# 2024

**Laporan Keberlanjutan**
Sustainability Report

INDOCEMENT
Heidelberg Materials



# New Way
## for **Sustainable Future**

PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

SUSTAINABILITY COMMITMENTS 2030 SUSTAINABLE DEVELOPMENT GOALS




# 2024

# New Way
## for Sustainable Future

"*New Way for Sustainable Future*" mencerminkan komitmen Perseroan untuk menghadirkan transformasi strategis yang berorientasi pada efisiensi biaya, inovasi berkelanjutan, serta tanggung jawab sosial dan lingkungan. Dalam upaya mencapai tujuan ini, Indocement telah merancang berbagai langkah yang berfokus pada pengelolaan sumber daya secara efektif dan berkelanjutan, di antaranya melalui efisiensi biaya dan energi, meningkatkan produksi semen ramah lingkungan, optimalisasi logistik dengan memaksimalkan fasilitas produksi yang strategis dan efisiensi distribusi. Upaya ini menjadi langkah Indocement dalam mengintegrasikan inovasi, efisiensi, dan keberlanjutan dalam seluruh aspek operasional, agar tercipta nilai tambah bagi seluruh pemangku kepentingan, sekaligus mendukung pelestarian lingkungan untuk generasi mendatang.

Komitmen ini tercermin dalam *cover* Laporan Keberlanjutan, yang menggambarkan berbagai aktivitas dan inovasi terkait tanggung jawab sosial dan lingkungan. Di antaranya, terdapat program Sedekah Sampah di Harmony Corner yang berada di sekitar Kompleks Pabrik Citeureup, pengembangan kawasan 3Roda Edu Green Park, pembangunan fasilitas *solar panel*, fasilitas untuk bahan bakar alternatif, serta berbagai kegiatan lainnya. Perseroan terus melanjutkan inisiatif-inisiatif ini untuk mewujudkan kehidupan yang lebih baik bagi generasi mendatang.

"New Way for Sustainable Future" reflects the Company's commitment to presenting a strategic transformation oriented towards cost efficiency, sustainable innovation, and social and environmental responsibilities. In an effort to achieve this objective, Indocement has designed various steps focusing on managing effective and sustainable resource, including through cost and energy efficiency, increasing environmentally friendly cement production, optimizing logistics by maximizing strategic production facilities, and making distribution efficient. These efforts are Indocement's steps in integrating innovation, efficiency, and sustainability in all operational aspects, to create added value for all stakeholders, while supporting environmental preservation for future generations.

This commitment is reflected on the cover of the Sustainability Report, which showcases a range of activities and innovations focused on social and environmental responsibility. These include the Sedekah Sampah program at Harmony Corner in Citeureup Factory, the development of the 3Roda Edu Green Park, the construction of solar panel facilities, the implementation of alternative fuel infrastructure, and various other initiatives. The Company remains committed to advancing these efforts to help create a better future for the next generations.

# Pernyataan dan Batasan Tanggung Jawab

## Statement and Limit of Liability

Laporan Keberlanjutan PT Indocement Tunggal Prakasa Tbk. (selanjutnya disebut "Indocement", "Perusahaan" dan/atau "Perseroan") memuat data dan informasi kinerja lingkungan, sosial, dan tata kelola (LST) Perseroan. Indocement memastikan data pada laporan ini diambil dari berbagai sumber yang dapat diandalkan. Isi laporan telah mempertimbangkan manfaat dan perhatian pemangku kepentingan.

Laporan ini dapat memuat pandangan masa depan mengenai target, harapan, perkiraan, estimasi, atau proyeksi yang dapat dipengaruhi oleh perubahan-perubahan pada kondisi ekonomi politik nasional dan regional, nilai tukar valuta asing, harga, permintaan dan penawaran di pasar komoditas, kompetisi Perseroan, undang-undang atau peraturan serta prinsip-prinsip akuntansi, dan asumsi lainnya. Dengan demikian, sejalan dengan penerapan tata kelola yang baik, Perseroan mengingatkan pembaca bahwa tidak ada jaminan pandangan masa depan tersebut dapat membawa hasil-hasil tertentu sesuai harapan.

The Sustainability Report of PT Indocement Tunggal Prakasa Tbk. (hereinafter referred to as "Indocement" or "the Company") contains data and information on the environmental, social, and governance (ESG) performance of the Company. Indocement ensures that the data in this report is taken from various reliable sources. The contents of the report have considered the benefits and concerns of stakeholders.

This report may contain forward-looking statements regarding targets, expectations, estimates, forecasts, or projections that may be affected by changes in national and regional political economic conditions, foreign exchange rates, prices, supply and demand in commodity markets, the Company's competition, laws or regulations and accounting principles, and other assumptions. Therefore, in line with the implementation of good governance, the Company reminds readers that there is no guarantee that such forward-looking statements will produce certain results as expected.

# Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Keberlanjutan 2024 PT Indocement Tunggal Prakarsa Tbk.

Statement of Members of Board of Commissioners on the Responsibility for the 2024 Sustainability Report of PT Indocement Tunggal Prakarsa Tbk.

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Indocement Tunggal Prakarsa Tbk. tahun 2024 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan tersebut.

Demikian pernyataan ini dibuat dengan sebenarnya.

We the undersigned, state that all information in the Sustainability Report of PT Indocement Tunggal Prakarsa Tbk. for the year 2024 are presented in its entirety and we are fully responsible for the correctness of the contents in the Sustainability Report.

This statement is hereby made in all truthfulness.

**Dewan Komisaris**
Board of Commissioners

Jakarta, 25 April 2025

**Roberto Callieri**
Komisaris Utama
President Commissioner

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

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

**Franciscus Welirang**
Komisaris Independen
Independent Commissioner

**Juan Francisco Defalque**
Komisaris
Commissioner

**René Samir Aldach**
Komisaris
Commissioner

**Kevin Gerard Gluskie**
Komisaris
Commissioner

# Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Keberlanjutan 2024 PT Indocement Tunggal Prakarsa Tbk.

Statement of Members of Board of Directors on the Responsibility for the 2024 Sustainability Report of PT Indocement Tunggal Prakarsa Tbk.

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Indocement Tunggal Prakarsa Tbk. tahun 2024 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan tersebut.

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This statement is hereby made in all truthfulness.

**Direksi**
Board of Directors

Jakarta, 25 April 2025

**Christian Kartawijaya**
Direktur Utama
President Director

**Benny Setiawan Santoso**
Wakil Direktur Utama
Vice President Director

**Hasan Imer**
Direktur
Director

**Troy Dartojo Soputro**
Direktur
Director

**Oey Marcos**
Direktur
Director

**Holger Mørch**
Direktur
Director

**Sunnira Ly**
Direktur
Director

# Daftar Isi

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# Ikhtisar Kinerja Keberlanjutan

## Sustainability Performance Highlights

| Uraian<br>Description | Satuan<br>Unit | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| **Kinerja Ekonomi yang Berkelanjutan [B.1]**<br>**Sustainable Economic Performance** | | | | |
| Volume Penjualan<br>Sales Volume | Ribu Ton<br>Thousand Tons | **20.496** | 19.345 | 17.586 |
| Pendapatan Neto<br>Net Revenues | Miliar Rupiah<br>Billion Rupiah | **18.549** | 17.950 | 16.328 |
| Laba Tahun Berjalan<br>Profit for the Year | Miliar Rupiah<br>Billion Rupiah | **2.008** | 1.950 | 1.842 |
| Produksi Semen Ramah Lingkungan (PCC, PPC, Slag, dan Hidraulis)<br>Green Cement Production (PCC, PPC, Slag, and Hydraulic) | Juta Ton<br>Million Tons | **15,04** | 14,36 | 13,31 |
| **Solusi bagi Lingkungan [B.2]**<br>**Environment Solution** | | | | |
| Intensitas Emisi dari Proses Kalsinasi dan Pembakaran (Neto)<br>Emission Intensity from Calcination and Burning Process (Net) | Ton $CO_2$eq/Ton Semen Ekuivalen<br>Tons $CO_2$eq/Tons Equivalent Cement | **0,533** | 0,546 | 0,558 |
| Intensitas Emisi dari Proses Kalsinasi dan Pembakaran (Bruto)<br>Emission Intensity from Calcination and Burning Process (Gross) | | **0,547** | 0,559 | 0,571 |
| Intensitas Emisi* (Bruto)<br>Emission Intensity* (Gross) | | **0,550** | 0,567 | 0,587 |
| Pengurangan Emisi (*Baseline* 1990)<br>Emission Reduction (Baseline 1990) | % | **35,1** | 33,5 | 32,1 |
| Intensitas Energi<br>Energy Intensity | GJ/Ton Semen Ekuivalen<br>GJ/Tons Equivalent Cement | **2,62** | 2,64 | 2,65 |
| Efisiensi Penggunaan Energi (*Baseline* 2013)<br>Energy Use Efficiency (Baseline 2013) | % | **12,0** | 11,3 | 10,8 |
| Rehabilitasi Lahan Terganggu<br>Disrupted Land Rehabilitation | Batang Pohon<br>Trees | **26.087** | 67.356 | 39.020 |
| Intensitas Penggunaan Air<br>Water Use Intensity | $m^3$/Ton Klinker<br>$m^3$/Tons Clinker | **0,25** | 0,32 | 0,27 |
| Efisiensi Penggunaan Air (*Baseline* 2015)<br>Water Use Efficiency (Baseline 2015) | % | **13,9** | (10,2) | 8,5 |
| Timbulan Limbah B3<br>Hazardous and Toxic Waste Generated | Ton<br>Tons | **26.297** | 22.103 | 12.194 |
| Pemanfaatan Limbah B3 sebagai Bahan Bakar dan Bahan Baku Alternatif<br>Utilization of Hazardous and Toxic Waste as Alternative Fuel and Alternative Material | % | **97** | 99 | 98 |
| Timbulan Limbah Non-B3<br>Non-Hazardous and Toxic Waste Generated | Ton<br>Tons | **1.125** | 1.145 | 657 |
| Pemanfaatan Limbah Non-B3 sebagai Kompos dan Bahan Bakar Alternatif<br>Utilization of Non-Hazardous and Non-Toxic Waste as Compost and Alternative Fuel | % | **92** | 99 | 99 |

Keterangan | Note:

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

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



**Fasilitas *Ground-Mounted Solar Panel* di Kompleks Pabrik Citeureup**
Ground-Mounted Solar Panel Facility at Citeureup Factory

| Uraian<br>Description | Satuan<br>Unit | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| **Melindungi Karyawan Kami dan Komunitas [B.3]**<br>**Taking Care of Our Employees and Communities** | | | | |
| Jumlah Kecelakaan Kerja Perseroan dan Kontraktor<br>Number of Occupational Accidents at the Company and Contractors | Kejadian<br>Cases | **7** | 12 | 10* |
| Rata-rata Jam Pelatihan Karyawan<br>Average Employee Training Hours | Jam<br>Hours | **68,7** | 53,3 | 47,9 |
| Penyerapan Tenaga Kerja Lokal<br>Use of Local Workforce | Orang<br>People | **3.378** | 3.202 | 3.336 |
| Realisasi Dana Pengembangan Masyarakat<br>Realization of Community Development Fund | Miliar Rupiah<br>Billion Rupiah | **12,6** | 13,3 | 13,1 |
| Realisasi Biaya Lingkungan Hidup **[F.4]**<br>Realization of Environmental Cost | Miliar Rupiah<br>Billion Rupiah | **286** | 212 | 258 |
| Jumlah Kegiatan Pemberdayaan Masyarakat<br>Number of Community Empowerment Activities | Kegiatan<br>Activities | **1.741** | 1.407 | 878 |
| Jumlah *Local Hero*<br>Number of Local Heroes | Orang<br>People | **53** | 60 | 61 |
| **Tata Kelola Perseroan**<br>**Corporate Governance** | | | | |
| Hasil Penilaian ASEAN Corporate Governance Scorecard (ACGS)<br>ASEAN Corporate Governance Scorecard (ACGS) Assessment Results | | **102,37** | 84,04 | 85,10 |

keterangan | Notes:
* Penyajian kembali (*restatement*) informasi karena adanya penyesuaian perhitungan. **[2-4]**
Restatement of information due to calculation adjustments.

# Penghargaan
## Awards





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| **Penghargaan**<br>Award | **Indonesia Public Relations Awards 2024**<br>Best Public Relation in Realizing a Culture of Reduction Carbon Emissions in Production Process |
| **Tanggal**<br>Date | 25 Januari 2024<br>25 January 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Warta Ekonomi |

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| **Penghargaan**<br>Award | **GCG Awards 2024**<br>Indonesia Excellence Good Corporate Governance Ethics in Sustainable Cement Business Development |
| **Tanggal**<br>Date | 5 Maret 2024<br>5 March 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Warta Ekonomi |

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| **Penghargaan**<br>Award | **PR Indonesia Awards**<br>• Gold Winner<br>Sektor Korporasi Swasta Kategori Laporan Tahunan Sub Kategori Sustainability Report<br>Private Corporate Sector for Category of Annual Report, Sub Category of Sustainability Report<br>• Gold Winner<br>Sektor Korporasi Swasta Kategori Program Komunikasi CSR Sub Kategori Community Based Development<br>Private Corporate Sector for Category of CSR Communication Program, Sub Category of Community Based Development<br>• Bronze Winner<br>Sektor Korporasi Swasta Kategori Laporan Tahunan Sub Kategori Annual Report<br>Private Corporate Sector for Category of Annual Report, Sub Category of Annual Report |
| **Tanggal**<br>Date | 7 Maret 2024<br>7 March 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | PR Indonesia |

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| **Penghargaan**<br>Award | **Indonesia Best CEO Awards 2024**<br>5th Anniversary Indonesia Best 50 CEO Awards 2024 In Building Material Category |
| **Tanggal**<br>Date | 21 Maret 2024<br>21 March 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | The Iconomics |

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| **Penghargaan**<br>Award | Ucapan Terima Kasih dari Pj. Gubernur Jawa Barat atas Partisipasi Aktif Dalam Melaksanakan dan Melaporkan Kegiatan CSR di Provinsi Jawa Barat Tahun 2023<br>Gratitude from the Acting Governor of West Java for Active Participation in Implementing and Reporting CSR Activities in West Java Province in 2023 |
| **Tanggal**<br>Date | 19 April 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Pemerintah Provinsi Jawa Barat<br>The Provincial Government of West Java |

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| **Penghargaan**<br>Award | **Jabar Juara Awards 2023**<br>**West Java Champion Awards 2023**<br>Penghargaan untuk Indocement Kompleks Pabrik Citeureup, yaitu:<br>Awards for Indocement Citeureup Factory, namely<br>• 1st SMES Empowerment Award<br>Penghargaan untuk Perusahaan yang mendukung peningkatan level dan kualitas UMKM dengan pemanfaatan teknologi digital.<br>Awards for Companies that support the improvement of MSME level and quality by utilizing digital technology.<br>• 2nd Winner Stunting Eradication Award<br>Penghargaan yang diberikan kepada Perusahaan yang mendukung program penurunan kasus stunting di Jawa Barat.<br>Awards given to Companies that support the programs to reduce stunting cases in West Java.<br>• 2nd Winner Water Sanitation Hygiene (Wash) Award<br>Penghargaan untuk perusahaan yang mendukung peningkatan kualitas kesehatan masyarakat & lingkungan dengan menyediakan akses air bersih, sanitasi yang sehat, kebiasaan hidup bersih sehat serta perbaikan lingkungan.<br>Awards for companies that support the quality improvement of public health & the environment by providing access to clean water, healthy sanitation, healthy and clean living habits, and environmental improvement.<br>• 3rd Top Partners Award<br>Penghargaan untuk Perusahaan yang memberikan kontribusi CSR secara nominal terbesar.<br>Awards for Companies that provide the largest nominal CSR contributions.<br><br>Penghargaan untuk Indocement Kompleks Pabrik Cirebon, yaitu:<br>Awards for Indocement Cirebon Factory, namely:<br>• 1st Winner Water Sanitation Hygiene (Wash) Award<br>• 2nd Winner Poverty Alleviation Award<br>Penghargaan untuk perusahaan yang mendukung upaya pengurangan tingkat kemiskinan.<br>Awards for companies that support the efforts to reduce poverty levels.<br>• 2nd Corporate Environmental Responsibility Award<br>Penghargaan untuk perusahaan yang mendukung keberlangsungan bisnisnya, upaya pengelolaan limbah produksi, serta penggunaan energi yang ramah lingkungan.<br>Awards for companies that support their business sustainability, efforts to manage production waste, and use of environmentally friendly energy. |
| **Tanggal**<br>Date | 22 April 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Bappeda Provinsi Jawa Barat<br>Regional Development Planning Agency of West Java Province |

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| **Penghargaan**<br>Award | **TOP CSR Awards 2024**<br>• TOP CSR Awards 2024 #Platinum Trophy<br>• TOP CSR Awards 2024 #Star 5<br>• Penghargaan TOP LEADER ON CSR COMMITMENT 2024 untuk Direktur Utama Indocement Christian Kartawijaya<br>Award of TOP LEADER ON CSR COMMITMENT 2024 for Indocement President Director Christian Kartawijaya |
| **Tanggal**<br>Date | 29 April 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Majalah TopBusiness<br>TopBusiness Magazine |

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| **Penghargaan**<br>Award | **Penilaian CSR dan Pengembangan Desa Berkelanjutan Awards 2024**<br>**CSR Assessment and Sustainable Village Development Awards 2024**<br>• Predikat Gold-Program SABARA (Sampah sebagai Pengganti Batu Bara)-nilai: 91,30<br>Gold Predicate-SABARA Program (Waste as a Substitute for Coal)-score: 91.30<br>• Predikat Silver-Program Pengembangan Kapasitas Kelembagaan BUM Desa Berkarya Kedungbunder dalam Pengoperasian Ban Bekas sebagai Bahan Bakar Alternatif Semen-nilai: 84,14<br>Silver Predicate-Institutional Capacity Development Program of BUM Desa Berkarya Kedungbunder in Operating Used Tires as Alternative Fuel for Cement-score: 84.14 |
| **Tanggal**<br>Date | 7 Mei 2024<br>7 May 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Kementerian Desa, Pembangunan Daerah Tertinggal dan Transmigrasi Republik Indonesia<br>Ministry of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia |

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| **Penghargaan**<br>Award | **Transparansi & Penurunan Emisi Korporasi Terbaik 2024**<br>**Best Corporate Transparency & Emission Reduction 2024**<br>• Predikat *GREEN* Transparansi Penurunan Emisi Korporasi<br>GREEN Predicate for Transparency of Corporate Emission Reduction<br>• Predikat *PLATINUM* Transparansi Perhitungan Emisi Korporasi<br>PLATINUM Predicate for Transparency of Corporate Emission Calculation |
| **Tanggal**<br>Date | 29 Mei 2024<br>29 May 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | InvestorTrust dan BGK Foundation<br>InvestorTrust and BGK Foundation |

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| **Penghargaan**<br>Award | **Bisnis Indonesia Awards 2024**<br>Kategori Material Konstruksi<br>Construction Material Category |
| **Tanggal**<br>Date | 13 Juni 2024<br>13 June 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Bisnis Indonesia |

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| **Penghargaan**<br>Award | **Bisnis Indonesia Corporate Social Responsibility Awards (BISRA) 2024**<br>Predikat Platinum Champion<br>Platinum Champion Predicate |
| **Tanggal**<br>Date | 27 Juni 2024<br>27 June 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Bisnis Indonesia |

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| **Penghargaan**<br>Award | **Bina Mitra UMKM Awards 2024**<br>Penghargaan Gold<br>Gold Award |
| **Tanggal**<br>Date | 29 Juni 2024<br>29 June 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Corporate forum for CSR Development (CFCD) Foundation |

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| **Penghargaan**<br>Award | ***Excellence in Design for Greater Efficiencies* (EDGE) *Certification* untuk Klinik Pratama Indocement Kompleks Pabrik Cirebon**<br>**Excellence in Design for Greater Efficiencies (EDGE) Certification for Klinik Pratama Indocement at Cirebon Factory**<br>• Energy Savings 35%<br>• Water Savings 21%<br>• Less Embodied Carbon in Materials 100% |
| **Tanggal**<br>Date | 5 Juli 2024<br>5 July 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Green Building Council Indonesia (GBCI) |

| | |
|---|---|
| **Penghargaan**<br>Award | **Environmental & Social Innovation Awards 2024**<br>• *Platinum Winner* untuk Kategori Inovasi Pengurangan Limbah B3 melalui program Pemanfaatan *Bag Filter* Bekas B109d sebagai Substitusi Energi Fosil (PAGER SIRI)<br>Platinum Winner for Category of B3 Waste Reduction Innovation through the Used B109d Bag Filter Utilization program as Fossil Energy Substitute (PAGER SIRI)<br>• *Gold Winner* untuk Kategori Sosial Inovasi melalui Program Pengolahan Limbah menjadi Energi melalui Pemberdayaan Masyarakat (PALIMANAN MERDEKA)<br>Gold Winner for Social Innovation Category by means of Waste Processing into Energy program through Community Empowerment (PALIMANAN MERDEKA) |
| **Tanggal**<br>Date | 31 Juli 2024<br>31 July 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Kementerian Lingkungan Hidup dan Kehutanan (KLHK)<br>The Ministry of Environment and Forestry (KLHK) |

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| **Penghargaan**<br>Award | **Apresiasi Pendukung PROKLIM**<br>**PROKLIM Support Appreciation** |
| **Tanggal**<br>Date | 11 Agustus 2024<br>11 August 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Kementerian Lingkungan Hidup dan Kehutanan (KLHK)<br>The Ministry of Environment and Forestry (KLHK) |

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| **Penghargaan**<br>Award | **Penghargaan Rintisan Teknologi Industri 2024**<br>**Industrial Technology Pioneer Award 2024**<br>Fasilitas Pengumpan Bahan Bakar Sintesis (BBS) dari Limbah Cair sebagai Bahan Bakar Alternatif Pengganti Batu Bara di Proses Produksi Klinker<br>Synthesis Fuel (BBS) Feeding Facility from Liquid Waste as an Alternative Fuel to Replace Coal in Clinker Production Process |
| **Tanggal**<br>Date | 1 Oktober 2024<br>1 October 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Kementerian Perindustrian Republik Indonesia<br>The Ministry of Industry of the Republic of Indonesia |

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| **Penghargaan**<br>Award | **Indonesia CSR Awards (ICA) 2024 & Indonesia Sustainable Development Awards (ISDA) 2024**<br>• Penghargaan ICA 2024 Kategori Platinum Subjek Inti (7E) CID<br>ICA 2024 Award for Platinum Category of Core Subject (7E) CID<br>• Penghargaan ISDA 2024 Kategori Platinum SDG 7,3 Economy Pillar<br>ISDA 2024 Award for Category of Platinum SDG 7.3 Economy Pillar |
| **Tanggal**<br>Date | 14 November 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Corporate Forum for CSR Development (CFCD) |

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| **Penghargaan**<br>Award | **Tambang Menyejahterakan Masyarakat (Tamasya) Awards 2023**<br>**Mining for Community Welfare (Tamasya) Awards 2023**<br>Indocement Kompleks Pabrik Citeureup-Kinerja Pengembangan dan Pemberdayaan Komoditas Mineral Kategori Implementasi Bidang Lingkungan<br>Indocement Citeureup Factory-Performance of Mineral Commodity Development and Empowerment for Category of Environmental Sector Implementation |
| **Tanggal**<br>Date | 26 November 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Kementerian Energi dan Sumber Daya Mineral Republik Indonesia<br>The Ministry of Energy and Mineral Resources of the Republic of Indonesia |

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| **Penghargaan**<br>Award | **Apresiasi Gubernur Jawa Barat**<br>**West Java Governor's Appreciation**<br>• Apresiasi pemenang Penghargaan Subroto Tahun 2024 (Tingkat Nasional)<br>Appreciation of the 2024 Subroto Award winners (National Level)<br>• Apresiasi pemenang Penghargaan Tamasya Awards 2024 (Tingkat Nasional)<br>Appreciation of the 2024 Tamasya Awards winners (National Level)<br>• Apresiasi atas Kepatuhan Administrasi dan Pelaporan Sektor Pertambangan di Jawa Barat<br>Appreciation for Administrative Compliance and Reporting of Mining Sector in West Java |
| **Tanggal**<br>Date | 5 Desember 2024<br>5 December 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Pemerintah Provinsi Jawa Barat<br>The Provincial Government of West Java |

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| **Penghargaan**<br>Award | **WJGMF 2024**<br>West Java Geology and Mining Forum 2024 |
| **Tanggal**<br>Date | 10 Desember 2024<br>10 December 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Dinas ESDM Jawa Barat<br>West Java ESDM Service |

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| **Penghargaan**<br>Award | **Indonesia TOP 20 GCG Awards 2024**<br>4th Anniversary Indonesia Top 20 GCG Awards 2024 |
| **Tanggal**<br>Date | 17 Desember 2024<br>17 December 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | The Iconomics |

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| **Penghargaan**<br>Award | **Indonesia 20 Best Corporate Secretary Awards 2024**<br>4th Anniversary Indonesia 20 Best Corporate Secretary Awards 2024 |
| **Tanggal**<br>Date | 17 Desember 2024<br>17 December 2024 |
| **Lembaga yang Memberikan**<br>Awarding Institution | The Iconomics |

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| **Penghargaan**<br>Award | **Program Penilaian Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER)**<br>**Public Disclosure Program for Environmental Compliance (PROPER)**<br>• PROPER Emas untuk Kompleks Pabrik Cirebon<br>Gold PROPER for Cirebon Factory<br>• PROPER Hijau untuk Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun<br>Green PROPER for Citeureup Factory and Tarjun Factory |
| **Tanggal**<br>Date | 24 Februari 2025<br>24 February 2025 |
| **Lembaga yang Memberikan**<br>Awarding Institution | Kementerian Lingkungan Hidup Republik Indonesia<br>Ministry of Environment of the Republic of Indonesia |

