors*	√	√	√
13 Oktober *October*	Pembahasan hasil *self-assessment* kinerja anggota BOC dan Direksi Tahun 2022 *Discussion of the result on the self-assessment performance of the members of the BOC and Directors for 2022*	√	√	√
	Jumlah Kehadiran ***Total Attendance***	3	3	3
	Jumlah Rapat ***Total Meetings***	3	3	3
	Tingkat Kehadiran ***Attendance Rate***	100%	100%	100%

Catatan | ***Notes***
TP: Teddy Pawitra| MW: Muktar Widjaja| TM: Teky Mailoa

Program Pengembangan Kompetensi [SEOJK 2.g.7.h]
Competency Development Programs

Berdasarkan Piagam NRC, setiap anggota NRC wajib meningkatkan kompetensi melalui pendidikan dan pelatihan secara terus menerus, memahami peraturan dan standar terbaru.

Based on the NRC Charter, every NRC member was mandated to enhance their competency through ongoing education and training, ensuring a thorough understanding of the most recent regulations and standards.

Rincian program pengembangan yang diikuti sepanjang tahun 2023 dapat dilihat pada Bagian Dewan Komisaris pada Bab Tata Kelola Perusahaan halaman 195 dari Laporan Tahunan ini.

Please refer to the Board of Commissioners section in the Corporate Governance Chapter on page 195 of this Annual Report regarding the details of the development programs attended in 2023:

Laporan Ringkas Kegiatan Tahun 2023 [SEOJK 2.g.7.I]

Brief Report on Activities in 2023

Sepanjang tahun 2023, NRC telah melaksanakan aktivitas berikut:

- Membahas *User Manual Key Performance Indicator* dengan menggunakan aplikasi berbasis web;
- Membahas dan menyetujui Digitalisasi *Performance Management System* BOC dan Direksi; dan
- Mendiskusikan hasil *self-assessment* kinerja anggota BOC dan Direksi Tahun 2022.

Throughout 2023, the NRC has conducted the following activities:

- *Discussed the User Manual Key Performance Indicator by web-based application;*
- *Discussed and approved Digitalization of Performance Management System by the BOC and the Directors; and*
- *Discussed the result on the self-assessment performance of the members of the BOC and Directors for 2022.*

Komite Lain

Other Committee

[SEOJK 2.g.8] [SEOJK 2.g.5]

Sampai dengan 31 Desember 2023, Perusahaan tidak diwajibkan untuk membentuk komite lain selain Komite Audit dan NRC dan tidak memiliki kewajiban untuk membentuk Dewan Pengawas Syariah.

Until December 31st, 2023, the Company is not required to establish any committees aside from the Audit Committee and NRC and there is no mandate to create a Sharia Supervisory Board.

Sekretaris Perusahaan

Corporate Secretary

[SEOJK 2.g.9]

Sekretaris Perusahaan memiliki tugas utama untuk memastikan kelancaran komunikasi antara Perusahaan dengan para pemangku kepentingan serta meningkatkan kualitas tata kelola perusahaan yang baik.

Sekretaris Perusahaan diangkat dan diberhentikan oleh Direksi, serta bertanggung jawab kepada Presiden Direktur.

Pada 8 Mei 2023, Perusahaan menunjuk Ricardo Arif Dharmawan sebagai Sekretaris Perusahaan berdasarkan Surat Keputusan Direksi No.001/Kep.Dir/BSD/V/2023 tertanggal 8 Mei 2023, menggantikan Christy Grassela yang mengundurkan diri. Pergantian ini telah dilaporkan melalui keterbukaan informasi kepada OJK dan BEI dengan surat No.047/IR-CS/BSD/V/2023 tanggal 10 Mei 2023 dan dapat ditemukan di situs web Perusahaan. Berikut adalah profil Ricardo Arif Dharmawan.

The Corporate Secretary is primarily responsible for facilitating effective communication between the Company and its stakeholders, as well as enhancing the quality of good corporate governance.

The Corporate Secretary was appointed and dismissed by the Directors and reports directly to the President Director.

On May 8th, 2023, the Company appointed Ricardo Arif Dharmawan as the Corporate Secretary in accordance with the Directors' Resolution No.001/Kep.Dir/BSD/V/2023 dated May 8th, 2023, succeeding Christy Grassela following her resignation. This transition was officially communicated through information disclosure to OJK and BEI under letter No.047/IR-CS/BSD/V/2023 dated May 10th, 2023 and is accessible on the Company's website. Below is a details profile of Ricardo Arif Dharmawan.



Ricardo Arif Dharmawan

Sekretaris Perusahaan dan Head of Investor Relations
Corporate Secretary and Head of Investor Relations
[SEOJK 2.e.10.a]

Dasar Hukum Pengangkatan *Legal Basis of Appointment* [SEOJK 2.g.9.c(1)]	Surat Keputusan Direksi No.001/Kep.Dir/BSD/V/2023 tanggal 8 Mei 2023 dan telah dilaporkan kepada BEI dan OJK melalui surat No.047/IR-CS/BSD/V/2023 tertanggal 10 Mei 2023. *Directors' Resolution No.001/Kep.Dir/BSD/V/2023 dated May 8th, 2023 and has been reported to BEI and OJK through letter No.047/IR-CS/BSD/V/2023 dated May 10th, 2023.*
Menjabat sejak *Serving since*	8 Mei 2023 *May 8th, 2023*
Kewarganegaraan *Citizenship*	Indonesia *Indonesian*
Domisili *Domicile* [SEOJK 2.g.9.b]	Tangerang Selatan *South Tangerang*
Usia *Age*	37 tahun *years old*

Riwayat Pendidikan *Education* [SEOJK 2.g.9.d]	• Master of Business Administration, Vancouver Island University (2010) • Teknologi Pangan, Universitas Pelita Harapan (2008) *Food Technology, Pelita Harapan University (2008)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.g.9.c(2)]	• Corporate Secretary & Head of Investor Relations at PT Bumi Serpong Damai Tbk (sejak since May 2023) • Investor Relations & Corporate Sustainability Department Head at PT Puradelta Lestari Tbk (2021-2023) • Investor Relations Section Head at PT Puradelta Lestari Tbk (2015-2021) • Investor Relations Officer at PT Kalbe Farma Tbk (2012-2015) • Business Development at Agung Sedayu Group (2011-2012)
Jabatan Rangkap *Concurrent Position*	Tidak ada *None*

Tugas dan Tanggung Jawab [SEOJK 2.e.9.f]

Duties and Responsibilities

Sesuai dengan POJK No.35/POJK.04/2014 dan Perubahan Peraturan BEI No.1A, tugas dan tanggung jawab Sekretaris Perusahaan adalah:

1. Mengikuti perkembangan informasi terkait Pasar Modal khususnya regulasi yang berlaku;
2. Memastikan Direksi dan BOC mematuhi ketentuan peraturan perundang-undangan di bidang Pasar Modal;
3. Membantu Direksi dan BOC dalam pelaksanaan GCG yang baik, meliputi
   a. Keterbukaan informasi kepada masyarakat, termasuk penyampaian informasi korporat dalam situs web Perusahaan;
   b. Penyampaian laporan kepada OJK dan BEI secara tepat waktu;
   c. Penyelenggaraan dan dokumentasi RUPS;
   d. Koordinasi dan dokumentasi rapat Direksi dan/atau BOC; dan
   e. Pelaksanaan program orientasi terhadap Perusahaan bagi Direksi dan/atau BOC.
4. Sebagai penghubung antara Perusahaan dengan pemegang saham, pemerintah/instansi terkait, masyarakat dan pemangku kepentingan lainnya.

In compliance with POJK No.35/POJK.04/2014 and amendments to BEI Regulation No.1A, the duties and responsibilities of the Corporate Secretary are outlined as follows:

1. *To remain updated on information related to the Capital Market, particularly the relevant regulations;*
2. *To ensure that the Directors and the BOC always comply with the regulations of the Capital Market;*
3. *To support the Directors and BOC in implementing GCG guidelines, covering:*
   a. *The disclosure of information to the public, including the publication of corporate information on the Company's website;*
   b. *Timely submission of report to the OJK and BEI;*
   c. *The organization and documentation of the GMS;*
   d. *The coordination and documentation of the Directors and/or BOC meetings; and*
   e. *Implementation of an orientation program for the Company's Directors and/or the BOC.*
4. *As a liaison between the Company and shareholders, the government/related institutions, communities and other stakeholders.*

Pengembangan Kompetensi [ACGS E.3.8]

Competency Development

Agar tetap menerima informasi tentang perkembangan terkini di pasar modal, sepanjang tahun 2023 Sekretaris Perusahaan telah mengikuti program-program pelatihan dan pengembangan berikut:

To remain abreast of the latest developments in the capital market, the Corporate Secretary has participated in the following training and development programs throughout 2023:

Topik *Subject*	Tanggal *Date*		Tempat *Venue*	Pelaksana *Provider/Facilitator*
APP Legal Conference 2023	17	Maret *March*	Jakarta	APP
Webinar on "Explanation on Market Regulation No. 1-A of 2021 concerning Free Float Regulation and Form Implementation E009 in the Reporting System of SPE-IDX Net."	6	Oktober *October*	Webinar	BEI
Socialization on Regulation of Financial Services Authority (POJK) No. 14/ POJK.04/2023 and Circular Letter of Financial Services Authority	24			

Laporan Ringkas Kegiatan Tahun 2023 [SEOJK 2.g.9.f]

Brief Report on Activities in 2023

Selama tahun 2023, Sekretaris Perusahaan telah melaksanakan tugas-tugas sebagai berikut:

1. Melakukan pemberitahuan dan pemanggilan RUPS, serta melaporkan risalah RUPS melalui situs web Perusahaan [ACGS D.7.2], BEI dan KSEI tepat waktu;
2. Menyampaikan 3 laporan keuangan triwulanan dalam waktu 1 bulan sejak berakhirnya periode pelaporan; [ACGS D.7.1]
3. Menyampaikan 1 laporan keuangan tahunan dalam waktu 120 hari sejak berakhirnya tahun buku; [ACGS D.8.1]
4. Menyampaikan Laporan Tahunan dan Laporan Keberlanjutan dalam waktu 120 hari sejak berakhirnya tahun buku; [ACGS D.8.2]
5. Menyampaikan informasi terkait perkembangan Perusahaan dan Entitas Anak melalui Siaran Pers sebanyak 12 kali;
6. Paparan Publik pada tanggal 28 November 2023; [ACGS A.4.1]
7. Berinteraksi dengan media dalam 3 kegiatan; [ACGS D.7.4]
8. Menyampaikan keterbukaan informasi terkait *tender offer*, perubahan Sekretaris Perusahaan, informasi terkait bunga dan jatuh tempo obligasi, hasil pemeringkatan tahunan, laporan penggunaan dana hasil penawaran umum serta laporan kepemilikan saham.

Throughout 2023, the Corporate Secretary has fulfilled the following responsibilities:

1. *Notifying and convening the GMS, along with promptly disclosing the minutes of the GMS on the Company, BEI and KSEI websites;*
2. *Submitted three quarterly financial statements within 1 months following the conclusion of the reporting period;*
3. *Submitted one annual financial statement in 120 days following the conclusion of the reporting period;*
4. *Submitted Annual Report and Sustainability report in 120 days following the conclusion of the reporting period;*
5. *Submitted information related to the progress of the Company and its Subsidiaries in twelve Press Releases;*
6. *Public Expose on November 28th, 2023;*
7. *Interacted with the media on three occasions;*
8. *Submitted information disclosure related to tender offer, the change of Corporate Secretary, information related to bonds interest and maturity date, annual rating, report on the proceed utilization of public offering and report on share's ownership.*



Uraian Singkat Pelaksanaan Hubungan Investor

Brief Description of the Conduct of Investor Relations

Salah satu tugas Hubungan Investor adalah mengembangkan hubungan yang baik dengan para pihak terkait investasi saham, terutama hubungan dengan para pemegang saham, analisis efek, manajer investasi, broker institusi ataupun ritel. [ACGS A.4.1] [ACGS D.7.3]

Kegiatan-kegiatan terkait dengan Hubungan Investor pada tahun 2023 adalah:

1. Penyampaian informasi terkait perkembangan Perusahaan dan Entitas Anak melalui 12 *News Release*;
2. Menghadiri sebanyak 24 konferensi yang diselenggarakan oleh investor dan perwakilan investor lokal maupun asing sebagai berikut:

One of the primary responsibilities of Investor Relations is to cultivate strong relationships with stakeholders related to stock investments, particularly relations with the shareholders, securities analysts, investment managers, as well as institutional and retail brokers.

Activities pertaining to Investor Relations in 2023 includes:

1. *Disclosure of information related to the updated of the Company and its Subsidiaries in twelve News Releases;*
2. *Engagement in twenty-four conferences hosted by local and international investors and investor representatives, as detailed below:*

No	Tanggal *Date*		Acara *Event*	Institusi *Institution*	Tempat *Venue*
1	13	Januari *January*	Virtual BofA 2023 Asean Conference	Bank of America	*Online*
2	16		Virtual Nomura Verdhana Indonesia Corporate Day Conference	Nomura Verdhana Indonesia	*Online*
3	31		Mandiri Investment Forum 2023	Mandiri Sekuritas	Jakarta
4	7	Februari *February*	BRIDS Corporate Access	BRI Danareksa Sekuritas	Jakarta
5	14		Company visit	HungryStock	BSD City
6	28		Virtual Conference	Barclays	*Online*
7	5	Maret *March*	Virtual Webinar Bedah Emiten BSDE	Emtrade	*Online*
8	17	Mei *May*	Virtual Small Group Meeting	BCA Sekuritas	*Online*
9	30		NDR BRI Danareksa Sekuritas	BRI Danareksa Sekuritas	Jakarta

No	Tanggal *Date*		Acara *Event*	Institusi *Institution*	Tempat *Venue*
10	21	Juni *June*	Maybank Invest Asean	Maybank	Singapore
11	29		Virtual Asia Pacific Property Conference	Citi	*Online*
12	5	Juli *July*	BSDE NDR	CLSA	Jakarta
13	1		Virtual Group Call	Trimegah Sekuritas	*Online*
14	3	Agustus *August*	Virtual Group Call	BRI Danareksa Sekuritas	*Online*
15	8		Virtual UBS Corporate Day	UBS	*Online*
16	15		Citi ASEAN Financials and Real Estate Investment Forum 2023	Citi	Singapore
17	22		Virtual NDR	DBS	*Online*
18	12	September	CITIC CLSA Investment Forum	CLSA	Hongkong
19	15		Group meeting	RHB	BSD City
20	20		Group meeting	DBS	BSD City
21	20		Meet the Company (Virtual)	Komunitas saham Rivan Kurniawan	*Online*
22	2	November	BCP Securities Investor Conference	BCP Securities	Jakarta
23	6		Indonesia Conference	Nomura Verdhana	Jakarta
24	11		Virtual Komunitas Hungry Stock	Hungry Stock	*Online*

Perusahaan telah disebutkan di dalam 118* rekomendasi yang telah diterbitkan sepanjang tahun 2023 oleh para analis lokal maupun asing. Hampir semua rekomendasi atas Perusahaan adalah 'BUY' menunjukkan potensi nilai tambah bagi pemegang saham.

Throughout 2023, local and international analysts have included the Company in 118 recommendations. It is noteworthy that most of these recommendations advocate for a 'BUY' recommendation, highlighting the potential value added to the shareholders.

* laporan dikompilasi oleh internal | *reports have been compiled by the internal*

Unit Audit Internal

Internal Audit Unit

[SEOJK 2.g.10] [ACGS E.3.14]

Visi Unit Audit Internal adalah untuk meningkatkan nilai tambah Perusahaan melalui proses manajemen risiko, pengendalian dan GCG yang makin baik. Unit Audit Internal Unit Audit Internal telah memiliki Piagam Unit Audit Internal [SEOJK 2.g.10.g] yang telah diperbaharui pada tanggal 12 Februari 2020 dan telah mendapatkan persetujuan BOC. Unit Audit Internal dalam melaksanakan tugas dan tanggung jawabnya berpedoman pada Piagam tersebut. [SEOJK 2.g.10.e]

The vision of the Internal Audit Unit is to increase the Company's corporate governance quality systematically through better risk management and internal control processes. The Internal Audit Unit has the Charter of Internal Audit Unit that was updated on February 12th, 2020, and had the approval of the BOC. The Internal Audit Unit carries out its duties and responsibilities based on the charter.

Unit Audit Internal bertanggungjawab langsung kepada Presiden Direktur dan secara fungsional kepada BOC melalui Komite Audit.

The Internal Audit Unit is directly responsible to the President Director and functionally to the BOC through the Audit Committee.

Unit Audit Internal dipimpin oleh Kepala Unit Audit Internal, yang dipilih dan diangkat serta diberhentikan oleh Presiden Direktur setelah mendapatkan persetujuan dari BOC. Kepala Unit dibantu oleh 23 (dua puluh tiga) anggota unit.

The Internal Audit Unit is led by the Head of Internal Audit Unit, which is selected and appointed and terminated by the President Directors after an approval by the BOC. The Head of Unit is assisted by 23 (twenty-three) unit members.



Hamina Ali

Kepala Unit Audit Internal
Head of Internal Audit Unit
[ACGS E.3.15]

Dasar Hukum Pengangkatan Terakhir *Latest Legal Basis of Appointment* [SEOJK 2.g.10.b(1)]	Surat Keputusan Direksi Perusahaan tertanggal 12 Februari 2020. *Decree of the Company's Directors dated February 12th, 2020.*
Menjabat sejak *Serving since*	Januari 2012 *January 2012*
Kewarganegaraan *Citizenship*	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Usia *Age*	55 tahun *years old*
Sertifikasi *Certification* [SEOJK 2.g.10.c]	Certified Internal Auditor (CIA), The Institute of Internal Auditor (IIA) (2022)

Riwayat Pendidikan *Education*	• Sarjana Ekonomi Jurusan Akuntansi, Universitas Tarumanagara (1992) *Bachelor of Economics Majoring in Accounting, Tarumanagara University (1992)* • Magister Manajemen, Program Studi Manajemen, Program Executive Management, BINUS Business School (2022) *Magister of Management, Management Study Program, Executive Management Program, BINUS Business School (2022)*
Pengalaman Profesional *Professional Experience* [SEOJK 2.g.10.b(2)]	• Commercial CFO (2011) & Business Control Director (2009 – 2011) PT Bumi Serpong Damai Tbk • Deputy Director Internal Audit di AFP China Ltd, Shanghai, China (2000–2009) • Andersen Worldwide Manager di Kantor Akuntan Publik Prasetio, Utomo & Co. (Member of Arthur Andersen) (1992 – 1999) *Andersen Worldwide Manager at Prasetio Utomo & Co Public Accounting Office (Member of Arthur Andersen) (1992-1999)*
Jabatan Rangkap *Concurrent Position*	Kepala Unit Audit Internal di PT Duta Pertiwi Tbk (sejak 2012) *Head of Internal Audit Unit at PT Duta Pertiwi Tbk (since 2012)*

Tugas dan Tanggung Jawab [SEOJK 2.g.10.f]

Duties and Responsibilities

Sesuai piagamnya, Unit Audit Internal bertugas menguji dan mengevaluasi pelaksanaan pengendalian internal sesuai kebijakan Perusahaan, yang meliputi, antara lain:

1. Menguji dan mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan Perusahaan.
2. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi dan kegiatan lainnya.
3. Menilai kepatuhan perusahaan terhadap hukum dan peraturan yang berlaku.
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat Manajemen.
5. Bertanggungjawab untuk menyampaikan laporan atas aktivitas dan temuan audit kepada Manajemen terkait dan Dewan Komisaris melalui Komite Audit dan memberikan saran perbaikan dan informasi yang obyektif atas hasil temuan dan kegiatan audit pada semua tingkat Manajemen.
6. Memantau, melakukan analisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan.
7. Menjalankan penugasan yang bersifat ad-hoc yang diberikan oleh Manajemen atau Komite Audit,

According to its charter, The Internal Audit Unit is tasked with testing and evaluating the implementation of internal control according to the Company's policies, including among others:

1. *Examine and access the completion of internal control and risk management systems in line with the Company policies.*
2. *Oversee inspections and assessments of efficiency and effectiveness in finance, operations, human resources, marketing, information technology and other activities.*
3. *Assess the Company's compliance with applicable laws and regulations.*
4. *Deliver recommendations for enhancement and objective information about the activities assessed at all management levels.*
5. *Accountable for presenting reports on audit activities and findings to the relevant management and the BOC through Audit Committee and advocate improvement suggestions and objective information on audit findings and activities at all Management levels.*
6. *Check, analyze and report on the completion of follow-up improvements that have been recommended.*
7. *Carry out ad-hoc assignments given by the Management or the Audit Committee if there is no*

sepanjang tidak terdapat benturan kepentingan atas penugasan tersebut. Untuk itu, Unit Audit Internal akan menyiapkan Memo Penugasan *(Engagement Memo)* yang menjelaskan tujuan dan lingkup penugasan serta lamanya penugasan tersebut.

8. Memberikan peringatan dini *(Early Warning)* kepada Direksi dan Komite Audit mengenai masalah yang ditemukan dalam pekerjaan audit yang secara signifikan berpotensi mempengaruhi tujuan perusahaan.
9. Melakukan pemeriksaan khusus apabila diperlukan.

conflict of interest in the assignment. For this reason, the Internal Audit Unit will form an Engagement Memo which describes the intent and scope of the assignment as well as the duration of the assignment.