# Sertifikasi
## Certifications

| Sertifikasi<br>Certification | Lembaga Pemberi<br>Awarding Institution | Lingkup Sertifikasi<br>Scope of Certification | Masa Berlaku<br>Validity Period |
|---|---|---|---|
| ISO 9001:2015 Sistem Manajemen Mutu<br>ISO 9001:2015 Quality Management System | PT SGS Indonesia | Seluruh Lokasi<br>All Location | 11 April 2023–11 April 2026 |
| ISO 14001:2015 Sistem Manajemen Lingkungan<br>ISO 14001:2015 Environmental Management System | PT SGS Indonesia | Seluruh Lokasi<br>All Location | 28 Agustus 2023–28 Agustus 2026<br>28 August 2023–28 August 2026 |
| ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja<br>ISO 45001:2018 Occupational Health and Safety Management System | PT SUCOFINDO | Seluruh Lokasi<br>All Location | 13 Maret 2023–8 Januari 2026<br>13 March 2023–8 January 2026 |
| Sistem Manajemen Keselamatan dan Kesehatan Kerja Peraturan Pemerintah (SMK3)<br>Occupational Health and Safety Management System, Government Regulation (OHSMS) | Kementerian Ketenagakerjaan Republik Indonesia<br>Ministry of Manpower of the Republic of Indonesia | 1. Kompleks Pabrik Citeureup<br>2. Kompleks Pabrik Cirebon<br>3. Kompleks Pabrik Tarjun<br>1. Citeureup Factory<br>2. Cirebon Factory<br>3. Tarjun Factory | 1. 9 Juni 2023–9 Juni 2026<br>2. 13 Mei 2022–13 Mei 2025<br>3. 13 Mei 2022–13 Mei 2025<br>1. 9 June 2023–9 June 2026<br>2. 13 May 2022–13 May 2025<br>3. 13 May 2022–13 May 2025 |
| ISO 28000:2007 CTP-Persyaratan Sistem Manajemen Keamanan Rantai Pasokan<br>ISO 28000:2007 CTP-Supply Chain Security Management System Requirements | PT SUCOFINDO | 1. Kompleks Pabrik Citeureup<br>2. Kompleks Pabrik Cirebon<br>1. Citeureup Factory<br>2. Cirebon Factory | 1. 30 November 2024–29 November 2027<br>2. 14 Juni 2022–21 April 2025<br>1. 30 November 2024–29 November 2027<br>2. 14 June 2022–21 April 2025 |
| SNI ISO/IEC 17025:2017 CTP-Persyaratan Umum untuk Kompetensi Laboratorium Pengujian dan Laboratorium Kalibrasi<br>SNI ISO/IEC 17025:2017 CTP-General Requirements for the Competency of Testing Laboratories and Calibration Laboratories | Komite Akreditasi Nasional<br>National Accreditation Committee | 1. Kompleks Pabrik Citeureup<br>2. Kompleks Pabrik Cirebon<br>3. Kompleks Pabrik Tarjun<br>1. Citeureup Factory<br>2. Cirebon Factory<br>3. Tarjun Factory | 1. 27 Oktober 2021–24 Oktober 2026<br>2. 29 Agustus 2024–21 Agustus 2029<br>3. 27 Februari 2023–26 Februari 2028<br>1. 27 October 2021–24 October 2026<br>2. 29 August 2024–21 August 2029<br>3. 27 February 2023–26 February 2028 |

| Sertifikasi<br>Certification | Lembaga Pemberi<br>Awarding Institution | Lingkup Sertifikasi<br>Scope of Certification | Masa Berlaku<br>Validity Period |
|---|---|---|---|
| American Petroleum Institute (API) Spec 10A (Semen Sumur Minyak Kelas G Jenis HSR)<br>American Petroleum Institute (API) Spec 10A (Oil Well Cement Class G Type HSR) | American Petroleum Institute | Kompleks Pabrik Citeureup<br>Citeureup Factory | 8 Maret 2023–8 Maret 2026<br>8 March 2023–8 March 2026 |
| Standar Industri Hijau-No. SIH 23941.1:2018<br>Green Industry Standard-No. SIH 23941.1:2018 | Lembaga Sertifikasi Industri Hijau Balai Besar Bahan dan Barang Teknik<br>Green Industry Certification Institution of Center for Materials and Technical Goods | 1. Kompleks Pabrik Citeureup<br>2. Kompleks Pabrik Cirebon<br>3. Kompleks Pabrik Tarjun<br>1. Citeureup Factory<br>2. Cirebon Factory<br>3. Tarjun Factory | 1. 1 Desember 2021–22 Desember 2025<br>2. 13 November 2023–12 November 2027<br>3. 13 November 2023–12 November 2027<br>1. 1 December 2021–22 December 2025<br>2. 13 November 2023–12 November 2027<br>3. 13 November 2023–12 November 2027 |
| Green Label Indonesia Peringkat *Gold* untuk Semen Tiga Roda Tipe PCC<br>Green Label Indonesia Gold Rating for Semen Tiga Roda Type PCC | Green Product Council Indonesia | 1. Kompleks Pabrik Citeureup<br>2. Kompleks Pabrik Cirebon<br>3. Kompleks Pabrik Tarjun<br>1. Citeureup Factory<br>2. Cirebon Factory<br>3. Tarjun Factory | 1 November 2024–1 November 2025 |

**Informasi lebih lanjut mengenai penghargaan dan sertifikasi produk tahun 2024 dapat dilihat pada Laporan Tahunan 2024 dan situs web:**

Further information regarding awards and product certifications in 2024 can be seen on Annual Report 2024 and Company's website:

https://indocement.co.id/Tentang-Kami/Sekilas-Indocement/Penghargaan

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

## Message from the President Director



**Christian Kartawijaya**
Direktur Utama
President Director

**Bagi kami di Indocement, inovasi adalah upaya membangun kehidupan yang baru. Untuk itulah produk semen hijau, penggunaan bahan bakar alternatif, dan transisi energi menjadi bagian dari inovasi yang terus kami kembangkan untuk masa depan.**

For us at Indocement, innovation is the effort to build a new life. To that end, green cement products, the use of alternative fuels, and energy transition are part of innovations that we continue to develop for the future.

**Pemegang Saham dan Pemangku Kepentingan yang terhormat,**
**Honorable Shareholders and Stakeholders,**

Atas nama Direksi, saya menyampaikan penghargaan atas dukungan seluruh Pemegang Saham dan Pemangku Kepentingan kepada Indocement sepanjang 2024. Semangat kami untuk turut menciptakan masa depan yang lebih berkelanjutan membawa kami pada serangkaian pencapaian dan penciptaan nilai bagi pemangku kepentingan. Kami, di Indocement, terus berupaya untuk tetap konsisten meningkatkan kinerja keberlanjutan.

On behalf of the Board of Directors, I would like to express appreciation for all Shareholders' and Stakeholders' support to Indocement throughout 2024. Our passion to create a more sustainable future has led us to a series of achievements and value creation for the stakeholders. We, at Indocement, strive to consistently improve sustainability performance.

## Kebijakan untuk Merespons Tantangan

Kami mencermati setiap tantangan sebagai peluang untuk terus maju dan berkembang dalam menjalankan strategi serta kebijakan yang telah ditetapkan. Tahun 2024 menjadi tahun yang penuh dinamika, diwarnai dengan isu pada kerawanan informasi dan geopolitik yang menjadi perhatian global. Kondisi ini memengaruhi seluruh kegiatan usaha, termasuk di industri semen. Selain itu, isu tentang perubahan iklim dan transisi energi, serta hak asasi manusia yang semakin menguat menjadikan aspek Lingkungan, Sosial, dan Tata Kelola (LST) semakin penting dalam keberlanjutan setiap usaha.

Kami menyadari bahwa kegiatan usaha industri semen turut menyumbang emisi karbon yang cukup signifikan. Oleh karena itu, kami terus melakukan efisiensi energi dan bahan baku, mengurangi emisi dan debu, serta mengembangkan inovasi untuk meminimalkan dampak negatif dari kegiatan operasional, termasuk menciptakan semen hijau yang lebih ramah lingkungan. Bagi kami, inovasi merupakan upaya membangun masa depan yang lebih baik.

Sejak 2021, kami telah menerapkan kebijakan atas proses dan produksi hijau melalui peta jalan hingga 2030, yang mencakup target untuk mengurangi emisi Cakupan 1 hingga 490 kg $CO_2$/ton semen ekuivalen, meningkatkan penggunaan bahan bakar alternatif hingga 42%, memperkenalkan produk Tiga Roda Semen Portland Komposit (PCC), Semen Slag (Duracem) dan Semen Hidraulis (semen hijau), serta menggunakan energi terbarukan untuk sumber listrik melalui gas turbin dan *solar panel*.

## Policies to Respond to Challenges

We consider every challenge as an opportunity to continuously advance and develop in implementing the strategies and policies that have been set. The year 2024 was a dynamic year, filled with issues of information and geopolitical vulnerability that were of global concern. This condition affected all business activities, including the cement industry. Furthermore, issues of climate change and energy transition, as well as increasingly strong human rights, made Environmental, Social, and Governance (ESG) aspects increasingly important in the sustainability of every business.

We realize that business activities in cement industry contribute significantly to carbon emissions. Therefore, we continuously make raw material and energy efficiency, reduce emissions and dust, and develop innovations to minimize the negative impacts of our operations, including creating green cement that is more environmentally friendly. For us, innovation is the effort to build a better future.

Since 2021, we have implemented a policy on green process and production through a roadmap until 2030, which includes the target to reduce Scope 1 emissions by 490 kg $CO_2$/tons of cement equivalent, increase the use of alternative fuels by 42%, introduce Tiga Roda Portland Composite Cement (PCC), Slag Cement (Duracem), and Hydraulic Cement (green cement) products, as well as use renewable energy for electricity sources through gas turbines and solar panels.

Di sisi lain, sejak 2015, Indocement terus melakukan pengurangan emisi debu dengan memasang *bag filter* yang menggantikan *electrostatic precipitators*. Hingga akhir 2024, emisi debu yang kami keluarkan rata-rata hanya 13,4 mg/Nm$^3$, jauh di bawah Peraturan Pemerintah yang menetapkan standar 60 mg/Nm$^3$.

Seluruh kebijakan Indocement dalam upaya mendukung kelestarian lingkungan dan meningkatkan kinerja sosial dilakukan melalui penyesuaian target dan strategi keberlanjutan, sejalan dengan Komitmen Keberlanjutan 2030 yang telah direvisi. Menjadi bagian dari Heidelberg Materials memudahkan Perseroan untuk merespon tantangan secara global, baik isu lingkungan maupun sosial, terutama dalam menurunkan emisi karbon dan debu, mengimplementasikan ekonomi sirkular, memberdayakan masyarakat, menjaga keanekaragaman hayati, hingga mengembangkan produk-produk semen ramah lingkungan.

## Strategi Keberlanjutan

Industri semen Indonesia masih menghadapi tantangan berupa kondisi kelebihan pasokan. Selain itu, daya beli masyarakat yang lemah masih memengaruhi permintaan semen secara keseluruhan, terutama pada pasar semen kantong. Di tengah tantangan tersebut, adanya perpanjangan diskon PPN 100% untuk pembelian rumah (dengan batasan-batasan tertentu) hingga akhir tahun, ekspektasi suku bunga yang lebih rendah, beberapa inisiatif terbaru yang direncanakan oleh Pemerintah terkait program perumahan, serta kemungkinan stimulus properti lebih lanjut, diharapkan dapat mendorong permintaan semen di sektor properti. Di sisi lain, kami masih melihat peluang dari prospek permintaan semen untuk pertumbuhan infrastruktur di wilayah Ibu Kota Nusantara (IKN).

Untuk memperluas pasar, kami terus mendorong penggunaan Semen Hidraulis sebagai alternatif pengganti *Ordinary Portland Cement* (OPC) dan memperkuat distribusi agar dapat menjangkau lebih banyak wilayah di Indonesia. Meskipun terjadi penurunan dalam penjualan semen ramah lingkungan pada periode pelaporan, Indocement tetap menjaga komitmennya untuk memasarkan produk semen ramah lingkungan, yang didukung oleh penerapan SNI 7064:2022.

Sepanjang 2024, Perseroan membukukan volume penjualan semen dan klinker sebesar 20.496 ribu ton meningkat 1.150 ribu ton atau 5,9% dibandingkan 2023. Dengan adanya tambahan volume dari Semen Grobogan, kami mengalami peningkatan volume penjualan semen domestik sebesar 1.702 ribu ton, sementara volume penjualan semen tanpa klinker tumbuh hingga 9,4% dibandingkan tahun sebelumnya.

On the other hand, since 2015, Indocement has continued to reduce dust emissions by installing bag filter that replace electrostatic precipitators. As of the end of 2024, our average dust emissions are only 13.4 mg/Nm$^3$, far below the Government Regulation's standard of 60 mg/Nm$^3$.

All Indocement policies, in the effort to support environmental sustainability and improve social performance, are carried out through adjustments to sustainability targets and strategies, in line with the revised 2030 Sustainability Commitment. Becoming a part of Heidelberg Materials enables the Company to respond to global challenges, both environmental and social issues, particularly in reducing carbon and dust emissions, implementing a circular economy, empowering communities, maintaining biodiversity, and developing environmentally friendly cement products.

## Sustainability Strategy

Indonesian cement industry still faces challenges of oversupply. Furthermore, the weak purchasing power still affects the overall cement demand, particularly in the bag cement market. Amidst such challenges, the extension of 100% VAT discount for home purchases (with certain limitations) until the end of the year, expectations of lower interest rates, several latest housing-related initiatives planned by the Government, and the possibility of further property stimulus, are expected to drive cement demand in property sector. On the other hand, we still anticipate opportunities from cement demand prospect for infrastructure growth in Indonesian Capital City (IKN) region.

To expand the market, we continue to encourage the use of Hydraulic Cement as an alternative to Ordinary Portland Cement (OPC) and strengthen the distribution to reach more areas in Indonesia. Despite a decline in the sales of environmentally friendly cement during the reporting period, Indocement remains committed to promoting these products, supported by the implementation of SNI 7064:2022.

Throughout 2024, the Company recorded 20,496 thousand tons sales volume of cement and clinker, increasing by 1,150 thousand tons or 5.9% compared to 2023. With the additional volume from Semen Grobogan, we had an increase of 1,702 thousand tons sales volume in domestic cement, while the sales volume of cement without clinker grew to 9.4% compared to that of the previous year.

Untuk menghadapi kompetisi produk, Indocement menguatkan proposisi di Semen Jempolan dan Semen Rajawali sebagai *fighting brand* di berbagai daerah. Perseroan juga menerapkan efisiensi biaya melalui peningkatan rasio bahan bakar alternatif hingga 21,4% pada 2024. Meskipun peningkatan rasio penggunaan bahan bakar alternatif masih terbatas, Indocement memastikan penggunaan bahan bakar alternatif juga mencakup Kompleks Pabrik Maros dan Kompleks Pabrik Grobogan dengan adanya pembangunan fasilitas yang mendukung penggunaan serta perolehan sumber bahan bakar alternatif yang lebih efisien. Upaya transisi ini diharapkan juga semakin menciptakan operasional yang lebih ramah lingkungan.

To face product competition, Indocement strengthens the proposition in Semen Jempolan and Semen Rajawali as fighting brands in various regions. The Company also implemented cost efficiency by increasing the ratio of alternative fuels to 21.4% in 2024. Though the increase in alternative fuel use ratio is still limited, Indocement ensures that the use of alternative fuels also includes Maros Factory and Grobogan Factory with the construction of facilities that support the use and acquisition of more efficient alternative fuel sources. This transition effort is also expected to create more environmentally friendly operations.

Optimisasi Semen Grobogan juga memberikan peningkatan efisiensi biaya logistik dan distribusi semen, serta mempertahankan pangsa pasar di Jawa Tengah. Proposisi Indocement untuk pasar di Pulau Jawa juga mampu menghentikan transportasi kereta api jarak jauh secara bertahap, sehingga menghemat biaya transportasi hingga Rp113,5 miliar dan menurunkan emisi GRK sebesar 13.837 ton $CO_2$eq, atau sekitar 60,4% dibandingkan dengan tahun sebelumnya. Efisiensi transportasi juga diwujudkan melalui *big bag* serta akuisisi Terminal Siawung yang berlokasi di Kabupaten Barru, Sulawesi Selatan, untuk transportasi logistik semen ke wilayah timur Indonesia.

The optimization of Semen Grobogan also provides increased efficiency in logistics and cement distribution costs, as well as maintains market share in Central Java. Indocement's proposition for the market in Java is also able to gradually stop long-distance train transportation, thus saving transportation costs of up to Rp113.5 billion and reducing GHG emissions by 13,837 tons of $CO_2$eq, or around 60.4% compared to the previous year. Transportation efficiency is also realized through big bags and acquisition of Siawung Terminal located in Barru Regency, South Sulawesi, for cement logistics transportation to eastern Indonesia.

Kinerja keberlanjutan terus diperkuat dengan adanya Komite *Environmental, Social, and Governance* (ESG), yang terdiri dari Direksi dan pejabat yang memiliki kompetensi dalam bidang LST. Mereka bertugas memastikan keselarasan praktik bisnis dengan pengelolaan aspek LST untuk meningkatkan nilai-nilai Perseroan jangka panjang. Perseroan terus melakukan pengawasan dan evaluasi target dan strategi keberlanjutan, hingga pelibatan seluruh jajaran manajemen, baik melalui diskusi maupun pelatihan secara berkala.

Sustainability performance continues to be strengthened by the Environmental, Social, and Governance (ESG) Committee, which consists of the Board of Directors and officials with ESG competencies. They are in charge of ensuring the alignment of business practices with ESG aspect management to increase the Company's long-term values. The Company continues to monitor and evaluate sustainability targets and strategies, to the involvement of all management levels, either through regular discussions or training.

## Pencapaian Kinerja Lingkungan

## Environmental Performance Achievement

Berbagai upaya untuk melestarikan lingkungan mengantarkan kami untuk memperoleh PROPER Emas pada Komplek Pabrik Cirebon serta PROPER Hijau pada Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun. Kami juga mendapatkan apresiasi atas pencapaian kinerja keberlanjutan, Penghargaan Subroto 2024, bidang Pengembangan dan Pemberdayaan Masyarakat (PPM) Mineral Terinovatif Kategori Tingkat Pendapatan Riil dan Pekerjaan yang diberikan oleh Kementerian Energi dan Sumber Daya Mineral Republik Indonesia.

Various efforts to preserve the environment have led us to obtain Gold PROPER at Cirebon Factory as well as Gold PROPER at Citeureup Factory, and Tarjun Factory. We also received appreciation for achieving sustainability performance, The Subroto Award 2024 in the field of Innovative Mineral Community Development and Empowerment (PPM) for the category of Real Income and Employment Level, given by the Ministry of Energy and Mineral Resources of the Republic of Indonesia.

Sepanjang 2024, kami berhasil mengurangi emisi gas rumah kaca (GRK) cakupan 1 dan 2 hingga tercapai penurunan emisi $CO_2$ sebesar 7 kg $CO_2$ eq/ton atau 1,1%

Throughout 2024, we managed to reduce greenhouse gas (GHG) emissions in scopes 1 and 2 by achieving reduction in $CO_2$ emissions of 7 kg $CO_2$ eq/ton or 1.1%

dibandingkan tahun sebelumnya. Selain itu, kami juga menggunakan biomassa lainnya seperti bonggol jagung sebanyak 13.636 ton. Kami melakukan investasi sebesar Rp286 miliar untuk pembangunan fasilitas bahan bakar alternatif di Kompleks Pabrik Maros dan Kompleks Pabrik Grobogan, *Hotdisc* di Kompleks Pabrik Citeureup, *fly ash* di silo Kompleks Pabrik Cirebon, *solar panel*, serta teknologi modern lainnya untuk mendukung produksi yang lebih ramah lingkungan.

compared to the previous year. Furthermore, we also utilizing other biomasses such as corn corb with a total of 13,636 tons. We made an investment of Rp286 billion for the construction of alternative fuel facilities at Maros Factory and Grobogan Factory, Hotdisc at Citeureup Factory, fly ash at silo Cirebon Factory, solar panels, and other modern technologies to support more environmentally friendly productions.

Hingga akhir 2024, pemasangan *ground-mounted solar panel* Kompleks Pabrik Tarjun dengan kapasitas 20 MWp sedang dalam proses persetujuan dan perizinan. Adapun *rooftop solar panel* dengan kapasitas 4,5 MWp sebagai pembangkit listrik di Kompleks Pabrik Citeureup telah beroperasi, dan mampu meningkatkan efisiensi penggunaan listrik hingga 1.561.387 kWh. Sementara, *ground-mounted solar panel* Kompleks Pabrik Citeureup dengan kapasitas 32,5 MWp sedang dalam tahap konstruksi dan akan mulai beroperasi pada awal 2025.

By the end of 2024, the installation of a 20 MWp ground-mounted solar panel system at the Tarjun Factory is undergoing the approval and permitting process. Meanwhile, a 4.5 MWp rooftop solar panel system at the Citeureup Factory is already operational, contributing to improved energy efficiency with electricity savings reaching 1,561,387 kWh. Additionally, a 32.5 MWp ground-mounted solar panel system at the Citeureup Factory is currently under construction and is scheduled to begin operations in early 2025.

Di 2024, permintaan terhadap Semen Hidraulis untuk menggantikan OPC sebesar 27% atau meningkat 14% dibanding tahun sebelumnya. Semen hidraulis memiliki emisi $CO_2$ yang lebih rendah karena rasio penggunaan klinker yang lebih sedikit dibandingkan OPC. Selain itu, Perseroan juga semakin fokus terhadap bahan bakar alternatif termasuk penggunaan *refuse-derived fuel* (RDF) yang dihasilkan dari pengolahan sampah rumah tangga. Sebanyak 69.204 ton RDF dapat menggantikan sekitar 2,1% atau 67.100 ton batu bara pada produksi semen. Pada 2024, Indocement memulai upaya kolaboratif dengan PT Amita Prakarsa Hijau untuk mendapatkan bahan baku dan bahan bakar alternatif yang berasal dari pengolahan limbah industri dan limbah rumah tangga.

In 2024, the demand for Hydraulic Cement as a substitute for Ordinary Portland Cement (OPC) reached 27%, representing a 14% increase compared to the previous year. Hydraulic cement offers a lower $CO_2$ ratio due to its reduced clinker content relative to OPC. The Company also intensified its focus on alternative fuels, including the use of refuse-derived fuel (RDF) generated from household waste processing. A total of 69,204 tons of RDF has the potential to replace approximately 2.1% or 67,100 tons of coal in cement production. Furthermore, in 2024, Indocement initiated a collaborative partnership with PT Amita Prakarsa Hijau to secure alternative materials and fuels sourced from the processing of industrial and household waste.

Adanya Program Sedekah Sampah juga menjadi budaya keberlanjutan bagi karyawan Indocement dan masyarakat di sekitar Kompleks Pabrik Citeureup. Selama 2024, telah terkumpul 72 ton sampah yang digunakan kembali sebagai bahan bakar alternatif pada produksi semen. Selain itu, kami berhasil meningkatkan efisiensi air sebesar 13,9% dan memastikan pembuangan efluen jauh di bawah baku mutu yang ditetapkan Pemerintah.

Sedekah Sampah Program has also become a sustainability culture for Indocement employees and the community around Citeureup Factory. Throughout 2024, 72 tons of waste were collected and reused as alternative fuel in cement production. In addition, we managed to increase water efficiency by 13.9% and ensured that effluent discharge was far below the quality standards set by the Government.

Kami terus meningkatkan pemulihan lahan yang terganggu akibat kegiatan pertambangan dengan menanam pohon multi spesies sebanyak 26.087 pohon. Kami mengestimasikan rata-rata sekuestrasi karbon hingga 113,52 ton/ha dari kegiatan revegetasi di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.

We continue to improve the restoration of disturbed land due to mining activities by planting 26,087 multispecies trees. We estimate average of carbon sequestration of up to 113.52 tons/ha from the revegetation activities in Citeureup Factory, Cirebon Factory, and Tarjun Factory.

## Pencapaian Kinerja Sosial dan Tata Kelola

## Social and Governance Performance Achievement

Hasil audit dan evaluasi K3 pada 2024 menunjukkan kinerja K3 yang lebih baik. Upaya kami berhasil

The results of OHS audit and evaluation in 2024 showed better OHS performance. Our efforts succeeded in

menurunkan tingkat kecelakaan kerja sebesar 71,4% dibandingkan tahun sebelumnya. Capaian ini tidak terlepas dari upaya kami untuk meningkatkan budaya K3, di antaranya melalui kegiatan *Safety Leadership Forum*, *Townhall Safety*, serta *Safety Cross Observation* yang dilaksanakan oleh Direksi dan Dewan Komisaris. Sementara, kami terus melanjutkan kegiatan pelatihan dan menginvestasikan sebesar Rp5,2 miliar untuk program pelatihan dan pengembangan kapasitas karyawan, dengan realisasi rata-rata jam pelatihan sebesar 68,7 jam/karyawan.

reducing 71.4% occupational accident rate compared to that of the previous year. This achievement was highly attributed by our efforts to improve OHS culture, including through the Safety Leadership Forum, Townhall Safety, and Safety Cross Observation activities conducted by the Board of Directors and Board of Commissioners. Meanwhile, we continue our training activities and make an investment of Rp5.2 billion for employee training and capacity development programs, with an average realization of 68.7 training hours/employee.

Indocement selalu berupaya untuk menjadi tetangga yang baik bagi masyarakat dan mendukung pengembangan talenta yang berkualitas. Sepanjang 2024, 1.741 program CSR telah dijalankan di tiga kompleks pabrik. Program Palimanan Merdeka juga telah diukur dampaknya, dengan hasil pengukuran *Social Return on Investment* (SROI) sebesar 3,44 dan Program Jangkrik BOS sebesar 2,23. Kami merealisasikan anggaran pemberdayaan masyarakat sebesar Rp12,6 miliar dengan fokus kegiatan pada program pendidikan, ekonomi, kesehatan, sosial, budaya, dan olah raga, infrastruktur, keamanan, serta pembangunan berkelanjutan.

Indocement strives to be a good neighbor to the community and supports quality talent development. Throughout 2024, 1,741 CSR programs were conducted in three factories. Palimanan Merdeka Program also had its impact measured, with the results of Social Return on Investment (SROI) measurement of 3.44 and Jangkrik BOS Program of 2.23. We realized a community empowerment budget of Rp12.6 billion with a focus on education, economic, health, social, cultural, and sports programs, infrastructure, security, and sustainable development.

Di 2024, kami juga melakukan serangkaian perubahan organisasi untuk meningkatkan efisiensi dan optimalisasi dalam pencapaian kinerja keberlanjutan. Kami mulai menyempurnakan *risk assessment* di seluruh wilayah operasional Perseroan, hingga melakukan *revamping* komite yang meliputi perubahan dan pengesahan *charter* dan prosedur standar operasional hingga 2025.

In 2024, we also made a series of organizational changes to improve efficiency and optimization in achieving sustainability performance. We have started to improve risk assessments throughout the Company's operational areas, to revamping the committee which includes changes and ratification of charters and standard operating procedures until 2025.

## Apresiasi

Kami mengucapkan terima kasih dan memberikan apresiasi kepada seluruh Direksi, Dewan Komisaris, karyawan, dan para pemangku kepentingan atas dedikasi, kerja keras, dan dukungan dalam mencapai kinerja terbaik Indocement. Tahun 2024 membawa pengalaman berharga yang mendorong kami untuk bersinergi lebih erat dengan seluruh pemangku kepentingan. Kami berharap semua upaya ini terus memberikan dampak positif bagi lingkungan dan komunitas, sekaligus menerapkan inovasi baru untuk memenuhi kebutuhan material demi masa depan yang lebih berkelanjutan.

## Appreciation

We would like to thank and appreciate all members of the Board of Directors, Board of Commissioners, employees, and stakeholders for their dedication, hard work, and support in achieving Indocement's best performance. The year 2024 brought valuable experiences that encourage us to synergize more closely with all stakeholders. We hope that all these efforts will continue to have a positive impact on the environment and communities, while implementing new innovations to meet material needs for a more sustainable future.

Jakarta, 25 April 2025



**Christian Kartawijaya**
Direktur Utama
President Director

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

## Sustainability Strategy

Strategi keberlanjutan Indocement sejalan dengan Komitmen Keberlanjutan Heidelberg Materials 2030 (SC 2030) yang diluncurkan pada 2020, mencakup komitmen serta sasaran jangka panjang perusahaan, termasuk Perseroan. Indocement telah menyusun pemetaan isu material berdasarkan kebutuhan para pemangku kepentingan serta pendekatan Perseroan dalam mengelola risiko, perubahan, dan peluang yang terkait dengan masalah lingkungan, sosial, dan tata kelola. Langkah-langkah Perseroan tercermin dalam aktivitas sehari-hari serta budaya kerja yang mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Indocement juga telah mengintegrasikan prioritas isu material dan kontribusi terhadap TPB dengan berbagai strategi dan inovasi untuk mencapai target keberlanjutan pada 2030.

Indocement's sustainability strategy is in line with Heidelberg Materials Sustainability Commitment 2030 (SC 2030), launched in 2020, which includes the long-term commitments and targets for the group, including the Company. Indocement has prepared a material issue mapping based on stakeholder needs and the Company's approach to managing risks, changes, and opportunities related to environmental, social, and governance issues. The Company's steps are reflected in daily activities and work culture that support the achievement of Sustainable Development Goals (SDGs). Indocement has also integrated the priority of material issues and contributions to SDGs with various strategies and innovations to achieve sustainability targets by 2030.

| Heidelberg Materials Sustainability Commitments (SC) 2030 | | Dukungan Indocement terhadap SC 2030<br>Indocement's Support for SC 2030 |
|---|---|---|
| **Building a Net-zero Future**<br>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE<br>13 CLIMATE ACTION | $CO_2$ & Energy | **Energi dan Emisi**<br>Energy and Emission |
| | Additional Emissions | |
| | Sustainable Revenue | |
| **Building a Safe and Inclusive Future**<br>5 GENDER EQUALITY<br>8 DECENT WORK AND ECONOMIC GROWTH | Diversity, Equity & Inclusion | **Hak Asasi Manusia, Pengelolaan Bakat dan Kinerja, serta Tata Kelola Keberlanjutan**<br>Human Rights, Talent and Performance Management, and Sustainability Governance |
| | Occupational Health & Safety | **Keselamatan dan Kesehatan Kerja**<br>Occupational Health and Safety |
| | Community Engagement | **Tetangga yang Baik**<br>Good Neighbor |
| | Sustainable Suppliers | |
| **Building a Circular and Resilient Future**<br>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE<br>12 RESPONSIBLE CONSUMPTION AND PRODUCTION | Circularity | • **Ekonomi Sirkular**<br>• **Ketahanan Korporasi (Kinerja Ekonomi)**<br>• Circular Economy<br>• Corporate Resilience (Economic Performance) |
| | Sustainable Revenue | |
| **Building a Nature Positive Future**<br>12 RESPONSIBLE CONSUMPTION AND PRODUCTION<br>15 LIFE ON LAND | Biodiversity | **Keanekaragaman Hayati**<br>Biodiversity |
| | Water | **Melestarikan Sumber Daya Air**<br>Preserving Water Resources |

# Dukungan Indocement terhadap Tujuan Pembangunan Berkelanjutan (TPB) [F.1]

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

Seiring adanya pembaruan pada Target SC 2030, Indocement juga melakukan penyesuaian terhadap Target SC 2030 sekaligus untuk mendukung Tujuan Pembangunan Berkelanjutan (TPB).

Along with the updates to SC 2030 Target, Indocement has also made adjustments to SC 2030 Target to support the Sustainable Development Goals (SDGs).

**Membangun Masa Depan Nol |** Building a Net-zero Future

Energi dan Emisi
Energy and Emission

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




| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Investasi dalam teknologi pemanfaatan karbon.<br>2. Optimasi penggunaan bahan baku dan bahan aditif untuk mengurangi rasio klinker.<br>3. Peningkatan produksi semen dengan kadar klinker lebih rendah.<br>4. Pengawasan dan evaluasi peta jalan pengurangan emisi $CO_2$ secara periodik.<br>5. Pemantauan emisi $SO_x$, $NO_x$, dan partikel secara berkelanjutan.<br>6. Pengukuran jejak logam dan senyawa organik volatil (VOC) setiap tahun.<br>7. Pemanfaatan energi terbarukan untuk efisiensi energi di pabrik.<br>8. Peralihan teknologi pengendalian emisi debu dengan *bag filter*. **[EM-CM-110a.2]** | 1. Mengurangi emisi bersih Cakupan 1 hingga 544 kg $CO_2$/ton *cementitious*.<br>2. Mengurangi total $CO_2$ *footprint* sebesar:<br>a. Cakupan 1 *gross* 8,5% dibandingkan *baseline* 2020<br>b. Cakupan 2 *gross* -72% dibandingkan *baseline* 2020<br>3. Mengurangi emisi sulfur dan nitrogen oksida ($SO_x$ dan $NO_x$) masing-masing sebesar 33% dan 28% dibandingkan *baseline* 2020.<br>4. Rasio penggunaan bahan bakar alternatif sebesar 21,4%. | 1. Mengurangi emisi bersih Cakupan 1 hingga 400 kg $CO_2$/ton *cementitious*.<br>2. Mengurangi total $CO_2$ *footprint* sebesar:<br>a. Cakupan 1 *gross* 24% dibandingkan *baseline* 2020<br>b. Cakupan 2 *gross* 65% dibandingkan *baseline* 2020<br>3. Mengurangi emisi sulfur dan nitrogen oksida ($SO_x$ dan $NO_x$) masing-masing sebesar 40% dibandingkan *baseline* 2020. |
| 1. Investment in carbon utilization technology.<br>2. Optimization of raw material and additive use to reduce clinker ratio.<br>3. Increased cement production with lower clinker content.<br>4. Periodic monitoring and evaluation of $CO_2$ emission reduction roadmap.<br>5. Continuous monitoring of $SO_x$, $NO_x$, and particle emissions.<br>6. Measuring metal and volatile organic compound (VOC) footprint on an annual basis.<br>7. Utilizing renewable energy for energy efficiency in the factory.<br>8. Transition of dust emission control technology with bag filter. **[EM-CM-110a.2]** | 1. Reducing net emissions of Scope 1 to 544 kg $CO_2$/tons cementitious.<br>2. Reducing total $CO_2$ footprint by:<br>a. Scope 1 gross by 8.5% compared to baseline 2020<br>b. Scope 2 gross by -72% compared to baseline 2020<br>3. Reducing sulfur and nitrogen oxide ($SO_x$ and $NO_x$) emissions by 33% and 28% each compared to baseline 2020.<br>4. Ratio of alternative fuel use by 21.4%. | 1. Reducing net emissions of Scope 1 to 400 kg $CO_2$/tons cementitious.<br>2. Reducing total $CO_2$ footprint by:<br>a. Scope 1 gross by 24% compared to baseline 2020<br>b. Scope 2 gross by 65% compared to baseline 2020<br>3. Reducing sulfur and nitrogen oxide ($SO_x$ and $NO_x$) emissions by 40% each compared to baseline 2020. |

## Membangun Masa Depan yang Aman dan Inklusif | Building a Safe and Inclusive Future

**Hak Asasi Manusia, Pengelolaan Bakat dan Kinerja, serta Tata Kelola Keberlanjutan**
Human Rights, Talent and Performance Management, and Sustainability Governance

**Kami mematuhi hak asasi manusia (HAM) internasional, antikorupsi, dan standar tenaga kerja, serta bekerja sama secara proaktif, terbuka, dan transparan dengan seluruh pemangku kepentingan.**
We adhere to international human rights, anti-corruption, and labor standards, and proactively collaborate with all stakeholders in a transparent and open manner.

| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Pelatihan wajib berkala terkait HAM, antikorupsi, dan ketenagakerjaan.<br>2. Pengelolaan kepatuhan pemasok berdasarkan standar rantai pasokan berkelanjutan.<br>3. Sistem pelaporan insiden secara anonim.<br>4. Partisipasi aktif dalam inisiatif keberlanjutan global.<br>5. Pengembangan jejaring dengan organisasi nirlaba dan Lembaga Swadaya Masyarakat (LSM).<br>6. Kolaborasi dengan organisasi advokasi industri.<br>7. Transparansi dalam proses rekrutmen dan prosedur operasional standar.<br>8. Kebijakan pengembangan sumber daya manusia yang berkelanjutan.<br>9. Reorganisasi terhadap Komite HAM sebagai pengawas pelaksanaan HAM.<br>1. Regular mandatory training on human rights, anti-corruption, and labor.<br>2. Management of supplier compliance based on sustainable supply chain standards.<br>3. Anonymous incident reporting system.<br>4. Active participation in global sustainability initiatives.<br>5. Networking with non-profit organizations and Non-governmental Organizations (NGOs).<br>6. Collaboration with industry advocacy organizations.<br>7. Transparency in recruitment processes and standard operating procedures.<br>8. Policies on sustainable human capital development.<br>9. Reorganization of Human Rights Committee as a supervisor of human rights implementation. | 1. Persentase perempuan yang menjabat sebagai senior manajemen hampir mencapai 10% dari total 43 senior manajemen.<br>2. Tercapainya jam pelatihan karyawan hingga 210 jam.<br>3. 100% kepatuhan pemasok terhadap Kode Etik Rekanan.<br>1. Percentage of female serving as senior management is almost 10% of the total 43 senior management.<br>2. Achievement of employee training hours of up to 210 hours.<br>3. 100% supplier compliance with the Supplier Code of Conduct. | Memastikan 25% posisi kepemimpinan diisi oleh perempuan.<br>Ensuring 25% of leadership positions are filled by female. |

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

**Kami berkomitmen untuk terus meningkatkan kondisi K3 karyawan, kontraktor, dan pihak ketiga.**
We are committed to continuously improving the OHS conditions of our employees, contractors, and third parties.

| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Melaksanakan pelatihan berkala mengenai K3 untuk semua karyawan serta kontraktor.<br>2. Menerapkan kebijakan K3 yang wajib diikuti oleh setiap individu yang berada di lokasi operasional.<br>3. Menyusun dan mengimplementasikan rencana induk K3 yang mencakup persyaratan organisasi, program pelatihan, area fokus, dan sasaran untuk peningkatan kinerja.<br>4. Membangun sistem pencatatan dan pelaporan K3 yang efektif dan berkelanjutan.<br>5. Melaksanakan *Safety Week*.<br>1. Conducting regular training on OHS for all employees and contractors.<br>2. Implementing OHS policies that must be followed by every individual at the operational location.<br>3. Preparing and implementing OHS master plan that includes organizational requirements, training programs, focus areas, and targets for performance improvement.<br>4. Building an effective and sustainable OHS recording and reporting system.<br>5. Implementing Safety Week. | Mencapai nihil fatalitas dan mengurangi tingkat kehilangan waktu kerja akibat kecelakaan kerja (LTIFR) hingga 0,55% dibandingkan 2022.<br>Achieving zero fatalities and reducing lost time injury frequency rate (LTIFR) by 0.55% compared to 2022. | Mencapai nihil fatalitas dan mengurangi tingkat kehilangan waktu kerja akibat kecelakaan kerja (LTIFR) hingga 50% dibandingkan 2020.<br>Achieving zero fatalities and reducing the lost time injury frequency rate (LTIFR) by 50% compared to 2020. |

**Tetangga yang Baik**
Good Neighbor

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




| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Mengimplementasikan program pelatihan dan pengembangan kapasitas berbasis pada keahlian karyawan dan kebutuhan masyarakat.<br>2. Melanjutkan kolaborasi dengan tokoh masyarakat dalam program Bina Lingkungan, memperkuat UMKM melalui inisiatif pemberdayaan ekonomi, meningkatkan kesadaran lingkungan melalui program daur ulang sampah, dan mengembangkan *local hero* untuk mendorong perubahan sosial di komunitas sekitar.<br>3. Membangun sistem *employee volunteering*.<br>1. Implementing training and capacity building programs based on employee skills and community needs.<br>2. Continuing cooperation with community leaders in Community Development program, strengthening MSMEs through economic empowerment initiatives, increasing environmental awareness through waste recycling programs, and developing local heroes to drive social change in surrounding communities.<br>3. Building employee volunteering system. | 1. Keikutsertaan karyawan pada program *Employee Volunteering* sebesar 6.104 jam.<br>2. Terlaksananya 1.741 program pemberdayaan masyarakat dan UMKM di 100% area operasi.<br>3. Adanya 53 *local hero*.<br>1. Participation of employees in Employee Volunteering programs are 6,104 hour.<br>2. 1,741 programs of community and MSME empowerment are implemented at 100% of operational areas.<br>3. The existence of 53 local heroes. | 1. Target *Employee Volunteering* 5.000 jam/tahun.<br>2. Semua karyawan ditawari cuti berbayar selama satu hari per tahun untuk kerja bakti sukarela.<br>1. Employee Volunteering Target 5,000 hour/year.<br>2. All employees are offered one day of paid leave per year for volunteer work. |

## Membangun Masa Depan yang Sirkular dan Tangguh | Building a Circular and Resilient Future

**Ekonomi Sirkular**
Circular Economy

**Kami melakukan konservasi cadangan sumber daya alam dengan terus meningkatkan penggunaan sumber daya alternatif sebagai pengganti bahan baku alternatif.**
We engage in natural resource conservation by continuously increasing the utilization of alternative resources as substitutes for natural materials.




| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Pemanfaatan teknologi untuk mengoptimalkan penggunaan sumber daya alternatif.<br>2. Menyusun rencana strategis untuk mengidentifikasi dan memanfaatkan bahan baku alternatif yang tersedia.<br>3. Melakukan kolaborasi dan kemitraan dalam studi kelayakan pemanfaatan bahan bakar dan bahan baku alternatif (AFAM).<br>4. Internalisasi nilai ekonomi sirkular kepada seluruh karyawan Indocement melalui program sedekah sampah di Harmony Corner dan daur ulang sampah melibatkan masyarakat.<br>5. Pengembangan SNI Baru 2022.<br>1. Utilization of technology to optimize the use of alternative resources.<br>2. Preparing a strategic plan to identify and utilize available alternative materials.<br>3. Cooperating and partnering in a feasibility study on the use of alternative fuel and alternative materials (AFAM).<br>4. Internalizing the value of circular economy to all Indocement employees through waste charity program at Harmony Corner and waste recycling involving the community.<br>5. Development of New SNI 2022. | 1. Menggunakan 2,2% *fly ash* dan 2,5% GBFS sebagai bahan baku alternatif semen.<br>2. Peningkatan produksi semen hidraulis di 2024 sebesar 58% dibandingkan 2023.<br>1. Using 2.2% fly ash and 2.5% GBFS as alternative cement materials.<br>2. Increasing hydraulic cement production in 2024 by 58% compared to 2023. | Menawarkan alternatif sirkular untuk 50% produk beton yang bertujuan untuk cakupan penuh.<br>Offering circular alternatives for 50% of concrete products aiming for full coverage. |

**Ketahanan Korporasi (Kinerja Ekonomi)**
Corporate Resilience (Economic Performance)

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

| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Efisiensi biaya melalui peningkatan rasio bahan bakar alternatif, utilisasi aset transportasi, dan efisiensi biaya distribusi melalui perluasan *footprint*.<br>2. Evaluasi kinerja bisnis berdasarkan unit bisnis terpadu.<br>3. Implementasi KPI dan sistem insentif berbasis kinerja.<br>1. Cost efficiency through increasing the ratio of alternative fuels, utilization of transportation assets, and distribution cost efficiency through footprint expansion.<br>2. Evaluation of business performance based on integrated business units.<br>3. Implementation of KPIs and performance-based incentive systems. | 68,46% pendapatan berasal dari produk semen ramah lingkungan atau melebihi target sebesar 50%.<br>68.46% of the revenue is derived from environmentally friendly cement products, surpassing the target by 50%. | Pendapatan kami dari produk berkelanjutan yang rendah karbon atau sirkular (CEM) masing-masing 50%.<br>Our revenues from sustainable, low carbon or circular (CEM) products are 50% each. |

## Membangun Masa Depan Alam yang Positif | Building a Nature Positive Future

**Keanekaragaman Hayati**
Biodiversity

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

| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Meningkatkan kualitas kawasan yang berfungsi sebagai perlindungan bagi keanekaragaman hayati.<br>2. Meningkatkan nilai ekologis dan ekonomi pada lahan pascatambang dan pascaoperasional pabrik untuk mendukung pelestarian keanekaragaman hayati.<br>3. Mengembangkan pemahaman dan kesadaran tentang pentingnya perlindungan keanekaragaman hayati, baik di kalangan karyawan maupun masyarakat secara umum.<br>4. Menyusun kebijakan penggunaan lahan tambang secara berkelanjutan untuk memberikan manfaat positif bagi lingkungan dan masyarakat.<br>5. Mengacu pada norma dan prinsip perlindungan keanekaragaman hayati dalam pelaksanaan rencana reklamasi.<br>1. Improving the quality of areas serving as protection for biodiversity.<br>2. Increasing ecological and economic value of post-mining and post-operational land to support biodiversity conservation.<br>3. Developing understanding and awareness of the importance of biodiversity protection, both among employees and the general public.<br>4. Developing policy on sustainable mining land use to provide positive benefits to the environment and society.<br>5. Referring to the norms and principles of biodiversity protection in implementing reclamation plan. | 1. Penyerapan total $CO_2$ sebesar 392,94 ton/ha di area konservasi dan reklamasi pascatambang Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.<br>2. Peningkatan nilai indeks keanekaragaman (H') dibandingkan tahun sebelumnya.<br>3. Pemulihan lahan pascatambang sebesar 129,32 ha atau 81%, dari luas total lahan pascatambang di Kompleks Pabrik Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.<br>1. A total 392.94 tons/ha $CO_2$ absorption in the post-mining conservation and reclamation areas of Citeureup Factory, Cirebon Factory, and Tarjun Factory.<br>2. Increase in diversity index value (H') compared to that of the previous year.<br>3. Post-mining land recovery of 129.32 ha or 81%, of the total area of post-mining land in Citeureup Factory, Cirebon Factory, and Tarjun Factory. | 100% tambang aktif berkontribusi pada tujuan global alam yang positif, dengan 15% ruang untuk alam.<br>100% of active mines contribute to the global goal of positive nature, with 15% space for nature. |

**Melestarikan Sumber Daya Air**
**Preserving Water Resources**

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

| Strategi Pencapaian Target<br>Strategies to Achieve Targets | Progres 2024<br>Progress in 2024 | Target 2030 SC HM<br>Target of HM SC 2030 |
|---|---|---|
| 1. Melaksanakan program konservasi air berdasarkan Rencana Pengelolaan Air yang ditetapkan untuk setiap pabrik, dengan fokus khusus pada lokasi yang menghadapi kelangkaan air (*water scarcity*).<br>2. Mengikuti dan mendukung pencapaian tujuan dalam Rencana Strategis Global Pengurangan Konsumsi Air Tahun 2030.<br>3. Mengoptimalkan efisiensi penggunaan air di seluruh lini operasi.<br>4. Menerapkan komitmen WASH Pledge dari World Business Council for Sustainable Development untuk memastikan akses terhadap air bersih, sanitasi yang layak, dan fasilitas kebersihan di seluruh lokasi produksi.<br>1. Implementing water conservation program based on Water Management Plan established for each factory, with a special focus on locations facing water scarcity.<br>2. Following and supporting in achieving goals in the Global Strategic Plan for Reducing Water Consumption by 2030.<br>3. Optimizing water use efficiency across all lines of operations.<br>4. Implementing WASH Pledge commitment from the World Business Council for Sustainable Development to ensure access to clean water, adequate sanitation, and hygiene facilities at all production sites. | 1. Seluruh Kompleks Pabrik Perseroan telah menjalankan konservasi air sesuai dengan Rencana Pengelolaan Air.<br>2. Intensitas pemakaian air untuk proses produksi semen pada 2024 mencapai 0,25 $m^3$/ton klinker.<br>1. The Company's entire factories has implemented water conservation in line with the Water Management Plan.<br>2. The intensity of water use for cement production process in 2024 reached 0.25 $m^3$/ton clinker. | 100% lokasi di area yang berisiko terhadap air menerapkannya:<br>• AGG: rencana pengelolaan air sistem daur ulang air<br>• CEM: rencana pengelolaan air sistem daur ulang air<br>100% of locations in areas at risk of water implement it:<br>• AGG: water management plan of water recycling system<br>• CEM: water management plan of water recycling system |



**Kendaraan Operasional Motor Listrik di Kompleks Pabrik Citeureup**
Electric Motorbike Operational Vehicle at Citeureup Factory

# Profil Indocement

## Profile of Indocement

| **Sekilas Indocement [2-1]** | **Indocement at a Glance [2-1]** |
|---|---|
| **Nama Perusahaan**<br>Company Name | **PT INDOCEMENT TUNGGAL PRAKARSA Tbk.** |
| **Bidang Usaha**<br>Line of Business | Industri Semen<br>Cement Industry |
| **Kantor Pusat [C.2]**<br>Head Office | Wisma Indocement Lantai 13 \| 13th Floor<br>Jl. Jenderal Sudirman Kav. 70–71<br>Jakarta 12910, Indonesia<br>Telepon \| Telephone: +62 21-8752-812 ext. 3808<br>Surel \| E-mail: corpsec@indocement.co.id<br>www.indocement.co.id |
| **Hubungan Investor**<br>Investor Relations | Telepon \| Telephone: +62 21-8754-343 ext. 1117<br>Surel \| E-mail: investor.relations@indocement.co.id |
| **Layanan Pelanggan**<br>Customer Services | Wisma Indocement Lantai 4 \| 4th floor<br>Jl. Jenderal Sudirman Kav. 70–71<br>Jakarta 12910, Indonesia<br>Telepon \| Telephone : +62 800-10-376-32 (Bebas Pulsa \| Toll Free)<br>+62 21-2553-3555 (Tarif Normal \| Normal Tarif)<br>Faksimili \| Facsimile : +62 21-522-3782<br>Surel \| E-mail : customercare@indocement.co.id<br>SMS dan WhatsApp \| SMS and WhatsApp : +62 812-128-3000 |
| **Landasan Hukum**<br>Legal Basis | Akta pendirian Nomor 227 tanggal 16 Januari 1985, Notaris Ridwan Suselo, S.H., dengan perubahan terakhir atas anggaran dasar dalam Akta Notaris Kumala Tjahjani Widodo, S.H., M.H., M.Kn., Nomor 2 tanggal 4 Agustus 2021, dan telah mendapatkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0043810.AH.01.02. TAHUN 2021 tanggal 12 Agustus 2021 dan yang perubahannya telah diterima dan dicatat sesuai surat Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0436786 tanggal 12 Agustus 2021.<br>Deed of Incorporation No. 227 dated 16 January 1985, by Notary Ridwan Suselo, S.H., with its last amendments to the Articles of Association in a Notarial Deed of Kumala Tjahjani Widodo, S.H., M.H., M.Kn. No. 2 dated 4 August 2021, and has obtained the Decision Letter of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0043810.AH.01.02. TAHUN 2021 dated 12 August 2021 and which amendments have been accepted and recorded in accordance with the letter of the Ministry of Law and Human Rights No. AHU-AH.01.03-0436786 dated 12 August 2021. |
| **Kepemilikan Saham [C.3]**<br>Share Ownership | • 51,00% Heidelberg Materials AG<br>• 40,00% Masyarakat \| Public<br>• 9,00% Saham Tresuri \| Treasury Shares |
| **Bentuk Legal**<br>Legal Form | Perseroan Terbuka<br>Public Company |

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

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

| Uraian<br>Description | Satuan<br>Unit | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| Jumlah Karyawan Segmen Semen<br>Total Employees of Cement Segment | Orang<br>People | 3.391 [1] | 3.217 | 3.349 |
| Jumlah Penjualan Semen<br>Total Sales of Cement | Ribu Ton<br>Thousand Tons | 20.496 | 19.345 | 17.586 |
| Produksi Semen<br>Cement Production | Juta Ton<br>Million Tons | 19,6 [2] | 18,0 [2] | 16,6 [3] |
| Produksi Beton Siap-Pakai<br>Ready-Mix Concrete Production | Juta Ton<br>Million Tons | 1,9 | 1,8 | 1,8 |
| Produksi Agregat<br>Aggregate Production | Juta Ton<br>Million Tons | 2,3 | 2,3 | 2,1 |
| **Jumlah Lingkup Operasi**<br>**Total Scope of Operations** | | | | |
| Jumlah Pabrik<br>Number of Plants | Pabrik<br>Plant | 17 | 17 [2] | 16 |
| Fasilitas Terminal dan *Land Silo*<br>Terminals and Land Silo Facility | Terminal<br>Terminals | 13 | 14 [2] | 11 |
| **Posisi Keuangan**<br>**Financial Position** | | | | |
| Jumlah Aset<br>Total Assets | Miliar Rupiah<br>Billion Rupiah | 30.420 | 29.650 | 25.706 |
| Pendapatan Neto<br>Net Revenues | | 18.549 | 17.950 | 16.328 |
| Jumlah Liabilitas<br>Total Liabilities | | 8.306 | 8.680 | 6.139 |
| Jumlah Ekuitas<br>Total Equity | | 22.114 | 20.970 | 19.567 |
| Jumlah Kapitalisasi Pasar Saham<br>Total Stock Market Capitalization | | 27.241 | 32.252 | 33.968 |

Keterangan | Notes:

[1] Data karyawan termasuk data Kompleks Pabrik Grobogan. | Employee data included Grobogan Factory data.

[2] Termasuk Data Kompleks Pabrik Grobogan, Kompleks Pabrik Maros, dan Unit Penggilingan Semen Banyuwangi. | Including Data of Grobogan Factory, Maros Factory, and Banyuwangi Cement Grinding Unit.

[3] Termasuk Data Kompleks Pabrik Maros dan Unit Penggilingan Semen Banyuwangi. | Including Data of Maros Factory and Banyuwangi Cement Grinding Unit.

## Visi, Misi, dan Nilai Keberlanjutan Perseroan [C.1]

## The Company's Vision, Mission, and Values of Sustainability [C.1]

MATERIAL
TO BUILD OUR FUTURE

*Material to Build Our Future* mencerminkan komitmen Indocement dalam menghadirkan produk ramah lingkungan melalui proses produksi dengan emisi karbon rendah, serta fokus pada pelayanan prima untuk mencapai kepuasan pelanggan. Kolaborasi dengan para pemangku kepentingan menjadi kunci dalam menciptakan solusi berkelanjutan berdasarkan nilai-nilai Perseroan. Indocement terus menanamkan prinsip keberlanjutan melalui berbagai inisiatif yang memberikan dampak positif bagi lingkungan dan masyarakat dan memastikan kelangsungan bisnis. Nilai keberlanjutan ini juga tercermin dalam strategi Perseroan, termasuk dalam meningkatkan penggunaan bahan bakar alternatif guna mengurangi emisi gas rumah kaca (GRK).