8. *Provide Early Warning to the Directors and the Audit Committee on issues found in audit work that have the potential to affect the Company's objectives substantially.*
9. *Leading special inspection if needed.*

Pengembangan Kompetensi [SEOJK 2.g.10.d]
Competency Development

Sepanjang tahun 2023, program pengembangan dan sertifikasi yang diikuti oleh Kepala Unit Audit Internal adalah:

Throughout 2023, the Head of Internal Audit Unit participated in various development and certification programs as outlined below:

Nama *Name*	Topik *Subject*	Tanggal *Date*		Tempat *Venue*	Pelaksana *Provider/Facilitator*
Hamina Ali *Certified Internal Auditor*	Member's New Year Networking Night (Presentation on Market Outlook 2023 by Dr David Kuo, Co-Founder, The Smart Investor)	12	Januari *(January)*	Singapore	IIA Singapore
	Town Hall Meeting (Penerapan GRC terintegrasi untuk tata kelola dan meningkatkan pengelolaan risiko yang lebih baik)	24		Webinar	IIA Indonesia
	Adopting Agile Audit in 2023	7	Februari *(February)*		Wolters Kluwer
	Vocal Leadership	16			IIA Singapore
	G20/B20 Integrity & Compliance Policy Paper: Action Plan for Internal Auditor'	23			IIA Indonesia
	How to Manage Team and Boss; Impactful Communication Make Your Value More Impactful	6	April		
	Internal Audit Roles & Compentency in Consumer Data Protection; Stay Relevance by Implementing the Internal Audit Competency Framework	13			
	Internal Audit: Innovate or Risk Being Irrelevant!	13			IIA Singapore
	Disruption Technology, Are We Ready?; ChatGPT, How Useful for Internal Auditor?	18			IIA Indonesia
	Preparing for the Future: ESG and Internal Audit in 2023	27			Wolters Kluwer
	What You Need to Know About the Proposed Changes to the Standards	4	Mei *(May)*		IIA Singapore
	What You Need to Know About the Proposed Changes to the Standards	12			IIA Indonesia
	ESG for Internal Auditors	25			IIA Singapore
	WeLeadtech May 2023 Webinar	31			ISACA Singapore
	ChatGPT and Generative AI - Risks and Ethical Concerns	31			IIA Global
	Cost Control During Economic Uncertainty: Leveraging Audit Innovation	8	Juni *(June)*		IIA Singapore
	Implementing the 2023 COSO Fraud Risk Management Guide	22			IIA Global

Nama *Name*	Topik *Subject*	Tanggal *Date*		Tempat *Venue*	Pelaksana *Provider/Facilitator*
Hamina Ali *Certified Internal Auditor*	Internal audit and its role of Governance	26	Juni *(June)*	Webinar	IIA Indonesia
	Enhancing Audit's Value with Agile Practices	27			Wolters Kluwer
	Leveraging CMMI Performance Solutions for Building Scalable Capabilities and Continuously Improving Performance	11	Juli *(July)*		ISACA Global
	Fraud Risk Management: Perception and Implementation	17			IIA Indonesia
	Leveraging Technology to Enhance Trust in Internal Controls Amid Rising Material Weaknesses and Resource Constraints	20			
	Ransomware Attack Survival Guide	27			
	When Security Meets Privacy	31			
	Making the Valuable Visible	3	Agustus *(August)*		IIA Singapore
	WeLeadtech August 2023 Webinar	3			ISACA Singapore
	Practical Application of ChatGPT Risk Management and Internal Audit	17		Singapore	IIA Singapore
	IIA Indonesia national conference	30 - 31		Batam	IIA Indonesia
	Time matters: Proactively prepare for and respond faster to business disruptions	31		Webinar	ISACA Global
	Managing your Internal Audit Risk	7	September	Webinar	Wolters Kluwer
	AI Security - Embedded Trojans in Third-Party Models	14			IIA Singapore
	Analytics to get to the heart of the matter	14			Wolters Kluwer
	Internal Controls: What works, what doesn't work, and how to plug the holes	19			
	APAC Webinar: High performance audit teams	21			
	Ethics: Integrity Management for Internal Audit	21			IIA Indonesia
	Leading with Emotional Fluency	26			ISACA
	From Insights to Action: Optimising Audits with Data-Driven Strategies	27		Singapore	IIA Singapore
	Fostering Greater Integration and Collaboration between Internal Audit, Risk and Compliance Teams	28			IIA Singapore
	Managing Cyber and Operational Resilience in a Digital World	12	Oktober *(October)*	Webinar	IIA Singapore
	Performing an Effective Quality Assessment	29 - 30	November	*Online*	IIA Indonesia

Berikut ini adalah program pengembangan kompetensi penting yang telah diikuti anggota Unit Audit Internal dalam pelaksanaan tugas dan tanggung jawabnya masing-masing. Jumlah program pengembangan kompetensi total yang telah diikuti oleh Unit Audit Internal pada tahun 2023 adalah sebanyak 142 program.

The followings are important competency development programs attended by members of the Internal Audit Unit in the implementation of their duties and responsibilities. The total number of competency development programs attended by the Internal Audit Unit in 2023 were 142 programs.

Nama *Name*	Topik *Subject*	Tanggal *Date*		Tempat *Venue*	Pelaksana *Provider/Facilitator*
Lulie Rulliansyah *Certified Internal Auditor*	IIA Townhall Meeting - Integrated GRC implementation for better governance and risk management	24	Januari *(January)*	Online	IIA Indonesia
	Adopting Agile Audit in 2023	7	Februari *(February)*	Webinar	Wolters Kluwer
	IIA PAF - G20/B20 Integrity & Compliance Policy Paper: Action Plan For Internal Auditor	23		Online	IIA Indonesia
	Profesional Auditor Forum - Assurance Based Consulting	13	Maret *(March)*	Jakarta	
	IIA PAF - How to manage Team & Boss; Impactful communication make your value more impactful	6	April	Online	
	IIA PAF - Internal Audit Roles & Competency in Consumer Data Protection; Stay Relevant by Implementing the Internal Audit Competency Framework	13			
	Preparing for the Future: ESG and Internal Audit in 2023	27		Webinar	Wolters Kluwer
	IIA PAF - What You Need to Know About The Proposed Changes to The Standards	12	Mei *(May)*	Online	IIA Indonesia
	Data Analytic For Forensic Audit	26			FEB Ukrida
	Forensic Accounting vs Investigative Auditing	1	Juni *(June)*		
	Implementation of PSAK 71, PSAK 72 and PSAK 73	17			
	APAC: Enhancing Audit's Value with Agile Practices	27		Webinar	Wolters Kluwer
	ESG: A Practical Overview for Internal Audit	17	Agustus *(August)*		
	Internal Control Over Financial Reporting (ICOFR)	27	Agustus *(August)*	Online	SPA FEB - UI
	2023 IIA National Conference	30		Batam	IIA Indonesia
	Managing your Internal Audit Risks	7	September	Webinar	Wolters Kluwer
	Internal Audit Readiness to adopt artificial intelligence	9		Online	YPAI
	Analytics to Get to the Heart of the Matter	14		Webinar	Wolters Kluwer
	The Future of IA: A Cybernetic Perspective	19			
Sandy Prawira Setionagoro *Certified Internal Auditor*	How To Manage Team and Boss & Effective Communication Make Your Value More Impactful	6	April	Webinar	IIA Indonesia
	Internal Audit Roles and Competency in Consumer Data Protection & Stay Relevant by Implementing The Internal Audit Competency Framework	13			
	Disruption Technology, Are We Ready? & ChatGPT, How Useful For Internal Auditor?	18	April	Webinar	IIA Indonesia
	What You Need to Know About The Proposed Changes to The Standards	12	Mei *(May)*		
	Shared Leadership: Doing More With More	16	Juni *(June)*	BSD CIty	Sinar Mas Land
	Digital Trust Insight 2023 - Moving Forward to a Cyber Ready Future	6	Juli *(July)*	Jakarta	PwC Indonesia
	The Important of Green Efforts in the Property Business	7		Online	Sinar Mas Land
	Strategic Partnership Opportunities within Business Ecosystem	28			
	IIA Indonesia National Conference - Batam, Indonesia	30 - 31	Agustus *(August)*	Batam	IIA Indonesia
	Measuring the Impact and Anticipation of a Carbon Tax: Strategic Steps for the Future of the Property Business	15	September	Online	Sinar Mas Land
	Fundamentals of Cybersec Auditing	13 - 14	Desember *(December)*		IIA Indonesia

Nama *Name*	**Topik** *Subject*	**Tanggal** *Date*		**Tempat** *Venue*	**Pelaksana** *Provider/Facilitator*
Rudi	Effective Report Writing for Auditors	23 - 30	November	Bandung	IIA Indonesia
Wendy		23 - 30	November	Bandung	IIA Indonesia
Aldo Bill Runtu		23 - 30	November	Bandung	IIA Indonesia
Dian Angelene	Performing an Effective QA	29 - 30	November	Online	IIA Indonesia
Leonardus Winston Lim	Fundamental of IT Auditing	31	Oktober *(October)*	Online	IIA
Bintang M. P. Gultom		30 - 31	Oktober *(October)*	Online	IIA
Hans Jakal Perdana		30 - 31	Oktober *(October)*	Online	IIA
Herdi Krisna Pradana	CIA Review Course Part 1	2 - 5	Oktober *(October)*	Online	IIA Indonesia
Ryan Adhitya	Critical Thinking: A Vital Auditing Competency	4 - 5	Desember *(December)*	Online	IIA
Ratna Puspita Sari	Root Cause Analysis	18 - 19	Desember *(December)*	Online	IIA
Novelia Primastuti Megalestari		18 - 19	Desember *(December)*	Online	IIA
Herda Narita	Critical Thinking: A Vital Auditing Competency	4 - 5	Desember *(December)*	Online	IIA
Carlos Kanysi	Analyzing and Business Process	15 - 16	November	Online	IIA
Irwanto	Effective Report Writing for Auditors	29 - 30	November	Bandung	IIA Indonesia
Albert Bimo Aryanto	Agile Auditing	23 - 24	Oktober *(October)*	Online	IIA
Tama Pardana S.	Fraud Control and Effective Whistleblower System	30	September	Online	SPA-Feb UI X Unlock
Luvita Damayanti	Agile auditing	23 - 24	Oktober *(October)*	Online	IIA
Firdha Fathia	Continous Audit and Data Analytics	20 - 21	November	Online	IIA
Fiona Puspa Dewi	Risk-Based Internal Auditing	14	November	Online	Unlock Indonesia
Muhammad Rizqi Anwar	Fraud Awareness	14	November	Online	*Inhouse*

Laporan Ringkas Pelaksanaan Tugas Tahun 2023 [SEOJK 2.g.10.h]

Brief Report on Activities in 2023

Sesuai perencanaan tahun 2023, Unit Audit Internal telah menyelesaikan 24 (dua puluh empat) penugasan, yang mencakup Audit Operasional, Finansial dan Kepatuhan sebagai berikut:

- Audit atas area Asset Management (Office Buildings & ITC)
- Audit atas area Residential
- Audit atas area Retail & Hospitality (Mall & Convention Center)
- Audit atas area Commercial (Apartment, Pasar Modern, Estate Management)
- Audit atas area Tol
- Audit atas area IT

Unit Audit Internal telah membuat laporan hasil audit secara berkala dan menyampaikannya kepada Presiden Direktur dan BOC melalui Komite Audit. Termasuk dalam laporan tersebut adalah rekomendasi perbaikan dan pemantauan atas implementasi atas perbaikan tersebut. Secara berkala sebagaimana yang diatur dalam Piagam Unit Audit Internal, Unit Audit Internal telah melaporkan kegiatan audit internal kepada Komite Audit sebanyak 4 (empat) kali pada tahun 2023 melalui Rapat Komite Audit. Rincian laporan ini dapat dibaca pada sub Rapat Komite Audit pada halaman 207 Laporan Tahunan ini. [SEOJK 2.g.10.h]

In accordance with the 2023 plan, the Internal Audit Unit has completed 24 (twenty four) assignments, including Audit on Operations, Financial and Compliance, as follows:

- *Audit on Asset Management (Office Buildings & ITC) area*
- *Audit on Residential area*
- *Audit on Retail & Hospitality (Mall & Convention Center) area*
- *Audit on Commercial (Apartment, Pasar Modern, Estate Management) area*
- *Audit on Toll area*
- *Audit on IT area*

The Internal Audit Unit periodically reports its findings to the President Director and the BOC through the Audit Committee. Included in the report are the recommendations for improvement and monitoring the completion of these findings. Periodically, as defined in the Charter of Internal Audit Unit, the Internal Audit Unit has reported internal audit activities to the Audit Committee 4 (four) times in 2023 in the Meetings of the Audit Committee. Please refer the details of these activities in the Audit Committee Meeting part on page 207 in this Annual Report.

Sistem Pengendalian Internal

Internal Control System

[SEOJK 2.g.11] [ACGS E.3.17]

Sistem pengendalian internal diterapkan pada semua unit kerja di semua tingkatan untuk memastikan kesesuaian antara keputusan dan pelaksanaannya. Sistem pengendalian internal Perusahaan telah menggunakan pendekatan berbasis risiko supaya dapat memastikan bahwa risiko-risiko signifikan Perusahaan telah dimitigasi secara efektif.

The internal control system has been implemented across all work units to uphold alignment between decisions and its execution. Employing a risk-based methodology on the Company's internal control system to ensure all the significant risks have been mitigate effectively.

Direksi dibantu oleh Unit Internal Audit mengevaluasi dan memperbaharui sistem ini agar tetap bebas dari kecacatan hukum. Pembaharuan sistem pengendalian internal mempertimbangkan aspek pengendalian keuangan, operasional, HR, sistem teknologi informasi dan komunikasi.

The Directors, assisted by the Internal Audit Unit, evaluates and update this system to ensure its legal compliance. The renewal of the internal control system encompasses financial control, operational, HR, communication and information technology systems.

Tinjauan atas Efektivitas Sistem Pengendalian Internal [SEOJK 2.g.11.b] [ACGS E.3.18]

Review of the Efficacy of the Internal Control System

Direksi dan BOC telah melakukan penilaian efektivitas pengendalian internal atas pelaporan keuangan Perusahaan pada tanggal 14 Maret 2024. Berdasarkan penilaian ini, manajemen menyimpulkan bahwa hingga 31 Desember 2023, pengendalian internal sudah cukup efektif. Secara umum, tidak ditemukan kelemahan berarti yang dapat berpengaruh secara signifikan terhadap kinerja keuangan Perusahaan. Sistem pengendalian internal dan manajemen risiko dinilai telah memadai dan efektif dalam memitigasi risiko signifikan, termasuk risiko keuangan, operasional, kepatuhan dan teknologi informasi.

The Directors and the BOC have assessed the effectiveness of the Company's internal control concerning the financial reporting as of March 14th, 2024. Following this assessment, the management concluded that as of December 31st, 2023, the internal control system has proven to be effective. Notably, no substantial vulnerabilities have been identified that could significantly impact on the Company's financial performance. The internal control framework and risk management processes are deemed sufficient and effective in mitigating the significant risks across financial, operational, compliance and information technology.

Perusahaan tetap akan melakukan perbaikan secara berkesinambungan atas proses-proses internal yang dilakukan oleh setiap fungsi dengan mengacu pada temuan audit baik internal maupun eksternal serta temuan oleh setiap fungsi baik secara mandiri maupun fungsi-fungsi terkait di Perusahaan.

The Company aims to improve the internal processes across all functions by integrating findings gathered both from internal and external audits, as well as findings conducted by each function both independently and interrelated departments within the Company.

Pernyataan Direksi atas Kecukupan Sistem Pengendalian Internal

[SEOJK 2.g.11.c] [ACGS E.3.20]

Director's Statement regarding the Adequacy of the Internal Audit System

Kami menegaskan bahwa penerapan sistem pengendalian internal untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 telah memberikan *reasonable assurance*, tetapi tidak absolut. Perusahaan tidak akan terpengaruh secara negatif, oleh peristiwa yang secara wajar dapat diperkirakan. Lebih lanjut, kami juga menyatakan bahwa tidak ada sistem pengendalian internal yang dapat memberikan *absolute assurance* dalam hal ini, terhadap terjadinya kesalahan material, penilaian yang buruk dalam pengambilan keputusan, kesalahan manusia, kerugian, penipuan atau penyimpangan lainnya.

We confirm that the internal control system implemented for the financial year ending on December 31st, 2023 has presented reasonable assurance, though not absolute. The Company will not be negatively affected by events that could reasonably be expected. Furthermore, it is important to note that no internal control system can guarantee absolute assurance against the incidence of material errors, poor judgment in decision making, human errors, losses, fraud or other irregularities.

Unit Manajemen Risiko dan Keberlanjutan

Risk Management and Sustainability Unit

Unit Manajemen Risiko dan Keberlanjutan dibentuk untuk melakukan pengawasan dan pengelolaan risiko serta meningkatkan keberlanjutan Perusahaan. Unit ini mendorong penerapan kebijakan dan sistem manajemen risiko dan keberlanjutan di seluruh bidang operasi Perusahaan.

The Risk Management and Sustainability Unit reports directly to the President Director to oversee the implementation of the risk management system as well as to enhance the Company's sustainability concerns. The unit also aims to encourage the policy implementation and risk management system within the Company's business operations.

Pengangkatan dan Pemberhentian Kepala Unit

Appointment and Dismissal of the Unit Head

Unit Manajemen Risiko dan Keberlanjutan bertanggung jawab kepada Presiden Direktur dan secara fungsional kepada BOC melalui Komite Audit. Unit ini bertanggungjawab untuk memastikan pelaksanaan sistem manajemen risiko, melakukan evaluasi penerapan sistem, serta memberikan rekomendasi-rekomendasi perbaikan yang sesuai dengan situasi bisnis Perusahaan.

The Risk Management and Sustainability Unit is responsible to the President Director and functionally to the BOC through the Audit Committee. Its primary responsibility ensures and access the implementation of risk management system and providing enhancement recommendations for aligned with the Company's business situations.

Semua kegiatan yang dilaksanakan oleh Unit ini dilandaskan kepada Kerangka Manajemen Risiko yang telah disahkan oleh Direksi dan BOC pada tanggal 26 September 2021.

All activities undertaken by this unit were conducted in accordance with the Risk Management Framework which was approved by the Directors and the BOC on September 26th, 2021.

Unit ini dipimpin oleh Kepala Unit Manajemen Risiko dan Keberlanjutan. Pada tanggal 31 Desember 2023, M. Reza Abdulmajid memimpin unit ini dibantu oleh 12 anggota Unit. Anggota unit bertanggung jawab langsung kepada Kepala Unit.

This Unit was led by the Head of the Risk Management and Sustainability Unit, M. Reza Abdulmajid on December 31st, 2023. The unit was assisted by 12 members, who report directly to the Unit Head.

Berikut adalah profil Kepala Unit Manajemen Risiko dan Keberlanjutan.

Below is the profile of the Head of the Risk Management and Sustainability Unit.



M. Reza Abdulmajid

Kepala Unit Manajemen Risiko dan Keberlanjutan
Head of Risk Management and Sustainability Unit

Menjabat sejak *Serving since*	2013
Kewarganegaraan *Citizenship*	Indonesia *Indonesian*
Domisili *Domicile*	Jakarta
Usia *Age*	49 tahun *years old*
Riwayat Pendidikan *Education*	• Master of Commerce, Macquarie University, Sydney, Australia (2001) • Sarjana Teknik Mesin jurusan Teknik Industri, Universitas Indonesia (1998) *Bachelor of Mechanical Engineering, majoring in Industrial Engineering, the University of Indonesia (1998)*
Sertifikasi *Certification*	Certified Financial Risk Manager (FRM), Global Association of Risk Professionals (GARP) (2008)
Pengalaman Profesional *Professional Experience*	• Risk Advisory Services Director di KPMG, Siddharta Consulting (2005-2013) • Risk Advisory Services Associate Manager di Ernst & Young (2002-2005)
Jabatan Rangkap *Concurrent Position*	• Ketua Unit Manajemen Risiko dan Keberlanjutan di PT Duta Pertiwi Tbk (sejak 2013) *Head of Risk Management and Sustainability Unit in PT Duta Pertiwi Tbk (since 2013)* • Ketua Unit Manajemen Risiko dan Keberlanjutan di PT Puradelta Lestari Tbk (sejak 2013) *Head of Risk Management and Sustainability Unit in PT Puradelta Lestari Tbk (since 2013)*

Tugas dan Tanggung Jawab
Duties and Responsibilities

Tugas dan tanggung jawab Unit Manajemen Risiko dan Keberlanjutan sesuai Kerangka Manajemen Risiko adalah sebagai berikut:

1. Memimpin keseluruhan aktivitas Enterprise Risk Management (ERM);
2. Memastikan sumber daya yang diperlukan tersedia untuk implementasi kerangka ERM dan pengelolaan risiko yang efektif di Perusahaan;
3. Mengkaji risiko-risiko utama bisnis, termasuk risiko terkait ESG dan kecukupan dari tindak lanjut

The duties and responsibilities of the Risk Management and Sustainability Unit based on the Management Risk Framework are as follows:

1. *Provide overall leadership in Enterprise Risk Management (ERM) activities;*
2. *Ensure the availability of the human resources to effectively implement the ERM framework and manage risks within the Company;*
3. *Review the key business risks, including ESG-related risks and adequacy of management's actions in*

manajemen untuk memitigasi risiko-risiko tersebut;
4. Menetapkan risk appetite dan parameternya, serta menyetujui *risk profile* (strategi, mitigasi dan penilaian risiko) Perusahaan;
5. Memberikan *update* kepada Presiden Direktur dan Wakil Presiden Direktur secara periodik atas profil risiko Perusahaan dan status mitigasi;
6. Memastikan keselarasan antara tujuan ERM dan tujuan bisnis dan strategi Perusahaan; dan
7. Menetapkan akuntabilitas dan tanggung jawab pada tingkat yang sesuai di seluruh Perusahaan.

managing them;
4. *Determined the Company's risk appetite and its parameters, as well as approving risk profile (risk strategy, mitigation and assessment);*
5. *Update periodically the President Director and Vice President Director on the Company's risk profile and mitigation status;*
6. *Ensure alignment between the ERM objectives and the Company's business objectives and strategies; and*
7. *Assign accountabilities and responsibilities at appropriate levels across the Company.*

Pengembangan Kompetensi
Competency Development

Sepanjang tahun 2023, program pengembangan dan sertifikasi yang diikuti oleh Kepala Unit Manajemen Risiko dan Keberlanjutan adalah:

Throughout 2023, the Head of Risk Management and Sustainaibility Unit participated in various development and certification programs as outlined below:

Nama *Name*	Topik *Subject*	Tanggal *Date*		Tempat *Venue*	Pelaksana *Provider/Facilitator*
M. Reza Abdulmajid	Executive Sharing: Experience from Successful South East Asia Projects 2023	18	Januari *(January)*	BSD City	Inhouse/ Liew Mun Leong
	Sustainability & Climate Risk Certification	17	April	Jakarta	GARP
	Executive Mandatory Program: Shared Leadership, Doing More with More	16	Juni *(June)*	BSD City	Inhouse/Hasnul Suhaimi (XL) - Ruben Saragih (Prasetiya Mulya ELI)
	Executive Mandatory Program: The Importance of Green Efforts in the Property Business	7	Juli *(July)*		Inhouse/Iwan Prijanto (GBCI) - Ignesjz Kemalawarta (SML)
	Executive Mandatory Program: Strategic Partnership Opportunities within Business Ecosystem	28			Inhouse/Betti Alisjahbana (IBM - QB Leadership Center) - Alfred Albert Tuwahatu (Prasetiya Mulya ELI)
	Executive Mandatory Program: Green Building Implementation & Financial Support	4	Agustus *(August)*	*Online*	Inhouse/Farida Lasida Adji
	Executive Mandatory Program: Designing Sustainable and Livable Cities	18		BSD City	Inhouse/Monash University Indonesia
	Executive Mandatory Program: Measuring the Impact and Anticipation of a Carbon Tax	15	September		Inhouse/Dharsono Hartono
	Knowledge Sharing Session: Residential Property Ownership for Foreigners and the Progress	6	Oktober *(October)*		Inhouse/Ignesjz Kemalawarta
	Achieving SDGs Through ESG Performance Based	18		Webinar	Enterprise Risk Management Academy (ERMA)
	Executive Mandatory Program: Strategic Leadership: Moving from Lessons Learn to a Growth Mindset	27		BSD City	Inhouse/Dr. John Vong
M. Reza Abdulmajid	International Benchmarking & Masterclass	17	Oktober *(October)*	Jakarta	Enterprise Risk Management Academy (ERMA)
	Executive Mandatory Program: Leadership in the Context of Digital Transformation	10	November	BSD City	Inhouse/Juan Intan Kanggrawan (Jakarta Smart City)
Adhitya Hendratawan	Executive Mandatory Program: Strategic Partnership Opportunities within Business Ecosystem	28	Juli *(July)*	BSD City	Inhouse/Betti Alisjahbana (IBM - QB Leadership Center) - Alfred Albert Tuwahatu (Prasetiya Mulya ELI)
Ramzi Rinaldhi	Executive Mandatory Program: Leadership in the Context of Digital Transformation	10	November	BSD City	Inhouse/Juan Intan Kanggrawan (Jakarta Smart City)
Rangga Adisapoetra	Advanced Development Program	3	Juli *(July)*	BSD City	Inhouse/ PT Binnovate Prima Solusi (BINUS)
Abdurrahman Hakim Soesilo	Cyber Risk Management Fundamentals	10	Agustus *(August)*	Jakarta	CRMS

Astian Qintara	Information Security Training Series	25	November	*E-Learning*	Inhouse
Anggayasti Hayu Anindita	ESG Fundamentals	12	Juli *(July)*	Jakarta	CRMS
Adri Andrian Furqon	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives	27	September	Webinar	ERMA - IRMAPA - MARSH
Aldi Pratama Irawan	Unlock The Power of Model Ops: Orchestrating Your Success in Risk Management	16	Mei *(May)*	Webinar	Asia Risk
Aufi Belladiena Haq	Digital Transformation and Sustainability	29	Mei *(May)*	*E-Learning*	Inhouse
Florentina Krisanti Sekarwiti	Task Force on Climate-Related Financial Disclosures	12	September	Public	Golden Regency Consulting
Faris Afif Saiffudin	Tech Forum Startup Network: Bridging Ideas from Tech Frontiers	3	November	BSD City	Inhouse
Lukman Permadi	Environmental, Social, and Government (ESG)	9	Agustus *(August)*	Public	Golden Regency Consulting

Laporan Ringkas Tahun 2023

Brief Report on Activities in 2023

Sepanjang tahun 2023, Unit Manajemen Risiko dan Keberlanjutan telah melakukan kegiatan berikut:

1. Pelaporan kepada BOC telah diselenggarakan pada tanggal 20 Maret 2023 dan 9 November 2023.
2. Sebagai bagian dari proses manajemen risiko, risk re-assessment yang melibatkan seluruh fungsi bisnis dan operasional di Perusahaan telah diselenggarakan pada periode kuartal 2 tahun 2023.
3. Sosialisasi berkala terkait proses manajemen risiko beserta tools system ERM dilakukan bersamaan dengan kegiatan risk re-assessment yang diselenggarakan pada periode kuartal 2 tahun 2023.
4. Pada tahun 2023, 3 dari 10 anggota tim didalam Unit Manajemen Risiko dan Keberlanjutan telah mendapatkan sertifikasi dari Lembaga sertifikasi manajemen risiko yang diakui di Indonesia.
5. Sebagai bagian dari pengelolaan manajemen risiko operasional dan dalam rangka mendukung bisnis serta operasional Perusahaan, tim risk manajemen telah melakukan beberapa hal sebagai berikut:
   a. Review berkala atas pengendalian internal, khususnya yang berkaitan dengan aktivitas kualitas produk.
   b. Observasi berkala atas penerapan penanganan kebakaran (fire drill) pada lokasi prioritas di tahun 2023.
   c. Observasi berkala atas penerapan pengetesan keamanan teknlogi informasi (security) pada objek dan lokasi prioritas di tahun 2023.
6. Sebagai bagian dari pengelolaan business continuity

Throughout 2023, Risk Management and Sustainability Unit has conducted the following activities:

1. *Reporting activity to the BOC had been held on March 20th, 2023 and November 9th, 2023.*
2. *As a part of the risk management process, risk re-assessment that involves all business and operations in the Company had been held in the second quarter in 2023.*
3. *Periodical socialization related to risk management process along with ERM system tools was held alongside the risk re-assessment that was held for the second quarter of 2023.*
4. *In 2023, three of 10 team members in the Risk Management and Sustainability Unit has been certified by the risk management certification institutions recognized in Indonesia.*
5. *5. As a part of operating risk management and in supporting the Company's business and operations, the risk management team had done the following activities:*
   a. *Periodical reviews on internal control, particularly in relations with the product quality activities.*
   b. *Periodical observation on the implementation of fire drills in priority locations in 2023.*
   c. *Periodical observation on the test implementation of information technology security in priority objects and locations in 2023.*
6. *As a part of business continuity management,*

management, Unit Manajemen Risiko dan Keberlanjutan telah melakukan pemutakhiran atas business impact analysis pada unit bisnis prioritas di Perusahaan.

7. Sebagai bagian dari continuous improvement penerapan manajemen risiko, Unit Manajemen Risiko dan Keberlanjutan telah melakukan pemutakhiran daftar risiko yang disesuaikan dengan proses bisnis terbaru di tahun 2023, dan tim juga melakukan kunjungan fisik ke beberapa lokasi prioritas di tahun 2023 dalam rangka meningkatkan pengetahuan tim terhadap bisnis dan operasional dilapangan sehingga membantu mempertajam kemampuan didalam melakukan penilaian manajemen risiko, khususnya pengkinian konteks dan ruang lingkup risiko di lokasi bisnis dan operasional Perusahaan.
8. Memulai pelaksanaan piloting pengelolaan sampah berkelanjutan pada 4 lokasi pilot, yaitu The Icon, Vanya Park, De Park dan Casa De Parco.
9. Melakukan persiapan dan pelaksanaan Renewable Energy Certificate (REC) Ceremony pada bulan Maret 2023.
10. Pelaksanaan penilaian ESG Rating untuk tahun 2023.
11. Pengembangan lanjutan SR System, untuk pengumpulan data keberlanjutan.
12. Finalisasi Kebijakan Terkait Uji Kelayakan Lingkungan, Sosial dan Tata Kelola (ESG) Pada Investasi Baru serta melakukan pembaharuan atas Kebijakan Manajemen Lingkungan.
13. Melanjutkan pelaksanaan program aspal dengan campuran plastik dalam rangka mengurangi sampah plastik.
14. Melakukan peningkatan kapasitas internal melalui pelatihan dan pengembangan di dalam Unit Manajemen Risiko dan Keberlanjutan.
15. Melakukan pengumpulan dan pembaharuan data Greenhouse Gas (GHG) Inventory Scope 1,2 dan 3.

the Risk Management and Sustainability Unit has updated the business impact analysis on the priority business units of the Company.

7. *As a part of continuous improvement of the risk management implementation, the Risk Management and Sustainability Unit has updated the risk inventories to align with the most updated business process in 2023; and the team had also conducted physical visit to several priority locations in 2023 to improve team knowledge on the on-site business and operations to better the skills in conducting risk management assessment, especially in updating the risk contexts and scope of work in the Company's business locations and operations.*
8. *Started the piloting of sustainable waste management in four pilot locations, namely The Icon, Vanya Park, De Park and Casa De Parco.*
9. *Prepared and implemented Renewable Energy Certificate (REC) Ceremony in March 2023.*
10. *Implemented ESG Rating for 2023.*
11. *Continued the development of SR System to collect sustainability data.*
12. *Completion of Policies related to Feasibility Study on Environment, Social and Governance (ESG) in New Investments and to update the Environmental Management Policy.*
13. *Continued the implementation of asphalt program with plastic mix to reduce plastic waste.*
14. *Increased the internal capacity through trainings and development in Risk Management and Sustainability Unit.*
15. *Collected and updated Greenhouse Gas (GHG) Inventory Scope 1,2 and 3 data.*

Sistem Manajemen Risiko

Risk Management System

[SEOJK 2.g.12]

Sejak 1 Juli 2013, Perusahaan telah menerapkan Kerangka Manajemen Risiko Perusahaan (ERM) yang telah diperbaharui beberapa kali dengan pembaharuan terakhir pada 26 September 2021. Kerangka ERM bertujuan untuk melindungi kepentingan semua pemangku kepentingan. Kerangka ERM ini secara berkesinambungan dievaluasi penerapan dan efektivitasnya.

Since July 1st, 2013, the company has implemented the Corporate Risk Management Framework (ERM), which has undergone multiple updates, with the latest revision dated September 26th, 2021. This framework is dedicated to safeguarding all stakeholders through comprehensive and systematic risk management practices. Regular assessments are conducted to evaluate both the execution and efficacy of the framework.

Sejak 2021, Perusahaan makin sadar akan dampaknya yang signifikan dan makin luas kepada makin banyak pemangku kepentingan. Karena itu, ERM diperbaharui sehingga mampu memperluas lingkup penerapan manajemen risiko yang mencakup isu-isu terkait keberlanjutan Perusahaan, termasuk di dalamnya risiko-risiko terkait Lingkungan, Sosial dan Tata Kelola (ESG), serta perubahan iklim. Risiko-risiko terkait ESG diintegrasikan ke dalam kategori risiko yang telah ada dan tidak membuat kategori risiko yang terpisah.

Since 2021, the Company has recognized its escalating influence on an expanding array of stakeholders. Consequently, the ERM framework has undergone enhancements to broaden the spectrum of risk management practices and now encompasses issues related to the Company's sustainability, incorporating risks associated with Environmental, Social and Governance (ESG), alongside climate change. Notably, ESG-related risks have been integrated within the current risk categories rather than being established as a distinct category.

Kami menerapkan prinsip-prinsip ERM berstandar internasional yang disesuaikan dengan lingkungan bisnis dan budaya Perusahaan, yaitu sebagai berikut:

a. ERM merupakan bagian tidak terpisahkan dari seluruh proses dalam organisasi dan akan dilekatkan pada semua aktivitas, proses dan sistem;
b. ERM merupakan bagian tidak terpisahkan dari proses pengambilan keputusan;
c. ERM didasarkan pada informasi risiko yang tersedia;
d. ERM merupakan proses yang dinamis, dapat diulang (iteratif), responsif terhadap perubahan dan dapat disesuaikan;
e. ERM disesuaikan dan mendukung tujuan strategis dan bisnis;
f. ERM merupakan proses yang digerakkan oleh keterlibatan sumber daya manusia dan menciptakan tanggung jawab secara menyeluruh dari semua pihak;
g. ERM merupakan proses yang senantiasa berevolusi dan memerlukan pengembangan yang berkesinambungan.

We implement globally recognized ERM principles tailored to the Company's specific business environment and culture, namely:

a. ERM constitutes a integral part across all organizational processes, ensuring its integration into every activity, procedure, and system;
b. ERM is an integral part of the decision-making processes;
c. ERM is based on available risk information;
d. ERM is a dynamic process, iterative, responsive to change and adaptable;
e. ERM is customized and supports strategic and business goals;
f. ERM is a process driven by the involvement of human resources and fostering accountability across all involved parties;
g. ERM is ongoing process requires continual development.

Implementasi Kerangka ERM secara spesifik bertujuan mencapai hal berikut:

a. Memfasilitasi identifikasi dari risiko bisnis dan potensi dampak yang mungkin terjadi, baik positif maupun negatif, dalam pencapaian target bisnis Perusahaan;
b. Mengembangkan dan mengilhami budaya risiko Perusahaan;
c. Mendorong pengambilan risiko yang sesuai dengan ekspektasi Perusahaan;
d. Mendukung pengambilan keputusan berbasis risiko;
e. Menetapkan peran dan tanggung jawab ERM secara jelas dalam Perusahaan;
f. Mendorong informasi terkait risiko Perusahaan yang tepat waktu dan akurat; dan
g. Meningkatkan kesiapan Perusahaan dalam menghadapi risiko-risiko yang mungkin terjadi.

The application of the ERM Framework specifically aims to accomplish the following:

a. Facilitate the identification of business risks and assess their potential impact, whether positive or negative, in achieving the Company's strategic goals;
b. Develop and instill a corporate risk culture within the Company;
c. Encourage desired risk taking behaviours;
d. Promote the adoption of risk-based decision making;
e. Define distinct roles and responsibilities for ERM across the Company;
f. Promote timely and accurate Company-related risk information; and
g. Enhance the Company's readiness to manage risks.

Pemetaan dan Mitigasi Risiko

Risk Mapping and Mitigation

Proses pemetaan dan pengukuran risiko yang dilakukan Perseroan terhadap berbagai aspek dalam operasinya. Proses ini juga mempertimbangkan perubahan lingkungan, baik faktor eksternal maupun internal.

The Company engages in a comprehensive process of mapping and evaluating risks across different aspects of its operations. This process takes into account environmental changes, both external and internal factors.

Kami mengklasifikasikan risiko yang dihadapi Perusahaan menjadi 5 (lima) kategori. Masing-masing kategori diperlengkapi dengan sistem mitigasi masing-masing sebagai berikut: [SEOJK 2.g.12.b] [ACGS E.3.19]

We classify the Company's risks into five categories. Each category is supplemented by its corresponding mitigation system, outlined as follows:

NO	JENIS RISIKO | *RISK TYPE*	MITIGASI | *MITIGATION*
1	**Risiko Keuangan**, yaitu risiko akibat posisi instrumen keuangan dan kegiatan keuangan, yang meliputi risiko kredit, risiko likuiditas, risiko pasar dan pelaporan keuangan. ***Financial Risks**, are risks resulting from financial instrument position and financial activities, which includes credit risks, liquidity risk, market risk and financial reporting.*	• Mengkaji eksposur instrumen keuangan Perusahaan yang sensitif terhadap suku bunga dan melakukan analisa sensitivitas. *Reviewing the coverage of the Company's financial instruments that are sensitive to interest rates and overseeing sensitivity analysis.* • Melakukan lindung nilai alami terhadap mata uang asing. *Conduct inherent hedging against foreign currency.* • Melakukan pemantauan pasar dan memastikan eksposur risiko terhadap volatilitas investasi dijaga pada kondisi minimum. *Observing the market and ensuring that risk exposure to investment volatility is maintained to a minimum.* • Menjaga tingkat Kas dan setara Kas beserta fasilitas pendanaan yang memadai bagi manajemen untuk membiayai kegiatan operasional. *Retaining the level of Cash and Cash equivalents along with adequate funding facilities for management to finance operational activities.*
2	**Risiko Proyek**, yaitu risiko yang mungkin terjadi dalam semua fase proyek pengembangan properti, termasuk perencanaan proyek, koordinasi, pelaksanaan dan tahap penyelesaian. ***Project Risk**, i.e. risks that may appear in all stages of a property development project, including project planning, coordination, implementation and completion stages.*	Pengelolaan risiko menggunakan beberapa kontrol internal dan menjaga hasil dari pengembangan proyek (meliputi ketepatan waktu penyelesaian proyek, kualitas dan efisiensi biaya). Kualitas pengembangan produk juga telah dimonitor melalui indikator-indikator terkait seperti rasio *Customer Acceptance*. *Risk management uses several internal controls and retains the results of project development (covering timeliness of project completion, quality and cost efficiency). The quality of product development has also been observed through related indicators such as the Customer Acceptance ratio.*
3	**Risiko Hukum/Kepatuhan**, yaitu risiko yang timbul dari perubahan hukum dan undang-undang, kepatuhan terhadap regulator dan peraturan pemerintah daerah dan/atau sengketa dengan pihak ketiga terkait tindakan hukum yang dapat mempengaruhi Perusahaan. ***Legal/Compliance Risk**, i.e. risk of changes in law and legislations, comply to the regulators and local government regulations and/or disputes with third parties related to legal actions that may impact the Company.*	Komunikasi yang aktif dan hubungan baik dengan otoritas terkait, asosiasi properti dan melakukan pemantauan terhadap perubahan-perubahan perundangan-undangan maupun kepatuhan. *Active communication and good relations with relevant authorities, property associations and observing changes in legislation and compliance.*
4	**Risiko Strategis**, yaitu risiko yang muncul akibat ketidakakuratan perencanaan atau penerapan strategi bisnis atau perubahan lingkungan bisnis eksternal, yang dapat mempengaruhi Perusahaan dalam jangka panjang.	Memberikan informasi mengenai pasar dan pesaing untuk unit kerja terkait agar mengambil langkah-langkah yang diperlukan sesuai dengan rencana kerja masing-masing. Misalnya, risiko Perusahaan tidak mampu mencapai target bisnis karena kegagalan dalam menjawab persaingan usaha secara tepat, perubahan asumsi strategis, serta kondisi pasar dan ekonomi yang kurang menguntungkan.
	***Strategic Risk**, i.e. the risk that appears due to inaccurate planning or the application of business strategies or changes in the external business environment, which can affect the Company in the long term.*	*Provide information related to the market and competitors for the relevant work units to take the required actions in line with their respective work plans. For example, the Company is not able to achieve its business targets due to failure to respond to business competition appropriately, changes in strategic assumptions as well as unfavorable market and economic conditions.*
5.	**Risiko Operasional**, yaitu risiko yang timbul akibat kelemahan atau ketidak-cukupan proses internal, sumber daya manusia, sistem teknologi [ACGS (B)E.5.1], atau peristiwa eksternal yang mempunyai dampak pada operasional sehari-hari. ***Operational Risk**, i.e. the risk appears from weakness or lack of internal process, human resources, technological system, or external events that have an impact on daily operations.*	Melakukan identifikasi, evaluasi dan mitigasi terhadap risiko utama pada masing-masing unit kerja yang tertuang dalam profil risiko unit kerja. Tingkat risiko dan kecukupan dari kontrol yang ada akan ditinjau setiap tahun dan langkah-langkah perbaikan diawasi secara berkala. *Identifying, evaluating and mitigating the major risk in each work unit as indicated in the work unit risk profile. The risk level and and adequacy of existing controls will be reviewed annually and corrective measures monitored regularly.*

Selain itu, untuk risiko-risiko yang terkait dengan Teknologi Informasi (TI), Perusahaan telah menyusun *IT Disaster Recovery Plan* (ITDRP) dengan didasarkan oleh kajian mendalam atas risiko-risiko utama terkait dengan bidang tersebut. ITDRP menggambarkan kerangka kerja, strategi dan panduan untuk memulihkan infrastruktur dan fasilitas dari gangguan yang berdampak terhadap gangguan dan layanan Teknologi Informasi. Pedoman ITDRP tertuang pada Keputusan No.ERM-04 tanggal 16 Desember 2014 dan telah diterapkan sejak tahun 2014 bersamaan dengan kerangka manajemen risiko.

Besides, for Information Technology (IT) related risks, the Company has established an IT Disaster Recovery Plan (ITDRP) based on in-depth analysis on key risks related to the field. ITDRP depicts framework, strategy and guidelines to restore infrastructure and facilities from disorders that leads to disruption and effects on Information Technology services. The ITDRP Guidelines is stipulated in the Decree No.ERM-04 dated December 16th, 2014 and have been implemented since 2014 along with risk management framework.

Selain risiko-risiko di atas, Perusahaan juga mengidentifikasi isu-isu yang berhubungan dengan Lingkungan, Sosial dan Tata Kelola (ESG) sebagai *risk driver* yang berpotensi memperbesar risiko yang telah ada.

In addition to the risks above, the Company also identifies Environment, Social and Governance (ESG) issues as additional risk factors that could influence the current risks.

Tinjauan atas Efektivitas Sistem Manajemen Risiko [SEOJK 2.g.12.b] [ACGS E.3.18]

Review of the Efficacy of the Risk Management System

Direksi dan BOC menilai bahwa sistem manajemen risiko pada tahun 2023 telah dilakukan secara efektif. Semua risiko yang muncul telah teridentifikasi dan telah memiliki langkah mitigasi sebelum terjadi. Sebagian besar proses bisnis telah menjadi bagian di dalam sistem manajemen risiko.

The Directors and the BOC acknowledge the effective implementation of the risk management framework in 2023. All potential risks have been identified and corresponding mitigation strategies have been available prior to happening. Most business processes have been integrated into the risk management framework.

Lebih lanjut, manajemen risiko secara konsisten disosialisasikan di semua level Perusahaan sehingga dapat dipahami dan diinternalisasi oleh semua karyawan Perusahaan. Sosialisasi dilakukan melalui komunikasi langsung maupun situs internal Perusahaan.

Moreover, the risk management is consistently communicated throughout all tiers of the Company to ensure comprehension and assimilation by all employees. This dissemination is facilitated through direct communication and the Company's internal website.

Pernyataan Direksi atas Kecukupan Sistem Manajemen Risiko

[SEOJK 2.g.12.c] [ACGS E.3.20]

Director's Statement regarding the Adequacy of the Risk Management System

Kami menegaskan bahwa penerapan manajemen risiko untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 telah memberikan *reasonable assurance*, tetapi tidak absolut, Perusahaan tidak akan terpengaruh secara negatif, oleh peristiwa yang secara wajar dapat diperkirakan. Lebih lanjut, kami juga menyatakan bahwa tidak ada manajemen risiko yang dapat memberikan *absolute assurance* dalam hal ini, terhadap terjadinya kesalahan material, penilaian yang buruk dalam pengambilan keputusan, kesalahan manusia, kerugian, penipuan atau penyimpangan lainnya.

We confirm that the risk management implemented for the financial year ending December 31st, 2023 has presented reasonable assurance, though not absolute. The Company will not be negatively affected by events that could reasonably be expected. Furthermore, it is important to note that no internal control system can guarantee absolute assurance, against the incidence of material errors, poor judgment in decision making, human errors, losses, fraud or other irregularities.

Perkara Hukum Penting

Substantial Legal Cases

[SEOJK 2.g.13]

Kami tidak menghadapi perkara hukum yang signifikan sampai dengan 31 Desember 2023, yang melibatkan para anggota BOC maupun Direksi.

As of December 31st, 2023, there have been no notable legal cases involving members of the BOC or the Directors.

Kami berkeyakinan bahwa kewajiban yang mungkin timbul atas gugatan hukum atau tuntutan dari pihak ketiga, jika ada, tidak akan mempengaruhi posisi keuangan dan hasil operasi di masa yang akan datang secara signifikan. Dari permasalahan hukum yang terjadi tidak ada sanksi administratif yang dikenakan kepada Perusahaan.
[SEOJK 2.g.13.c]

We believe that any potential liabilities stemming from legal actions or claims by third parties will have minimal impact on our future financial position and operational results. Furthermore, the Company has not incurred any administrative penalties related to legal matters.

Perusahaan memiliki Divisi Hukum yang bertugas menjaga kepentingan Perusahaan dari sisi hukum serta memastikan bahwa kegiatan kami berada dalam koridor hukum dan perundang-undangan yang berlaku.

The Company has a Legal Division responsible for protecting the Company's interests and ensuring compliance with pertinent laws and regulations.

Perkara Penting Yang Dihadapi Perusahaan [SEOJK 2.g.13.a] [SEOJK 2.g.13.b]

The Company's Substantial Lawsuits

Pada tahun 2023, tidak ada perkara hukum dan kewajiban bersyarat baru yang dihadapi Perusahaan.

In 2023, the Company did not encounter any new legal matters or contingencies.

Satu perkara yang masih di dalam proses penyelesaian adalah gugatan dari pihak ketiga pada tanggal 13 Oktober 2020 di Pengadilan Negeri Tangerang mengenai tanah seluas 289.265 m^2 di Desa Lengkong Kulon. Pada tahun 2023, kasasi dari pihak ketiga ditolak dan perkara dimenangkan oleh Perusahaan.

One pending issue involves an ongoing lawsuit filed by a third party on October 13th, 2020 in District Court of Tangerang related to land certificate for total land area of 289,265 m^2 located in Desa Lengkong Kulon. In 2023, The appeal from the third party has been dismissed, with the resolution favoring the Company.