Material to Build Our Future reflects Indocement's commitment to presenting environmentally friendly products through production process with low carbon emissions, as well as focusing on excellent service to achieve customer satisfaction. Cooperation with stakeholders is the key to creating sustainable solutions based on the Company's values. Indocement continues to instill sustainability principles through various initiatives that have a positive impact on environment and society and ensure business continuity. These sustainability values are also reflected in the Company's strategy, including in increasing the use of alternative fuels to reduce greenhouse gas (GHG) emissions.



# Visi Vision

**Semen**
**Produsen Semen Terkemuka dan Pilihan Konsumen di Indonesia;**

**Beton Siap-pakai**
**Pemain RMC Terkemuka di Jawa dan Memiliki Jaringan di Kalimantan Timur, Bali, Sulawesi Selatan, dan Sumatra Utara;**

**Agregat**
**Pemain Agregat Ternama di Jabodetabek dengan Jaringan di Jawa Tengah dan Sulawesi;**

**Mortar**
**Pemain Mortar yang Terdepan di Jawa, Sulawesi Selatan, Sumatra Selatan (mortar putih).**

Cement
A Prominent Cement Producer and Customer's Choice in Indonesia;

RMC
A Prominent RMC Player in Java, and Footprints in East Kalimantan, Bali, South Sulawesi, and Northern Sumatra;

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

Mortar
An Aspiring Mortar Player in Java, South Sulawesi, and Southern Sumatra (white mortar).

# Misi Mission

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

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

# Nilai-Nilai Perusahaan

## Corporate Values




| A | S | I | S | T |
|---|---|---|---|---|
| **Tanggung Jawab** Accountability | **Mencapai Hasil Terbaik** Strive for Excellence | **Integritas** Integrity | **Siap Melayani** Service-Mindedness | **Kerja Sama** Teamwork |




## Gaya Kepemimpinan Baru

New Leadership Style

- **Kepentingan Bersama**
  We Centric
- **Peduli**
  Care
- **Komunikasi Terbuka**
  Open Communications
- **Mengutamakan Hasil Kerja dengan Berorientasi pada Proses Kerja yang Benar**
  Process-Driven Performance Oriented
- **Kelincahan dan Berani membuat Keputusan**
  Agile and Decisiveness
- **Kepentingan Pelanggan**
  Customer Centric

Informasi lebih lanjut mengenai nilai Perseroan dapat dilihat di Laporan Tahunan 2024.
Further information concerning Company values can be seen in the 2024 Annual Report.

## Aktivitas Bisnis dan Rantai Pasok [C.4][2-6]

Indocement beroperasi di empat kompleks pabrik yang dimiliki sendiri, yakni Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, Kompleks Pabrik Tarjun, dan Kompleks Pabrik Grobogan. Selain itu, Perseroan juga menyewa satu kompleks pabrik, yaitu Kompleks Pabrik Maros, serta memiliki satu unit penggilingan semen di Banyuwangi. Pada 2024, total kapasitas terpasang pabrik mencapai 33,5 juta ton semen. Indocement mengelola sendiri area pertambangan di lima kompleks pabrik dengan luas total 10.537,41 ha.

## Business Activities and Supply Chain [C.4][2-6]

Indocement operates in four factories that it owns, namely Citeureup Factory, Cirebon Factory, Tarjun Factory, and Grobogan Factory. Furthermore, the Company also leases one factory, Maros Factory, and has one cement grinding unit in Banyuwangi. In 2024, the total installed capacity of the factory reached 33.5 million tons of cement. Indocement manages its own mining areas in five factories with a total area of 10,537.41 ha.

### Lokasi Pabrik dan Kapasitas Terpasang 2024
### Factory Locations and Installed Capacity in 2024

| Lokasi Kompleks Pabrik<br>Factory Location | Jumlah Pabrik<br>Number of Plant | Kapasitas Terpasang (Juta Ton/Tahun)<br>Installed Capacity (Million Tons/Year) |
|---|---|---|
| Citeureup, Bogor<br>Jawa Barat \| West Java | 10 | 18,4 |
| Palimanan, Cirebon<br>Jawa Barat \| West Java | 2 | 4,3 |
| Tarjun, Kotabaru<br>Kalimantan Selatan \| South Kalimantan | 1 | 2,8 |
| Tanggungharjo, Grobogan<br>Jawa Tengah \| Central Java | 1 | 2,7 |
| **Skema Perjanjian Induk Sewa dan Penggunaan Aset**<br>**Scheme of Master Lease Agreement and Use of Asset** | | |
| Maros<br>Sulawesi Selatan \| South Sulawesi | 2 | 3,5 |
| Banyuwangi*<br>Jawa Timur \| East Java | 1 | 1,8 |

*Unit Penggilingan Semen. | Cement Grinding Unit.

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

## Association Membership [C.5][2-28]

| Nama Asosiasi<br>Association | Posisi<br>Position |
|---|---|
| **Nasional \|** National | |
| Dewan Produk Hijau Indonesia (GPCI)<br>Green Product Council Indonesia (GPCI) | Pendiri<br>Founder |
| Asosiasi Semen Indonesia (ASI)<br>Indonesian Cement Association (ASI) | Anggota<br>Member |
| Asosiasi Pengusaha Indonesia (APINDO)<br>Indonesian Employers Association (APINDO) | |
| Asosiasi Emiten Indonesia (AEI)<br>Indonesia Limited Companies Association (AEI) | |
| Indonesia Corporate Secretary Association (ICSA) | |
| Kamar Dagang dan Industri Indonesia (Kadin)<br>Indonesian Chamber of Commerce and Industry (Kadin) | |
| **Internasional \|** International | |
| Global Cement and Concrete Association (GCCA)* | Anggota<br>Member |

Keterangan | Notes:
*Anggota tidak langsung karena Indocement merupakan bagian dari Heidelberg Materials yang tercatat sebagai anggota organisasi tersebut.
Indirect member due to Indocement is part of Heidelberg Materials, which is listed as a member of the organization.

# Jaringan Bisnis dan Wilayah Operasi [C.4][2-6]

## Business Network and Operational Areas

**Terminal Lampung, Lampung**
Lampung Terminal, Lampung



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



**Terminal Samarinda, Kalimantan Timur**
Samarinda Terminal, East Kalimantan



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



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



**Terminal Palembang, Sumatra Selatan**
Palembang, Terminal Palembang, South Sumatra



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



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



**Land Cement Silo Cigading Serang, Banten**





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



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



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



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



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



**Indocement memiliki 16 Gudang Semen, 3 Gudang Palet, 2 *Container Yard*, yaitu:**
Indocement owns 16 Cement Warehouses, 3 Palette Warehouses, 2 Container Yards, namely:

1. Gudang Sunda Kelapa
2. Gudang BCTD/Mayor Oking Citeureup
3. Gudang Cisauk
4. Gudang Sukabumi
5. Gudang Serang
6. Gudang Cimareme
7. Gudang Garut
8. Gudang Majalengka
9. Gudang Pemalang
10. Gudang Magelang
11. Gudang Pati
12. Gudang Wonogiri
13. Gudang Puncak
14. Gudang Tasikmalaya
15. Gudang Brebes
16. Gudang Kalianak, Surabaya
17. Gudang Palet (PMMS) Citeureup
18. Gudang Palet (PMMS) Palimanan
19. Gudang Palet (PMMS) Grobogan
20. *Container Yard* Kompleks Pabrik Citeureup
21. *Container Yard* Kompleks Pabrik Tarjun

1. Sunda Kelapa Warehouse
2. BCTD/Mayor Oking Citeureup Warehouse
3. Cisauk Warehouse
4. Sukabumi Warehouse
5. Serang Warehouse
6. Cimareme Warehouse
7. Garut Warehouse
8. Majalengka Warehouse
9. Pemalang Warehouse
10. Magelang Warehouse
11. Pati Warehouse
12. Wonogiri Warehouse
13. Puncak Warehouse
14. Tasikmalaya Warehouse
15. Brebes Warehouse
16. Kalianak Warehouse, Surabaya
17. Citeureup Pallet Warehouse (PMMS)
18. Palimanan Pallet Warehouse (PMMS)
19. Grobogan Pallet Warehouse (PMMS)
20. Container Yard of Citeureup Factory
21. Container Yard of Tarjun Factory




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




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




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




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



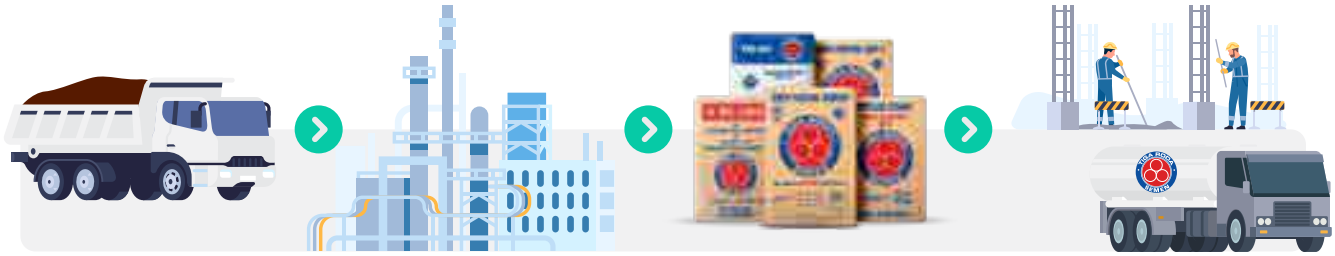
## Pasar Terlayani [C.4][2-6]

Pada 2024, Indocement berhasil memenuhi permintaan pasar domestik sebesar 29,2% atau 18.929 ribu ton. Selain itu, Perseroan juga mencatatkan pangsa pasar di beberapa negara Asia, seperti Republik Rakyat Tiongkok, Filipina, Taiwan, Korea Selatan, Malaysia, Bangladesh, serta Australia. Total ekspor semen dan klinker pada 2024 mencapai 317 ribu ton, yang setara dengan 1,5% dari penjualan keseluruhan.

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

In 2024, Indocement managed to meet domestic market demand of 29.2% or 18,929 thousand tons. Furthermore, the Company also recorded market share in several Asian countries, such as the People's Republic of China, Philippines, Taiwan, South Korea, Malaysia, Bangladesh, and Australia. The total of cement and clinker export in 2024 reached 317 thousand tons, equivalent to 1.5% of the total sales.

## Rantai Pasokan Terintegrasi
## Integrated Supply Chain



**Pertambangan dan Produksi**
Mining and Production

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

Bahan Baku Tambang
Mining Raw Materials

Batu Kapur, Tanah Liat, dan *Trass*
Limestone, Clay, and Trass

Produksi Semen
Cement Production

Semen
Cement

**Distribusi dan Logistik**
Distribution and Logistics

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

Semen kantong dan semen curah
Bag cement and bulk cement

**Pelanggan**
Customers

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

Memastikan Pemenuhan Kriteria Kode Etik serta Peraturan yang Disyaratkan kepada Semua Pemasok Barang dan Jasa di Sepanjang Rantai Pasokan.
Ensuring the Fulfillment of Code of Conduct Criteria as well as Compliance with the Regulations Applied to All Suppliers of Goods and Services along the Supply Chain.

## Inovasi dan Pencapaian 2024 [F.26]
Innovation and Achievement of 2024

**90%**
Utilisasi Plant 14 yang merupakan pabrik terefisien
Utilization of Plant 14, the most efficient plant

Pengembangan *rooftop solar panel* di Kompleks Pabrik Citeureup dengan kapasitas sebesar 4,5 MWp telah menyelesaikan tahap instalasi dan mendapatkan izin. Sedangkan untuk *ground-mounted solar panel* di Kompleks Pabrik Citeureup sebesar 32,5 MWp secara konstruksi sudah siap beroperasi. Sementara proyek pengembangan *ground-mounted solar panel* sebesar 20 MWp di Kompleks Pabrik Tarjun sedang dalam proses persetujuan dan perizinan.
The development of rooftop solar panel system with capacity of 4.5 MWp at the Citeureup Factory has been successfully installed and has obtained the necessary permits. Meanwhile, the 32.5 MWp ground-mounted solar panel system at Citeureup Factory is fully constructed and ready for operation. Additionally, the 20 MWp ground-mounted solar panel project at the Tarjun Factory is currently undergoing the approval and permitting process.

**58%**
Peningkatan produksi Semen Hidraulis di 2024 dibandingkan 2023
Increase in hydraulic cement production in 2024 compared to 2023

**2,1%**
Persentase penggunaan RDF
RDF utilization percentage

**94%**
Penggunaan batu bara rendah kalori
Low CV Coal utilization

**1,1%**
Pengurangan emisi $CO_2$ cakupan 1 dan 2
Reduction of $CO_2$ emissions scope 1 and 2

**27%**
OPC telah diganti menjadi semen ramah lingkungan
OPC has been replaced by environmentally friendly cement

**21,4%**
Bahan bakar alternatif untuk mengurangi penggunaan batu bara
Alternative fuels to reduce coal use

Efektivitas *Pallet Management and Monitoring System* (PMMS) meningkat mencapai Rp22 miliar sejak PMMS mulai beroperasi pada bulan Juni 2020 dengan perputaran sebanyak kurang lebih 110.000 palet per bulan.
The effectiveness of Pallet Management and Monitoring System (PMMS) has increased to Rp22 billion since PMMS began operating in June 2020 with a turnover of approximately 110,000 pallets per month.

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

**Rp113,5** miliar billion
Efisiensi biaya transportasi
Transportation cost efficiency

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

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

Diraihnya *Environmental Product Declaration* untuk produk Semen Rajawali yang diproduksi di Kompleks Pabrik Cirebon.
Achieving Environmental Product Declaration for Semen Rajawali products produced at Cirebon Factory.

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

**875** ton per hari tons per day
Pengambilan RDF oleh Indocement dari RDF Plant Rorotan.
The off-take of RDF by Indocement from the RDF Plant in Rorotan.

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

Selama 2024, Indocement telah menandatangani perjanjian kerja sama untuk pengiriman RDF dengan berbagai pihak, seperti Badan Layanan Umum Daerah Unit Pengelola Sampah Terpadu (BLUD UPST) Dinas Lingkungan Hidup DKI Jakarta, PEMDA JAKARTA, Tempat Pengelolaan Sampah *Reuse-Reduce-Recycle* (TPS3R) Desa Hegarmanah, Jatinangor, Kabupaten Sumedang, Tempat Pengolahan Akhir (TPA) Sungai Dua, Kabupaten Tanah Bumbu,TPST Regional Magelang dan berbagai pihak lainnya. Penggunaan RDF selama 2024 oleh Indocement yang diterima dari berbagai TSPT sebanyak 69.204 ton.
In 2024, Indocement entered into cooperation agreements for the supply of Refuse-Derived Fuel (RDF) with several partners, including the Regional Public Service Agency – Integrated Waste Management Unit (BLUD UPST) of the DKI Jakarta Environmental Agency, the Jakarta Provincial Government, the Reuse-Reduce-Recycle Waste Management Site (TPS3R) in Hegarmanah Village, Jatinangor, Sumedang Regency, the Sungai Dua Final Disposal Site (TPA) in Tanah Bumbu Regency, the Magelang Regional Waste Processing Facility (TPST), and various other parties. During 2024, Indocement utilized a total of 69,204 tons of RDF and sourced from multiple waste processing facilities (TPST).

# Tentang Laporan

## About the Report

Indocement menerbitkan Laporan Keberlanjutan setiap tahun untuk menyampaikan kinerja keberlanjutannya. Laporan Keberlanjutan 2024 mencakup periode 1 Januari hingga 31 Desember 2024. Laporan Keberlanjutan diterbitkan setiap tahunnya, di mana untuk periode sebelumnya diterbitkan pada April 2023. Data yang disajikan dalam laporan ini mencakup kinerja ekonomi, ketenagakerjaan, tata kelola, lingkungan, dan sosial yang berpengaruh signifikan terhadap kantor pusat serta empat kompleks pabrik milik Indocement, yakni Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, Kompleks Pabrik Tarjun, dan Kompleks Pabrik Grobogan, serta satu pabrik Maros dan unit penggilingan semen di Banyuwangi dengan status sewa. Laporan Keuangan Konsolidasian yang diaudit oleh Kantor Akuntan Publik digunakan sebagai acuan untuk informasi keuangan, mencakup kinerja seluruh pabrik, 25 entitas anak, dan 6 entitas asosiasi Perseroan, yang dapat dilihat dalam Laporan Keuangan Konsolidasian pada Laporan Tahunan 2024. **[2-2]**

Indocement publishes the Sustainability Report annually to convey its sustainability performance. The 2024 Sustainability Report covers the period from 1 January to 31 December 2024. The Sustainability Report is published annually, with the previous period being published in April 2023. The data presented in this report includes economic, employment, governance, environmental, and social performance that have significant impacts on Indocement's head office and four factories, namely Citeureup Factory, Cirebon Factory, Tarjun Factory, and Grobogan Factory, as well as one leased factory in Maros and the leased cement grinding unit in Banyuwangi. The Consolidated Financial Statements audited by Public Accounting Firm are used as a reference for financial information, covering the performance of all factories, 25 subsidiaries, and 6 associated entities of the Company, which can be seen in the Consolidated Financial Statements of the 2024 Annual Report. **[2-2]**

Laporan ini disusun dengan mengacu pada indikator Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 16/SEOJK.04/2021, serta merujuk pada (*with reference to*) Standar Global Reporting Initiative (GRI) 2021, Standard Accounting Sustainability Board (SASB) kategori *Construction Materials*, dan adopsi awal (*early adoption*) IFRS S1 dan S2. Selain itu, Laporan Keberlanjutan ini juga memuat pernyataan ulang (*restatement*) atas data pemakaian air permukaan Kompleks Pabrik Cirebon di 2023 serta jumlah kecelakaan kerja di 2022 karena adanya penyesuaian perhitungan. **[2-4]**

This report is compiled according to the indicators of Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 and Financial Services Authority Circular (SEOJK) No. 16/SEOJK.04/2021, and with reference to the Global Reporting Initiative (GRI) Standards 2021, the Standard Accounting Sustainability Board (SASB) for Construction Material category, and early adoption of IFRS S1 and S2. In addition, this Sustainability Report also contains a restatement of the Cirebon Factory surface water usage data for 2023 and work accidents for 2022 due to calculation adjustments. **[2-4]**

Laporan ini belum melalui proses penjaminan (*assurance*) oleh badan independen, namun Perseroan memastikan kualitas laporan melalui data yang akurat dan dapat dipertanggungjawabkan, serta menyajikan informasi sesuai dengan prinsip-prinsip keberlanjutan. Penyusunan laporan melibatkan tim internal Perseroan yang telah mendapatkan persetujuan Direksi mengenai topik material, batasan, dan isi laporan. Pengawasan terhadap penyusunan Laporan Keberlanjutan dilakukan oleh Direktur Utama, serta dilakukan tinjauan kembali sebelum laporan diserahkan kepada Dewan Komisaris. Indocement juga mengundang para pembaca untuk menyampaikan pertanyaan dan saran melalui: **[G.1][2-5][2-14]**

This report has not been verified by getting assurance from an independent party, but the Company ensures the quality of the report through accurate and accountable data, and presents information in accordance with the sustainability principles. The report preparation involves the Company's internal team that has obtained approval from the Board of Directors regarding material topics, limitations, and report content. The preparation of the Sustainability Report is supervised by the President Director, and reviewed before the report is submitted to the Board of Commissioners. Indocement also invites readers to submit questions and suggestions through: **[G.1][2-5][2-14]**

**Kontak terkait Laporan Keberlanjutan [2-3]**
**Contacts related to the Sustainability Report**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Untuk memudahkan pemangku kepentingan, Laporan Keberlanjutan ini tersedia dalam versi digital di situs web:
To facilitate stakeholders, this Sustainability Report is available in digital version on the website:
https://indocement.co.id/Investor/Laporan-dan-Presentasi/Laporan-Keberlanjutan

## Penentuan Topik Material [3-1]

Penentuan topik dan isu keberlanjutan dalam Laporan ini dilakukan melalui diskusi internal yang melibatkan Direksi dan *expert* di bidang keberlanjutan pada 8 Oktober 2024. Tidak terdapat perubahan topik material untuk Laporan Keberlanjutan 2024, namun demikian, topik material ditinjau kembali untuk dipastikan relevansinya. Proses ini dimulai dengan mengidentifikasi topik-topik yang relevan, berdasarkan karakteristik industri semen dan konstruksi, dampaknya terhadap pemangku kepentingan, serta mempertimbangkan aspek-aspek yang ada dalam SC 2030 Heidelberg Materials. Selain itu, Perseroan juga mempertimbangkan strategi, tantangan, peristiwa penting yang terjadi, target yang akan dicapai di tahun depan, serta perhatian dari pemangku kepentingan selama periode ini.

Kami telah menindaklanjuti seluruh kritik, masukan, maupun saran atas laporan periode sebelumnya. Tanggapan atas umpan balik tersebut telah kami sampaikan dalam Laporan ini, sekaligus menjadi salah satu faktor penentu topik material. Kami juga menyediakan Lembar Umpan Balik pada bagian akhir laporan untuk menyampaikan saran, pendapat, maupun kritik atas Laporan ini. **[G.3]**

## Determining Material Topics [3-1]

The topics and issues of sustainability in this Report was determined through internal discussions by involving the Board of Directors and experts in sustainability on 8 October 2024. There are no changes to the material topics for the 2024 Sustainability Report, however, the material topics are reviewed to ensure their relevance. This process begins by identifying relevant topics, based on the characteristics of cement and construction industry, its impact on stakeholders, and with due observance of aspects contained in Heidelberg Materials' SC 2030. Furthermore, the Company also considers strategies, challenges, significant events that occur, targets to be achieved in the coming year, and concerns from stakeholders during this period.

We have followed up on all critics, inputs, and suggestions received regarding the previous reporting period. Our responses to this feedback are included in this Report and have also been a contributing factor in determining the material topics. Additionally, we have provided a Feedback Form at the end of this Report to gather suggestions, opinions, or criticisms regarding this Report. **[G.3]**

## Batasan Topik Material dan Pendekatan Manajemen [3-2]
## Material Topic Boundaries and Management Approach

| Topik Material<br>Material Topics | Pentingnya Topik Material dan Identifikasi Dampak (Positif dan/atau Negatif) [3-3]<br>The Importance of Material Topics and Impact Identification (Positive and/or Negative) |
|---|---|
| **Lingkungan \| Environment** | |
| GRI 302 & 305:<br>Energi dan Emisi<br>Energy and Emission | Proses produksi semen menghasilkan emisi gas rumah kaca, debu, serta kebisingan yang menurunkan kualitas udara dan lingkungan sekitar. Selain itu, energi menjadi salah satu biaya terbesar dalam produksi. Untuk mengurangi dampak perubahan iklim, Perseroan menetapkan target pengurangan emisi dan peningkatan efisiensi energi sesuai regulasi pemerintah.<br>The cement production process generates greenhouse gas emissions, dust, and noise that reduce the quality of air and surrounding environment. Furthermore, energy is one of the largest costs in production. To reduce the impact of climate change, the Company has set the target for reducing emissions and increasing energy efficiency in accordance with government regulations. |
| GRI 304:<br>Keanekaragaman Hayati<br>Biodiversity | Penambangan bahan baku semen dapat mengurangi nilai keanekaragaman hayati dan mengubah lanskap. Perseroan menerapkan rencana pasca-ekstraksi yang disetujui pemerintah untuk meminimalkan dampak negatif dan meningkatkan keanekaragaman hayati di lokasi tambang.<br>Mining of raw materials for cement can reduce biodiversity value and change the landscape. The Company implements a government-approved post-extraction plan to minimize negative impacts and enhance biodiversity at mining locations. |
| GRI 303:<br>Melestarikan Sumber Daya Air<br>Preserving Water Resources | Kekeringan akibat perubahan iklim dapat memengaruhi masyarakat dan operasional Perseroan. Dalam operasionalnya, produksi semen membutuhkan air untuk pendinginan mesin, sehingga kami terus berupaya untuk menginisiasi penggunaan ulang air serta mengurangi konsumsi air.<br>Drought caused by climate change can affect both communities and the Company's operations. Cement production requires water for machine cooling; therefore, we continuously strive to promote water reuse and reduce consumption. |
| GRI 306:<br>Ekonomi Sirkular<br>Circular Economy | Perseroan memanfaatkan limbah sebagai bahan baku dan bahan bakar alternatif untuk mengurangi limbah lingkungan serta mendukung mitigasi perubahan iklim.<br>The Company utilizes waste as alternative materials and alternative fuels to reduce environmental waste and support climate change mitigation. |
| **Karyawan dan Komunitas \| Employees and Communities** | |
| GRI 403:<br>Keselamatan dan Kesehatan Kerja (K3)<br>Occupational Health and Safety (OHS) | Keselamatan kerja menjadi prioritas utama Perseroan untuk memastikan lingkungan kerja aman, sehat, dan ramah lingkungan. Perseroan meminimalkan potensi risiko K3 bagi karyawan dengan menerapkan prinsip-prinsip pengelolaan K3 yang baik bagi karyawan.<br>Occupational safety is the Company's top priority to ensure a safe, healthy, and environmentally friendly workplace. The Company minimizes potential risks of OHS for employees by implementing good OHS management principles for employees. |

| | Dampak pada Pemangku Kepentingan<br>Impact on Stakeholders | | Upaya Mengelola Dampak [F.1]<br>Efforts to Manage the Impact |
|---|---|---|---|
| | **Dalam Perseroan**<br>Within the Company | **Luar Perseroan**<br>Outside the Company | |
| | Karyawan, Pemegang Saham<br>Employees, Shareholders | Masyarakat Lokal, Pemerintah<br>Local Communities, Government | 1. Membentuk tim manajemen energi untuk merancang strategi efisiensi energi dan bahan bakar alternatif.<br>2. Penggunaan teknologi seperti *bag filter*, RDF, *flue gas desulfurization*, dan *solar panel*.<br>3. Mengembangkan semen ramah lingkungan dengan mengurangi rasio penggunaan klinker.<br>4. Menargetkan peningkatan bahan bakar alternatif hingga 42% pada 2030.<br>1. Forming an energy management team to design energy efficiency strategies and alternative fuels.<br>2. Using technologies such as bag filters, RDF, flue gas desulfurization, and solar panels.<br>3. Developing environmentally friendly cement by reducing the ratio of clinker use.<br>4. Targeting an increase in alternative fuels of up to 42% by 2030. |
| | Karyawan<br>Employees | Masyarakat Lokal, Pemerintah<br>Local Communities, Government | 1. Meningkatkan nilai indeks keanekaragaman hayati.<br>2. Melakukan pemantauan dan perlindungan spesies langka dan khas yang ada di sekitar wilayah operasi.<br>3. Kegiatan penanaman pohon di kawasan *buffer zone* dan pohon multi-spesies di lahan pascatambang kuari batu kapur, serta budidaya spesies pohon lokal.<br>4. Mengadakan pelatihan keanekaragaman hayati untuk praktisi dan masyarakat.<br>1. Increasing the value of biodiversity index.<br>2. Monitoring and protecting rare and unique species around the operational areas.<br>3. Tree planting in buffer zone and multi-species trees in post-mining limestone quarry areas, as well as cultivating local tree species.<br>4. Conducting biodiversity training for practitioners and the community. |
| | Karyawan<br>Employees | Masyarakat, Pemerintah<br>Communities, Government | 1. Keseluruhan kompleks pabrik telah memiliki Surat Izin Pengambilan dan Pemanfaatan Air (SIPPA) untuk memenuhi kebutuhan air yang berasal dari sumber air permukaan, air tanah, dan air hujan.<br>2. Membangun embung atau kolam pengendapan untuk kebutuhan operasional dan masyarakat.<br>3. Meningkatkan efisiensi dan daur ulang penggunaan air.<br>4. Menjalankan Rencana Strategis Global Pengurangan Konsumsi Air 2030.<br>1. All factories already have Water Extraction and Utilization Permit (SIPPA) to meet water needs from surface water, groundwater, and rainwater sources.<br>2. Constructing embung or sediment pools for operational and community needs.<br>3. Increasing efficiency and recycling of water use.<br>4. Implementing the 2030 Global Strategic Plan to Reduce Water Consumption. |
| | Karyawan<br>Employees | Masyarakat Lokal, Pemerintah<br>Local Communities, Government | 1. Menyediakan tempat penyimpanan sementara (TPS) limbah B3 berizin dan instalasi pengolahan limbah cair.<br>2. Mengelola limbah internal dan eksternal melalui pendekatan ekonomi sirkular.<br>3. Mengganti batu bara dengan RDF sebagai bahan bakar alternatif.<br>1. Providing a licensed temporary hazardous and toxic waste storage area (TPS) and liquid waste treatment plant.<br>2. Managing internal and external wastes through a circular economy approach.<br>3. Replacing coal with RDF as alternative fuels. |
| | | | |
| | Karyawan<br>Employees | Pemerintah<br>Government | 1. Menciptakan lingkungan kerja yang nyaman, aman, selamat, sehat, dan ramah lingkungan.<br>2. Mematuhi peraturan perundang-undangan dan standar yang relevan.<br>3. Mengelola risiko, peluang, dan isu-isu yang relevan untuk keberlangsungan usaha.<br>4. Membudayakan kegiatan perbaikan berkelanjutan untuk peningkatan kinerja dan sistem manajemen.<br>1. Creating comfortable, secure, safe, healthy, and environmentally friendly working environments.<br>2. Complying with the laws and regulations as well as relevant standards.<br>3. Managing risks, opportunities, and relevant issues for the sake of business sustainability.<br>4. Developing a culture of sustainable improvement to boost performance and refine the management systems. |

| Topik Material<br>Material Topics | Pentingnya Topik Material dan Identifikasi Dampak (Positif dan/atau Negatif) [3-3]<br>The Importance of Material Topics and Impact Identification (Positive and/or Negative) |
|---|---|
| Hak Asasi Manusia<br>Human Rights<br> | Kesetaraan dan keberagaman di internal Perseroan merupakan bagian dari HAM yang akan membawa dampak positif bagi lingkungan kerja. Perseroan menjunjung tinggi kesetaraan dan keberagaman, termasuk dalam proses rekrutmen, evaluasi karier, dan pemenuhan hak-hak karyawan.<br>Equality and diversity within the Company are part of human rights that will have a positive impact on the working environments. The Company upholds equality and diversity, including in recruitment process, career evaluation, and fulfillment of employee rights. |
| GRI 404:<br>Pengelolaan Bakat dan Kinerja<br>Talent and Performance Management<br> | Pengelolaan bakat karyawan mendukung inovasi dan sinergi dengan para pemangku kepentingan. Perseroan telah menjalankan serangkaian pengelolaan sumber daya manusia di antaranya melalui *talent development program*, *agent of change*, dan pemberian *reward* berbasis kinerja.<br>The management of employee talent supports innovation and synergy with stakeholders. The Company has implemented a series of human resource management including talent development programs, agents of change, and performance-based rewards. |
| GRI 413:<br>Tetangga yang Baik<br>Good Neighbor<br> | Masyarakat dan komunitas lokal menerima dampak dari kegiatan operasional Perseroan. Perseroan berupaya memberikan dampak positif bagi masyarakat melalui program pemberdayaan ekonomi dan pelestarian lingkungan.<br>The society and local communities receive the impact of the Company's operational activities. The Company strives to provide a positive impact on the community through economic empowerment and environmental preservation programs. |
| **Bisnis dan Tata Kelola \| Business and Governance** | |
| GRI 201:<br>Kinerja Ekonomi (Ketahanan Korporasi)<br>Economic Performance (Corporate Resilience)<br> | Stabilitas kinerja ekonomi perusahaan menjadi dasar ketahanan Perseroan dan keberlanjutan operasional untuk memberikan manfaat bagi pemangku kepentingan. Risiko, peluang, dan perubahan kondisi ekonomi berdampak pada penyesuaian langkah-langkah strategis Perseroan.<br>The stability of the company's economic performance is the basis for the Company's resilience and operational sustainability to provide benefits to stakeholders. Risks, opportunities, and changes in economic conditions have an impact on the adjustment of the Company's strategic measures. |
| Tata Kelola Keberlanjutan<br>Sustainability Governance<br> | Perseroan menekankan pentingnya kepatuhan hukum dan tata kelola yang baik untuk mendukung keseimbangan ekonomi, sosial, dan lingkungan.<br>The Company emphasizes the importance of legal compliance and good governance to support economic, social, and environmental balance. |

| Dampak pada Pemangku Kepentingan<br>Impact on Stakeholders | | Upaya Mengelola Dampak [F.1]<br>Efforts to Manage the Impact |
|---|---|---|
| **Dalam Perseroan**<br>Within the Company | **Luar Perseroan**<br>Outside the Company | |
| Karyawan, Pemegang Saham<br>Employees, Shareholders | Pemerintah, Pemasok, Masyarakat Lokal<br>Government, Supplier, Local Communities | 1. Menyusun Kebijakan HAM untuk memastikan pemenuhan prinsip-prinsip HAM dalam operasional Perseroan.<br>2. Memastikan kepatuhan pemasok terhadap Pedoman Etika Perseroan.<br>3. Perseroan memastikan kepatuhan terhadap kebijakan dan peraturan berkaitan dengan HAM, baik di tingkat nasional maupun internasional.<br>4. Transparansi dalam proses perekrutan, evaluasi pengembangan karier, serta pemenuhan hak-hak bagi karyawan.<br>5. Menghormati dan menerapkan prinsip-prinsip HAM pada setiap perencanaan dan pelaksanaan program-program pemberdayaan bagi komunitas lokal di sekitar lokasi operasi.<br>1. Preparing Human Rights Policy to ensure the fulfillment of human rights principles in the Company's operations.<br>2. Ensuring supplier compliance with the Company's Code of Conduct.<br>3. The Company ensures compliance with policies and regulations related to human rights at national and international levels.<br>4. Transparency in the recruitment process, career development evaluation, and fulfillment of employee's rights.<br>5. Respecting and applying human rights principles in every planning and implementation of empowerment programs for local communities around the operational locations. |
| Karyawan<br>Employees | Masyarakat Lokal, Pemerintah<br>Local Communities, Government | 1. Menyesuaikan program-program dan strategi *Agent of Change* sesuai dengan kebutuhan Perseroan.<br>2. Integrasi HR *Digital Platform* (Workday) untuk meningkatkan kapasitas karyawan.<br>3. Internalisasi budaya keberlanjutan di Perseroan melalui implementasi ESG *Performance Review*.<br>1. Adjusting programs and strategies of the Agent of Change according to the Company's needs.<br>2. Integrating HR Digital Platform (Workday) to improve employees' capacity.<br>3. Internalizing a culture of sustainability in the Company through the implementation of ESG Performance Review. |
| Karyawan<br>Employees | Masyarakat Lokal, Pemerintah<br>Local Communities, Government | 1. Perekrutan tenaga kerja lokal dan pemberdayaan UMKM.<br>2. Pelaksanaan program CSR yang mendukung pembangunan komunitas.<br>1. Recruitment of local workers and empowerment of MSMEs.<br>2. Implementation of CSR programs that support community development. |
| | | |
| Karyawan, Pemegang Saham<br>Employees, Shareholders | Pelanggan, Media<br>Customer, Media | 1. Meningkatkan penetrasi pasar semen ramah lingkungan dan efisiensi di bidang operasi dan logistik.<br>2. Peningkatan efisiensi melalui inovasi produk yang lebih ramah lingkungan.<br>1. Increasing market penetration of environmentally friendly cement and efficiency in operations and logistics.<br>2. Increase in efficiency through innovation of more environmentally friendly products. |
| Karyawan, Pemegang Saham<br>Employees, Shareholders | Pemerintah, Media<br>Government, Media | 1. Kualitas penerapan GCG terus ditingkatkan mengacu pada hukum dan standar yang berlaku, serta pedoman yang dikeluarkan oleh Heidelberg Materials.<br>2. Reorganisasi Komite ESG, Komite Etika, dan Komite HAM dengan perubahan organisasi dan penyusunan *charter* bagi Komite-komite tersebut.<br>1. The quality of GCG implementation is continuously improved by referring to the applicable laws and standards, as well as guidelines issued by Heidelberg Materials.<br>2. Reorganization of ESG Committee, Ethics Committee, and Human Rights Committee with organizational changes and preparation of charters for such Committees. |

# Keterlibatan Pemangku Kepentingan [E.4][2-29]

## Stakeholders' Engagement

| Pemangku Kepentingan<br>Stakeholders | Metode Pendekatan dan Pengelolaan<br>Approach and Management Methods | | Respons Kebutuhan Pemangku Kepentingan<br>Responses to Stakeholder Needs |
|---|---|---|---|
| | **Sarana Pelibatan dan Frekuensi**<br>Facilities for Engagement and Frequency | **Topik Signifikan dan Kebutuhan Pemangku Kepentingan**<br>Significant Topics and Stakeholder Needs | |
| **Internal** | | | |
| Pemegang Saham<br>Shareholders | 1. Rapat Umum Pemegang Saham (RUPS) secara berkala minimal satu tahun sekali atau insidental<br>2. Diskusi secara berkala sesuai kebutuhan<br>1. General Meeting of Shareholders (GMS), periodically, at least once a year or incidental<br>2. Regular discussions as needed | 1. Peningkatan nilai investasi dan dividen<br>2. Keterbukaan Informasi dan pelaporan kinerja<br>3. Kinerja Perseroan yang baik<br>1. Increase the value of investment and dividend<br>2. Information Disclosure and Performance Reporting<br>3. Good performance of the Company | 1. Rapat Umum Pemegang Saham (RUPS)<br>2. Paparan Publik<br>3. Pembuatan Laporan Tahunan, Laporan Keberlanjutan, dan Laporan Keuangan<br>4. Pengungkapan kinerja melalui beragam kanal media (situs web, media sosial, pengumuman, dan laporan)<br>1. General Meeting of Shareholders<br>2. Public Expose<br>3. Preparation of Annual Report, Sustainability Report, and Financial Statements<br>4. Performance disclosure through various media channels (website, social media, announcements, and reports) |
| Karyawan<br>Employees | 1. Menciptakan hubungan industrial yang harmonis serta membangun komunikasi yang baik dengan serikat pekerja, antara lain dengan menyelenggarakan forum bipartit/rapat koordinasi sebulan sekali atau sewaktu-waktu jika diperlukan<br>2. Pemberian berbagai penghargaan kepada karyawan setiap tahun<br>3. Pemberian manfaat kesehatan pascapensiun yang berlaku selama 5 tahun setelah tanggal pensiun<br>1. Creating harmonious industrial relation and maintaining effective communication with labor unions, among other by conducting monthly bipartite forum/coordination meeting or anytime as required<br>2. Several annual awardings for employees<br>3. Provision of post-retirement health benefits valid for five years after the retirement date | 1. Pemenuhan hak-hak dan kesejahteraan karyawan<br>2. Kesetaraan kesempatan berkarier, remunerasi, dan fasilitas kerja<br>3. Penerapan K3<br>4. Keterlibatan dalam kinerja ekonomi, lingkungan, dan sosial yang unggul<br>1. Fulfillment of employees' rights and welfare<br>2. Equal career opportunities, remuneration, and work facilities<br>3. OHS Implementation<br>4. Involvement in excellent economic, environmental, and social performance | 1. Pertemuan berkala<br>2. Diskusi dengan manajemen dalam program pengembangan karyawan<br>3. Pelibatan aktif dalam kegiatan Perseroan, seperti sedekah sampah dan donor darah<br>1. Periodic meetings<br>2. Discussion with management in employee development programs<br>3. Active involvement in Company activities, such as waste donation and blood donation |

| **Pemangku Kepentingan** Stakeholders | **Metode Pendekatan dan Pengelolaan** Approach and Management Methods | | **Respons Kebutuhan Pemangku Kepentingan** Responses to Stakeholder Needs |
|---|---|---|---|
| | **Sarana Pelibatan dan Frekuensi** Facilities for Engagement and Frequency | **Topik Signifikan dan Kebutuhan Pemangku Kepentingan** Significant Topics and Stakeholder Needs | |
| **Eksternal** \| External | | | |
| Pelanggan<br>Customers | Pertemuan secara berkala sesuai kebutuhan, atau minimal satu tahun sekali<br>Regular meetings as necessary, or at least once a year | 1. Harga kompetitif dengan jaminan kualitas produk dan pasokan<br>2. Penerapan standar produk dan informasi yang lengkap<br>3. Pelayanan keluhan<br>4. Menghasilkan produk ramah lingkungan<br>1. Competitive price with quality assurance and guaranteed supply<br>2. Application of product standards and complete information<br>3. Complaint services<br>4. Manufacturing environmentally friendly products | 1. Diskusi dengan pelanggan sesuai kebutuhan<br>2. Sekolah Tukang Semen Tiga Roda<br>3. Survei kepuasan pelanggan<br>4. Memberikan produk berkualitas<br>5. Layanan pelanggan<br>6. Program 'Toko Care'<br>1. Discussions with customers as needed<br>2. Sekolah Tukang Semen Tiga Roda<br>3. Customer satisfaction survey<br>4. Providing quality products<br>5. Customer service<br>6. 'Toko Care' program |
| Pemerintah<br>Government | 1. Pertemuan Forum Tripatrit dan kunjungan kerja sesuai dengan kebutuhan<br>2. Kerja sama kegiatan CSR yang dilaksanakan sesuai kebutuhan<br>1. Tripartite Forum meetings and work visits as needed<br>2. Collaboration on CSR activities carried out as needed | 1. Kepatuhan terhadap perundang-undangan dan peraturan yang berlaku<br>2. Tata kelola yang baik<br>3. Pelaksanaan CSR dan pelaporan berkala<br>4. Pembayaran pajak<br>5. Mengendalikan emisi dan polutan<br>6. Menjaga keanekaragaman hayati<br>7. Meningkatkan efisiensi energi<br>8. Pengelolaan limbah<br>9. Mengembangkan budaya keselamatan<br>1. Compliance with the applicable laws and regulations<br>2. Good corporate governance<br>3. Implementation of CSR and periodic reporting<br>4. Payment of taxes<br>5. Controlling emissions and pollutants<br>6. Safeguarding biodiversity<br>7. Improving energy efficiency<br>8. Waste management<br>9. Developing a culture of safety | 1. Mematuhi peraturan dan kewajiban pajak<br>2. Penerapan program CSR<br>1. Complying with tax regulations and obligations<br>2. CSR programs implementation |
| Masyarakat Lokal<br>Local Communities | 1. Pelaksanaan kegiatan CSR sesuai kebutuhan<br>2. Pertemuan bilikom minimal empat bulan sekali setiap desa<br>1. CSR activities to be performed as needed<br>2. Village coordinators forum at least every four months in each village | 1. Kemitraan dan pemberdayaan masyarakat<br>2. Tingkat kesejahteraan<br>3. Pengedalian emisi dan polutan<br>4. Menjaga keanekaragaman hayati<br>5. Meningkatkan efisiensi energi<br>1. Partnership and community empowerment<br>2. Prosperity level<br>3. Controlling emissions and pollutants<br>4. Safeguarding biodiversity<br>5. Improving energy efficiency | 1. Penerapan program CSR di desa mitra<br>2. Mendukung Badan Usaha Milik Desa (BUMDes) dan bank sampah dalam pemanfaatan sampah<br>1. Implementing CSR programs in partner villages<br>2. Supporting Village-Owned Enterprises (BUMDes) and waste banks in waste utilization |
| Media | 1. Menjalin komunikasi intensif melalui pertemuan rutin sesuai kebutuhan<br>2. Pemasangan iklan produk sesuai kebutuhan<br>1. Establishing intensive communication through regular meetings as needed<br>2. Product advertising as needed | 1. Keterbukaan informasi<br>2. Kerja sama pelaksanaan program<br>1. Information disclosure<br>2. Collaboration in program implementation | Publikasi<br>Publication |
| Pemasok<br>Supplier | Menjalin jaringan dengan pemasok<br>Maintaining the networking with suppliers | Kepatuhan pemasok atas penghormatan kepada HAM<br>Suppliers' compliance on respect for human rights | Sosialisasi Kode Etik Rekanan<br>Dissemination of the Suppliers Code of Conduct |

# Perlindungan dan Pengelolaan Lingkungan

## Environmental Protection and Management



# 01



## Perseroan berkomitmen untuk mematuhi seluruh peraturan dan standar lingkungan yang berlaku.

**The Company is committed to complying with all applicable environmental regulations and standards.**

Indocement telah menerapkan sertifikasi ISO 14001:2015 untuk Sistem Manajemen Lingkungan (SML) yang penerapannya telah diverifikasi oleh pihak auditor independen, yaitu Societe Generale de Surviellance (SGS), Pengelolaan SML dilaksanakan oleh Quality System Management Representative Office yang memiliki tanggung jawab langsung kepada Technical Director Office. Pengelolaan dampak lingkungan Perseroan mencakup aspek pengelolaan energi, emisi, limbah, air dan efluen, serta pelestarian keanekaragaman hayati.

Indocement mengevaluasi kinerja pengelolaan lingkungan setiap tahunnya baik melalui penilaian internal maupun eksternal, seperti PROPER (Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan), Audit Lingkungan, serta sertifikasi ISO 14001:2015. Evaluasi internal dilakukan untuk memastikan bahwa seluruh anak usaha dan pabrik menjalankan pengelolaan lingkungan sesuai dengan peraturan yang berlaku serta komitmen Perseroan, sambil terus melakukan perbaikan secara berkelanjutan apabila diperlukan. Di sisi lain, evaluasi eksternal dilakukan oleh tenaga profesional independen yang secara objektif memantau dan menilai kinerja lingkungan Perseroan.

Pada 2024, Perseroan mengalokasikan dana untuk pengelolaan lingkungan sebesar Rp286 miliar naik 35% dibandingkan tahun sebelumnya. Biaya tersebut meliputi pembiayaan pada pemenuhan regulasi, proyek keberlanjutan dan bahan alternatif. Sepanjang periode pelaporan, Perseroan tidak menerima pengaduan lingkungan yang signifikan, maupun tidak menerima denda maupun sanksi hukum lain atas ketidakpatuhan terhadap peraturan dan perundang-undangan terkait pengelolaan lingkungan. **[F.4]**

Indocement has implemented ISO 14001:2015 certification for the Environmental Management System (EMS) wherein its implementation has been verified by independent auditor, namely Societe Generale de Surviellance (SGS). EMS management is carried out by Quality System Management Representative Office who has direct responsibility to Technical Director Office. The Company's environmental impact management includes aspects of energy management, emissions, waste, water and effluent, as well as biodiversity conservation.

Indocement evaluates environmental management performance annually through internal and external assessments, such as PROPER (Environmental Performace Rating Award), Environmental Audit, and ISO 14001:2015 certification. Internal evaluations are conducted to ensure that all subsidiaries and factories carry out environmental management according to the applicable regulations and the Company's commitments, while continuing to make continuous improvements if necessary. On the other hand, external evaluations are conducted by independent professionals who objectively monitor and assess the Company's environmental performance.

In 2024, the Company allocated funds for environmental management of Rp286 billion increased 35% compared to that of the previous year. These costs include financing for fulfillment of regulation, sustainability project and altenative materials. Throughout the reporting period, the Company did not receive any significant environmental complaints, nor did it receive any fines or other legal sanctions for non-compliance with regulations and laws related to environmental management. **[F.4]**

# Penggunaan Material Ramah Lingkungan [F.5]

## Use of Environmentally Friendly Materials

Perseroan mengembangkan produk-produk semen yang lebih ramah lingkungan dengan faktor klinker yang lebih rendah, sehingga mampu menurunkan penggunaan material tidak terbarukan. Penggunaan material ramah lingkungan meliputi *fly ash* dan GBFS sebagai bahan substitusi klinker.

The Company develops more environmentally friendly cement products with lower clinker factors, thereby reducing the use of non-renewable materials. The use of environmentally friendly materials includes fly ash and GBFS as a substitute for clinker.

Indocement menawarkan berbagai jenis semen yang dirancang untuk mengurangi jejak karbon namun tetap menyesuaikan dengan kebutuhan proyek dan mendukung keberlanjutan. *Portland Slag Cement* memberikan pengurangan $CO_2$ paling signifikan, menjadikannya pilihan ideal untuk proyek besar dan ramah lingkungan. Sementara Semen Hidraulis menawarkan daya tahan unggul untuk kebutuhan infrastruktur berat.

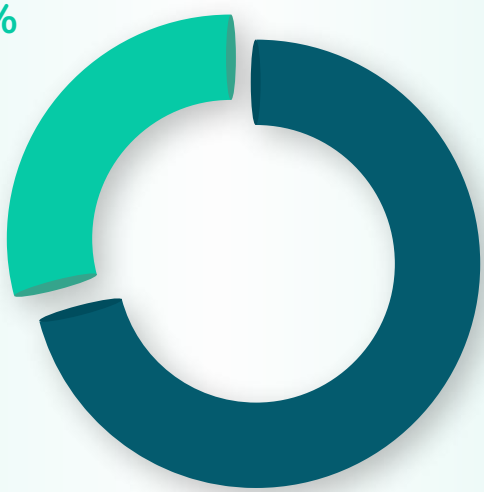
Indocement offers a variety of cement types designed to reduce carbon footprints while still adjusting to project needs and supporting sustainability. Portland Slag Cement provides the most significant $CO_2$ reduction, making it an ideal choice for large and environmentally friendly projects. While Hydraulic Cement offers excellent durability for heavy infrastructure needs.

### Produk Ramah Lingkungan
### Environmentally Friendly Products

| | **Semen Portland Komposit**<br>Portland Composite Cement<br>**(PCC)** | **Semen Slag**<br>Slag Cement | **Semen Hidraulis**<br>Hydraulic Cement |
|---|---|---|---|
| **Rasio Klinker**<br>Clinker Ratio | **61%–62%**<br>dengan SNI terbaru mencapai 55%<br>with recent new SNI standard of 55% | **45%–50%** | **75%–78%** |
| **Pengurangan $CO_2$ (dibandingkan dengan OPC)**<br>$CO_2$ reduction (compared to OPC) | **30%–35%** | **50%–55%** | **10%–15%** |
| **Karakteristik**<br>Characteristic | Didistribusikan dalam kantong.<br>Distributed in bag. | • Didistribusikan dalam curah.<br>Distributed in bulk.<br>• Hidrasi panas rendah, tahan sulfat, ketahanan tinggi dan periode pertumbuhan kompresi yang lebih lama.<br>Low hydration heat, sulfate resistant, high durability, and longer compressive growth period.<br>• Cocok untuk proyek beton massa, bendungan dan dermaga. Saat ini digunakan dalam pengembangan Pelabuhan Patimban.<br>Suitable for mass concrete projects, dams, and jetties. Currently used in development of Patimban Port. | • Didistribusikan dalam curah.<br>Distributed in bulk.<br>• Kekuatan lebih baik dibandingkan OPC dengan daya tahan luar biasa dibandingkan OPC.<br>Better strength than OPC with extraordinary durability than OPC.<br>• Untuk infrastruktur, gedung bertingkat, dan industri *precast*.<br>For infrastructure, high-rise building, and precast industry. |
| |  |  |  |

## Pendapatan dari Inisiatif Keberlanjutan
## Sustainable Revenue and Initiatives

**31,54%**
Pendapatan Tidak Berkelanjutan
Non-Sustainable Revenue



**68,46%**
Pendapatan Berkelanjutan
Sustainable Revenue




**Pengiriman *Refuse-Derived Fuel* (RDF) Produksi TPST Bantargebang ke Indocement**
Delivery of Refuse-Derived Fuel (RDF) Produced by Bantargebang Integrated Waste Processing Site to Indocement

# Pengelolaan Energi dan Mengurangi Emisi GRK [3-3]

## Energy Management and Reducing GHG Emissions

**Perseroan berupaya meningkatkan efisiensi energi dan mengurangi emisi GRK dengan memaksimalkan penggunaan bahan bakar alternatif, berinvestasi dan mengoptimalkan kinerja pabrik yang lebih efisien, serta memaksimalkan bauran produk melalui perluasan *footprint*.**

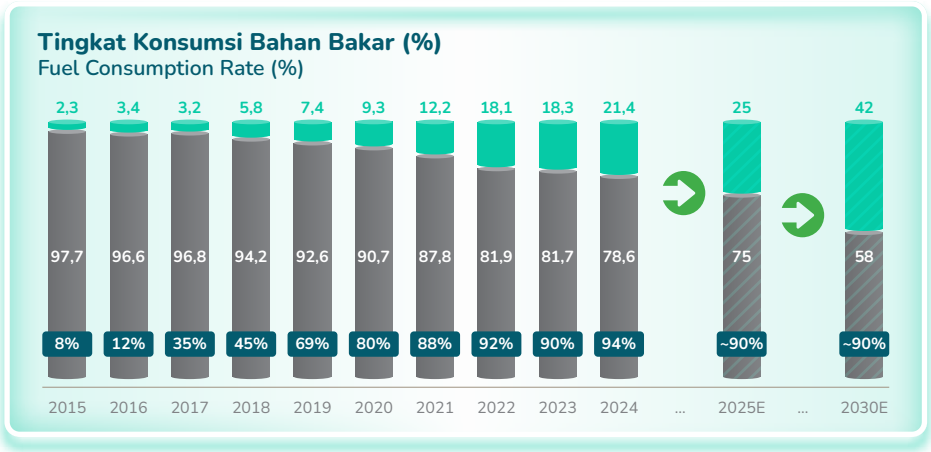
**The Company seeks to improve energy efficiency and reduce GHG emissions by maximizing the use of alternative fuels, investing in and optimizing more efficient plant performance, and maximizing product mix through footprint expansion.**

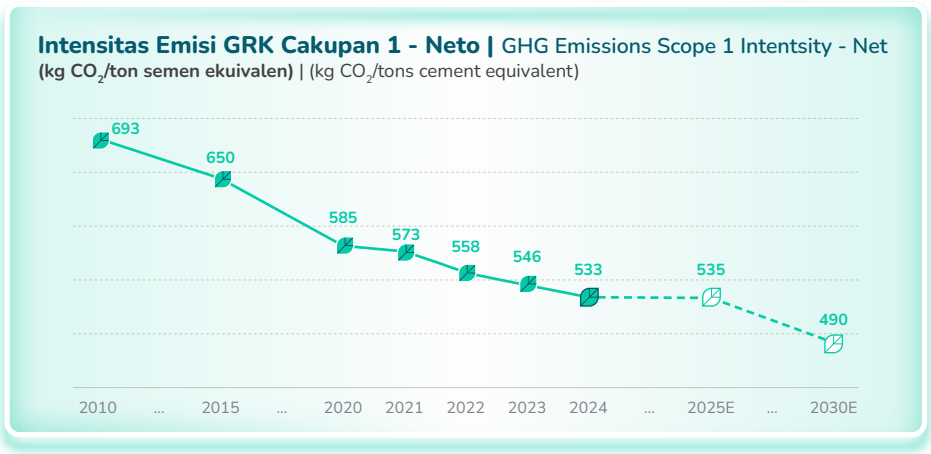
Indocement menunjukkan komitmen kuat untuk meningkatkan keberlanjutan operasional melalui pengurangan emisi GRK dan peningkatan penggunaan bahan bakar alternatif. Strategi ini sejalan dengan target jangka panjang Perseroan untuk mencapai efisiensi energi dan keberlanjutan lingkungan pada 2025 dan 2030.