Perkara ini telah tertuang dalam Laporan Keuangan Konsolidasi Perusahaan untuk tahun yang berakhir pada 31 Desember 2023 dan 2022, Catatan No.57 tentang Perkara Hukum dan Kewajiban Bersyarat.

Please refer to the Consolidated Financial Statements of the Company for the year ending on December 31st, 2023 and 2022 Note No.57 on Legal Matters and Contingencies.

Perkara Penting Yang Dihadapi Entitas Anak [SEOJK 2.g.13.a] [SEOJK 2.g.13.b]

The Subsidiaries' s Substantial Lawsuits

Pada tahun 2023, perkara hukum dan kewajiban bersyarat yang masih dihadapi Entitas Anak Perusahaan telah tertuang dalam Laporan Keuangan Konsolidasi Perusahaan untuk tahun yang berakhir pada 31 Desember 2023 dan 2022, Catatan No.57 tentang Perkara Hukum dan Kewajiban Bersyarat adalah sebagai berikut:

PT Duta Pertiwi Tbk (DUTI) menghadapi enam (6) gugatan oleh pihak ketiga, mengenai sertifikat HGB. DUTI telah memenangkan seluruh perkara tersebut di tingkat banding di Pengadilan Tinggi DKI Jakarta. Di tingkat kasasi, enam (6) perkara telah dimenangkan oleh DUTI. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, tiga (3) perkara di tingkat MARI telah diputus yang dimenangkan oleh DUTI dan tiga (3) perkara belum ada pemberitahuan apakah pihak ketiga akan mengajukan peninjauan kembali.

DUTI menghadapi delapan (8) perkara mengenai HGB. DUTI telah memenangkan perkara tersebut. Pihak penggugat dari seluruh perkara tersebut mengajukan banding dan sudah diputus dan dimenangkan oleh DUTI. Dari delapan (8) perkara banding yang telah putus, tujuh (7) perkara naik ke tingkat kasasi dan satu (1) perkara sudah memiliki kekuatan hukum tetap, karena pihak ketiga tidak melakukan upaya hukum kasasi ke MARI. Pada perkara di tingkat kasasi sudah diputus tujuh (7) perkara oleh MARI pada yang dimenangkan oleh DUTI. Dari tujuh (7) perkara di tingkat kasasi tersebut, terdapat tiga (3) perkara yang telah diputus di tingkat peninjauan kembali oleh MARI dan dimenangkan oleh DUTI.

In 2023, legal cases and contingencies that are currently faced by the Subsidiaries have been disclosed in the Company's Consolidated Financial Statements for the years ended December 31st, 2023 and 2022, Note No.57 regarding Legal Cases and Conditional Liability are as follows:

PT Duta Pertiwi Tbk (DUTI) is a party to six (6) lawsuits in connection with the Building Use Rights Certificate. DUTI has won all the cases in the High Court of DKI Jakarta. Six (6) cases have been ruled in favor of DUTI based on the Supreme Court. As of date of completion of the consolidated financial statements, three (3) cases in MARI were settled and have been decided in favor of DUTI and three (3) cases have not been announced whether the third parties will appeal for reevaluation.

DUTI is a party in eight (8) lawsuits in connection with the Building Use Rights Certificate. DUTI has won those cases. The plaintiff of all those lawsuits filed for appeal. All cases were settled in an appeal process and had been decided in favor of the DUTI. Whereas, those eight (8) cases were settled, seven (7) cases entered appeal process and one (1) case already had permanent legal force, because a third party did not file an appeal to MARI. In Supreme Court, seven (7) cases were settled by the MARI and have been decided in favor of DUTI. From those seven (7) cases at the cassation level, three (3) cases were settled on and have verdict in favor of DUTI.

Informasi tentang Sanksi Administratif

Information about Administrative Sanctions

[SEOJK 2.g.14]

Pada tahun 2023, Perusahaan maupun Entitas Anak, tidak dikenakan sanksi administratif maupun non administratif.

In 2023, neither the Company nor the Subsidiaries has been subjected to administrative or non-administrative sanctions.

Pelanggaran yang Dilakukan Perusahaan *Violation by the Company*	**2023**
Kelalaian memberikan hak yang setara kepada semua pemegang saham dalam hal penjualan saham baru atau pembelian kembali saham. *Negligence grants equal rights to all shareholders regarding the sale of new shares or repurchase shares.*	X
Kelalaian memberikan hak yang setara kepada semua pemegang saham dalam hal keterbukaan informasi. *Negligence grants equal rights to all shareholders in terms of information disclosure.*	X
Kelalaian menyatakan mata acara di dalam panggilan RUPS. *Failure to specify agenda items in the GMS invitation.*	X
Pelanggaran atau ketidakpatuhan pada undang-undang atau ketentuan yang berlaku di wilayah operasional Perusahaan, baik terkait tenaga kerja, konsumer, persaingan dan lainnya *Violations or non-compliance within the Company's operational areas, whether pertaining to labor, consumer, competition or other relevant areas.*	X
Pelanggaran atau ketidakpatuhan pada undang-undang atau ketentuan yang berlaku di bidang pasar modal. *Violation or non-compliance pertinent laws and regulations within the capital markets issues.*	X
Perdagangan orang dalam. *Insider trading.*	X
Kelalaian dalam pengungkapan informasi material dalam jangka waktu yang telah ditetapkan *Failure to disclose material information within the specified period.*	X
Laporan keuangan Perusahaan mendapatkan opini "Wajar Dengan Pengecualian" atau "Tidak Wajar" atau "Tidak Memberikan Pendapat". *The Company's financial statements receive an opinion of "Qualified Opinion", "Adverse Opinion", "Disclaimer Opinion".*	X

Pedoman Etika Berperilaku

Code of Conducts

[SEOJK 2.g.15]

Perusahaan menetapkan Kode Etik dengan Surat No.HC-00.01 tanggal 28 Maret 2013. Tujuannya adalah agar semua karyawan Perusahaan menjunjung tinggi standar etika perilaku bisnis serta berlaku adil, jujur dan hormat kepada orang lain.

The Company established the Code of Conduct under Letter No.HC-00.01, issued on March 28th, 2013. This code aims to ensure that all employees maintain a high standard of ethical business conduct, emphasizing fairness, honesty and respect towards others.

Pokok-pokok yang tercantum dalam Kode Etik adalah: [SEOJK 2.g.15.a] [ACGS E.2.1]

1. Kepatuhan terhadap hukum, regulasi, kebijakan dan prosedur;
2. Keunggulan dalam kinerja;
3. Tanggung jawab kepedulian, termasuk sikap terhadap orang lain, mengkonsumsi narkotika dan minuman keras, pelecehan seksual, perjudian, serta kebiasaan tempat kerja yang rapi;
4. Informasi rahasia;
5. Penyebaran data Perusahaan;
6. Pengembangan proyek;
7. Benturan kepentingan;
8. Pekerjaan sampingan;
9. *Directorship* di Perusahaan atau jajaran manajemen di perusahaan lain dimana Perusahaan memiliki kepentingan bisnis;
10. Tata cara berpakaian;
11. Penggunaan tanda pengenal karyawan;
12. Penggunaan dana Perusahaan;
13. Peraturan IT; dan
14. Pemakaian peralatan kantor dan perabotan Perusahaan.

The main points in the Code of Conducts are:

1. *Compliance with laws, regulations, policies and procedures;*
2. *Excellence in performance;*
3. *Duty of care, including attitude toward others, consumption of narcotics and alcoholic drinks, sexual harassment, gambling, and clean desk habit;*
4. *Confidential information;*
5. *Disclosure of Company data;*
6. *Project development;*
7. *Conflict of interest;*
8. *Outside employment;*
9. *Directorship in the Company or member of the companies where the Company has business interest;*
10. *Dress code;*
11. *Use of employee ID card;*
12. *Use of Company Fund;*
13. *IT regulations; and*
14. *Use of Company office equipment and furniture.*

Penerapan dan Sosialisasi Kode Etik [SEOJK 2.g.15.b]

Implementation and Socialization of the Code of Conducts

Setiap karyawan wajib mematuhi Kode Etik, peraturan, regulasi, semua kebijakan dan prosedur Perusahaan. Perilaku karyawan adalah tanggung jawab karyawan, di mana kepatuhan menegaskan komitmen karyawan terhadap standar integritas tertinggi dalam hubungan satu sama lain. [ACGS E.2.2]

Every employee is required to adhere to the Company's Code of Conduct, rules, regulations, policies and procedures. It is the responsibility of each employee to uphold proper conduct, while compliance signifies their dedication to maintaining the highest standards of integrity in their interactions with colleagues.

Setiap Kepala Divisi bertanggung jawab untuk memastikan kepatuhan setiap karyawan dengan menjadi panutan melalui kata-kata dan perbuatan, komunikasi terbuka,

Each Division Head is tasked with guaranteeing employee compliance by being role models through both words and actions, fostering open communication,

memastikan setiap karyawan mengerti isi Kode Etik, dan mengambil tindakan wajar agar setiap tindakan tidak etis dapat dideteksi dan ditangani.

Kode Etik disosialisasikan melalui situs internal Perusahaan. Setiap perubahan dalam Kode Etik akan diinformasikan melalui situs tersebut. Program *Onboarding for New Hire* mengintegrasikan Kode Etik sebagai salah satu materi untuk karyawan baru. Kami juga dalam proses untuk mendorong standar ini keluar organisasi, yaitu rekan-rekan bisnis kami.

Penerapan Kode Etik dilakukan hingga menjadi budaya Perusahaan. Setiap karyawan harus menandatangani surat pernyataan menaati Kode Etik yang diperbaharui setiap tahun. Surat Pernyataan yang menyatakan bahwa karyawan telah membaca dan memahami Kode Etik Perusahaan terkait benturan kepentingan, gratifikasi serta seluruh hal yang terkandung di dalam Kode Etik dan Peraturan Perusahaan.

Setiap pelanggaran Kode Etik akan memberikan konsekuensi yang tegas dan sama kepada semua pelanggar. Perusahaan juga mendorong pengawasan terhadap implementasi Kode Etik melalui sistem pelaporan pelanggaran yang merupakan tanggung jawab Kepala Unit Human Capital yang pada gilirannya melapor kepada Direksi. Perusahaan melindungi setiap pelapor pelanggaran dari semua tindak balasan. Sepanjang tahun 2023, tidak ada laporan masuk terkait pelaporan pelanggaran Kode Etik di lingkungan Perusahaan. [ACGS E.2.3]

ensuring all employees comprehend the Code's contents and taking necessary measures to identify and rectify unethical behavior.

The Code of Conduct is disseminated through the Company's internal platforms. Any modifications to the Code will be communicated through the same channels. The Onboarding program for new hires includes the Code of Conduct as essential material for orientation. Our efforts are underway to expand this protocol beyond internal boundaries, specifically our business partners.

Implementation of the Code of Conduct is integral to fostering a corporate culture. It is mandatory for all employees to annually sign an updated statement affirming their commitment to adhere the Code of Conduct. It stated that employees have thoroughly reviewed and comprehended the Company's regulations on conflicts of interest, gratuities and all other guidelines outlined in the Code of Conduct and Corporate Rules.

All violations of the Code of Conduct will result in uniform and strict consequences for all offenders. The Company advocates for oversight of Code of Conduct adherence through a whistleblower system overseen by the Head of the Human Capital Unit, who, in turn, reports to the Directors. The Company ensures protection for individuals reporting violations from any form of retaliation. Notably, in 2023, there were no reported instances of Code of Conduct violations within the Company.

Tujuan dan Isi Kode Etik

Purpose and Contents of the Code of Conducts

Tujuan Kode Etik:

1. Membentuk karyawan agar memiliki tingkat kejujuran yang tinggi, beretika dan berperilaku patuh hukum;
2. Memberi panduan mengenai etika kerja yang harus dipatuhi dan dilaksanakan secara profesional dan bertanggungjawab;
3. Memandu karyawan mengenal kebiasaan berperilaku yang dapat menjaga keyakinan terhadap integritas Perusahaan;
4. Mendorong ketaatan terhadap standar-standar untuk melindungi dan mendukung kepentingan para pemegang saham dan pemangku kepentingan;
5. Mendukung misi, visi dan nilai Perusahaan.

Purpose of the Code of Conducts:

1. *Foster a high level of honesty, ethics and legal conduct of its employee;*
2. *Provide guidelines on work ethics that must be duly adhered and carried out in a professional and responsible manner;*
3. *Guide the employees to recognize the behavioral habits that can preserve confidence in the Company's integrity;*
4. *Encourage adherence to standards to protect and support the shareholders and stakeholders' interests;*

5 .Support the Company's mission, vision and values.

Kode Etik menyatakan bahwa setiap karyawan wajib untuk senantiasa: [ACGS E.2.1]

1. Mematuhi semua hukum, peraturan dan regulasi yang berlaku dalam melakukan kegiatan dan bisnis;
2. Bertindak dengan integritas dan jujur setiap saat dan pada semua keadaan;
3. Bertanggungjawab secara individu dalam mematuhi semua peraturan, regulasi, kebijakan dan prosedur Perusahaan;
4. Melindungi integritas dan reputasi Perusahaan merupakan prioritas utama dari setiap karyawan dalam melakukan tugas masing-masing.

The Code of Conducts stipulates that every employee shall always:

1. *Comply with all applicable laws, rules and regulations in conducting activities and business;*
2. *Act with integrity and honesty at all times and under all circumstances;*
3. *Individually responsible in complying with all rules, regulations, policies and the Company's procedures;*
4. *Safeguard the Company's integrity and reputation is his/her main priority in performing their respective duties.*

Kode Etik terhadap Vendor

Code of Conducts Toward Vendors

Perusahaan memiliki komitmen terhadap standar integritas tertinggi dalam hubungan dengan vendor. Perusahaan berkomitmen untuk memenuhi semua kewajiban terhadap vendor sesuai dengan kesepakatan bersama di bawah hukum yang tidak bertentangan dengan peraturan-peraturan dari instansi-instansi hukum yang berwenang. [ACGS C.4.6]

The Company upholds a steadfast commitment to the utmost integrity in its interactions with vendors. It pledges to fulfill all obligations to vendors as stipulated in the legal agreements between both parties, ensuring compliance with the regulations set forth by the relevant legal authorities.

Perusahaan akan melakukan pemeriksaan terhadap kegiatan bisnis yang tidak wajar, seperti, tapi tidak terbatas kepada kegagalan mematuhi kewajiban hukum, bahaya bagi kesehatan dan keselamatan, penyembunyian informasi secara sengaja, penipuan dan penyimpangan keuangan, perilaku bisnis yang tidak wajar dengan sengaja, serta perilaku tidak pantas baik di dalam maupun di luar Perusahaan.

The Company will initiate inquiries into improper business practices, including but not limited to non-compliance with legal obligations, danger to health and safety, intentional concealment of information, fraudulent activities, financial discrepancies, deliberate unethical behaviors and misconduct both within and outside the organization.

Vendor memiliki hak untuk melaporkan hal-hal tersebut di atas yang dilakukan oleh karyawan Perusahaan melalui media yang telah disediakan dan mendapatkan tindak lanjut yang sesuai. [ACGS C.5.1]

Vendors have the right to report any misconduct by the Company's employees through the designated channels and to expect appropriate follow-up procedures.

Pernyataan Direksi Tentang Penerapan Kode Etik [SEOJK 2.g.15.c][ACGS E.2.2]

The Director's Statement Regarding the Application of the Code of Conduct

Kami menyatakan bahwa Kode Etik Perusahaan berlaku bagi seluruh Perusahaan, termasuk Pemegang Saham, Direksi, BOC dan karyawan. Kode Etik juga berlaku bagi Entitas Anak, perusahaan afiliasi, pihak ketiga dan seluruh mitra kerja.

We acknowledge that the Company's Code of Conduct applies universally across all entities within the organization, encompassing shareholders, the Directors, the BOC, employees, subsidiaries, affiliated companies, third parties and all business partners.

Kebijakan Pemberian Kompensasi Jangka Panjang

Long-Term Benefit Policy

[SEOJK 2.g.16] [ACGS C.6.3]

Per akhir tahun 2023, Perusahaan belum memiliki kebijakan pemberian kompensasi jangka panjang.

As of the conclusion of 2023, the Company does not have a long-term compensation policy in place.

Kebijakan Pengungkapan Informasi

Disclosure Requirement Policy

[SEOJK 2.g.17]

Pengungkapan Informasi Terkait Kepemilikan Saham oleh Anggota Direksi dan BOC

Disclosure of Share Ownership Information by the Members of the Directors and the BOC

Mengacu kepada POJK No.11/POJK.04/2017 tentang Laporan Kepemilikan atas Setiap Perubahaan Kepemilikan Saham Perusahaan Terbuka, Perusahaan mengungkapkan kepemilikan saham dan perubahan kepemilikan oleh anggota Direksi dan anggota BOC paling lambat 3 (tiga) hari kerja setelah terjadinya perubahan. [SEOJK 2.g.17.a] [ACGS A.7.1]

Referring to POJK No.11/POJK.04/2017 concerning Ownership Report on Any Change in Ownership of Public Company Share, it is mandated that the Company discloses share ownership and any changes in ownership by Directors and BOC members within a maximum of three working days following the occurrence of the change.

Informasi terkait kebijakan ini telah disampaikan kepada anggota Direksi dan BOC melalui memo internal No.064/IR-CS/V/2017 tertanggal 31 Mei 2017 dan setiap ada pergantian anggota Direksi dan anggota BOC telah disampaikan juga mengenai kebijakan kepemilikan saham Perusahaan oleh anggota Direksi dan anggota BOC. [SEOJK 2.g.17.b]

Information pertaining to this policy has been communicated to members of the Directors and the BOC through internal memo No.064/IR-CS/V/2017 dated May 31st, 2017. Furthermore, any alterations to the composition of the Directors and the BOC, we promptly communicate the Company's shares ownership policy to the respective members.

Pada tahun 2023, tidak ada transaksi kepemilikan saham yang dilaporkan oleh Direksi dan anggota BOC Perusahaan baik langsung maupun tidak langsung. [SEOJK 2.g.17.b] [ACGS D.5.1]

In 2023, neither the Directors nor the members of the BOC of the Company engaged in any stock transactions, whether directly or indirectly.

Kebijakan Pengungkapan Informasi Lainnya

Disclosure Policy on Other Information

Perusahaan selalu mengambil sikap terbuka di dalam menjalankan proses usahanya. Kami mentaati semua kewajiban pengungkapan informasi yang disyaratkan oleh peraturan perundang-undangan, OJK dan BEI. Kami juga selalu menyampaikan informasi lainnya melalui berbagai media, termasuk di antaranya:

a. Komunikasi tidak langsung melalui berita rilis (news release), keterbukaan informasi, siaran pers secara berkala dapat diperoleh oleh pemegang saham atau investor dengan cara:
   - Mengakses berita rilis *(news release)* dengan berlangganan *(subscribe)* ke alamat email ricardo.dharmawan@sinarmasland.com atau michael.liputra@sinarmasland.com; [ACGS D.7.4]
   - Mengakses keterbukaan informasi dan siaran pers melalui situs BEI (www.idx.co.id) dan situs Perusahaan www.sinarmasland.com dan www.bsdcity.com. [ACGS D.7.2]
b. Komunikasi langsung melalui *Analyst Meeting*, *conference call*, forum pertemuan investor baik dalam maupun luar negeri, paparan publik , *road show*. [ACGS D.7.3] [ACGS D.7.4]

Pertanyaan dan saran dapat disampaikan kapan saja ke alamat dan nomor yang tersedia pada bagian Informasi Perusahaan pada halaman 36 di Laporan Tahunan ini. [ACGS A.4.1] [ACGS D.7.2]

The Company consistently upholds an open approach in executing its business operations. We adhere to all legal and regulatory mandates concerning information disclosure, including those stipulated by OJK and BEI. Moreover, we disseminate additional information through various media channels, among others:

a. Indirect Communication via news release, information disclosure, press releases can be obtained regularly by shareholders or investors by:
   - *Accessing news release by subscribing to ricardo.dharmawan@sinarmasland.com or michael.liputra@sinarmasland.com;*
   - *Access information disclosure and press release via BEI website (www.idx.co.id) and the Company's website www.sinarmasland.com and www.bsdcity.com.*

b. Direct communication via Analyst Meetings, conference calls, domestic and global investor meeting forums, public exposes, roadshows.

Inquiries and recommendations can be directed to the contact details listed in the Company Information section on page 36 of this Annual Report.

Pengungkapan Informasi di Dalam Situs Web Perusahaan

Information Disclosure in the Company Website

Perusahaan selalu memperbaharui informasi yang dapat ditemukan di dalam situs webnya, www.sinarmasland.com dan www.bsdcity.com. Berikut adalah beberapa dokumen tata kelola yang dapat ditemukan dan diunduh di situs tersebut:

The Company updates the information in its website, www.sinarmasland.com and www.bsdcity.com. The followings are several corporate governance documents that can be found and downloaded on the website.

DOKUMEN/ INFORMASI *Documents/ Information* [ACGS D.9]	**TERSEDIA DI SITUS WEB PERUSAHAAN** *Available on the Company's Website*
Laporan Tahunan *Annual Report*	√ Sejak 2008 *Since*
Laporan Keberlanjutan *Sustainability Report*	√ Sejak 2019 *Since*
Laporan Keuangan triwulanan dan tahunan *Quarterly and Annual Financial Statements*	√ Sejak 2015 *Since*

DOKUMEN/ INFORMASI ***Documents/ Information*** **[ACGS D.9]**	**TERSEDIA DI SITUS WEB PERUSAHAAN** ***Available on the Company's Website***
Akta Pendirian *Deed of Establishment*	√
Akta Perubahan Terakhir *Latest Deed*	√
Piagam Direksi dan BOC *Charter for the Directors and the BOC*	√
Panggilan RUPS, Tata Tertib RUPS dan Formulir Surat Kuasa *Notice to the GMS, Rules of the GMS and Power of Attorney Form*	√
Ringkasan RUPS (dapat diakses selama 1 tahun) *Minutes of the GMS (accessible for 1 year)*	√
Siaran Pers *Press Releases*	√
Materi Paparan Publik *Material for Public Exposes*	√

Sistem Pelaporan Pelanggaran (WBS)

Whistleblowing System (WBS)

[SEOJK 2.g.18]

Perusahaan telah menerapkan Sistem Pelaporan Pelanggaran (WBS) sejak 5 Maret 2013 dan dengan dokumen terbaru nomor WBC-10-01 tanggal 27 Juli 2022 tentang Kebijakan dan Prosedur *Whistleblowing*.

The Company has implemented the Whistleblowing System (WBS) since March 5th, 2013. A recent update, documented as No.WBC-10-01 on July 27th, 2022, outlines the revised Whistleblowing Policies and Procedures.

Tujuan sistem ini adalah agar semua orang dapat berpartisipasi di dalam peningkatan kualitas GCG tanpa khawatir akan adanya suatu tindakan balasan.

The system's aim is to encourage all individuals to actively contribute to enhancing GCG quality without apprehension of reprisal.

Sosialisasi WBS

WBS Socialization

WBS telah disosialisasikan kepada setiap karyawan melalui berbagai media, di antaranya situs internal dan surat elektronik. Program *Onboarding for New Hire* untuk orientasi karyawan baru, telah mengintegrasikan materi WBS ini.