Peta Jalan Peningkatan Penggunaan Bahan Bakar Alternatif menjadi acuan bagi Perseroan untuk meningkatkan penggunaan bahan bakar alternatif menjadi 42% di 2030 dengan mengacu ke *baseline* 2015. Penggunaan bahan bakar fosil atau batu bara secara bertahap menurun hingga 21,4%, dengan tetap menggunakan batu bara berkalori rendah (*Low-Calorific Value*/LCV *Coal Content*) di kisaran 94%. Melalui upaya ini, intensitas emisi GRK Cakupan 1 telah menurun secara konsisten dari 693 kg $CO_2$/ton semen ekuivalen pada 2010, menjadi 533 kg $CO_2$/ton semen ekuivalen pada 2024. Diharapkan pada 2030, Perseroan dapat mencapai target pengurangan intensitas emisi GRK Cakupan 1 hingga 490 kg $CO_2$/ton semen ekuivalen. Indocement juga terus membangun fasilitas penggunaan bahan bakar alternatif di Kompleks Pabrik Grobogan dan Kompleks Pabrik Maros, serta memastikan target jangka panjang untuk 2030 berada di jalur yang tepat. **[EM-CM-110a.2]**

Indocement demonstrates a strong commitment to improving operational sustainability through reducing GHG emissions and increasing the use of alternative fuels. This strategy is in line with the Company's long-term target to achieve energy efficiency and environmental sustainability by 2025 and 2030.

The Roadmap of Increased Use of Alternative Fuels serves as a reference for the Company to increase the use of alternative fuels to 42% in 2030 with reference to baseline 2015. The use of fossil fuels or coal has gradually decreased to 21.4%, while still using low-calorie coal (Low-Calorific Value/LCV Coal Content) in the range of 94%. Through these efforts, the intensity of Scope 1 GHG emission has consistently decreased from 693 kg $CO_2$/ton cement equivalent in 2010, to 533 kg $CO_2$/ton cement equivalent in 2024. By 2030, the Company aims to reduce Scope 1 GHG emissions intensity to 490 kg $CO_2$/ton of cement equivalent. Indocement is also actively developing alternative fuel facilities at both the Grobogan Factory and Maros Factory, ensuring that its long-term 2030 targets remain on track and aligned with its sustainability commitments. **[EM-CM-110a.2]**




**Emisi Gas Rumah Kaca (GRK) dihitung berdasarkan standar pelaporan internasional yang ditetapkan oleh World Business Council for Sustainable Development (WBCSD) Cement Sustainability Initiative.**
Green House Gas (GHG) emission is calculated based on the international reporting standards defined by World Business Council Sustainable Development (WBCSD) Cement Sustainability Initiative

**Cakupan 1: Emisi dari operasi yang dimiliki atau dikendalikan oleh perusahaan yang melaporkan.**
Scope 1: Emissions from operations that are owned or controlled by the reporting company

Upaya Indocement untuk meningkatkan rasio penggunaan bahan bakar alternatif tentunya tidak terlepas dari berbagai tantangan, di antaranya pasokan RDF yang belum memadai, *unscheduled stops* di beberapa kiln, serta spesifikasi limbah yang belum memadai menyebabkan pembakaran tidak sempurna. Untuk mengatasi hal tersebut, Indocement memaksimalkan penggunaan biomassa seperti sekam padi dan serbuk gergaji serta non-biomassa lainnya dengan spesifikasi yang sesuai seperti *spent bleaching earth* (SBE), limbah industri, *wastewater sludge*, serta limbah kemasan dengan spesifikasi yang sesuai. Diversifikasi bahan bakar alternatif tersebut juga dapat menggantikan penggunaan RDF.

Indocement's efforts to increase the ratio of alternative fuel use are inseparable from various challenges, including inadequate RDF supply, unscheduled stops in several kilns, and inadequate waste specifications that cause incomplete combustion. To overcome such matter, Indocement maximizes the use of biomass such as rice husks and sawdust and other non-biomass with appropriate specifications such as spent bleaching earth (SBE), industrial waste, wastewater sludge, and packaging waste with appropriate specifications. The diversification of alternative fuels can also replace the use of RDF.

**Pada 2024, instalasi fasilitas *hotdisc* di Plant 11 telah mampu meningkatkan fleksibilitas Perseroan untuk menggunakan *non-shredded* RDF dan limbah berukuran besar sebagai bahan bakar alternatif, serta mampu memproduksi debu klinker yang lebih sedikit.**

In 2024, the installation of hotdisc facility at Plant 11 increased the Company's flexibility to use non-shredded RDF and large waste as alternative fuels, and produced less clinker dust.

## Penggunaan Energi

### Pendekatan Manajemen [3-3]

## Energy Use

### Management Approach [3-3]

**Komitmen dan Kebijakan**
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials, diaplikasikan melalui *Master Plan Development* for SC2030 *Actions in* Indocement
- PP Nomor 70 Tahun 2009 tentang Konservasi Energi
- Kebijakan Efisiensi Energi yang ditetapkan oleh Direktur Utama Perseroan pada 9 September 2019
- Peraturan Menteri Energi dan Sumber Daya Mineral Nomor 14 Tahun 2012 tentang Manajemen Energi

- Heidelberg Materials Sustainability Commitment 2030, applied through the Master Plan Development for SC2030 Actions in Indocement
- Government Regulation No. 70 of 2009 on Energy Conservation
- Policy on Energy Efficiency established by the Company's President Director on 9 September 2019
- Regulation of the Minister of Energy and Mineral Resources No. 14 of 2012 on Energy Management

**Strategi Pencapaian 2024**
2024 Achievement Strategies

- Memanfaatkan RDF sampah dan limbah domestik di TPST Bantargebang sebagai energi alternatif
- Memanfaatkan energi surya di Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun
- Meningkatkan penggunaan bahan baku alternatif untuk mengurangi kandungan klinker

- Utilizing RDF waste and domestic waste at TPST Bantargebang as alternative energy
- Utilizing solar energy at Citeureup Factory and Tarjun Factory
- Increasing the use of alternative materials to reduce clinker ratio

**Evaluasi dan Sumber Daya**
Evaluation and Resources

Pemanfaatan sumber daya dan pengelolaan penggunaan bahan bakar dan bahan baku alternatif dilaksanakan oleh fungsi Procurement & Alternative Fuel and Alternative Material (Procurement & AFAM) yang dipimpin oleh General Manager. Adapun pengelolaan energi pada kegiatan operasional dan penunjang lainnya menjadi tanggung jawab plant yang diawasi langsung oleh manajemen tertinggi, yaitu Direktur Utama.

Indocement melaksanakan audit energi internal setiap tahun, dipimpin oleh Tim Manajemen Energi yang terdiri dari manajer dan auditor energi bersertifikasi Badan Nasional Sertifikasi Profesi (BNSP). Hasil audit energi secara rutin disampaikan ke Kementerian Energi dan Sumber Daya Mineral (ESDM) melalui Pelaporan *Online* Manajemen Energi (POME). Tidak hanya menjadi dasar untuk pelaporan kepada pemerintah, hasil audit tersebut juga menjadi landasan evaluasi bagi Indocement untuk terus meningkatkan efisiensi penggunaan energi, termasuk melakukan *benchmarking* kinerja efisiensi energi dengan industri sejenis. Audit energi eksternal juga dilakukan dengan melibatkan Kementerian ESDM setiap tiga tahun.

Utilization of resources and management of the use of alternative fuels and alternative materials are carried out by the Procurement & Alternative Fuel and Alternative Material (Procurement & AFAM) function, led by the General Manager. Meanwhile, energy management in operational and other supporting activities falls under the responsibility of plant who is directly supervised by the highest management, that is the President Director.

Indocement's internal energy audit is conducted annually, led by the Energy Management Team consisting of of National Board of Professional Certification (BNSP)-certified energy managers and auditors. The results of energy audit are periodically submitted to the Ministry of Energy and Mineral Resources (ESDM) through the Energy Management Online Reporting (POME). The audit results not only serve as the basis for reporting to the government, but also serve as the basis of evaluation for Indocement to continuously improve the efficiency of energy use, including benchmarking energy efficiency performance with similar industries. External energy audit is also conducted by engaging the Ministry of ESDM once every three years.

Energi dari berbagai sumber dibutuhkan untuk mendukung berbagai kebutuhan operasional. Perseroan memanfaatkan energi berasal dari bahan bakar minyak (solar) untuk transportasi di pertambangan dan distribusi. Terdapat juga energi listrik untuk operasional pabrik dan kebutuhan domestik yang bersumber dari Perusahaan Listrik Negara (PLN), serta pembangkit listrik menggunakan gas di Kompleks Pabrik Citeureup dengan kapasitas 73 MW yang dimanfaatkan untuk kebutuhan energi listrik pabrik dan fasilitas pendukung. Perseroan menggunakan batu bara untuk memanaskan kiln, serta memanfaatkan limbah bahan berbahaya dan beracun (B3) dan non-B3 sebagai bahan bakar alternatif pada produksi semen guna mengurangi ketergantungan pada batu bara. Intensitas pemakaian energi di 2024 menunjukkan penurunan dibandingkan tahun sebelumnya. Hal ini disebabkan cakupan baru yaitu Kompleks Pabrik Grobogan yang lebih efiisien dari segi pemakaian energi. **[302-1][302-2]**

Energy from various sources is needed to support various operational needs. The Company utilizes energy from oil (diesel) fuel for transportation in mining and distribution. There is also electricity sourced from PLN State Electricity Company (PLN) for factory operations and domestic needs, as well as gas-powered power plant in Citeureup Factory with a capacity of 73 MW which is utilized for plant electricity energy and supporting facility. The Company uses coal to heat the kilns, and utilizes hazardous and toxic (B3) as well as non-hazardous and non-toxic (non-B3) wastes as alternative fuels in cement production to reduce dependence on coal. The intensity of energy use in 2024 shows an decrease compared to that of the previous year. This was due to the new coverage is in the Grobogan Factory which is more energy-eficient. **[302-1][302-2]**

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

| Uraian<br>Description | Satuan<br>Unit | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| **Energi Terbarukan**<br>**Renewable Energy** | | | | |
| **Kegiatan Produksi dan Pendukung**<br>**Production and Supporting Activities** | | | | |
| Bahan Bakar Alternatif<br>Alternative Fuel | GJ | 9.957.782 | 8.102.139 | 7.155.095 |
| Solar PV Rooftop | GJ | 5.621 | 0 | 0 |
| **Energi Tidak Terbarukan**<br>**Non-Renewable Energy** | | | | |
| **Kegiatan Penambangan, Produksi, dan Pendukung**<br>**Mining, Production, and Supporting Activities** | | | | |
| Batu Bara<br>Coal | GJ | 36.280.713 | 36.322.710 | 31.378.250 |
| Listrik dari PLN<br>Electricity from PLN | | 6.726.028 | 5.538.903 | 4.797.415 |
| Minyak dan Gas<br>Oil and Gas | | 806.719 | 1.439.908 | 1.971.498 |
| **Jumlah Penggunaan Energi**<br>**Total Energy Consumption** | | **53.776.863** | **51.403.660** | **45.302.258** |

| Uraian<br>Description | Satuan<br>Unit | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| **Intensitas Pemakaian Energi**<br>**Energy Consumption Intensity** | | | | |
| Jumlah Produksi<br>Total Production | Juta Ton<br>Million Tons | 19,6 | 18,0 | 15,6 |
| Intensitas Pemakaian Energi<br>Energy Consumption Intensity | GJ/Ton Semen Ekuivalen<br>GJ/Tons Equivalent Cement | 2,62 | 2,64 | 2,65 |

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

| Kompleks Pabrik<br>Factory | 2024 | 2023 | 2022 |
|---|---|---|---|
| Citeureup | 26.720.174 | 28.420.107 | 28.270.383 |
| Cirebon | 7.953.058 | 9.436.779 | 9.791.034 |
| Tarjun | 6.761.004 | 6.999.810 | 7.240.842 |
| Maros | 5.426.525 | 6.080.590 | N/A |
| Grobogan | 6.916.103 | 466.373 | N/A |
| **Total** | **53.776.863** | **51.403.660** | **45.302.258** |

## Target dan Pencapaian Program Konservasi Energi 2024 [F.7][302-4][302-5]
## Targets and Achievements of Energy Conservation Program in 2024

| Indikator Utama<br>Key Indicator | Nilai Indikator<br>Indicator Value | Target | 2024 | 2023 | 2022 |
|---|---|---|---|---|---|
| Specific Heat Consumption | kCal/kg klinker<br>kCal/kg clinker | Penurunan 0,5% per tahun<br>0.5% decrease per year | 811,70 | 808,38 | 806,40 |
| Specific Power Consumption | kWh/ton semen ekuivalen<br>kWh/ton equivalent cement | Penurunan 0,5% per tahun<br>0.5% decrease per year | 94,6 | 95,90 | 95,6 |
| Konsumsi Listrik Fasilitas Pendukung<br>Electricity Consumption of Supporting Facilities | GWh | Penurunan 1% per tahun<br>1% decrease per year | 77,9 | 67,9 | 66,2 |
| Subsitusi Energi Panas di Kiln Semen dengan Bahan Bakar Alternatif<br>Thermal Substitution Rate in Cement Kiln by Alternative Fuel | % | Mengganti 42% dari total konsumsi panas di kiln semen dengan bahan bakar alternatif pada 2030<br>Replacing 42% of the total heat consumption in the cement kiln with alternative fuels in 2030 | 21,4 | 18,3 | 18,1 |

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

## Program Efisiensi Energi 2024

Hingga akhir 2024, Indocement menjalankan beberapa program untuk mengurangi penggunaan energi, meliputi: **[F.7][302-4][302-5]**

## Energy Efficiency Programs in 2024

Until the end of 2024, Indocement carried out several programs to reduce energy use, including: **[F.7][302-4] [302-5]**

| Program dan Kegiatan Efisiensi<br>Efficiency Programs and Activities | Peluang Penghematan Energi<br>Potential Saving of Energy |
|---|---|
| Program "Transformasi Energi Hijau Implementasi *Solar Cell* pada Pabrik Semen di Kalimantan" merupakan suatu inisiatif yang bertujuan untuk menerapkan teknologi energi terbarukan, yakni *solar panel* pada pabrik semen di Kalimantan. Inisiatif ini mengarah pada pengurangan ketergantungan terhadap energi fosil dengan memanfaatkan potensi energi surya yang melimpah di daerah tersebut.<br>The "Green Energy Transformation: Implementation of Solar Cells in Cement Factory in Kalimantan" is an initiative aimed at implementing renewable energy technology, namely solar panel (solar cell) in the cement plant at Kalimantan. This initiative aims at reducing dependence on fossil fuels by utilizing the abundant solar energy potential in the area. | 12.733 GJ |
| Dalam upaya mendukung transisi menuju energi bersih dan meningkatkan efisiensi operasional, Kompleks Pabrik Citeureup telah mengimplementasikan program pemanfaatan energi terbarukan melalui instalasi *rooftop solar panel*. Inisiatif ini berkontribusi pada pengurangan konsumsi energi listrik dari jaringan serta mendukung pencapaian target pengurangan emisi karbon nasional, sejalan dengan komitmen Perseroan terhadap praktik usaha yang berkelanjutan.<br>As an effort to support the transition to clean energy and improve operational efficiency, Indocement Citeureup Factory has run a program to utilize renewable energy by installing rooftop solar panels. This initiative contributes to reducing electricity consumption from the grid and supports the achievement of national carbon emission reduction targets, in line with the Company's commitment to sustainable business practices. | 23.652 GJ |
| Program "Pemanfaatan Sampah Laut Sebagai Bahan Bakar Alternatif" merupakan suatu inisiatif dari pabrik semen di Cirebon yang dilatar belakangi oleh isu lingkungan mengenai sampah plastik yang mencemari pesisir pantai. Program ini selain mampu menurunkan pencemaran laut akibat sampah plastik dan sampah lainnya juga mampu mensubtitusi kebutuhan energi dari bahan bakar fosil pada proses produksi.<br>"The Utilization of Marine Debris as Alternative Fuel" program is an initiative from cement factory in Cirebon, driven by environmental issue regarding plastic waste polluting the coastline. This program not only capable reducing the plastic waste and any other waste, but also serves as an energy needs substitute from fossil fuel in production process. | 6.184 GJ |

## Mengurangi Emisi Gas Rumah Kaca (GRK)

### Pendekatan Manajemen [3-3]

Indocement menetapkan target pengurangan emisi $CO_2$ untuk 2030 sejalan dengan komitmen Heidelberg Materials yang telah divalidasi melalui *Science Based Targets Initiative* (SBTi). Perseroan berhasil mengurangi emisi $CO_2$ sebesar 533 kg $CO_2$/ton semen ekuivalen, atau menurun 2,4% dibandingkan tahun sebelumnya.

## Reducing Greenhouse Gas (GHG) Emissions

### Management Approach [3-3]

Indocement has set $CO_2$ emission reduction target for 2030 in line with Heidelberg Materials commitment that has been validated through the Science Based Targets Initiative (SBTi). The Company has succeeded in reducing $CO_2$ emissions by 533 kg $CO_2$/tons cement equivalent, or a decrease of 2.4% compared to the previous year.

## Komitmen dan Kebijakan
Commitments and Policies

- *Master Plan Development for* SC2030 *Actions in* Indocement
- *Document Code* Q-POL-INCEM yang ditetapkan oleh Direktur Utama pada 9 September 2019 mengenai Pengelolaan Emisi
- Peraturan Presiden Nomor 61 tahun 2011 mengenai Rencana Aksi Nasional Menurunkan Emisi GRK dan Kondisi Operasional Pabrik
- Peraturan Presiden Nomor 98 Tahun 2021 tentang Penyelenggaraan Ekonomi Karbon untuk Pencapaian Target Kontribusi yang Diterapkan Secara Nasional dan Pengendalian Emisi Gas Rumah Kaca dalam Pembangunan Nasional
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/SETJEN/KUM.1/2/2017 tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen
- Peta jalan Pengurangan Emisi GRK dan Bahan Bakar Alternatif 2030

- Master Plan Development for SC2030 Actions in Indocement
- Document Code Q-POL-INCEM set by the President Director on 9 September 2019 on Emission Management
- Presidential Regulation No. 61 of 2011 on the National Action Plan for Reducing GHG Emissions and Factory Operational Conditions
- Presidential Regulation No. 98 of 2021 on the National Implementation of Carbon Economy to Reach Contribution Targets and Greenhouse Gas Emission Control in National Development
- The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/SETJEN/KUM.1/2/2017 on Emission Quality Standards for Businesses and/or Activities of the Cement Industry
- The 2030 Roadmap for Reducing GHG Emissions and Alternative Fuels

## Strategi Pencapaian 2024
2024 Achievement Strategies

- Meningkatkan penggunaan bahan bakar alternatif.
- Implementasi teknologi dan peningkatan efisiensi operasional.
- Diversifikasi bahan bakar alternatif biomassa seperti sekam padi dan serbuk gergaji, serta limbah non-biomassa seperti SBE, limbah industri, *wastewater sludge*, dan kemasan bekas sesuai dengan izin yang diperoleh dari KLH selain dari penggunaan RDF.
- Pemanfaatan energi terbarukan melalui pemasangan *solar panel rooftop* dan *ground-mounted* di beberapa area lokasi pabrik.

- Increasing the use of alternative fuels.
- Implementation of technology and increased operational efficiency.
- Diversifying alternative biomass fuels, such as rice husks and sawdust, as well as non-biomass waste including SBE, industrial waste, wastewater sludge, and used packaging, in accordance with the permits obtained from the Ministry of Environment and Forestry (KLH), in addition to the use of RDF.
- Utilizing renewable energy by installing both rooftop and ground-mounted solar panels at multiple plant locations.

## Evaluasi dan Sumber Daya
Evaluation and Resources

Indocement memiliki fungsi Procurement & AFAM yang bekerja sama dengan AFR Operation Department untuk melakukan pemanfaatan sumber daya dan pengelolaan penggunaan bahan bakar dan bahan baku alternatif. Kinerja penurunan emisi diawasi dan dievaluasi oleh Direksi, General Manager, dan Plant Manager melalui *Monitoring and Reporting System Development for* SC2030 *Implementation*. Seluruh Kompleks Pabrik secara internal melakukan pemantauan dan verifikasi emisi setiap enam bulan sekali, dan menyerahkan pelaporan eksternal kepada KLHK melalui RKL-RPL. Hasil dari pemantauan dan verifikasi digunakan sebagai dasar untuk langkah-langkah perbaikan secara berkelanjutan. Indocement secara proaktif mengidentifikasi sumber-sumber emisi internal melalui berbagai metode pemantauan yang sesuai dengan jenis emisi yang dihasilkan. Indocement juga telah menetapkan KPI berkaitan dengan pengurangan emisi ketika beraktivitas sehari-hari bagi karyawan.

Indocement has the Procurement & AFAM function that cooperates with the AFR Operation Department to utilize resources and manage the use of alternative fuels and alternative materials. Emission reduction performance is supervised and evaluated by the Board of Directors, General Manager, and Plant Manager through the Monitoring and Reporting System Development for SC2030 Implementation. All Factories internally monitor and verify emissions every six months, and submit external reporting to the Ministry of Environment and Forestry through the RKL-RPL. The results of monitoring and verification are used as the basis for continuous improvement. Indocement proactively identifies internal emission sources through various monitoring methods tailored to the type of emissions generated. Indocement has also set KPIs related to reducing emissions during daily activities for employees.

Untuk memastikan data emisi yang akurat, Indocement menggunakan metode pemantauan yang terstandar dan relevan dengan jenis emisi yang dihasilkan. Perhitungan emisi GRK mengacu pada standar pelaporan internasional, sebagaimana ditetapkan dalam *Cement Sustainability Initiative* oleh World Business Council for Sustainable Development (WBCSD). Fokus pengurangan emisi GRK Cakupan 1 meliputi emisi dari aktivitas produksi yang sepenuhnya dimiliki atau dikendalikan oleh Indocement.

To ensure accurate emission data, Indocement uses standardized monitoring methods that are relevant to the type of emissions generated. GHG emissions are calculated by referring to international reporting standards, as set out in the Cement Sustainability Initiative by the World Business Council for Sustainable Development (WBCSD). The focus of reducing Scope 1 GHG emission includes emissions from production activities that are fully owned or controlled by Indocement.