The Whistleblower System is disseminated to all employees through multiple channels, such as the internal website and email communications. The Onboarding program for new hires incorporates this Whistleblower System material into the employee orientation process.

Perlindungan dan Apresiasi terhadap Pelapor [SEOJK 2.g.18.b][ACGS C.7.2]

Protection and Appreciation for Whistleblowers

Prinsip WBS adalah bahwa kami menyediakan fasilitas saluran pelaporan yang independen, bebas dan rahasia. Kami menjamin kerahasiaan identitas pelapor sehingga mendorong keberanian untuk melaporkan kejanggalan. Kami juga menjaga kerahasiaan identitas terlapor sampai statusnya berubah menjadi terperiksa.

The fundamental principle of the WBS entails independent, free and confidential reporting channels. We ensure the anonymity of whistleblowers, fostering a safe environment for reporting irregularities. Moreover, we maintain the confidentiality of the accused individual until their status changes to a suspect.

Apabila mendapatkan tekanan, ancaman atau tindakan balasan lain, Pelapor dapat melaporkan kembali melalui mekanisme yang telah ditetapkan. Kami memberikan perlindungan kepada Pelapor terhadap pemecatan, penurunan jabatan atau pangkat, pelecehan atau diskriminasi dalam segala bentuk serta catatan yang merugikan dalam berkas data pribadinya.

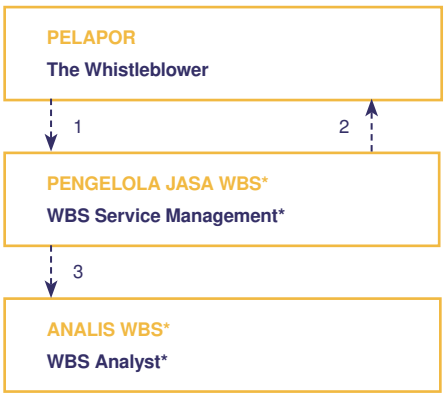
Should a whistleblower face any form of reprisal, such as pressure, threats or retaliation, they have the right to submit another report following the established procedure. We provide protection measures to whistleblowers, including but not limited to termination, demotion, harassment, discrimination in any forms, as well as unfavorable records in their personal file.

Mekanisme dan Sarana WBS

WBS Socialization

Sejak Juli 2022, Perusahaan memperbaharui dan meluncurkan Sistem Pelaporan Pelanggaran dengan menggunakan jasa pihak ketiga yang profesional dan berstandar internasional. Ini untuk memastikan independensi pengelolaan Sistem Pelaporan Pelanggaran dan meningkatkan kualitas sistem agar sesuai dengan standar-standar terbaik GCG.
[SEOJK 2.g.18.d] [ACGS (B)C.1.7]

Since July 2022, the Company has updated and initiated a web-based Whistleblower System using the services of a professional third party with international standards. This is to ensure the independence of the management of the Whistleblowing System and improve the quality of the system to comply with the best GCG standards.



1. Menyampaikan laporan anonim maupun terbuka melalui link, telepon, email, situs web, SMS dan WA.
   Submits the report anonymously or openly via link, phone, email, website, SMS and WA.
2. Pelapor dapat memonitor status laporannya secara *real time* dengan memasukan ID laporan dan *password*. Pelapor dapat menambah informasi untuk memperkuat laporannya. Pengelola Jasa WBS dapat meminta informasi lebih bila diperlukan.
   The reporter can monitor his/her report in real time by inputting the report ID and password. The reporter can add information to backup his/her report. WBS Service Management can request for more information as needed.
3. Perusahaan Analis WBS adalah bagian dari Pengelola Jasa WBS yang merupakan pihak ketiga yang independen dan profesional.
   Submitted information to WBS Analyst assigned fot the Company's WBS. The WBS Analyst is part WBS Service Management, an independent and professional third party.

* Pihak ketiga independen | *Independent third party*

Mekanisme pelaporan pelanggaran adalah sebagai berikut: [SEOJK 2.g.18.a] [ACGS C.5.1] [ACGS C.7.1]

1. Pelaporan. Pelapor dapat memilih beberapa metode pelaporan sebagai berikut:
   - +62 21 3952 8858
   - sinarmaslandwbs@tipoffs.info
   - https://idn.deloitte-halo.com/sinarmaslandwbs/
   - +62 812 8000 3876
   - +62 812 8000 3876

   Kategori isu yang dapat dilaporkan termasuk kecurangan, korupsi, pencurian/penggelapan, benturan kepentingan, penyuapan/gratifikasi, penyalahgunaan wewenang, pelanggaran kode etik, perilaku tidak etis, pelanggaran terhadap peraturan yang berlaku, pembocoran data dan informasi rahasia, pelecehan dan pencemaran nama baik. [ACGS C.5.1]

   Di dalam menyampaikan pelaporan, informasi yang diberikan harus sebanyak dan selengkap mungkin termasuk:
   - Nama-nama orang yang terlibat;
   - Nama-nama saksi;

The mechanism for reporting violations is as follows:

1. *Reporting. The reporter can choose several reporting methods as follows:*
   - *+62 21 3952 8858*
   - *sinarmaslandwbs@tipoffs.info*
   - *https://idn.deloitte-halo.com/sinarmaslandwbs/*
   - *+62 812 8000 3876*
   - *+62 812 8000 3876*

   Categories of reportable issues include fraud, corruption, theft/embezzlement, conflict of interest, bribery/gratuity, abuse of authority, violation of the code of ethics, unethical behavior, violation of applicable regulations, leakage of confidential data and information, harassment and defamation.

   In submitting the report, the information provided must be as much and complete as possible including:
   - *The names of the people involved;*
   - *The names of witnesses;*

- Tanggal, waktu dan lokasi kejadian;
- Rincian atas bukti apa pun;
- Uang atau aset-aset yang terlibat;
- Seberapa sering kejadian terjadi.

Pelapor dianjurkan untuk memberikan data diri, sekurang-kurangnya nomor telepon atau alamat email yang dapat dihubungi. Identitas dan data pelapor akan dirahasiakan oleh sistem WBS, kecuali bila pelapor memilih untuk mengungkapkannya. Namun pelapor dapat memilih untuk anonim. Setiap upaya yang layak dilakukan dan diperbolehkan oleh hukum akan dijalankan agar identitas pelapor tidak terungkap.

2. Monitor status pelaporan. Pelapor dapat melakukan cek status terhadap pelaporan yang dilakukannya. Setiap pelaporan akan diberikan ID laporan dan kata sandi pilihan pelapor.

   Apabila ada data yang perlu ditambahkan terhadap laporan awal, pelapor dapat melakukannya dengan memaskkan ID laporan dan kata sandi yang sama.

3. Tindak lanjut pelaporan. Seorang analis yang ditunjuk untuk mengelola WBS Perusahaan dari pihak ketiga akan meninjau dan merangkum informasi yang diberikan dan menyarankan tindak lanjut secara umum serta menyampaikan laporan tersebut kepada perwakilan yang ditunjuk oleh Perusahaan untuk menindak lanjuti laporan atau untuk melakukan tindakan perbaikan. Perusahaan kemudian akan memutuskan tindakan apa yang harus diambil.

- *Date, time and location of the incident;*
- *Details of any evidence;*
- *The money or assets involved;*
- *How often the incident occured.*

The reporter is urged to provide personal data, at least a telephone number or email address where they can be contacted. The identity and data of the reporter will be kept confidential by the WBS system unless the reporter chooses to disclose it. However, the reporter can opt to remain anonymous. Every feasible effort allowed by law will be taken to prevent the identity of the reporter from being revealed.

2. *Monitor reporting status. Reporters can check the status of their reports. Each report will be assigned a report ID and a password of the reporter's choice.*

   If there is data that needs to be added to the initial report, the reporter can do so by entering the same report ID and password.

3. *Follow-up reporting. An appointed analyst from the third-party to manage the Company's WBS, will review and summarize the information provided and suggest general follow-up and submit the report to a representative appointed by the Company to follow up on the report or to take corrective action. The Company will then decide what action to take.*

Pengaduan WBS [SEOJK 2.g.18.e]

WBS Reports

Sepanjang tahun 2023, tidak ada laporan ataupun aduan yang masuk terkait pelaporan pelanggaran di lingkungan Perusahaan yang disampaikan melalui WBS.

Throughout 2023, no reports or complaints concerning eporting violations within the Company were received through the WBS.

Kebijakan Anti Korupsi

Anti-Corruption Policy

[SEOJK 2.g.19]

Perusahaan sama sekali tidak mentoleransi perilaku korupsi dan akan membawa pelanggaran terkait korupsi ke ranah hukum. Kami berkomitmen untuk patuh terhadap peraturan anti korupsi yang berlaku di Indonesia. Lebih lanjut Perusahaan berusaha memperluas upaya ini tidak hanya dengan menerapkan kebijakan anti korupsi di lingkungan internal Perusahaan, namun juga kepada seluruh pemangku kepentingan termasuk pemasok dan rekan bisnis. Kebijakan ini telah dituangkan dalam Kode Etik Perusahaan yang harus dibaca dan dipahami oleh setiap karyawan.

The Company upholds a strict stance against corrupt behavior and is dedicated to prosecuting any corruption-related violations. We are committed to adhere the anti-corruption laws enforced in Indonesia. Moreover, the Company is committed to extending these principles beyond its internal operations to encompass all stakeholders, including suppliers and business partners. This anti-corruption policy is outlined in the Company's Code of Conduct that mandates comprehension and adherence from every employee.

Jenis tindakan yang dinilai sebagai perilaku korupsi adalah penyalahgunaan kewenangan, kesempatan atau sarana yang ada padanya karena jabatan atau kedudukannya; memberi, menerima dan/atau menjanjikan sesuatu kepada pejabat pemerintah maupun pihak lain yang dapat mengikat mereka untuk melakukan tindakan atau membuat keputusan di luar panduan dan/atau prosedur yang lazim.

Actions classified as corrupt behavior includes the misuse of authority, privileges or facilities associated with one's position; offering, accepting and/or guaranteeing favors to government officials or other parties to influence decisions or actions that deviate from established guidelines or standard procedures.

Sosialisasi Kebijakan Anti Korupsi [SEOJK 2.g.19.b][ACGS C.4.5]

Socialization of Anti-Corruption Policy

Kebijakan anti korupsi disosialisasikan bersama dengan sosialisasi Kode Etik dan menjadi salah satu materi pada Program *Onboarding for New Hire*. Secara berkala, kebijakan ini diingatkan lagi melalui situs internal dan surat elektronik langsung kepada setiap karyawan. Setiap karyawan harus menandatangani surat pernyataan yang diperbaharui secara tahunan, bahwa mereka telah membaca, memahami dan menyetujui untuk menaati kebijakan anti korupsi sebagaimana telah ditetapkan di dalam Kode Etik Perusahaan.

The anti-corruption policy is socialized concurrently with the dissemination of the Code of Conduct as a fundamental section of the Onboarding Program for New Hires. Regular reinforcement of this policy is done through both the internal website and personalized emails to all staff members. It is mandatory for each employee to annually sign a statement reaffirming their understanding and commitment to comply with the anti-corruption policy outlined in the Company's Code of Conduct.

Mekanisme Pelaporan Pelanggaran [ACGS C.5.1]

Whistleblowing Mechanism

Pemangku kepentingan yang mengetahui pelanggaran ataupun potensi pelanggaran atas kebijakan anti-korupsi, harus melaporkannya. Prosedur pelaporan telah dirinci di dalam bagian WBS pada halaman 244 dalam Laporan Tahunan ini.

Employees who become aware of any breaches or possible breaches of the anti-corruption policy are required to report them. The reporting process is outlined in the WBS section found on pages 244 of this Annual Report.

Penerapan Pedoman Anti Pencucian Uang Dan Pencegahan Pendanaan Terorisme

Implementation of Anti Money Laundering and Prevention of Terrorism Financing Guidelines

Sejak tahun 2022, Perusahaan telah meningkatkan kepatuhan terhadap rezim Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APUPPT) melalui pembaharuan Kebijakan dan Prosedur Penjualan Produk Perusahaan dan Entitas Anak untuk menyesuaikan dengan Peraturan PPATK No.2 tahun 2021 tentang Tata Cara Penyampaian Laporan Transaksi dan Laporan Transaksi Keuangan Mencurigakan Melalui Aplikasi GoAML bagi Penyedia Barang dan/atau Jasa Lain.

Since 2022, the Company has enhanced its compliance with the Anti-Money Laundering and Prevention of Terrorism Financing (APUPPT) regulations by revising the Policy and Procedure of Product Sales of the Company and its Subsidiaries to adhere to PPATK Regulation No.2 of 2021. This regulation focuses on the submission procedures for transaction reports and reports on suspicious financial activities through the GoAML Application for suppliers of goods and/or other services.

Komitmen kepatuhan pada tahun 2023 adalah Perusahaan melalui Entitas Anak secara mandiri telah mendaftarkan perusahaannya ke dalam aplikasi GoAML.

The Company and its Subsidiaries showed their commitment to compliance in 2023 by independently registering to GoAML application.

Penerapan atas Pedoman Tata Kelola Perusahaan

Implementation of Corporate Governance Guidelines

[SEOJK 2.g.20] [ACGS D.2.6]

Prinsip 1
Meningkatkan nilai penyelenggaraan Rapat Umum Pemegang Saham (RUPS)

Principle 1
Improving the value of General Meeting of Shareholders (GMS) management

REKOMENDASI *Recommendation*	IMPLEMENTASI *Implementation*	KETERANGAN *Remark*
1. Cara atau prosedur teknis pengumpulan suara *(voting)* baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. [ACGS A.2.4]	Perusahaan telah melaksanakan rekomendasi atas pengumpulan suara *(voting)* secara terbuka yang dilakukan dengan cara mengangkat tangan sesuai dengan instruksi pimpinan GMS. Prosedur *voting* dapat dibaca pada bagian Tata Tertib GMS No.8 (b)pada halaman 172-173 Laporan Tahunan ini.	Terpenuhi
Technical methods or procedures for open and closed voting that prioritize independence and interest of the shareholders.	*The Company has implemented a recommendation to organize an open voting by raising hands according to instructions from Chairperson of GMS. Voting procedures can be read in the section of The Rules of GMS No.8 (b) on page 172-173 in this Annual Report.*	Comply
2. Anggota BOC dan Direksi hadir dalam RUPST. [ACGS A.2.7]	Jumlah anggota BOC dan Direksi yang hadir pada RUPST tanggal 27 Juni 2023 masing-masing adalah sebanyak 60% dan 75%.	Dijelaskan
Members of the BOC and the Directors attend the AGMS.	*The number of the members of BOC and the Directors which attended the AGMS dated June 27th, 2023, were 60% and 70% respectively.*	*Explain*
3. Ringkasan risalah RUPS tersedia dalam situs web paling sedikit 1 tahun. [ACGS D.9.5]	Perusahaan menyediakan Ringkasan Risalah RUPS dalam situs web Perusahaan dalam bagian Investor, sub bagian Tata Kelola Perusahaan.	Terpenuhi
A summary of minutes of GMS is available at the website for at least1 year.	*The Company provided a Summary of Minutes of GMS at the Company's website under Investor, sub-section Corporate Governance.*	*Comply*

Prinsip 2
Meningkatkan kualitas komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor

Principle 2
Improving the Public Listed Company Communication Quality with Shareholders or Investors

REKOMENDASI *Recommendation*	IMPLEMENTASI *Implementation*	KETERANGAN *Remark*
1. Memiliki kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor. [ACGS D.7.3] [ACGS D.7.4]	Kebijakan Perusahaan dalam berkomunikasi dengan pemegang saham atau investor yakni melalui:	Terpenuhi
To have a policy on communications between Public Company and shareholders and investors.	*The Company policy in communicating with shareholders and investors are via:*	*Comply*
	a. Komunikasi tidak langsung melalui berita rilis *(news release)*, keterbukaan informasi, siaran pers secara berkala dapat diperoleh oleh pemegang saham atau investor dengan cara: • Mengakses berita rilis *(news release)* dengan berlangganan *(subscribe)* ke alamat email ricardo.dharmawan@sinarmasland.com atau michael.liputra@sinarmasland.com; • Mengakses keterbukaan informasi dan siaran pers melalui situs BEI www.idx.co.id dan situs Perusahaan www.sinarmasland.com dan www.bsdcity.com.	
	a. Indirect Communication via news release, disclosure of information, regular press release can be obtained by shareholders or investors by: *• Accessing news release by subscribing to ricardo.dharmawan@sinarmasland.com or michael.liputra@sinarmasland.com* *• Accessing disclosure of information and press release via BEI site, www.idx.co.id and the Company's website www.sinarmasland.com and www.bsdcity.com*	
	b. Komunikasi langsung melalui *Analyst Meeting*, *conference call*, forum pertemuan investor baik dalam maupun luar negeri, paparan publik, *road show*.	
	b. Direct communication via Analyst Meetings, conference calls, domestic and global investor meeting forum, public exposure, roadshow.	
2. Mengungkapkan kebijakan komunikasi Perusahaan Terbuka dalam situs web. [ACGS D.9.2]	Perusahaan telah menyediakan bahan materi presentasi dengan investor di situs Perusahaan untuk memberikan kesetaraan pada pemegang saham atau investor atas pelaksanaan komunikasi dengan Perusahaan.	Terpenuhi
Disclose the communication policy of Public Company on the website.	*The Company has made available materials of presentation to investors at the Company's website to provide equality for shareholders and investors regarding the implementation of communications with the Company.*	*Comply*

Prinsip 3
Memperkuat keanggotaan dan komposisi BOC

Principle 3
Strengthen the membership and composition of the BOC

REKOMENDASI *Recommendation*	IMPLEMENTASI *Implementation*	KETERANGAN *Remark*
1. Penentuan jumlah anggota BOC mempertimbangkan kondisi perusahaan.	Perusahaan telah memenuhi ketentuan yang berlaku bagi Perusahaan sebagai Perusahaan Terbuka sebagaimana ditentukan dalam Pasal 20 POJK No.33/POJK.04/2014 yaitu jumlah anggota Dewan Komisaris lebih dari 2 (dua) orang.	Terpenuhi
Determination of the number of members of the BOC considering the Company's conditions.	*The Company has complied with the provision applicable to the Company as Public Company as stipulated in Article 20 of POJK No.33/POJK.04/2014 which is more than 2 (two) members of the BOC.*	*Comply*
2. Penentuan komposisi anggota BOC memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan.	Komposisi anggota BOC Perusahaan telah memperhatikan kebutuhan Perusahaan, 3 (tiga) di antara anggota BOC telah berpengalaman dalam bidang industri real estate selama lebih dari 25 (dua puluh lima) tahun, sedang 2 (dua) anggota Komisaris Independen merupakan akademisi di bidang Ekonomi serta berpengalaman pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi.	Terpenuhi
Determination of the composition of members of the BOC considers the required variety of skills, knowledge and experience.	*The composition of the members of the BOC is in consideration of the Company's needs. Three members are experienced in the real estate industry for more than 25 years, and 2 (two) Independent Commissioners are academics in the field of Economics and has experience in supervising the management policy and counselling the Directors.*	*Comply*

Prinsip 4
Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab BOC

Principle 4
Improving the quality of duty and responsibility of the BOC

REKOMENDASI *Recommendation*	IMPLEMENTASI *Implementation*	KETERANGAN *Remark*
1. BOC mempunyai kebijakan penilaian sendiri untuk menilai kinerja BOC.	Dengan dibantu oleh NRC, BOC telah memiliki kebijakan penilaian sendiri. Hasil penilaian sendiri kemudian disampaikan kepada NRC yang akan memberikan penilaian atas kinerja masing-masing anggota BOC.	Terpenuhi
The BOC has a policy to self-assess the performance of the BOC.	*Assisted by the NRC, the BOC has established its self-assessment policy. Results from self-assessments are submitted to the NRC, which will then evaluate the performance of each member of the BOC.*	*Comply*
2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan.	Informasi Kebijakan Penilaian Sendiri dapat ditemukan pada halaman 201 Laporan Tahunan ini.	Terpenuhi
The self-assessment policy is reported in an Annual Report.	*The information of self-assessment policy can be found at pages 201 in this Annual Report.*	*Comply*
3. BOC mempunyai kebijakan pengunduran diri apabila terlibat dalam kejahatan keuangan.	Mengacu kepada AD Perusahaan, anggota BOC yang tidak memenuhi syarat untuk menjadi anggota BOC yang disebutkan dalam AD termasuk di dalamnya adalah terlibat kejahatan keuangan maka jabatannya sebagai BOC akan batal demi hukum. Dalam hal anggota BOC tersebut mengundurkan diri maka akan diputuskan melalui mekanisme RUPS.	Terpenuhi
The BOC has a policy of resignation in the event of involvement in any financial crimes.	*As stipulated to the Company's AoA, a member of the BOC who is not eligible to become a member of the BOC mentioned in the AoA is involved in a financial crime, then his/her position as BOC shall be null and void. If the member of the BOC resigns, it will be decided through the GMS mechanism.*	*Comply*
4. BOC atau NRC menyusun kebijakan suksesi dalam proses nominasi anggota Direksi.	Saat ini, Perusahaan belum memiliki kebijakan suksesi dalam proses nominasi anggota Direksi.	Dijelaskan
The BOC or the NRC sets out a provision of succession in the nomination process of a member of the Directors.	*Currently, the Company does not have a succession policy in the nomination process of members of the Directors.*	*Explain*

Prinsip 5
Memperkuat keanggotaan dan komposisi Direksi

Principle 5
Strengthen the membership and composition of Directors

REKOMENDASI *Recommendation*	IMPLEMENTASI *Implementation*	KETERANGAN *Remark*
1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan serta efektivitas dalam pengambilan keputusan.	Perusahaan telah memenuhi ketentuan yang berlaku bagi Perusahaan sebagai Perusahaan Terbuka sebagaimana ditentukan dalam Pasal 2 POJK No.33/POJK.04/2014 paling kurang terdiri dari 2 (dua) orang anggota Direksi.	Terpenuhi
Determination of the number of members of the Directors considering the Company's conditions and effectiveness in the decision making.	*The Company has complied with the provision applicable to the Company as Public Company as stipulated in Article 2 of POJK No.33/POJK.04/2014 must consist of at least 2 (two) Directors.*	*Comply*
2. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan.	Komposisi anggota Direksi Perusahaan telah memperhatikan kebutuhan diversifikasi bisnis Perusahaan. Sebanyak 8 (delapan) anggota Direksi telah berpengalaman dalam bidang industri real estate. Semua anggota Direksi ini telah berpengalaman lebih dari 25 (dua puluh lima) tahun dalam bidangnya masing-masing.	Terpenuhi
Determination of the composition of members of the Directors considers the required variety of skills, knowledge and experience.	*The composition of the members of the Directors is in consideration of the Company's business diversification needs. Eight members are experienced in the real estate industry. All members of the Directors have more than 25 years of experience in their fields.*	*Comply*
3. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.	Perusahaan telah memiliki 1 (satu) anggota Direksi yang membawahi bidang serta memiliki keahlian dan/atau pengetahuan lebih dari 25 (dua puluh lima) tahun di bidang akuntansi dan keuangan. Setiap penyampaian Laporan Keuangan telah ditanda tangani oleh Presiden Direktur dan anggota Direksi yang membawahi bidang akuntansi dan keuangan.	Terpenuhi
Members of the Directors in charge of accounting and finance have skills and/or knowledge in accounting.	*The Company has 1 (one) Director who has the skills and/or experience of more than 25 years in the field of accounting and finance. Every submission of Financial Report has been signed by the President Director and the Director in supervision of accounting and finance.*	*Comply*

Prinsip 6
Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Direksi

Principle 6
Improving the quality of duty and responsibility of the Directors

REKOMENDASI *Recommendation*	IMPLEMENTASI *Implementation*	KETERANGAN *Remark*
1. Direksi mempunyai kebijakan penilaian sendiri untuk menilai kinerja Direksi. *The Directors has a policy to self-assess the performance of the Directors.*	Dengan dibantu oleh NRC, Direksi telah memiliki kebijakan penilaian sendiri. Hasil penilaian sendiri kemudian disampaikan kepada NRC yang akan memberikan penilaian atas kinerja masing-masing anggota Direksi. *Assisted by the NRC, the Directors has established its self-assessment policy. The results from the self-assessments are submitted to the NRC, which will then evaluate the performance of each member of the Directors.*	Terpenuhi *Comply*
2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan. *The self-assessment policy is reported in an Annual Report.*	Informasi Kebijakan Penilaian Sendiri dapat ditemukan halaman 196 pada Laporan Tahunan ini. *The information of self-assessment policy can be found at pages 196 in this Annual Report.*	Terpenuhi *Comply*
3. Direktur mempunyai kebijakan pengunduran diri apabila terlibat dalam kejahatan keuangan. *The Directors has a policy of resignation in the event of involvement in any financial crimes.*	Mengacu kepada AD Perusahaan, anggota Direksi yang tidak memenuhi syarat untuk menjadi anggota Direksi yang disebutkan dalam AD termasuk di dalamnya adalah terlibat kejahatan keuangan maka jabatannya sebagai Direksi akan batal demi hukum. Dalam hal anggota Direksi tersebut mengundurkan diri maka akan diputuskan melalui mekanisme RUPS. *As stipulated to the Company's AoA, a member of the Directors who is not eligible to become a member of the Directors mentioned in the AoA is involved in a financial crime, then his/her position as Directors shall be null and void. If the member of the Directors resigns, it will be decided through the GMS mechanism.*	Terpenuhi *Comply*

Prinsip 7
Meningkatkan aspek tata kelola Perusahaan melalui partisipasi pemangku kepentingan

Principle 7
Improving corporate governance aspect through stakeholder's participation

REKOMENDASI *Recommendation*	IMPLEMENTASI *Implementation*	KETERANGAN *Remark*
1. Memiliki kebijakan untuk mencegah terjadinya *Insider Trading*. [SEOJK 2.g.15] *To have a policy to prevent Insider Trading.*	Perusahaan telah memiliki kebijakan untuk mencegah terjadinya *Insider Trading*, sebagaimana yang tertuang dalam Kode Etik Perusahaan No.HC-00.01 tanggal 28 Maret 2013. Setiap karyawan diwajibkan untuk menghindari pengungkapan informasi Perusahaan yang bersifat rahasia. *The Company has a policy to prevent Insider Trading, as reflected in the Company's Code of Conducts No.HC-00.01 dated March 28th, 2013. Every employee is obliged to avoid disclosing classified Company information.*	Terpenuhi *Comply*
2. Memiliki kebijakan Anti Korupsi dan Anti-Fraud. [SEOJK 2.g.19] *To have a policy of Anti-Corruption and Anti-Fraud.*	Saat ini, Perusahaan sudah memiliki kebijakan Anti Korupsi dan *Anti-Fraud*. *Currently, the Company has a policy of Anti-Corruption and Anti-Fraud.*	Terpenuhi *Comply*
3. Memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok dan vendor. [ACGS C.4.2] *To have a policy on the selection and capacity building of suppliers and vendors.*	Saat ini, Perusahaan sudah memiliki kebijakan tentang seleksi pemasok atau vendor. *Currently, the Company has a policy regarding vendor selection.*	Terpenuhi *Comply*
4. Memiliki kebijakan pemenuhan hak-hak kreditur. [ACGS C.4.6] *To have a Policy on the fulfilment of creditors' rights.*	Saat ini, Perusahaan sudah memiliki kebijakan untuk memenuhi hak-hak dari kreditur kami melalui Divisi Corporate Finance yang mengatur dan mengelola pembayaran hak-hak kreditur kami. *Currently, the Company has a policy to fulfil the rights of our creditors through the Corporate Finance Division that sets out and manages the rights of our creditors.*	Terpenuhi *Comply*
5. Memiliki kebijakan *whistleblowing system*. [SEOJK 2.g.18.b] [ACGS C.7.2] *To have a whistleblowing system.*	Perusahaan telah menjalankan kebijakan *whistleblowing system* dengan menunjuk jasa pihak ketiga. *The Company has successfully implemented a whistleblowing system policy by engaging third-party services.*	Terpenuhi *Comply*
6. Memiliki kebijakan pemberian insentif jangka panjang Direksi dan Karyawan. [SEOJK 2.g.16] [ACGS C.6.3] *To have a policy on the granting of long-term incentives to the Directors and Employees.*	Pada tahun 2023, Perusahaan tidak memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan Karyawan. *In 2023, the Company does not have a long-term incentive policy for its Directors and employees.*	Dijelaskan *Explain*

Prinsip 8 Meningkatkan keterbukaan informasi	***Principle 8*** *Improving the information disclosure*	
REKOMENDASI ***Recommendation***	**IMPLEMENTASI** ***Implementation***	**KETERANGAN** ***Remark***
1. Memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi.	Selain memperbaharui situs web Perusahaan secara rutin, kami juga aktif dalam berbagai media sosial sebagai media promosi produk. Selain itu, Perusahaan juga menggunakan sistem *mailing-list* sebagai media keterbukaan informasi dan komunikasi kepada investor.	Terpenuhi
To use information technology more advanced than website as a medium of information disclosure.	*Besides regular updates on the Company's website, we are also active in a variety of social media as a medium of product promotion. In addition, we also use the mailing-list system as a medium of information disclosure and communication to investors.*	*Comply*
2. Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan, paling sedikit 5% selain pemegang saham utama dan pengendali. [ACGS D.1.1]	Laporan Tahunan Perusahaan tahun 2023 telah mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan melalui pemegang saham utama dan pengendali.	Terpenuhi
The Annual Reports of the Public Companies disclose the most current beneficial owners of the Company's shareholding, at least 5% other than major shareholders and controllers.	*The Company's 2023 Annual Report has disclosed the ultimate beneficial owner in the share ownership of the Company at least 5%, other than the disclosure of the ultimate beneficial owner via major shareholders and controllers.*	*Comply*

HALAMAN INI SENGAJA DIKOSONGKAN

THIS PAGE INTENTIONALLY LEFT BLANK



Dengan merujuk pada Surat Edaran OJK No.16/ SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan, pada bagian Uraian Isi Laporan Tahunan huruf h ("SEOJK No.16), Perusahaan telah mengungkapkan informasi mengenai Tanggung Jawab Sosial dan Lingkungan ke dalam Laporan Keberlanjutan Perusahaan Tahun Buku 2023, yang disajikan secara terpisah dari Laporan Tahunan ini. Laporan Keberlanjutan kami disampaikan bersamaan dengan penyampaian Laporan Tahunan ini.

Pembaca yang hendak mendapatkan informasi terkait strategi keberlanjutan, tata kelola keberlanjutan, kinerja keberlanjutan dan lain-lain, dapat membaca Laporan Keberlanjutan Perusahaan Tahun Buku 2023, yang merupakan bagian tak terpisahkan dari Laporan Tahunan ini.

Referring to Circular Letter of OJK No.16/ SEOJK.04/2021 on Forms and Content of Annual Report, on the part of Description of the Contents of Annual Report alphabet h ("SEOJK No.16), the Company has disclosed information on Social and Environmental Responsibilities to the Company Sustainability Report for 2023, presented separately from this Annual Report. Our Sustainability Report will be submitted together with the submission of this Annual Report.

Readers may find information on sustainable strategy, sustainable governance, sustainable performance and others in 2023 Sustainability Report of the Company that is an integral part of this Annual Report.

Artist Impression
TANAMAS, GRAND WISATA - BEKASI



TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Surat Pernyataan Anggota Dewan Komisaris dan Direksi Tentang Tanggung Jawab Atas Laporan Tahunan Tahun Buku 2023 PT Bumi Serpong Damai Tbk

Statement of Board of Commissioner and Directors About Responsibility of Annual Report Year 2023 PT Bumi Serpong Damai Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bumi Serpong Damai Tbk tahun buku 2023 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi laporan tahunan Perusahaan.

We the undersigned hereby declare that all the information in the 2023 Annual Report of PT Bumi Serpong Damai Tbk has been presented completely in its entirety and that we assume full responsibility for the accuracy of the content of the Company's Annual report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Tangerang, 1 April 2024