### Metode Pemantauan Emisi GRK
### Methods of Monitoring GHG Emission

| Jenis Emisi<br>Type of Emission | Metode Pemantauan<br>Monitoring Method |
|---|---|
| $CO_2$ | Perhitungan GRK meliputi gas $CO_2$, $CH_4$, $N_2O$, HFCs, $SF_6$, dan $NF_3$ berdasarkan standar *Cement* $CO_2$ & *Energy Protocol Version* 3.1 dari World Business Council Sustainable Development (WBCSD).<br>GHG calculations include $CO_2$, $CH_4$, $N_2O$, HFCs, $SF_6$, and $NF_3$, based on the Standard of Cement $CO_2$ & Energy Protocol Version 3.1 of the World Business Council Sustainable Development (WBCSD). |

Timbulan emisi GRK Cakupan 1 berasal dari proses manufaktur dan aktivitas lain seperti pembakaran batu bara atau gas alam pada *boiler* dan kiln, pembangkitan listrik internal, serta proses kimia dalam produksi. Emisi Cakupan 2 meliputi emisi tidak langsung dari konsumsi listrik yang dipasok oleh PLN. Emisi Cakupan 3 terdiri dari emisi tidak langsung yang dihasilkan dari aktivitas transportasi, ekstraksi bahan baku, hingga distribusi produk. Seluruh emisi GRK dihitung berdasarkan standar pelaporan internasional yang ditetapkan oleh WBCSD *Cement Sustainability Initiative*. Indocement berkomitmen untuk memantau emisi secara sistematis dan transparan, baik untuk keperluan internal maupun eksternal. Sampai akhir 2024, Perseroan belum melakukan perhitungan emisi zat perusak ozon. **[305-6]**

Scope 1 GHG emission generation comes from manufacturing process and other activities such as burning coal or natural gas in boiler and kiln, internal power plants, and chemical processes in production. Scope 2 emissions include indirect emissions from electricity consumption supplied by PLN. Scope 3 emissions consist of indirect emissions resulting from transportation activities, raw material extraction, and product distribution. All GHG emissions are calculated based on international reporting standards set by the WBCSD Cement Sustainability Initiative. Indocement is committed to monitoring emissions systematically and transparently, both for internal and external purposes. Until the end of 2024, the Company has not calculated ozone-depleting substance emissions. **[305-6]**

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

| Emisi GRK<br>GHG Emission | Satuan<br>Unit | 2024 | | 2023 | | 2022 | |
|---|---|---|---|---|---|---|---|
| | | Bruto<br>Gross | Neto<br>Net | Bruto<br>Gross | Neto<br>Net | Bruto<br>Gross | Neto<br>Net |
| Total Emisi GRK Cakupan 1<br>Total GHG Emissions Scope 1 | Juta Ton $CO_2$<br>Million Ton(s) of $CO_2$ | 11,29 | 11,00 | 11,05 | 10,64 | 10,00 | 9,53 |
| Total Emisi GRK Cakupan 2<br>Total GHG Emissions Scope 2 | | 1,74 | | 1,45 | | 1,19 | |
| Total Emisi GRK Cakupan 3<br>Total GHG Emissions Scope 3 | | 0,30 | | 0,33 | | 0,40 | |
| Total Emisi GRK Cakupan 1, 2, dan 3<br>Total GHG Emissions Scope 1, 2, and 3 | | 13,33 | 13,04 | 12,83 | 12,42 | 11,59 | 11,12 |

| Emisi GRK<br>GHG Emission | Satuan<br>Unit | 2024 | | 2023 | | 2022 | |
|---|---|---|---|---|---|---|---|
| | | Bruto<br>Gross | Neto<br>Net | Bruto<br>Gross | Neto<br>Net | Bruto<br>Gross | Neto<br>Net |
| Intensitas Emisi GRK Cakupan 1<br>GHG Emissions Scope 1 Intensity | ton $CO_2$ eq/ton semen ekuivalen<br>ton $CO_2$ eq/ton equivalent cement | 0,550 | 0,533 | 0,567 | 0,546 | 0,587 | 0,558 |
| Intensitas Emisi GRK Cakupan 1 dan 2<br>GHG Emissions Scope 1 and 2 Intensity | | 0,634 | 0,620 | 0,641 | 0,627 | 0,657 | 0,644 |
| Intensitas Emisi GRK Cakupan 1<br>GHG Emissions Scope 1 Intensity | ton $CO_2$/ton cementitious material | 0,588 | 0,544 | 0,581 | 0,567 | 0,604 | 0,590 |
| Intensitas Emisi GRK Cakupan 1 dan 2<br>GHG Emissions Scope 1 and 2 Intensity | | 0,644 | 0,629 | 0,657 | 0,643 | 0,676 | 0,662 |
| Intensitas Emisi GRK Cakupan 3<br>GHG Emissions Scope 3 Intensity | ton $CO_2$ eq/ton semen ekuivalen<br>ton $CO_2$ eq/ton equivalent cement | 0,01 | | 0,02 | | 0,02 | |
| | ton $CO_2$/ton cementitious material | 0,01 | | 0,02 | | 0,02 | |

**Peningkatan keandalan dan relevansi data dilakukan melalui audit oleh Heidelberg Materials dan telah mencakup Indocement. Audit seluruh KPI keberlanjutan pada pengungkapan data emisi GRK (Cakupan 1 dan 2) dan pendapatan berkelanjutan dilakukan pada level keyakinan memadai (*reasonable assurance*), serta pengungkapan data *continuous emission*, air, K3, dan keanekaragaman hayati pada level keyakinan terbatas (*limited assurance*).**

**Proses pengumpulan data dilakukan secara otomatis dan difokuskan pada kelengkapan, validasi akurasi data, serta ketertelusuran data. Audit tidak hanya terbatas pada pengumpulan data, melainkan juga mencakup tanggung jawab organisasi, keseluruhan proses, sistem, dan pengendalian. Indocement telah berhasil lulus dengan level keyakinan memadai. Seluruh upaya ini juga dilakukan Indocement untuk memastikan kualitas indikator iklim utama yang dilaporkan untuk mengawali dekarbonisasi.**

The improvement of data reliability and relevance is carried out through audit by Heidelberg Materials, which includes Indocement. Audit of all sustainability KPIs on GHG emission (Scope 1 and 2) data disclosure and sustainable income is carried out at the level of reasonable assurance, as well as continuous emission, water, OHS, and biodiversity data disclosures at the level of limited assurance.

The data collection process is carried out automatically and focused on completeness, data accuracy validation, and data traceability. Audit encompasses not only data collection, but also organizational responsibilities, overall processes, systems, and controls. Indocement is successfully passing with the level of reasonable assurance. All of these efforts are also carried out by Indocement to ensure the quality of the main climate indicators reported to initiate decarbonization.

Hingga akhir 2024, Indocement menjalankan beberapa program lainnya untuk mengurangi emisi GRK, di antaranya: **[F.12][305-5]**

1. Pemanfaatan 69.204 ton RDF dari berbagai fasilitas TPST sekitar pabrik.
2. Meningkatkan produksi semen rendah karbon dengan rasio klinker lebih rendah untuk menggantikan OPC.
3. Produksi semen PCC sesuai standar baru SNI dengan rasio klinker yang lebih rendah
4. Menggunakan bahan bakar alternatif untuk proses pembakaran di kiln, antara lain sekam padi, serpihan kayu, serbuk gergaji, dan limbah industri lainnya mencapai rasio 21,4%.
5. Membangun fasilitas pemanfaatan bahan bakar alternatif di Kompleks Pabrik Maros dan Kompleks Pabrik Grobogan sehingga utilisasi bahan bakar alternatif di Kompleks Pabrik Maros dan Kompleks Pabrik Grobogan mencapai 5,5% dan 1,5%.
6. Meningkatkan penggunaan *alternative iron material* dari limbah industri pengolahan baja dengan kandungan CaO dan MgO yang lebih tinggi pada proses pembuatan klinker.

## Mengurangi Emisi Debu dan Gas Konvensional [F.12][305-7]

### Pendekatan Manajemen [3-3]

Strategi penggantian *electrostatic precipitator* dengan *bag filter* secara bertahap telah menurunkan emisi debu secara signifikan, untuk mencapai target ambisius emisi debu 10 mg/Nm³ pada 2026. Hal ini menunjukkan komitmen Perseroan terhadap keberlanjutan dan kepatuhan terhadap regulasi lingkungan. Di sisi lain, Indocement juga berhasil menjaga emisi konvensional jauh di bawah batas standar pemerintah, mencerminkan komitmen terhadap pengelolaan udara bersih.

Until the end of 2024, Indocement carried out some other programs to reduce GHG emissions, including: **[F.12][305-5]**

1. Utilization of 69,204 tons of RDF from various TPST (waste processing) facilities around the factories.
2. Increasing the production of low-carbon cement with a lower clinker ratio to replace OPC.
3. Producing PCC in accordance with the new SNI standards, featuring a lower clinker ratio.
4. Using alternative fuels in the kiln combustion process, including rice husks, wood chips, sawdust, and other industrial waste, reaching a substitution rate of 21.4%.
5. Developing alternative fuel utilization facilities at the Maros Factory and the Grobogan Factory, resulting in alternative fuel utilization rates of 5.5% and 1.5% respectively.
6. Increasing the use of alternative iron materials from steel processing industry waste with higher CaO and MgO content in the clinker production process.

## Reducing Conventional Dust and Gas Emissions [F.12][305-7]

### Management Approach [3-3]

The strategy of gradually replacing electrostatic precipitators with bag filters has significantly reduced dust emissions, in order to achieve the ambitious target of 10 mg/Nm³ dust emissions by 2026. This demonstrates the Company's commitment to sustainability and compliance with environmental regulations. On the other hand, Indocement also managed to keep conventional emissions well below the government's standard limits, reflecting the commitment to managing clean air.

**Target 2030**
2030 Target

Semua emisi ke udara secara permanen akan berada di bawah rata-rata industri secara kualitatif (sebagaimana diidentifikasi oleh Cement Sustainability Initiative/CSI).
All emissions to the air will permanently be below the qualitative industry average (as identified by the Cement Sustainability Initiative/CSI).

**10** mg/Nm³

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

**Progres 2024**
2024 Progress

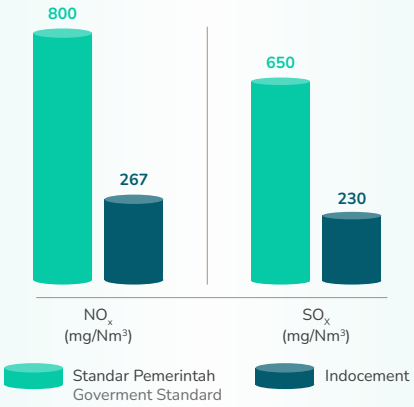
Mengendalikan pelepasan $NO_x$ dan $SO_x$ dari produksi *cementitious* jauh di bawah baku mutu pemerintah.
Controlling the release of $NO_x$ and $SO_x$ from cementitious production far below government standard.

**13,4** mg/Nm³

Rata-rata emisi debu 2024, jauh di bawah baku mutu pemerintah.
The average dust emissions in 2024, far below government standard.

## Pencapaian Emisi Gas Konvensional di Bawah Baku Mutu Pemerintah
## Achievement of Conventional Gas Emission Below Government Standards

### $NO_x$ & $SO_x$ Measurement 2024




## Peta Jalan Pengurangan Emisi Debu melalui Instalasi *Bag Filter*
## Roadmap for Reducing Dust Emission through Bag Filter Installation

### Penggantian *Electrostatic Precipitators* dengan *Bag Filter* untuk Menurunkan Emisi Debu
Replacing Electrostatic Precipitators with Bag Filters to Reduce Dust Emission

**2015-2023**

**Plant 4, Plant 5, Plant 8, Plant 9, Plant 10, Plant 11, & Plant 14**

Emisi Debu 2015 |
Dust Emission 2015 = **40 mg/Nm³**

Emisi Debu 2023 |
Dust Emission 2023 = **15,3 mg/Nm³**

**2024**

Emisi Debu |
Dust Emission = **13,4 mg/Nm³**

**2026**

**Plant 12**

**2027**

**Plant 7**

Target Emisi Debu |
Dust Emission Target = **10 mg/Nm³**

**Peraturan Pemerintah untuk Emisi Debu**
Goverment Regulation for Dust Emission

**50** mg/Nm³

**Komitmen dan Kebijakan**
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials, diaplikasikan melalui *Master Plan Development for* SC2030 *Actions in* Indocement
- *Document Code* Q-POL-INCEM yang ditetapkan oleh Direktur Utama Perseroan pada 9 September 2019 mengenai Pengelolaan Emisi
- ISO 14001:2015 Sistem Manajemen Lingkungan
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/SETJEN/KUM.1/2/2017 tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen
- Peta Jalan Pengurangan Emisi Debu melalui Instalasi *Bag Filters*
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 1 Tahun 2021 tentang Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup.
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 15 Tahun 2019 tentang Baku Mutu Emisi Pembangkit Listrik Tenaga Termal
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 13 Tahun 2021 tentang Sistem Informasi Pemantauan Emisi Industri Secara Terus Menerus

- Heidelberg Materials Sustainability Commitment 2030, applied through the Master Plan Development for SC2030 Actions in Indocement
- Document Code Q-POL-INCEM set by the Company's President Director on 9 September 2019 on Emission Management
- ISO 14001:2015 Environmental Management System
- The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/SETJEN/KUM.1/2/2017 on Emission Quality Standards for Businesses and/or Activities of the Cement Industry
- Roadmap for Reducing Dust Emission through Bag Filter Installation
- Minister of Environment and Forestry Regulation No. 1 of 2021 regarding Company Performance Rating Program in Environmental Management
- Minister of Environment and Forestry Regulation No. 15 of 2019 concerning Emission Standards for Thermal Power Plants
- Minister of Environment and Forestry Regulation No. 13 of 2021 concerning Continuous Industrial Emission Monitoring Information System

**Strategi Pencapaian 2024**
2024 Achievement Strategies

- Melakukan pemantauan kadar $SO_x$, $NO_x$, dan partikel secara terus menerus di seluruh kompleks pabrik.
- Mengukur jejak logam dan emisi senyawa organik volatil (VOC) di setiap lokasi produksi klinker minimal sekali setahun (dengan pengukuran pada titik-titik tertentu).
- Mengimplementasikan kalibrasi eksternal CEMS dengan metode *cylinder gas audit* (CGA) untuk memastikan ketepatan pembacaan alat CEMS.
- Meningkatkan penerapan teknologi guna mengurangi timbulnya emisi konvensional, debu, dan tingkat kebisingan.
- Optimalisasi penggunaan bahan bakar dan bahan baku alternatif dalam produksi semen yang bertujuan untuk mengurangi emisi, termasuk emisi konvensional.
- Menjalankan operasional dengan baik dan sesuai dengan Prosedur Operasional Standar (SOP) yang telah ditetapkan.
- Mengoptimalkan *hotdisc* di Plant 11.

- Continuous monitoring of $SO_x$, $NO_x$, and particulate levels across all factories.
- Measuring metal traces and volatile organic compound (VOC) emissions at each clinker production location at least once a year (with measurements at specific points).
- Implementing external calibration of CEMS using cylinder gas audit (CGA) method to ensure accuracy of CEMS device readings.
- Enhancing technology implementation to reduce conventional emissions, dust, and noise levels.
- Optimization of alternative fuel and alternative material usage in cement production aimed at reducing emissions, including conventional emissions.
- Ensuring smooth operations in accordance with established Standard Operating Procedures (SOPs).
- Optimisation hotdisc in Plant 11.

## Metode Pemantauan Emisi Debu dan Gas Konvensional
## Methods for Monitoring Dust and Conventional Gas Emissions

| Jenis Emisi<br>Type of Emission | Metode Pemantauan<br>Monitoring Method |
|---|---|
| Debu<br>Dust | • Alat pemantauan *Continuous Particulate Monitoring* (CPM)<br>• Pengamatan secara visual melalui kamera CCTV<br>• Pemantauan *grab sampling* menggunakan metode *gravimetric* dan *isokinetic*<br>• Integrasi *Continuous Emission Monitoring System* (CEMS) ke KLHK (SISPEK)<br>• Continuous Particulate Monitoring (CPM) device<br>• Visual observation through CCTV cameras<br>• Grab sampling monitoring with gravimetric and isokinetic methods<br>• Continuous Emission Monitoring System (CEMS) Integration to KLHK (SISPEK) |
| $SO_x$ & $NO_x$ | • Alat pemantauan *Continuous Gas Monitoring* (CGM)<br>• Integrasi CEMS ke KLHK (SISPEK)<br>• Continuous Gas Monitoring (CGM) Device<br>• CEMS Integration to KLHK (SISPEK) |
| Kebisingan<br>Noise | Pengukuran dengan *sound level meter* (SLM)<br>Measurement with sound level meter (SLM) |

Emisi gas konvensional seperti $SO_X$, $NO_X$, dan partikulat dihasilkan dari proses produksi semen. Perseroan berkomitmen untuk mengelola emisi ini sesuai dengan standar mutu yang ditetapkan oleh Pemerintah, sekaligus terus berupaya mengurangi jumlah emisi yang dihasilkan. Pemantauan dan pelaporan emisi gas konvensional dilakukan secara transparan dan terintegrasi melalui *Continuous Emission Monitoring System* (CEMS) serta Sistem Informasi Pemantauan Emisi Industri Kontinyu (SISPEK) yang dikelola oleh Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Indocement memanfaatkan data hasil pemantauan dan proses verifikasi sebagai landasan untuk melakukan peningkatan berkelanjutan dalam pengelolaan emisi. Data emisi Perseroan telah diaudit dengan *limited assurance* sebagai bagian dari Heidelberg Materials.

Conventional gas emissions such as $SO_X$, $NO_X$, and particulates are generated from the cement production process. The Company is committed to managing these emissions in accordance with the quality standards set by the Government, while continuing to strive to reduce the amount of emissions generated. Monitoring and reporting of conventional gas emissions are carried out in a transparent and integrated manner through the Continuous Emission Monitoring System (CEMS) and the Continuous Industrial Emission Monitoring Information System (SISPEK) managed by the Ministry of Environment and Forestry (KLHK). Indocement utilizes monitoring data and verification processes as the basis for making continuous improvements in managing emission. The Company's emission data has been audited with limited assurance as part of the Heidelberg Materials.

Emisi debu juga dapat timbul selama proses pengangkutan produk akibat kerusakan pada kemasan semen selama pengiriman. Untuk mengatasi hal ini, Indocement menerapkan *Pallete Management and Monitoring System* (PMMS) pada proses pengemasan produk, yang bertujuan untuk meningkatkan kualitas kemasan semen dan mengurangi risiko kerusakan selama transportasi. Hingga akhir 2024, penerapan PMMS secara menyeluruh telah meningkatkan efisiensi dan memberikan manfaat ekonomi senilai Rp22 miliar.

Dust emissions may also be generated when products are transported due to damage to cement packaging during deliveries. To address this issue, Indocement implements the Pallet Management and Monitoring System (PMMS) in the product packaging process, which aims to improve the quality of cement packaging and reduce the risk of its damage when transported. As of the end of 2024, the overall implementation of PMMS increased the efficiency and provided economic benefits of Rp22 billion.

Indocement berkomitmen untuk mencapai target emisi 10 mg/Nm³, jauh lebih rendah dari yang ditetapkan oleh pemerintah melalui modernisasi sistem filtrasi. Transformasi *electrostatic precipitator* menjadi *bag filter* di tujuh unit pabrik telah dilakukan secara bertahap sejak 2015. Penggantian *electrostatic precipitator* di Plant 4, Plant 5, Plant 8, Plant 9, Plant 10, Plant 11, dan Plant 14 telah berhasil menurunkan emisi debu dari 40 mg/Nm³ di 2015 menjadi 13,4 mg/Nm³ di 2024. Sementara itu, penggantian EP di Plant 12 ditargetkan selesai pada 2026 dan di Plant 7 ditargetkan selesai pada 2027.

Indocement is committed to achieving the emission target of 10 mg/Nm³, much lower than that set by the government through modernization of filtration system. The transformation of electrostatic precipitators into bag filters in seven factory units has been carried out gradually since 2015. The replacement of electrostatic precipitators in Plant 4, Plant 5, Plant 8, Plant 9, Plant 10, Plant 11, and Plant 14 succeeded in reducing dust emissions from 40 mg/Nm³ in 2015 to 13.4 mg/Nm³ in 2024. Meanwhile, the replacement of EP in Plant 12 is targeted to be completed in 2026 and plant 7 is targeted to be completed in 2027.

Perseroan juga aktif melakukan penanaman dan perawatan pohon secara berkala di sekitar area pabrik. Pohon-pohon ini berfungsi sebagai penghalang angin (*windbreaker* atau *shelterbelt*), yang membantu mengurangi penyebaran debu, menyerap $CO_2$, meningkatkan kadar oksigen, dan menurunkan suhu udara di lingkungan sekitar pabrik.

The Company also actively plants and periodically maintains of trees around the factory area. These trees function as windbreakers or shelter belts, which help reduce the dust dispersion, absorb $CO_2$, increase oxygen levels, and lower the air temperatures in the factory environment.

### Pemantauan Emisi $NO_x$, $SO_x$, dan Partikulat (mg/m³) Berdasarkan Kompleks Pabrik [F.11][305-7][EM-CM-120a.1]
### Monitoring of $NO_x$, $SO_x$, and Particulate Emissions (mg/m³) Based on Factory

| Kompleks Pabrik<br>Factory | Parameter | Baku Mutu<br>Quality Standard | Pencapaian<br>Achievement | | |
|---|---|---|---|---|---|
| | | | 2024 | 2023 | 2022 |
| Citeureup | $NO_x$ | 800 | 217,1 | 249,2 | 234,9 |
| | $SO_x$ | 650 | 257,3 | 291,9 | 343,4 |
| | Partikulat<br>Particulate | 75 | 5,5 | 6,6 | 8,4 |
| Cirebon | $NO_x$ | 800 | 161,5 | 183,2 | 203,2 |
| | $SO_x$ | 650 | 161,1 | 243,3 | 365,1 |
| | Partikulat<br>Particulate | 75 | 7,9 | 8,5 | 8,4 |
| Tarjun | $NO_x$ | 800 | 133,3 | 113,2 | 199,3 |
| | $SO_x$ | 650 | 123,0 | 230,5 | 274,9 |
| | Partikulat<br>Particulate | 75 | 31,7 | 40,7 | 43,0 |

Keterangan | Notes:
Nilai emisi $SO_x$ disajikan berdasarkan hasil pengukuran $SO_2$ (sulfur dioksida), mengingat $SO_2$ merupakan komponen dominan dalam kelompok oksida sulfur yang dihasilkan dari proses pembakaran bahan bakar fosil. Kontribusi bentuk oksida sulfur lainnya seperti $SO_3$ dianggap tidak signifikan dan tidak diukur secara terpisah. | $SO_x$ emissions are represented by measured $SO_2$ (sulfur dioxide) values, as $SO_2$ is the predominant form of sulfur oxides generated from fossil fuel combustion. Other sulfur oxides, such as $SO_3$, are considered negligible and are not measured separately.

Selain memanfaatkan *bag filter*, penurunan emisi Perseroan hingga berada di bawah standar mutu yang ditetapkan Pemerintah juga tidak terlepas dari berbagai inisiatif, meliputi: **[305-7]**

1. Memanfaatkan *flue gas desulfurization* untuk menurunkan kadar $SO_x$ pada pembangkit listrik bersumber batu bara.
2. Menggunakan *water spray* di setiap area pada produksi agregat dan memberikan *water mist* di *open land* maupun *cluster*.

In addition to utilizing bag filters, the Company's emission reduction to below the quality standards set by the Government is also inseparable from various initiatives, including: **[305-7]**

1. Utilizing flue gas desulfurization to reduce $SO_x$ levels in coal-fired power plants.
2. Using water spray in every area of aggregates production and providing water mist in open land and clusters.

### Pemantauan Emisi $NO_x$, $SO_x$, dan Debu 2024 (mg/m³) [305-7]
### Monitoring of $NO_x$, $SO_x$, and Dust Emissions in 2024 (mg/m³)

| Parameter | Baku Mutu Pemerintah*<br>The Government's Quality Standard* | Hasil Pengukuran 2024<br>2024 Measurement Results |
|---|---|---|
| Kiln Dust Emission | 60 mg/Nm³ | 13,4 mg/Nm³ |
| Duration Out of Range | 5,0%** | 0,3% |
| $SO_x$ | 650 mg/Nm³ | 230 mg/Nm³ |
| $NO_x$ | 850 mg/Nm³ | 267 mg/Nm³ |

Keterangan | Note:
*Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/SETJEN/NUM.1/2/2017, tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen Lampiran 1, halaman 21.
**Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.19/MENLHK/SETJEN/NUM.1/2/2017, tentang Baku Mutu Emisi bagi Usaha dan/atau Kegiatan Industri Semen Pasal 12, halaman 11.
*The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/SETJEN/NUM.1/2/2017, on Emission Quality Standards for Businesses and/or Activities of the Cement Industry, Appendix 1, page 21.
**The Regulation of the Minister of Environment and Forestry No. P.19/MENLHK/SETJEN/NUM.1/2/2017, on Emission Quality Standards for Businesses and/or Activities of the Cement Industry, Article 12, page 11.

## Pemantauan Kualitas Udara Ambien [305-7]

Perseroan secara berkala memantau kualitas udara ambien di berbagai lokasi *sampling* sebagai upaya untuk mengelola risiko terkait kesehatan, lingkungan, dan penurunan kualitas udara. Pemantauan dilakukan di enam desa sekitar Kompleks Pabrik Citeureup, yaitu Citeureup, Gunung Putri, Puspanegara, Puspasari, Bantarjati, dan Gunungsari, serta di tiga desa di area pertambangan, yaitu Lulut, Leuwikaret, dan Hambalang. Pada Kompleks Pabrik Cirebon, pengukuran dilakukan di enam lokasi, yaitu Desa Palimanan Barat, Gempol, Kedung Bunder, Ciwaringin, Cupang, dan kolam penampungan air (*waterpond*) Indocement. Sementara itu, di Kompleks Pabrik Tarjun, pemantauan mencakup Desa Langadai, Tarjun Atas, Tarjun Bawah, Serongga, Dusun Simpang 3 *Quarry*, dan Desa Swarga.

Pemantauan dilakukan setiap enam bulan oleh laboratorium lingkungan yang telah terakreditasi. Parameter yang diukur meliputi $SO_2$, CO, $NO_X$, $O_3$, hidrokarbon (HC), serta *Particulate Matter* (PM) 10 dan 2,5. Hasil pemantauan menunjukkan bahwa semua parameter berada dalam kategori "Baik" berdasarkan Indeks Standar Pencemar Udara (ISPU) dengan nilai antara 1-50. Hal ini mengindikasikan bahwa kualitas udara di seluruh lokasi *sampling* tergolong baik dan tidak memberikan dampak negatif terhadap manusia, hewan, maupun tumbuhan.

## Ambient Air Quality Monitoring [305-7]

The Company periodically monitors ambient air quality at various sampling locations as an effort to manage risks related to health, environment, and air quality degradation. Monitoring is carried out in six villages around Citeureup Factory, which includes Citeureup, Gunung Putri, Puspanegara, Puspasari, Bantarjati, and Gunungsari, as well as three villages in the mining area, namely Lulut, Leuwikaret, and Hambalang. At Cirebon Factory, measurements are taken at six locations, which are Palimanan Barat Village, Gempol, Kedung Bunder, Ciwaringin, Cupang, and the Indocement's waterpond. Meanwhile, at Tarjun Factory, the monitoring covers Langadai Village, Tarjun Atas, Tarjun Bawah, Serongga, Simpang 3 Quarry Village, and Swarga Village.

Monitoring is carried out every six months by the accredited environmental laboratory. The parameters measured include $SO_2$, CO, $NO_X$, $O_3$, hydrocarbons (HC), and Particulate Matter (PM) 10 and 2.5. The monitoring results show that all parameters are in the "Good" category based on the Air Pollutant Standard Index (ISPU) with a value between 1-50. This indicates that the air quality at all sampling locations is classified good and does not have negative impact on humans, animals, or plants.

## Pengendalian Kebisingan [F.12][305-5]

Kebisingan disebabkan oleh getaran dari peralatan produksi dan mesin pabrik, serta operasi *belt conveyor* yang digunakan untuk mengangkut material ke dan dari kompleks pabrik. Sebagai langkah mitigasi, Indocement secara bertahap mengganti *roller belt conveyor* dengan *green roller* berbahan teflon di Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun. Inisiatif ini bertujuan untuk mengurangi dampak kebisingan yang dihasilkan oleh peralatan tersebut. Sebagai hasilnya, tingkat kebisingan di area pabrik secara konsisten dipastikan berada di bawah batas yang ditetapkan oleh Peraturan Pemerintah.

## Noise Control [F.12][305-5]

Noise is caused by vibrations from production equipment and factory machinery, as well as the operation of belt conveyors used to transport materials to and from the factory. As mitigation measures, Indocement gradually replaces roller belt conveyors with teflon-based green rollers at Citeureup Factory and Tarjun Factory. This initiative aims at reducing the impact of noise generated by the equipment. As a result, noise levels in the factory area are consistently ensured to be below the limits set by Government Regulations.