Dewan Komisaris
Board of Commissioners



MUKTAR WIDJAJA
Presiden Komisaris
President Commissioner



TEKY MAILOA
Wakil Presiden Komisaris
Vice President Commissioner



YOSEPH FRANCISCUS BONANG
Komisaris
Commissioner



TEDDY PAWITRA
Komisaris Independen
Independent Commissioner



SUSIYATI BAMBANG HIRAWAN
Komisaris Independen
Independent Commissioner

Direksi
Directors



FRANCISCUS XAVERIUS R.D.
Presiden Direktur
President Director



MICHAEL J.P WIDJAJA
Wakil Presiden Direktur
Vice President Director



SYUKUR LAWIGENA
Direktur
Director



HERMAWAN WIJAYA
Direktur
Director

LIE JANI HARJANTO
Direktur
Director



LIAUW HERRY HENDARTA
Direktur
Director



MONIK WILIAM
Direktur
Director

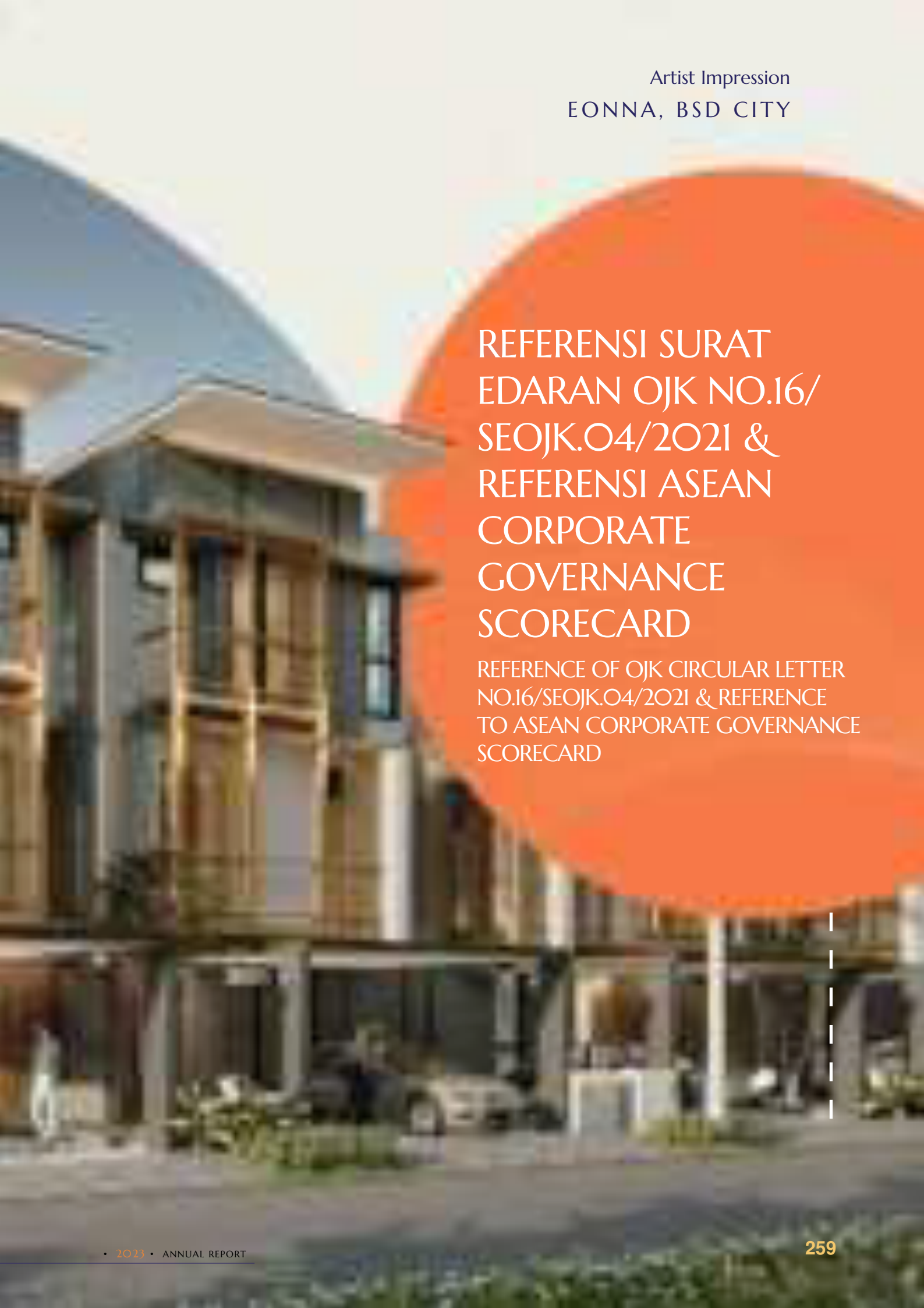


SISWANTO ADISAPUTRO
Direktur
Director

HALAMAN INI SENGAJA DIKOSONGKAN

THIS PAGE INTENTIONALLY LEFT BLANK





Artist Impression
EONNA, BSD CITY

REFERENSI SURAT EDARAN OJK NO.16/ SEOJK.04/2021 & REFERENSI ASEAN CORPORATE GOVERNANCE SCORECARD

REFERENCE OF OJK CIRCULAR LETTER NO.16/SEOJK.04/2021 & REFERENCE TO ASEAN CORPORATE GOVERNANCE SCORECARD

Referensi Surat Edaran OJK No. 16/SEOJK.04/2021

Reference to OJK Circular Letter No. 16/SEOJK.04/2021

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
I.	**IKHTISAR DATA KEUANGAN PENTING**		***HIGHLIGHTS OF KEY FINANCIAL INFORMATION***
1	Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat: a. Pendapatan/penjualan; b. Laba bruto; c. Laba (rugi); d. Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; e. Total laba (rugi) komprehensif; f. Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; g. Laba (rugi) per saham; h. Jumlah aset; i. Jumlah liabilitas; j. Jumlah ekuitas; k. Rasio laba (rugi) terhadap jumlah aset; l. Rasio laba (rugi) terhadap ekuitas; m. Rasio laba (rugi) terhadap pendapatan/ penjualan; n. Rasio lancar; o. Rasio liabilitas terhadap ekuitas; p. Rasio liabilitas terhadap jumlah aset; dan q. Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya.	12-13	*Highlights of Key Financial Information containing financial information in comparative form throughout 3 (three) fiscal years or since the commencement of business if the Issuer or Listed Company has been running its business activities for less than 3 (three) years, at least contains:* *a. Sales/revenue;* *b. Gross profit (loss);* *c. Profit (loss)* *d. Net profit attributable to owners of the parent and non-controlling interest;* *e. Total comprehensive profit (loss);* *f. Net comprehensive profit (loss) attributable to owners of the parent and non-controlling interest;* *g. Profit (loss) per share;* *h. Total assets;* *i. Total liabilities;* *j. Total equity;* *k. Profit (loss) ratio to total assets;* *l. Profit (loss) ratio to equity;* *m. Profit (loss) ratio to revenue;* *n. Current ratio;* *o. Liabilities-to-equity ratio;* *p. Liabilities- to-total assets ratio; and* *q. Other relevant financial ratio and information about the Issuer or Listed Company or its industry.*
II.	**INFORMASI SAHAM** Informasi saham (jika ada) paling sedikit memuat:	14	***SHARES INFORMATION*** *Information on Shares (if any) shall include at least:*
1	Saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi: a. Jumlah saham yang beredar; b. Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham ditempatkan; c. Harga saham tertinggi, terendah dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan d. Volume perdagangan pada Bursa Efek tempat saham dicatatkan.	14	*Shares issued for every quarter (if any) presented in the comparison of the latest 2 (two) fiscal years (if any), at least include:* *a. Number of issued shares;* *b. Market capitalization based on the price on the Stock Exchange where shares are listed;* *c. Highest, lowest and closing price based on the price on the Stock Exchange where shares are listed; and* *d. Transaction volume on the Stock Exchange where shares are listed.*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
2	Dalam hal terjadi Aksi Korporasi, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus dan perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal informasi saham sebagaimana dimaksud pada angka 1 ditambahkan penjelasan paling sedikit mengenai: a. Tanggal pelaksanaan aksi korporasi; b. Rasio pemecahan saham, penggabungan saham, dividen saham, saham bonus, jumlah efek konversi yang diterbitkan dan perubahan nilai nominal saham; c. Jumlah saham beredar sebelum dan sesudah aksi korporasi; dan d. Jumlah efek konversi yang dilaksanakan (jika ada); dan e. Harga saham sebelum dan sesudah aksi korporasi.	15	*In case of Corporate Actions, such as stock split, reverse stock, shares dividend, bonus shares and change in nominal value, issuance of convertible securities and capital issuance or withdrawal, the shares information referred to in point 1 shall have explanations which included at least:* *a. The execution date of corporate action;* *b. Ratio of the stock split, reverse stock, share dividend, bonus share, number of the issued convertible securities and change in nominal value;* *c. Shares volume issued before and after corporate actions; and* *d. The number of executed convertible securities (if any); and* *e. Shares price before and after corporate actions.*
3	Dalam hal terjadi penghentian sementara perdagangan saham dan/atau penghapusan pencatatan saham dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham dan/atau pembatalan pencatatan saham tersebut.	15	*In case of suspended stock trading and/or delisting in the fiscal year, the Issuer or Listed Company shall explain the reason for such suspension and/or delisting.*
4	Dalam hal penghentian sementara perdagangan saham (suspension) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (delisting) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham dan/atau penghapusan pencatatan saham tersebut.	15	*In case of stock suspension as referred to point 3 and/or delisting process is still in progress at the end of Annual Report period, the Issuer or Listed Company shall explain the actions of the Company to resolve such stock suspension and/or delisting.*
III.	**LAPORAN DIREKSI** Laporan Direksi paling sedikit memuat:	18-27	***REPORT OF THE DIRECTORS*** *The Directors' Report shall include at least:*
1	Kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi: a. Strategi dan kebijakan strategis Emiten atau Perusahaan Publik; b. Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik; c. Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik; d. Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan e. Kendala yang dihadapi Emiten atau Perusahaan Publik.	 19-21 21 21-22 22-24 24-25	*The Issuer's or Listed Company's Performance, at least includes:* *a. Strategy and strategic policy of Issuer or Listed Company;* *b. The Directors' role in establishing strategy and strategic policy of the Issuer or Listed Company;* *c. Process implemented by the Directors to ensure the implementation of the strategy of the Issuer or Listed Company;* *d. Comparison between the achievement of results and targets; and* *e. Challenges faced by the Issuer or Listed Company.*
2	Gambaran tentang Prospek Usaha.	25-26	*An overview of Business Prospects.*
3	Penerapan Tata Kelola Emiten atau Perusahaan Publik; dan	26-27	*Implementation of Good Corporate Governance by the Issuer or Listed Company; and*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
IV.	**LAPORAN DEWAN KOMISARIS** Laporan Dewan Komisaris paling sedikit memuat:	28-32	***REPORT OF THE BOARD OF COMMISSIONERS*** *Report of the Board of Commissioner shall include at least:*
1	Penilaian terhadap Kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;	29-30	*Assessment on the Performance of the Directors in managing the Company, including the Board of Commissioners' supervision in the Directors' establishing and implementing strategy of the Issuer or Listed Company;*
2	Pandangan atas Prospek Usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi.	30-31	*View on the Prospects of the Issuer or Listed Company as established by the Directors.*
3	Pandangan atas Penerapan Tata Kelola Emiten atau Perusahaan Publik.	31-32	*View on the Implementation of Issuer's or Listed Company's Governance.*
V.	**PROFIL EMITEN ATAU PERUSAHAAN PUBLIK** Profil Emiten atau Perusahaan Publik paling sedikit memuat:	36-120	***COMPANY PROFILE*** *Profile of Issuer or Listed Company shall include at least:*
1	Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan dan tanggal efektif perubahan nama pada tahun buku.	36	*Name of the Issuer or Listed Company, including if there is a change of name, the reason for the change and the effective date of the name change in the fiscal year.*
2	Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi: a. Alamat; b. Nomor telepon; c. Alamat surat elektronik; dan d. Alamat Situs Web;	36	*Access to the Issuer or Listed Company including branch office or representative office which allows the public to obtain information about the Issuer or Listed Company, including:* *a. Address;* *b. Phone number;* *c. E-mail address; and* *d. Website address;*
3	Riwayat Singkat Emiten atau Perusahaan Publik.	37, 110-113	*Brief History of Issuer or Listed Company*
4	Visi dan misi Emiten atau Perusahaan Publik, serta budaya perusahaan atau nilai-nilai perusahaan.	40-41	*Vision and mission of the Issuer or Listed Company and corporate culture or values.*
5	Kegiatan Usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan.	42-43, 45-58	*Business Activities according to the latest articles of association, business activities carried on in the fiscal year and type of products and/or services provided.*
6	Wilayah Operasional Emiten atau Perusahaan Publik. Wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.	44	*Operating Area of the Issuer or Public Company. Operating areas are areas whereas the Company does its business activities or covered by the activities*
7	Struktur Organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan.	59	*Organizational Structure of Issuer or Listed Company in the form of a chart, giving the names and titles and at least up to 1 (one) level below the Directors, including committees under the Directors (if any) and committees under the Board of Commissioners..*
8	Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	60	*Lists of membership in industry-related associations, national and international, related to the sustainable finance implementation.*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
9	Profil Direksi, paling sedikit memuat:	61-69	*Profile of the Directors, at least includes:*
	a. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;		*a. Name and position in accordance with the duties and responsibilities;*
	b. Foto terbaru;		*b. Latest picture;*
	c. Usia;		*c. Age;*
	d. Kewarganegaraan;		*d. Citizenship;*
	e. Riwayat pendidikan dan/atau sertifikasi;		*e. Educational history and/or certification;*
	f. Riwayat jabatan, meliputi informasi:		*f. Work experience, includes:*
	1. dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;		*1. legal basis for the appointment of Directors' members in the Issuer or Listed Company concerned;*
	2. rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik; dan		*2. concurrent position, both as members of the Directors, members of the Board of Commissioners and/or members of the committee as well as other position, whether the position is within or outside of the Issuer or Listed Company; and*
	3. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;"		*3. work experience as well as the working period both inside or outside the Issuer or Listed Company;*
	g. Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi;		*g. Affiliate relationships with another member of the Directors, Board of Commissioners' members and ultimate shareholders (if any) including the name of affiliated parties;*
	h. Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	180	*h. Changes in the Composition of the Directors' Members and the reason for such changes. In the event that there is no change in the composition of the members of the Directors, this matter shall be disclosed;*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
10	Profil Dewan Komisaris, paling sedikit memuat:	70-78	*Profile of the Directors, at least includes:*
	a. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;		*a. Name and position in accordance with the duties and responsibilities;*
	b. Foto terbaru;		*b. Latest picture;*
	c. Usia;		*c. Age;*
	d. Kewarganegaraan;		*d. Citizenship;*
	e. Riwayat pendidikan dan/atau sertifikasi;		*e. Educational history and/or certification;*
	f. Riwayat jabatan, meliputi informasi:		*f. Work experience, includes:*
	1. dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;		*1. legal basis for the appointment of Directors' members in the Issuer or Listed Company concerned;*
	2. rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik; dan		*2. concurrent position, both as members of the Directors, members of the Board of Commissioners and/or members of the committee as well as other position, whether the position is within or outside of the Issuer or Listed Company; and*
	3. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;		*3. work experience as well as the working period both inside or outside the Issuer or Listed Company;*
	g. Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi;		*g. Affiliate relationships with another member of the Directors, Board of Commissioners' members and ultimate shareholders (if any) including the name of affiliated parties;*
	h. Pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode;	193	*h. Statement of Independence of Independent Commissioner in the event that the Independent Commissioner has served more than 2 (two) periods;*
	i. Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	190	*i. Changes in the Composition of the Board of Commissioners' Members and the reason for such changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;*
11	Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya.	180-190	*In case of a change in the composition of the Directors and/or the Board of Commissioners that occurred after the fiscal year ends until the deadline for submission of the Annual Report, then the structure set out in the Annual Report is the recent and previous composition of the Directors members and/or the Board of Commissioners' members.*
12	Jumlah Karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku.	82-83	*The number of Employees categorized based on gender, position, age, educational level and work status (permanent/ contract) in the fiscal year.*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
13	Nama Pemegang Saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari: a. Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; b. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; dan c. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik.	84-85	*The names of Shareholders and percentage of ownership at the start and end of the financial year, which consists of:* *a. Shareholders owning 5% (five percent) or more shares of the Issuer or Listed Company;* *b. Member of the Directors and Board of Commissioners who hold shares of the Issuer or Listed Company; and* *c. Public shareholders, a group of shareholders who each own less than 5% (five percent) of the shares of Issuer or Listed Company.*
14	Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris.	84-85	*Percentage of indirect ownership of shares of Issuers or Listed Companies by members of the Directors and the Board of Commissioners at the start and end of the financial year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Directors and members of the Board of Commissioners.*
15	Jumlah Pemegang Saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: a. Kepemilikan institusi lokal; b. Kepemilikan institusi asing; c. Kepemilikan individu lokal; dan d. Kepemilikan individu asing;	85	*The number of Shareholders and the percentage of ownership as of the end of the fiscal year based on the classification:* *a. Local institution ownership;* *b. Foreign institution ownership;* *c. Local individual ownership; and* *d. Foreign individual ownership;*
16	Informasi mengenai Pemegang Saham Utama dan Pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan.	86	*Information on the Major and Controlling Shareholders of the Issuer or Listed Company, either directly or indirectly, to the individual owners, presented in the form of schemes or charts.*
17	Nama Entitas Anak, Perusahaan Asosiasi, Perusahaan Ventura Bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama tersebut; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.	88-104	*Name of Subsidiaries, Associates, Joint Venture Company in which the Issuer or Listed Company has joint controlled entities (if any), along with shareholding percentage, line of business and status of such subsidiaries, associates, joint venture company.* *For subsidiaries, please add information about the address.*
18	Kronologi Pencatatan Saham, jumlah saham, nilai nominal dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek di mana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada).	105	*Chronology of Share Listing, number of shares, nominal value and the offering price from the beginning of listing until the end of fiscal year and name of the stock exchange where the Issuer's or Listed Company's share is listed, including stock split, reverse stock, stock dividend, stock bonus and changes in nominal stock value, executed convertible securities, completed capital addition and withdrawal (if any).*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
19	Kronologi pencatatan Efek lainnya selain Efek sebagaimana dimaksud pada angka 18, yang belum jatuh tempo paling sedikit memuat nama Efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran dan peringkat Efek (jika ada).	106-107	*Chronology of other Securities listing other than Securities referred to in point 18, that has not been due, which at least includes the name of Securities, year of issuance, interest/return rate, maturity date, offering value and Securities rating (if any).*
20	Informasi Penggunaan Jasa Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: a. nama dan alamat; b. periode penugasan; c. informasi jasa audit dan/atau non audit yang diberikan; d. biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan e. dalam hal AP dan KAP beserta jaringan/ asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut.	108	*Information on the Service Rendered by Public Accountants (AP) and Public Accounting Firms (KAP) and their networks/associations/allies include:* *a. name and address;* *b. assignment period;* *c. information on audit and/or non-audit services rendered;* *d. audit and/or non-audit fees for each assignment given during the financial year; and* *e. in the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed.*
21	Nama dan alamat Lembaga dan/atau Profesi Penunjang Pasar Modal selain AP dan KAP.	109	*Name and address of Capital Market Institutions and/or Supporting Professions other than AP and KAP.*
VI.	**ANALISIS DAN PEMBAHASAN MANAJEMEN** Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:	121-167	***MANAGEMENT DISCUSSION AND ANALYSIS*** *Management discussion and analysis contains the analysis and discussion of financial statements and other important information with an emphasis on material changes that occurred during the fiscal year, which at least contains:*
1	Tinjauan Operasi per Segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: a. Produksi, yang meliputi proses, kapasitas dan perkembangannya; b. Pendapatan/penjualan; dan c. Profitabilitas.	122-134	*Operational Review per Business Segment in accordance with the type of industry of the Issuer or Listed Company, contains at least:* *a. Production,which includes the process, capacity and development;* *b. Revenue/sales; and* *c. Profitability.*
2	Kinerja Keuangan Komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: a. Aset lancar, aset tidak lancar dan total aset; b. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas; c. Ekuitas; d. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain dan total laba (rugi) komprehensif; dan e. Arus kas.	134-155	*Comprehensive Financial Performance analysis which includes a comparison between the last 2 (two) fiscal year, explanation about the cause of changes and the impact, among others concerning:* *a. Current assets, non-current assets and total assets;* *b. Short-term liabilities, long-term liabilities and total liabilities;* *c. Equity;* *d. Revenue/sales, expense, profit/loss, other comprehensive income and total of comprehensive income/loss; and* *e. Cash flow.*
3	Kemampuan Membayar Utang dengan menyajikan perhitungan rasio yang relevan.	156	*Ability to Pay Debt by presenting relevant ratio calculations.*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
4	Tingkat Kolektibilitas Piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan.	156	*The Collectability level of the Issuer or Listed Company by presenting relevant ratio calculation.*
5	Struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud.	157	*Capital Structure and management policy on such capital structure with the basis for determining such policy.*
6	Bahasan mengenai Ikatan yang Material untuk Investasi Barang Modal dengan penjelasan paling sedikit meliputi: a. Tujuan dari ikatan tersebut; b. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut; c. Mata uang yang menjadi denominasi; dan d. Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait.”	158	*Discussion on Material Ties for the Investment of Capital Goods with description includes at least:* *a. The purpose of the ties;* *b. Source of funds expected to fulfill the said ties;* *c. Currency of denomination; and* *d. Steps taken by the Issuer or Listed Company to protect the risk against the position of related foreign currency.”*
7	Bahasan mengenai Investasi Barang Modal yang Direalisasikan dalam tahun buku terakhir, paling sedikit meliputi: a. Jenis investasi barang modal; b. Tujuan investasi barang modal; dan c. Nilai investasi barang modal yang dikeluarkan;	158	*Discussion on Capital Goods Investment Realized in the last fiscal year, at least includes:* *a. Type of capital goods investment;* *b. Objective of capital goods investment; and* *c. The investment value of capital goods*
8	Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntan (jika ada).	159	*Significant Information and Fact Subsequent to the Accountant’s Report Date (if any).*
9	Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.	160	*Business prospects of the Issuer of Listed Company in connection with the condition of the industry, the economy in general and the international market supported by quantitative data from a reliable data source.*
10	Perbandingan antara Target/Proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: a. Pendapatan/penjualan; b. Laba (rugi); c. Struktur modal (capital structure); atau d. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik.	161	*Comparison between Target/Projection in the beginning of the fiscal year and the achieved result (realization), which includes:* *a. Revenue/sales;* *b. Profit (loss);* *c. Capital structure; or* *d. Other issues that are considered important for the Issuer or Listed Company.*
11	Target/Proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: a. Pendapatan/penjualan; b. Laba (rugi); c. Struktur modal (capital structure); d. Kebijakan dividen; atau e. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik.	161	*Issuer’s or Listed Company’s Target/Projection in 1 (one) year, which includes:* *a. Revenue/sales;* *b. Profit (loss);* *c. Capital structure;* *d. Dividen policy; or* *e. Other issues that are considered important for the Issuer or Listed Company.*
12	Aspek Pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar.	162-163	*Marketing Aspect for the product and service of Issuer or Listed Company, such as: marketing strategy and market share.*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
13	Uraian mengenai Dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit: a. Kebijakan dividen; b. Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas; c. Jumlah dividen per saham (kas dan/atau non kas); dan d. Jumlah dividen per tahun yang dibayar.	163-164	*Description regarding Dividends for the last 2 (two) fiscal years (if any), which at least includes:* *a. Dividend policy;* *b. Date of cash dividend payment and/or date of noncash dividend distribution;* *c. Amount of dividend per share (cash/non-cash); and* *d. Amount of paid dividend per year.*
14	Realisasi Penggunaan Dana Hasil Penawaran Umum, dengan ketentuan: a. Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan b. Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut.	164	*Actual Use of Proceeds from the Public Offering, provided that:* *a. In the event that during fiscal year, the Issuer has the obligation to report realization of the use of proceeds, thus the cumulative use of the proceeds from the Public Offering shall be disclosed until the last fiscal year; and* *b. In the event of any changes the use of proceeds as stipulated in the Regulation of Financial Services Authority on Report on Realization of the Use of Proceeds from Public Offerings, Issuers shall explain such changes.*
15	Informasi Material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/ peleburan usaha, akuisisi, restrukturisasi utang/ modal, transaksi material, transaksi afiliasi dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat: a. Tanggal, nilai dan objek transaksi; b. Nama pihak yang bertransaksi; c. Sifat hubungan afiliasi (jika ada); d. Penjelasan mengenai kewajaran transaksi; dan e. Pemenuhan ketentuan terkait" f. Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud huruf a sampai e, Emiten atau Perusahaan Publik juga mengungkapkan informasi:	165-166	*"Material Information (if any) regarding investments, expansion, divestment, business merger/takeover, acquisition, debt/equity restructuring, material transaction, affiliated transaction and transaction that contains conflict of interest occurred in fiscal year, among others includes:* *a. Date, value and object of transaction;* *b. Name of the parties conducting transaction;* *c. Nature of affiliation (if any);* *d. Description about transaction fairness; and* *e. Relevant regulation compliance* *f. In the case of affiliated relations present, the Issuer or Listed Company shall disclose information other than refered to in point a to e as follows:*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
	1. pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar; dan		*1. the Directors' statement that the affiliated transactions have been processed through adequate procedures in accordance to the general business practices, i.e. with armslength principle; and*
	2. peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar;"		*2. the roles of the Board of Commissioners and audit committee is adequate to ensure that the affiliated transactions have been implemented in accordance to the general business practices, i.e. with armslength principes.*
	g. Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang dan/atau berkelanjutan;		*g. Affiliated transactions and material transactions that generate recurring and/or sustainable revenues, shall be explained that the transactions are implemented to generate recurring and/or sustainable revenues.*
	h. untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut,		*h. disclosure on affiliated transactions and/or transaction with conflict of interest that have been approved by independent shareholders, shall have explanation on the date of the general meeting of shareholders that approving the affiliated transactions and/or transaction with conflict of interest.*
	i. dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut		*i. in the absent of affiliated transaction and/or transaction with conflict of interest, disclose the absence of such transaction.*
16	Perubahan Ketentuan Peraturan Perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	167	*Changes in Regulation which have a significant impact on the Issuer and Listed Company and the impact on financial statements (if any); and*
17	Perubahan Kebijakan Akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).	167	*Changes in the Accounting Policy, reason and its impact on financial statements (if any).*
VII.	**TATA KELOLA EMITEN ATAU PERUSAHAAN PUBLIK** Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	169-252	***CORPORATE GOVERNANCE*** *Governance of Issuer or Listed Company shall contain at least a brief description about:*
1	**RUPS**	172-179	***GMS***
	a. Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku		*a. information on GMS resolution in the financial year and 1 (one) year prior to the financial year*
	b. Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk perhitungan suara		*b. In the event of the Issuer or Public Company uses independent party for voting count*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
2	**Direksi**, mencakup antara lain:	180-189	***The Directors**, include, among others:*
	a. Tugas dan tanggung jawab masing-masing anggota Direksi;	182-184	*a. The duties and responsibilities of each member of the Directors;*
	b. Pernyataan bahwa Direksi memiliki pedoman atau piagam *(charter)* Direksi;	180	*b. A statement that the Directors has the Directors' guidelines or charter;*
	c. Kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris dan tingkat kehadiran anggota Direksi dalam rapat tersebut;	184-185	*c. Policy and the implementation of the Directors meeting frequency, including meeting with Board of Commissioners and attendance of the Directors in such meeting;*
	d. pelatihan dan/peningkatan kompetensi anggota direksi	185-188	*d. d. trainings and/or competence development of the members of the Directors*
	e. Penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi;	188-189	*e. The assessment on the performance of committee which supports the implementation of the Directors' duties;*
3	**Dewan Komisaris**, mencakup antara lain:	190-197	***The Board of Commissioners**, include, among others:*
	a. Tugas dan tanggung jawab Dewan Komisaris;	192	*a. The duties and responsibilities of each member of the BOC;*
	b. Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris;	192	*b. Statement that the BOC has the BOC's guidelines or charter;*
	c. Pelatihan dan/peningkatan kompetensi anggota Dewan Komisaris;	195	*c. trainings and/or competence development of the members of the BOC*
	d. Kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut; 1) prosedur pelaksanaan penilaian kinerja; 2) kriteria yang digunakan; dan 3) pihak yang melakukan penilaian;	194	*d. Policy and the implementation of the BOC meeting frequency, including meeting with the Directors and level of attendance of the members of the BOC in such meeting;* *1) procedure of performance assessment;* *2) the criteria used; and* *3) the party carrying out the assessment;*
	e. Penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Dewan Komisaris; dan 1) prosedur penilaian kinerja 2) kriteria yang digunakan	196-197	*e. The assessment on the performance of committee which supports the implementation of the BOC's duties; and* *1) performance assessment procedure* *2) usable criteria*
4	**Nominasi dan Remunerasi Direksi dan Dewan Komisaris**	198-201	***Nomination and Remuneration of the Directors and the Board of Commissioners***
	a. Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris	198-200	*a. The nomination procedure, including a brief description of the policies and process for nomination of members of the Directors and/or members of the BOC*
	b. Prosedur dan pelaksanaan remunerasi Direksi dan Komisaris antara lain:	201	*b. Procedures and implementation of remuneration for Directors and Commissioners, among others:*
	(1) prosedur penetapan remunerasi Direksi dan Dewan Komisaris		*(1) procedures for determining remuneration for the Directors and the BOC*
	(2) struktur remunerasi Direksi dan Dewan Komisaris, seperti gaji, tunjangan, tantiem/bonus dan lainnya		*(2) the remuneration structure of the Directors and the BOC, such as salaries, allowances, bonuses/bonuses and others*
	(3) Besarnya remunerasi masing-masing anggota Direksi dan Dewan Komisaris"		*(3) The amount of remuneration for each member of the Directors and the BOC*
5	"**Dewan Pengawas Syariah**, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar."	212	***Sharia Supervisory Board**, for Issuer or Listed Company which carries out business activity based on sharia principle as stated in the article of association.*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
6	**Komite Audit**, mencakup antara lain:	202-208	***Audit Committee**, includes, among others:*
	a. Nama dan jabatannya dalam keanggotaan komite;	203-205	*a. Name and position in the committee;*
	b. Usia;		*b. Age*
	c. Kewarganegaraan;		*c. Citizenship;*
	d. Riwayat pendidikan;		*d. Educational history;*
	e. Riwayat jabatan, meliputi informasi:		*e. Work experience, which includes information:*
	1. dasar hukum penunjukan sebagai anggota komite;		*1. basis for the appointment as member of the committee;*
	2. rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi dan/atau anggota komite serta jabatan lainnya (jika ada); dan		*2. concurrent position, either as member of the Board of Commissioners, member of the Directors and/or committee member as well as other position (if any); and*
	3. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;		*3. work experience and working period both inside and outside the Issuer or Listed Company;*
	f. Periode dan masa jabatan anggota Komite Audit;	202	*f. Period and tenure of members of the Audit Committee;*
	g. Pernyataan independensi Komite Audit;	206	*g. Statement of Independence of the Audit Committee;*
	h. Kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut;	207	*h. Policy and implementation regarding the frequency of Audit Committee meetings and the attendance of members of the Audit Committee at these meetings;*
	i. Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	208	*i. Training attended in the fiscal year (if any); and*
	j. Pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) Komite Audit;	208	*j. Implementation of Audit Committee's activity during the fiscal year in accordance with the Audit Committee guideline or charter;*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
7	**Komite Nominasi dan Remunerasi**, yang mencakup antara lain:	209-212	***Nomination and Remuneration Committee**, which includes:*
	a. Nama dan jabatannya dalam keanggotaan komite;	209	*a. Name and position in the committee;*
	b. Usia;		*b. Age;*
	c. Kewarganegaraan;		*c. Citizenship;*
	d. Riwayat pendidikan;"		*d. Educational history;"*
	e. Riwayat jabatan, meliputi informasi:		*e. Work experience, which includes information:*
	1) dasar hukum penunjukan sebagai anggota komite:		*1) basis for the appointment as member of the committee;*
	2) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi dan/atau anggota komite serta jabatan lainnya (jika ada); dan		*2) concurrent position, either as member of the Board of Commissioners, member of the Directors and/or committee member as well as other position (if any); and*
	3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;		*3) work experience and working period both inside and outside the Issuer or Listed Company;*
	f. Periode dan masa jabatan anggota komite;	209	*f. Period and tenure of member of committee;*
	g. Uraian tugas dan tanggung jawab;	210-211	*g. Description of duties and responsibilities;*
	h. Pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite;	209	*h. Statement of the committee's guidelines or charter;*
	i. Pernyataan independensi komite;	210	*i. Statement of independence of the committee;*
	j. Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	211	*j. Policy and implementation regarding the frequency of Committee meetings and the attendance of members of the Committee at these meetings;*
	k. Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	211	*k. Training attended in the fiscal year (if any); and*
	l. Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	211-212	*l. Brief description of the implementation of committee's activity during the fiscal year;*
	m. dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten dan Perusahaan Publik cukup mengungkapkan: 1) alasan tidak dibentuk dan 2) pihak yang melaksanakan fungsi nominasi dan remunerasi		*m. in the event that no nomination and remuneration committee is formed, it is sufficient for the Issuer and Public Company to disclose:* *1) reason not formed and* *2) parties carrying out nomination and remuneration functions*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
8	**Komite Lain** yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi dan/atau Dewan Komisaris, seperti Komite Nominasi dan Remunerasi, yang mencakup antara lain: a. Nama dan jabatannya dalam keanggotaan komite; b. Usia; c. Kewarganegaraan; d. Riwayat pendidikan;" e. Riwayat jabatan, meliputi informasi: 1) dasar hukum penunjukan sebagai anggota komite: 2) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi dan/atau anggota komite serta jabatan lainnya (jika ada); dan 3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; f. Periode dan masa jabatan anggota komite; g. Uraian tugas dan tanggung jawab; h. Pernyataan bahwa telah memiliki pedoman atau piagam *(charter)* komite; i. Pernyataan independensi komite; j. Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; k. Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan l. Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	212	***Other Committees*** *that the Issuer or Listed Company have in order to support the function and duties of the Directors and/or BOC, such as Nomination and Remuneration Committee, which includes:* *a. Name and position in the committee;* *b. Age;* *c. Citizenship;* *d. Educational history;* *e. Work experience, which includes information:* *1) basis for the appointment as member of the committee;* *2) concurrent position, either as member of the Board of Commissioners, member of the Directors and/or committee member as well as other position (if any); and* *3) work experience and working period both inside and outside the Issuer or Listed Company;* *f. Period and tenure of member of committee;* *g. Description of duties and responsibilities;* *h. Statement of the committee's guidelines or charter;* *i. Statement of independence of the committee;* *j. Policy and implementation regarding the frequency of Committee meetings and the attendance of members of the Committee at these meetings;* *k. Training attended in the fiscal year (if any); and* *l. Brief description of the implementation of committee's activity during the fiscal year;*
9	**Sekretaris Perusahaan**, mencakup antara lain; a. Nama; b. Domisili; c. Riwayat jabatan, meliputi informasi: 1) dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan 2) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; d. Riwayat pendidikan; e. Pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan f. Uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	213-217 213-214 215 215	***Corporate Secretary****, among others includes;* *a. Name;* *b. Domicile;* *c. Work experience, which includes information:* *1) basis for the appointment as the Corporate Secretary;* *2) work experience and working period both inside and outside the Issuer or Listed Company;* *d. Educational history;* *e. Training attended in the fiscal year (if any); and* *f. Brief description of the duties implementation of Corporate Secretary in the fiscal year;*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
10	**Unit Audit Internal**, mencakup antara lain; a. Nama Kepala Unit Audit Internal; b. Riwayat jabatan, meliputi informasi: 1. dasar hukum penunjukan sebagai kepala Unit Audit Internal; dan 2. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;" c. Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); d. Pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; e. Struktur dan kedudukan Unit Audit Internal; f. Uraian tugas dan tanggung jawab; g. Pernyataan bahwa telah memiliki pedoman atau piagam *(charter)* Unit Audit Internal; dan h. Uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku;	218-224 218-219 218 220-221 219 218 224	***Internal Audit Unit**, among others includes:* *a. Name of head of Internal Audit Unit;* *b. Work experience, which includes information:* *1. Basis for the appointment as the head of Internal Audit Unit; and* *2. Work experience and working period both inside and outside the Issuer or Listed Company;"* *c. Qualification and certification as internal auditor (if any);* *d. Training attended in the fiscal year;* *e. Structure and position of the Internal Audit Unit;* *f. Description of duties and responsibilities;* *g. Statement of Internal Audit Unit's guidelines or charter; and* *h. Brief description of the implementation of the duties of the Internal Audit Unit in the fiscal year;*
11	Uraian mengenai **Sistem Pengendalian Internal** yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai: a. Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan b. Tinjauan atas efektivitas sistem pengendalian internal; c. Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal	225	*Description about **Internal Control System** implemented by the Issuer or Listed Company, at least includes:* *a. Financial and operational control, as well as compliance towards other regulations; and* *b. Review of the effectiveness of internal control system;* *c. Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system*
12	**Sistem Manajemen Risiko** yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai: a. Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; b. Jenis risiko dan cara pengelolaannya; dan c. Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; d. Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem manajemen risiko	231-234	***Risk Management System** implemented by the Issuer or Listed Company, at least includes:* *a. General description about the Issuer's or Listed Company's risk management system;* *b. Type of risk and its management; and* *c. Review of the effectiveness of Issuer or Listed Company's risk management;* *d. Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the risk management*
13	**Perkara Penting** yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi: a. Pokok perkara/gugatan; b. Status penyelesaian perkara/gugatan; dan c. Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	235-236	***Important Cases** encountered by Issuer or Listed Company, subsidiary entities, members of Directors and Board of Commissioners, includes, among others:* *a. Subject of the case/claim;* *b. Status of settlement of case/claim; and* *c. Potential impacts on the condition of the Issuer or Listed Company;*
14	Informasi tentang **Sanksi Administratif** yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku terakhir (jika ada);	237	*Information about **Administrative sanctions** imposed on the Issuer or Listed Company, member of the Board of Commissioners and Directors, by the Capital Market authority and others in the last fiscal year (if any);*

NO.	MATERI DAN PENJELASAN	HALAMAN *PAGES*	*SUBJECTS AND EXPLANATION*
15	Informasi mengenai **Kode Etik** Emiten atau Perusahaan Publik meliputi: a. Pokok-pokok kode etik; b. Bentuk sosialisasi kode etik dan upaya penegakannya; dan c. Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris dan karyawan Emiten atau Perusahaan Publik;	238-240	*Information about **Issuer's** or Listed Company's Code of Conduct which includes:* *a. Principles of the code of conduct;* *b. Form of dissemination of code of conduct and its enforcement attempt; and* *c. Statement that the code of conduct is applicable to the members of the Directors, Board of Commissioners and employees of the Issuer or Listed Company;*
16	Uraian mengenai Kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan	241	*Description of the long-term performance-based compensation policy for management and/or employees*
17	Uraian singkat mengenai **kebijakan pengungkapan** informasi mengenai: a. kepemilikan saham anggota Direksi dan anggota Dewan Komisaris b. pelaksanaan atas kebijakan dimaksud	241-243	*A brief description of the information **disclosure policy** regarding:* *a. share ownership of members of the Board of Directors and members of the Board of Commissioners* *b. implementation of the said policy*
18	Uraian mengenai **Sistem Pelaporan Pelanggaran** di Emiten atau Perusahaan Publik (jika ada), antara lain meliputi: a. Cara penyampaian laporan pelanggaran; b. Perlindungan bagi pelapor; c. Penanganan pengaduan; d. Pihak yang mengelola pengaduan; dan e. Hasil dari penanganan pengaduan, paling sedikit meliputi: 1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan 2) lanjut pengaduan;	244-246	*Description of **Whistleblowing System** in the Issuer and Listed Company (if any), includes, among others:* *a. Mechanism of whistleblowing system;* *b. Protection for the whistleblower;* *c. Complaint handling;* *d. Party that manages the complaint; and* *e. Result of complaint handling, at least includes:* *1) Number of incoming and processed complaints in the fiscal year; and* *2) Complaint follow-up;*
19	Uraian mengenai **kebijakan anti korupsi** Emiten atau Perusahaan Publik	247-248	*Description of the **anti-corruption policy** of the Issuer or Public Company*
20	Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi: a. Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau b. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	249-252	*Implementation Corporate Governance Guidelines for the Issuer or Listed Company which issues Equity-type Shares, which includes:* *a. Statement regarding the recommendations that have been implemented; and/or* *b. Explanation of recommendations that have not been implemented, as well as the reason and implementation alternatives (if any);*
VIII.	**LAPORAN KEUANGAN TAHUNAN YANG TELAH DIAUDIT**	280	***AUDITED FINANCIAL STATEMENTS***
XI.	**SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN**	258-259	***STATEMENTS OF THE MEMBERS OF DIRECTORS AND BOARD OF COMMISSIONERS ON RESPONSIBILITY FOR THE ANNUAL REPORT***

Referensi ASEAN Corporate Governance Scorecard

Reference to ASEAN Corporate Governance Scorecard

A	RIGHTS AND EQUITABLE TREATMENT OF SHAREHOLDERS		HAL
A.1	**HIGHLIGHTS OF KEY FINANCIAL INFORMATION**		
	A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	163-164
A.2	**RIGHT TO PARTICIPATE EFFECTIVELY IN AND VOTE IN GENERAL SHAREHOLDER MEETINGS AND SHOULD BE INFORMED OF THE RULES, INCLUDING VOTING PROCEDURES, THAT GOVERN GENERAL SHAREHOLDER MEETINGS.**		
	A.2.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	175
	A.2.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/commissioners?	-
	A.2.3	Does the company allow shareholders to elect directors/commissioners individually?	-
	A.2.4	Does the company disclose the voting procedures used before the start of meeting?	173-174
	A.2.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	176
	A.2.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	177-178
	A.2.7	Does the company disclose the list of board members who attended the most recent AGM?	176-177
	A.2.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	176-177
	A.2.9	Does the company allow voting in absentia?	-
	A.2.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	173-174
	A.2.11	Does the company disclose that it has appointed an independent party (scrutineers/ inspectors) to count and/or validate the votes at the AGM?	176
	A.2.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	-
	A.2.13	Does the company provide at least 21 days notice for all AGMs and EGMs?	175
	A.2.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	176
	A.2.15	Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?	174
A.3	**MARKETS FOR CORPORATE CONTROL SHOULD BE ALLOWED TO FUNCTION IN AN EFFICIENT AND TRANSPARENT MANNER.**		

	A.3.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	-
A.4	**THE EXERCISE OF OWNERSHIP RIGHTS BY ALL SHAREHOLDERS, INCLUDING INSTITUTIONAL INVESTORS, SHOULD BE FACILITATED.**		
	A.4.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?	215
A.5	**SHARES AND VOTING RIGHTS**		
	A.5.1	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website / reports/ the stock exchange/ the regulator's website)?	-
A.6	**NOTICE OF AGM**		
	A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?	175
	A.6.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local-language version?	175
	Does the notice of AGM/circulars have the following details:		
	A.6.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	-
	A.6.4	Are the auditors seeking appointment/re-appointment clearly identified?	178
	A.6.5	Were the proxy documents made easily available?	175
A.7	**INSIDER TRADING AND ABUSIVE SELF-DEALING SHOULD BE PROHIBITED**		
	A.7.1	Are the directors / commissioners required to report their dealings in company shares within 3 business days?	241
A.8	**RELATED PARTY TRANSACTIONS BY DIRECTORS AND KEY EXECUTIVES.**		
	A.8.1	Does the company have a policy requiring a committee of independent directors/ commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	165-166
	A.8.2	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	166
	A.8.3	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	166
A.9	**PROTECTING MINORITY SHAREHOLDERS FROM ABUSIVE ACTIONS**		
	A.9.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	165
	A.9.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	165
C	**SUSTAINABILITY AND RESILIENCE**		
C.1	**SUSTAINABILITY-RELATED DISCLOSURE SHOULD BE CONSISTENT, COMPARABLE AND RELIABLE, AND INCLUDE RETROSPECTIVE AND FORWARD-LOOKING MATERIAL INFORMATION THAT A REASONABLE INVESTOR WOULD CONSIDER IMPORTANT IN MAKING AN INVESTMENT OR VOTING DECISION**		
	Material Sustainability-related information should be specified		

C.1.1	Does the company identify/report ESG topics that are material to the organization's strategy?	(SR) 46
C.1.2	Does the company identify climate change as an issue?	(SR) 47
C.1.3	Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?	(SR) 9
	If a company publicly sets a sustainability-related goal or target, the disclosure framework should provide that reliable metrics are regularly disclosed in an easily accessible form	
C.1.4	Does the company disclose quantitative sustainability target?	(SR) 19, 76, 93, 98, 112, 142, 159, 163
C.1.5	Does the company disclose sustainability-related performance progress in relation to its previously set targets?	
C.1.6	Does the company confirm that its Sustainability Report / Reporting is reviewed and /or approved by the Board or Board Committee?	(SR) 57
C.2	**CORPORATE GOVERNANCE FRAMEWORKS SHOULD ALLOW FOR DIALOGUE BETWEEN A COMPANY, ITS SHAREHOLDERS AND STAKEHOLDERS TO EXCHANGE VIEWS ON SUSTAINABILITY MATTERS**	
C.2.1	Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	(SR) 48
C.2.2	Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	
C.3	**THE CORPORATE GOVERNANCE FRAMEWORK SHOULD ENSURE THAT BOARDS ADEQUATELY CONSIDER MATERIAL SUSTAINABILITY RISKS AND OPPORTUNITIES WHEN FULFILLING THEIR KEY FUNCTIONS IN REVIEWING, MONITORING AND GUIDING GOVERNANCE PRACTICES, DISCLOSURE, STRATEGY, RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS, INCLUDING WITH RESPECT TO CLIMATE-RELATED PHYSICAL AND TRANSITION RISKS**	
	Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios	
C.3.1	Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?	157
C.4	**THE CORPORATE GOVERNANCE FRAMEWORK SHOULD RECOGNISE THE RIGHTS OF STAKEHOLDERS ESTABLISHED BY LAW OR THROUGH MUTUAL AGREEMENTS AND ENCOURAGE ACTIVE CO-OPERATION BETWEEN CORPORATIONS AND STAKEHOLDERS IN CREATING WEALTH, JOBS, AND THE SUSTAINABILITY OF FINANCIALLY SOUND ENTERPRISES.**	
	Does the company disclose a policy and practices that address :	
C.4.1	The existence and scope of the company's efforts to address customers' welfare?	(SR) 70-77, 91-101
C.4.2	Supplier/contractor selection procedures?	251
C.4.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	(SR) 3
C.4.4	The company's efforts to interact with the communities in which they operate?	(SR) 156-165
C.4.5	The company's anti-corruption programmes and procedures?	247
C.4.6	How creditors' rights are safeguarded?	240, 251
C.4.7	Does the company have a separate report/section that discusses its efforts on environment/ economy and social issues?	254
C.5	**WHERE STAKEHOLDER INTERESTS ARE PROTECTED BY LAW, STAKEHOLDERS SHOULD HAVE THE OPPORTUNITY TO OBTAIN EFFECTIVE REDRESS FOR VIOLATION OF THEIR RIGHTS.**	
	Does the company disclose a policy and practices that address :	

	C.5.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	240
C.6	**WHERE STAKEHOLDER INTERESTS ARE PROTECTED BY LAW, STAKEHOLDERS SHOULD HAVE THE OPPORTUNITY TO OBTAIN EFFECTIVE REDRESS FOR VIOLATION OF THEIR RIGHTS.**		
	C.6.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	
	C.6.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	82
	C.6.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	241, 251
C.7	**STAKEHOLDERS INCLUDING INDIVIDUAL EMPLOYEE AND THEIR REPRESENTATIVE BODIES, SHOULD BE ABLE TO FREELY COMMUNICATE THEIR CONCERNS ABOUT ILLEGAL OR UNETHICAL PRACTICES TO THE BOARD AND THEIR RIGHTS SHOULD NOT BE COMPROMISED FOR DOING THIS.**		
	C.7.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report	245
	C.7.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?	244-245
D	**DISCLOSURE AND TRANSPARENCY**		
D.1	**TRANSPARENT OWNERSHIP STRUCTURE**		
	D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	252
	D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/ or substantial shareholders?	89
	D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	62-78, 84-85
	D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	Tidak *No*
	D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?	86
D.2	**QUALITY OF ANNUAL REPORT**		
	D.2.1	Corporate objectives	42-43
	D.2.2	Financial performance indicators	134-155
	D.2.3	Non-financial performance indicators	122-134
	D.2.4	Dividend policy	163
	D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/ commissioners	61-78
	D.2.6	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	249-252
D.3	**REMUNERATION OF MEMBERS OF THE BOARD AND KEY EXECUTIVES**		
	D.3.1	Is there disclosure of the fee structure for non-executive directors/commissioners?	-
	D.3.2	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/commissioner?	-

D.3.3	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	201
D.3.4	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?	-
D.4	**DISCLOSURE OF RELATED PARTY TRANSACTIONS (RPT)**	
D.4.1	Does the company disclose its policy covering the review and approval of material RPTs?	166
D.4.2	Does the company disclose the name, relationship, nature and value for each material RPTs?	166
D.5	**DIRECTORS AND COMMISSIONERS DEALINGS IN SHARES OF THE COMPANY**	
D.5.1	Does the company disclose trading in the company's shares by insiders?	241
D.6	**EXTERNAL AUDITOR AND AUDITOR REPORT**	
	Where the same audit firm is engaged for both audit and non-audit services	
D.6.1	Are the audit and non-audit fees disclosed?	108
D.6.2	Does the non-audit fee exceed the audit fees?	-
D.7	**MEDIUM OF COMMUNICATIONS**	
	Does the company use the following modes of communication?	
D.7.1	Quarterly reporting	215
D.7.2	Company website	
D.7.3	Analyst's briefing	216
D.7.4	Media briefings /press conferences	
D.8	**TIMELY FILING/RELEASE OF ANNUAL/FINANCIAL REPORTS**	
D.8.1	Are the audited annual financial report / statement released within 120 days from the financial year end?	215
D.8.2	Is the annual report released within 120 days from the financial year end?	215
D.8.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers of the company?	256
D.9	**COMPANY WEBSITE**	
	Does the company have a website disclosing up-to-date information on the following:	
D.9.1	Financial statements/reports (latest quarterly)	242-243
D.9.2	Materials provided in briefings to analysts and media	
D.9.3	Downloadable annual report	
D.9.4	Notice of AGM and/or EGM	
D.9.5	Minutes of AGM and/or EGM	
D.9.6	Company's constitution (company's by-laws, memorandum and articles of association)	
D.10	**INVESTOR RELATIONS**	
D.10.1	Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer / office responsible for investor relations?	36
E	**RESPONSIBILITIES OF THE BOARD**	
E.1	**BOARD DUTIES AND RESPONSIBILITIES**	
	Clearly defined board responsibilities and corporate governance policy	

	E.1.1	Does the company disclose its corporate governance policy / board charter?	180
	E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed ?	182
	E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated ?	182-183
	Corporate Vision/Mission		
	E.1.4	Does the company have an updated vision and mission statement?	40
	E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	40, 184
	E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	184
E.2	**BOARD STRUCTURE**		
	Code of Ethics or Conduct		
	E.2.1	Are the details of the code of ethics or conduct disclosed?	238-240
	E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	238
	E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	238-239
	Board Structure & Composition		
	E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/ commissioners?	193
	E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years1 each for its independent directors/ commissioners?	193
	E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	190
	E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	61-78
	Nominating Committee		
	E.2.8	Does the company have a Nominating Committee?	209-212
	E.2.9	Is the Nominating Committee comprised of a majority of independent directors/ commissioners?	-
	E.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	209
	E.2.11	Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	
	E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	211
	Remuneration Committee / Compensation Committee		
	E.2.13	Does the company have a Remuneration Committee?	209-212
	E.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/ commissioners with a majority of independent directors/commissioners ?	-
	E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	-
	E.2.16	Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	209
	E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	211
	Audit Committee		
	E.2.18	Does the company have an Audit Committee?	202-208
	E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	206
	E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	203

E.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	202
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	203-204
E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	207
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	207

D.10	**INVESTOR RELATIONS**	
	Board meetings and attendance	
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	184
E.3.2	Does the board of directors/commissioners meet at least six times during the year?	185, 194
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	-
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	-
	Access to information	
E.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	185, 194
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	-
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	215
	Board Appointments and Re-Election	
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	198-199
E.3.10	Did the company describe the process followed in appointing new directors/commissioners?	
E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years2 each?	180, 190
	Remuneration Matters	
E.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	-
E.3.13	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	-
	Internal Audit	
E.3.14	Does the company have a separate internal audit function?	218-224
E.3.15	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	218-219
E.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	-
	Risk Oversight	
E.3.17	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	225-226
E.3.18	Does the Annual Report/Annual CG Report disclose that the board of directors/ commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	233
E.3.19	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	232

E.3.20	Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?	234

E.4	**PEOPLE ON THE BOARD**	
	Board Chairman	
E.4.1	Do different persons assume the roles of chairman and CEO?	-
E.4.2	Is the chairman an independent director/commissioner?	-
E.4.3	Is any of the directors a former CEO of the company in the past 2 years?	-
E.4.4	Are the roles and responsibilities of the chairman disclosed?	182-183
	Lead Independent Director	
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	-
	Skills and Competencies	
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	191-196

E.5	**BOARD PERFORMANCE**	
	Directors Development	
E.5.1	Does the company have orientation programmes for new directors/commissioners?	
E.5.2	Does the company have a policy and actual practice and programs that encourages directors/commissioners to attend on-going or continuous professional education programmes?	186, 195
	CEO/Executive Management Appointments and Performance	
E.5.3	Does the company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?	199-200
E.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	196
	Board Appraisal	
E.5.5	Did the company conduct an annual performance assessment of the board of directors/commissioners and disclose the criteria and process followed for the assessment?	201
	Director Appraisal	
E.5.6	Did the company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?	196
	Committee Appraisal	
E.5.7	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	196-197

LEVEL 2: BONUS ITEMS

(B)A.	**RIGHTS OF SHAREHOLDERS**	
(B)A.1	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.	
(B)A.1.1	Does the company practice real time secure electronic voting in absentia at general meetings of shareholders?	-

(B)B.	**EQUITABLE TREATMENT OF SHAREHOLDERS**	
(B)B.1	Notice of AGM	
(B)B.1.1	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	175

(B)C.	**SUSTAINABILITY AND RESILIENCE**		
(B)C.1			
	(B)C.1.1	Does the company disclose how it manages climate-related risks and opportunities?	(SR) 123-131
	(B)C.1.2	Does the company disclose that its Sustainability Report / Sustainability Reporting is externally assured?	(SR) 8-9
	(B)C.1.3	Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?	(SR) 48-50
	(B)C.1.4	Does the company have a unit / division / committee who is specifically responsible to manage the sustainability matters?	(SR) 55-57
	(B)C.1.5	Does the company disclose board of directors/commissioners' oversight of sustainability-related risks and opportunities?	
	(B)C.1.6	Does the company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?	-
	(B)C.1.7	Is the company's Whistle Blowing System managed by independent parties / institutions?	245
B)D.	**DISCLOSURE AND TRANSPARENCY**		
B)D.1	Quality of Annual Report		
	B)D.1.1	Are the audited annual financial report /statement released within 60 days from the financial year end?	Tidak *No*
(B)E.	**RESPONSIBILITIES OF THE BOARD**		
(B)E.1	Board Competencies and Diversity		
	(B)E.1.1	Does the company have at least one female independent director/commissioner?	191
	(B)E.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	199
(B)E.2	Board Structure		
	(B)E.2.1	Is the Nominating Committee comprise entirely of independent directors/commissioners?	-
	(B)E.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	198-199
(B)E.3	Board Appointments and Re-Election		
	(B)E.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/commissioners?	-
(B)E.4	Board Structure & Composition		
	(B)E.4.1	Do independent non-executive directors/commissioners make up more than 50% of the board of directors/commissioners for a company with independent chairman?	Tidak *No*
(B)E.5	Risk Oversight		
	(B)E.5.1	Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	233
(B)E.6	Board Performance		
	(B)E.6.1	Does the company have a separate board level Risk Committee?	-

Level 2: BONUS ITEMS

(P)A.	**RIGHTS OF SHAREHOLDERS**		
(P)A.1	Basic shareholder rights		
	(P)A.1.1	Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?	Tidak *No*

(P)A.2	Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse.		
	(P)A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	Tidak *No*
(P)A.3	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.		
	(P)A.3.1	Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?	Tidak *No*
	(P)A.3.2	Was the Chairman of the Board and the Chairmen of all Board Committees and the CEO absent from the most recent General Meeting?	176-177
(P)A.4	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.		
	Did the company fail to disclose the existence of:		
	(P)A.4.1	Shareholders agreement?	Tidak *No*
	(P)A.4.2	Voting cap?	
	(P)A.4.3	Multiple voting rights?	
(P)A.5	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.		
	(P)A.5.1	Is a pyramid ownership structure and/ or cross holding structure apparent?	86, 88-89

(P)B. EQUITABLE TREATMENT OF SHAREHOLDERS

(P)B.1	Insider trading and abusive self-dealing should be prohibited		
	(P)B.1.1	Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?	Tidak *No*
(P)B.2	Protecting minority shareholders from abusive action		
	(P)B.2.1	Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	Tidak *No*
	(P)B.2.2	Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?	

(P)C. ROLE OF STAKEHOLDERS

(P)C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected.		
	(P)C.1.1	Have there been any violations of any laws pertaining to labour/employment/ consumer/ insolvency/ commercial/competition or environmental issues?	Tidak *No*
(P)C.2	Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.		
	(P)C.2.1	Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?	Tidak *No*
	(P)C.2.2	Is there any evidence that the company is engaging in greenwashing activities?	

(P)D. DISCLOSURE AND TRANSPARENCY

(P)D.1	Sanctions from regulator on financial reports		

	(P)D.1.1	Did the company receive a "qualified opinion" in its external audit report?	Tidak *No*
	(P)D.1.2	Did the company receive an "adverse opinion" in its external audit report?	
	(P)D.1.3	Did the company receive a "disclaimer opinion" in its external audit report?	
	(P)D.1.4	Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?	
(P)E.	**RESPONSIBILITIES OF THE BOARD**		
(P)E.1	Compliance with listing rules, regulations and applicable laws		
	(P)E.1.1	Is there any evidence that the company has not complied with any listing rules and regulations apart from disclosure rules over the past year?	Tidak *No*
	(P)E.1.2	Have there been any instances where non-executive directors/commissioner have resigned and raised any issues of governance-related concerns?	
(P)E.2	Board structure		
	(P)E.2.1	Does the Company have any independent directors/commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity?	Iya *Yes*
	(P)E.2.2	Did the company fail to correctly identify the description of all their directors as independent, non-executive, and executive?	Tidak *No*
	(P)E.2.3	Does the company have any independent directors/non-executive/commissioners who serve on a total of more than five boards of publicly-listed companies?	
(P)E.3	External Audit		
	(P)E.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?	Tidak *No*
(P)E.4	Board structure and composition		
	(P)E.4.1	Has the chairman been the company CEO in the last three years?	Tidak *No*
	(P)E.4.2	Do non-executive directors/commissioners receive options, performance shares or bonuses?	
APPENDIX			
APX	Do shareholders have the right to participate in:		
	APX A.2.1	Amendments to the company's constitution?	Iya *Yes*
	APX A.2.2	The authorisation of additional shares?	
	APX A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	
	APX B.1.4	Does the company's ordinary or common shares have one vote for one share?	
	APX B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market?	
	APX B.4.1	Does the company have a policy requiring directors /commissioners to disclose their interest in transactions and any other conflicts of interest?	
	APS D.2.6	Attendance details of each director/commissioner in all directors/commissoners meetings held during the year	185, 194

HALAMAN INI SENGAJA DIKOSONGKAN

THIS PAGE INTENTIONALLY LEFT BLANK



PT Bumi Serpong Damai Tbk.

Sinar Mas Land Plaza
Grand Boulevard, BSD Green Office Park
BSD City Tangerang 15345
Tlp . +62 21 50 368 368
Fax . +62 21 50 588 270