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

| Ambang Batas (dBA)* Threshold (dBA)* | Kompleks Pabrik \| Factory | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Citeureup | | | Cirebon | | | Tarjun | | |
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 |
| 85 | 84,4 | 84,1 | 84,5 | 58,95 | 81,6 | 80,6 | 56,60 | 56,8 | 57,7 |

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

Perseroan secara rutin melakukan pemantauan dan pengukuran menggunakan *sound level meter* serta melakukan pemeriksaan audiometri untuk memitigasi timbulnya kebisingan. Data hasil analisis kebisingan dimanfaatkan untuk menerapkan kontrol teknis dan langkah mitigasi lainnya. Selain itu, Perseroan aktif melindungi karyawan dari paparan kebisingan dengan mengadakan pelatihan pengendalian kebisingan, memasang tanda peringatan terkait area bising, serta menyediakan alat pelindung diri seperti *ear plug* dan *ear muff* yang sesuai dengan standar internasional.

The Company regularly conducts monitoring and measurement by using sound level meter and conducts audiometric checks to mitigate noise generation. The data from noise analysis is used to implement technical controls and other mitigation measures. In addition, the Company actively protects employees from noise exposure by conducting noise control training, putting up warning signs relevant to noisy areas, and providing personal protective equipment such as ear plugs and ear muffs that comply with international standards.

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

## Circular Economy Approach

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

**Kinerja 2024**
2024 Performance

**97%**
**Pemanfaatan limbah B3 internal**
Utilization of internal B3 waste

**5%**
**Bahan baku alternatif pengganti klinker di semen**
Alternative material for clinker substitution in cement

**92%**
**Pemanfaatan limbah non-B3 internal**
Utilization of internal non-B3 waste

**21,4%**
**Pemanfaatan limbah mensubstitusi kebutuhan bahan bakar**
Utilization of wastes to substitute for fuel needs

**2,1%**
**Pemanfaatan limbah mensubstitusi kebutuhan bahan baku alternatif**
Utilization of wastes as alternative materials

### Komitmen dan Kebijakan
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials
- Peraturan Pemerintah Republik Indonesia Nomor 101 Tahun 2014
- ISO 14001:2015 Sistem Manajemen Lingkungan
- Komitmen Pengelolaan Limbah melalui Kebijakan Pengelolaan Limbah yang ditetapkan oleh Direktur Utama pada 9 September 2019
- Izin Pengelolaan Limbah dari Kementerian Lingkungan Hidup dan Kehutanan

- Heidelberg Materials Sustainability Commitment 2030
- Government Regulation of the Republic of Indonesia No. 101 of 2014
- ISO 14001:2015 Environmental Management System
- Commitment to Waste Management through the Policy on Waste Management established by the President Director on 9 September 2019
- Permission on Waste Management from the Ministry of Environment and Forestry

### Strategi Pencapaian 2024
2024 Achievement Strategies

- Mengoptimalkan pemanfaatan energi alternatif dari limbah dengan memanfaatkan sampah atau limbah domestik sebagai RDF dari TPST Bantargebang.
- Menyiapkan penggunaan energi surya di Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun sejak 2021 sebagai langkah untuk meningkatkan efisiensi biaya dan mengurangi ketergantungan pada bahan bakar fosil.
- Menggunakan lebih banyak bahan baku alternatif sebagai pengganti klinker dalam proses produksi untuk menjaga konservasi energi.

- Optimizing the utilization of alternative energy from waste by utilizing domestic waste or household waste as RDF from the TPST Bantargebang.
- Preparing for the use of solar energy in the Citeureup Factory and Tarjun Factory since 2021 as a step to improve cost efficiency and reduce dependence on fossil fuels.
- Using more alternative materials as substitutes for clinker in the production process to maintain energy conservation.

### Evaluasi dan Sumber Daya
Evaluation and Resources

Pengawasan dan evaluasi rutin terhadap pengelolaan limbah, baik dari sumber internal maupun eksternal, dilakukan oleh fungsi Procurement & AFAM, yang secara langsung melapor kepada Direksi. Data terkait timbulan sampah dan hasil pemantauan disampaikan setiap bulan melalui Departemen Lingkungan dan Departemen HRGA. Pelaporan eksternal mengenai pengelolaan limbah dilakukan melalui Sistem Pelaporan Elektronik (SISPEK) milik Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Aspek pendapatan berkelanjutan yang dihasilkan dari pendekatan sirkularitas dan produk rendah karbon telah melalui proses audit dengan tingkat *reasonable assurance* sebagai bagian dari Heidelberg Materials.

Regular monitoring and evaluation of waste management, both from internal and external sources, are carried out by the Procurement & AFAM function, which directly reports to the Board of Directors. Data related to waste generation and monitoring results are submitted monthly through the Department of Environment and the Department of HRGA. External reporting on waste management is carried out through the Electronic Reporting System (SISPEK) owned by the Ministry of Environment and Forestry (KLHK). The aspect of sustainable income generated from circularity approach and low-carbon products has gone through audit process with the level of reasonable assurance as part of Heidelberg Materials.

Indocement mengimplementasikan konsep 5R dalam pengelolaan limbah pada setiap tahap proses produksi. Perseroan secara aktif memanfaatkan limbah dari berbagai sumber eksternal sebagai bahan baku produksi dan bahan bakar alternatif dalam rangkaian proses produksi, sekaligus mendukung pengurangan timbulan limbah baik B3 maupun non-B3 di lingkungan.

Indocement implements the 5R concept in waste management at every stage of production process. The Company actively utilizes waste from various external sources as production alternative materials and alternative fuels in the production process series, while supporting the reduction of both B3 and non-B3 waste generation in the environment.

## Praktik 5R Indocement
## Indocement 5R Practice

### Reduce

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

### Reuse

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

### Recycle

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

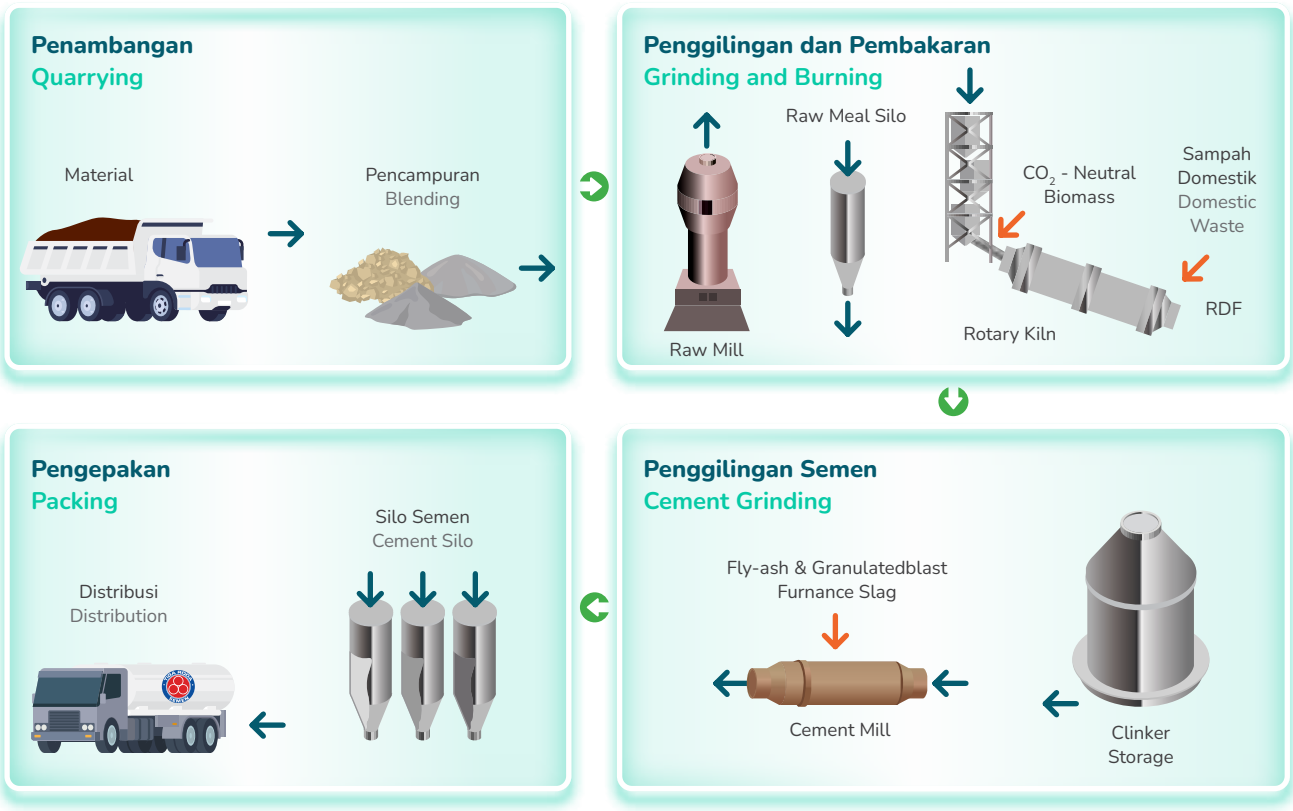
### Repair

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

### Recovery

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

## Pemanfaatan Limbah dengan Pendekatan Ekonomi Sirkular pada Proses Produksi
## Utilization of Waste with Circular Economy Approach in the Production Process



Perseroan telah memanfaatkan bahan baku alternatif untuk menggantikan sekitar 1,4 juta ton kandungan klinker dalam produksi semen pada 2024. Bahan-bahan tersebut meliputi *copper slag*, *bottom ash*, *fly ash*, dan GBFS yang diolah melalui *raw mill* dan *cement mill*. Selain itu, Perseroan telah menginvestasikan Rp353 miliar dalam pembangunan fasilitas RDF untuk mendukung penerapan prinsip ekonomi sirkular dalam proses produksi. Langkah ini tidak hanya bertujuan meningkatkan efisiensi produksi, tetapi juga mengurangi emisi gas rumah kaca yang timbul dari penggunaan bahan bakar fosil.

Setelah menerima pengiriman perdana sekitar 80–100 ton RDF dari fasilitas *landfill mining* dan RDF *Plant* TPST Bantargebang pada 2023, pemanfaatan RDF terus berlanjut di 2024 sejumlah 69.204 ton RDF digunakan sebagai bahan bakar alternatif pengganti batu bara dalam proses produksi semen di seluruh kompleks pabrik. Selama 2024, Indocement telah menandatangani perjanjian kerja sama untuk pengiriman RDF dengan berbagai pihak, seperti Badan Layanan Umum Daerah Unit Pengelola Sampah Terpadu (BLUD UPST) Dinas Lingkungan Hidup DKI Jakarta, PEMDA Jakarta, Tempat Pengelolaan Sampah *Reuse-Reduce-Recycle* (TPS3R) Desa Hegarmanah, Jatinangor, Kabupaten Sumedang, Tempat Pengolahan Akhir (TPA) Sungai Dua, Kabupaten Tanah Bumbu, TPST Regional Magelang dan berbagai pihak lainnya.

Untuk mendukung implementasi bahan bakar alternatif ini, Perseroan membangun infrastruktur pendukung, termasuk akses jalan langsung ke kompleks pabrik, fasilitas pengolahan RDF seperti *feeding facilities* di Plant 14, *shredder* dan *mixing facility*, serta *hotdisc facility* di Plant 11.

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

Indocement mengelola timbulan limbah secara internal dan bekerja sama dengan pihak ketiga. Pengelolaan dan pengolahan limbah B3 maupun non-B3 secara internal telah dilakukan sesuai izin dari KLHK dan peraturan yang berlaku. Perseroan juga memiliki tempat penyimpanan sementara (TPS) limbah B3 berizin. Pengolahan limbah B3, mulai dari penyimpanan, pengumpulan, dan pengangkutan yang berada pada ketiga kompleks pabrik. Pengelolaan limbah, baik internal maupun eksternal dipantau oleh fungsi Procurement & AFAM yang bertanggung jawab langsung kepada Direksi.

The Company utilized alternative materials to replace approximately 1.4 millions tons of clinker content in cement production in 2024. These materials include copper slag, bottom ash, fly ash, and GBFS, processed through raw mill and cement mill. In addition, the Company has invested Rp353 billion in the construction of RDF facilities to support the implementation of circular economy principles in the production process. This step is not only aimed at increasing production efficiency, but also reducing greenhouse gas emissions arising from the use of fossil fuels.

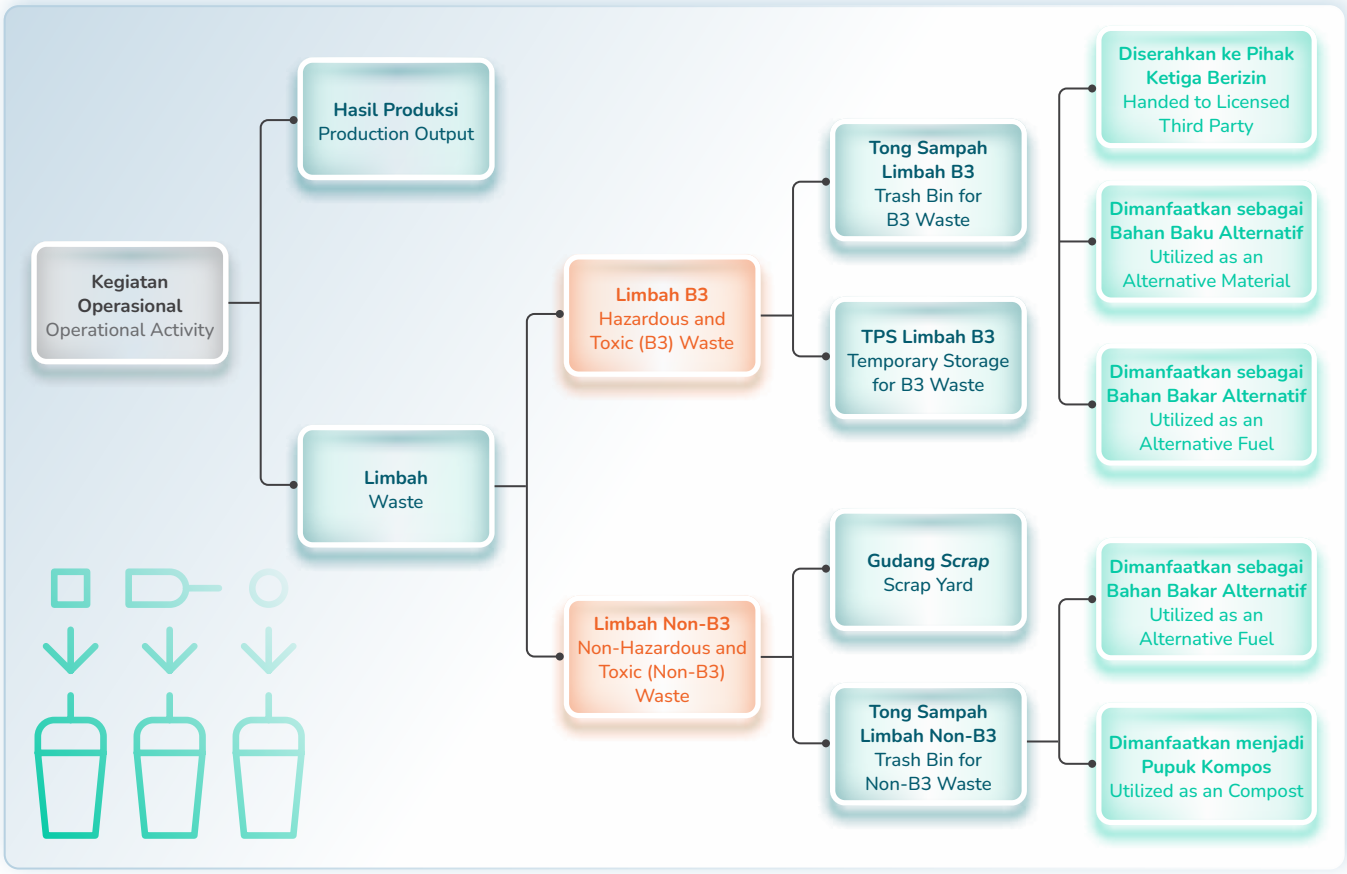
After receiving its first shipment of approximately 80–100 tons of RDF from the landfill mining facility and RDF Plant at the Bantargebang TPST in 2023, Indocement continued to utilize RDF throughout 2024, with 69,204 tons being used as an alternative fuel to replace coal in the cement production process across all plant complexes. In 2024, Indocement also entered into cooperation agreements for RDF supply with several partners, including the Regional Public Service Agency – Integrated Waste Management Unit (BLUD UPST) of the DKI Jakarta Environmental Agency, the Jakarta Provincial Government, the Reuse-Reduce-Recycle Waste Management Site (TPS3R) in Hegarmanah Village, Jatinangor, Sumedang Regency, the Sungai Dua Final Waste Disposal Site (TPA) in Tanah Bumbu Regency, the Magelang Regional Waste Processing Facility (TPST), and various other parties.

To support the implementation of alternative fuels, the Company has built supporting infrastructure, including direct access road to the factory, RDF processing facilities such as feeding facilities at Plant 14, shredder and mixing facilities, and hotdisc facilities at Plant 11.

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

Indocement manages waste generation internally and in collaboration with third parties. Internal management and treatment of B3 and non-B3 wastes have been carried out in accordance with the permits from the Ministry of Environment and Forestry and the applicable regulations. The Company also has a licensed B3 waste temporary storage area (TPS). B3 waste management, starting from storage, collection, and transportation, is located in three factories. The internal and external waste management are monitored by the Procurement & AFAM function, which directly report to the Board of Directors.

## Alur Pengelolaan Limbah
## Waste Management Flow




### Kinerja Pengelolaan Limbah

Timbulan limbah dari kegiatan operasional Perseroan berupa limbah padat dan limbah cair yang dapat tergolong dalam limbah B3 dan limbah non-B3. Limbah B3 yaitu minyak pelumas bekas, kain majun bekas yang terkontaminasi oli, kemasan bekas B3, *sludge* instalasi pengelolaan air limbah (IPAL), refraktori bekas dan limbah elektronik berasal dari aktivitas pemeliharaan mesin pabrik, aktivitas IPAL, serta insulasi dinding tanur putar dan penerangan pabrik. Adapun limbah non-B3 berupa timbulan padatan sampah yang berasal dari kegiatan domestik dan perkantoran di lingkungan Perseroan. Pada 2024, jumlah timbulan limbah B3 sebesar 26.297 ton dan limbah non-B3 sebesar 1.125 ton. Perseroan memanfaatkan kembali 25.632 ton limbah B3 sebagai bahan baku alternatif dan bahan bakar alternatif, serta 1.034 ton limbah non-B3 sebagai bahan bakar alternatif. Perseroan tetap konsisten memanfaatkan limbah.

### Waste Management Performance

The waste generated from the Company's operational activities is in the form of solid waste and liquid waste that can be classified as B3 waste and non-B3 waste. B3 wastes, which are used lubricating oil, used rags contaminated with oil, used B3 packaging, wastewater treatment plants (WWTP) sludge, used refractories and electronic waste originate from factory machine maintenance activities, WWTP activities, as well as rotary kiln wall insulation and factory lighting. Meanwhile, non-B3 wastes are generated in the form of solid waste generated from domestic and office activities in the Company's environment. In 2024, the amount of B3 waste generated was 26,297 tons and non-B3 waste was 1,125 tons. The Company reused 25,632 tons of B3 waste as alternative materials and alternative fuels, and 1,034 tons of non-B3 waste as alternative fuels. The Company remains consistent in utilizing waste.

## Limbah B3 (Ton) [F.14][306-3][306-4][306-5][EM-CM-150a.1]
### Hazardous and Toxic Waste (Tons)

| Kompleks Pabrik Factory | Jumlah Limbah Dihasilkan Waste Generated | | | Pengelolaan Management | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Disimpan Stored | | | Dimanfaatkan untuk Bahan Bakar Alternatif Utilized as Alternative Fuel | | | Diserahkan ke Pihak Ketiga Transported to Third Party | | |
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 |
| Citeureup | 2.246 | 3.573 | 1.112 | 0 | 0 | 0 | 1.808 | 3.346 | 904 | 438 | 227 | 208 |
| Cirebon | 556 | 11.001 | 625 | 187 | 1 | 5 | 348 | 10.949 | 485 | 21,2 | 51 | 135 |
| Tarjun | 23.029 | 7.528 | 17.216 | 0 | 5 | 1.006 | 23.029 | 7.514 | 10.452 | 0 | 9 | 5.758 |
| Maros | 283 | 636 | 239 | 0 | 243 | 3 | 277 | 389 | 235 | 6 | 4 | 1 |
| Grobogan | 183 | 0 | 0 | 0 | 0 | 0 | 170 | 0 | 0 | 13 | 0 | 0 |
| **Total** | **26.297** | **22.738** | **19.192** | **187** | **249** | **1.014** | **25.632** | **22.198** | **12.076** | **478** | **291** | **6.102** |

## Limbah Non-B3 (Ton) [F.14][306-3][306-4][306-5][EM-CM-150a.1]
### Non-hazardous and Toxic Waste (Tons)

| Kompleks Pabrik Factory | Jumlah Limbah Dihasilkan Waste Generated | | | Pengelolaan Management | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Disimpan Stored | | | Dimanfaatkan sebagai Pupuk Kompos Utilized as Compost | | | Diserahkan ke Pihak Ketiga Transported to Third Party | | |
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 |
| Citeureup | 559 | 697 | 380 | 0 | 0 | 0 | 559 | 697 | 380 | 0 | 0 | 0 |
| Cirebon | 371 | 164,22 | 247 | 0 | 0 | 0 | 372 | 164,22 | 245 | 0 | 0 | 2 |
| Tarjun | 87 | 283,71 | 276,67 | 0 | 0 | 0 | 87 | 283,71 | 276,67 | 0 | 0 | 0 |
| Maros | 16 | N/A | N/A | 0 | N/A | N/A | 16 | N/A | N/A | 0 | N/A | N/A |
| Grobogan | 91 | N/A | N/A | 0 | N/A | N/A | 0 | N/A | N/A | 91 | N/A | N/A |
| **Total** | **1.125** | **1.145** | **904** | **0** | **0** | **0** | **1.034** | **1.145** | **902** | **91** | **0** | **2** |

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

| Kompleks Pabrik Factory | 2024 | 2023 | 2022 |
|---|---|---|---|
| Citeureup | 39.198 | 47.236 | 41.049 |
| Cirebon | 0 | 290 | 303 |
| Tarjun | 13.144 | 3.609 | 1.114 |
| Maros | 35 | 2 | N/A |
| Grobogan | 0 | 0 | N/A |
| **Total** | **51.574** | **51.138** | **42.466** |

Keterangan | Note:
Limbah B3 meliputi *Sludge Oil, Sloop Oil, Waste Fuel, Paint,* dan *High Carbon.*
Hazardous and toxic (B3) wastes include Sludge Oil, Sloop Oil, Waste Fuel, Paint, and High Carbon.

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

| Sumber Limbah<br>Sources of Waste | 2024 | 2023 | 2022 |
|---|---|---|---|
| **Bahan Bakar Alternatif dari Limbah Biomassa**<br>**Alternative Fuel from Biomass** | | | |
| Cangkang Kopi dan Kelapa Sawit<br>Coffee and Palm Kernel Shell | 1.315 | 8.668 | 25.718 |
| Sekam Padi<br>Rice Husk | 285.146 | 203.167 | 259.824 |
| Serbuk Kayu dan Gergaji<br>Saw Dust and Woods Chip | 188.058 | 167.928 | 37.615 |
| Kertas dan Karton<br>Paper dan Cardboard | 110 | 260 | 243 |
| Bonggol Jagung<br>Corn Cob | 13.636 | 1.018 | 0 |
| Biomassa<br>Biomass | 21.472 | 0 | 8.245 |
| **Bahan Bakar Alternatif dari Limbah Lainnya**<br>**Alternative Fuel from Other Waste Sources** | | | |
| Ban Bekas<br>Scrap Tire | 14.570 | 19.725 | 35.828 |
| Plastik<br>Plastic | 27.454 | 36.798 | 17.412 |
| Tekstil<br>Textile | 1.575 | 1.588 | 1.604 |
| Sampah Rumah Tangga<br>Municipal Waste | 69.204 | 15.080 | 18.233 |
| Lainnya<br>Others | 139.191 | 165.387 | 142.274 |
| **Jumlah**<br>**Total** | **761.729** | **619.619** | **546.996** |

Keterangan | Note:
Jumlah penggunaan limbah sebagai bahan bakar alternatif dilaporkan sebagai "*as fired basis*" atau dalam kondisi ketika diumpankan ke sistem pembakaran.
The amount of waste used as an alternative fuel is reported "as fired basis" or in the condition when it is fed to the combustion system.

# Perlindungan Spesies dan Pengelolaan Lahan Berkelanjutan

## Species Protection and Sustainable Land Management

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

#### Target 2030
2030 Target

100% *site* telah memenuhi standar minimal reklamasi sesuai HC *Quarry After-use Guideline*, dengan persyaratan utama melampaui kepatuhan hukum Pemerintah dan telah mencakup langkah-langkah mitigasi dan pengelolaan area dengan nilai keanekaragaman hayati tinggi.
100% of sites have complied with the reclamation minimum standards according to HC Quarry After-use Guideline, with the main requirements exceeding the Government legal compliance and covering mitigation measures and management of areas with high biodiversity value.

| | |
|---|---|
| 529,64 ha | Luas area reklamasi dan *buffer zone*<br>Total reclamation and buffer zone area |
| 75% | Peruntukan lahan konservasi untuk perlindungan keanekaragaman hayati<br>Allocation of land conservation for biodiversity protection |
| >2,5 | Nilai indeks keanekaragaman hayati (Indeks Shannon-Wienner)<br>Biodiversity index value (Shannon-Wienner Index) |

#### Progres 2024
2024 Progress

Seluruh kompleks pabrik telah memiliki rencana reklamasi, rencana pascatambang, rencana pengelolaan, dan pemantauan lingkungan yang mempromosikan aspek keanekaragaman hayati.
All factories have reclamation plans, post-mining plans, management plans, and environmental monitoring that promote biodiversity aspects.

| | |
|---|---|
| 442,86 ha | Luas area reklamasi dan *buffer zone*<br>Total reclamation and buffer zone area |
| 83,6% | Peruntukan lahan konservasi untuk perlindungan keanekaragaman hayati<br>Allocation of land conservation for biodiversity protection |
| 3,18 | Nilai indeks keanekaragaman hayati (Indeks Shannon-Wienner)<br>Biodiversity index value (Shannon-Wienner Index) |

**Komitmen dan Kebijakan**
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials
- Peraturan Menteri ESDM Nomor 26 Tahun 2018 dan Nomor 7 Tahun 2014
- Dokumen Lingkungan, seperti AMDAL, RKL/RPL, dan RKAB
- Dokumen Rencana Reklamasi
- Kebijakan terkait Tata Guna Lahan dan Keanekaragaman Hayati Indocement (Dokumen Nomor P12/GMOSML/08 dan secara efektif digunakan sejak 5 Juli 2017)

- Heidelberg Materials Sustainability Commitment 2030
- The Minister of Energy and Mineral Resources Regulation No. 26 of 2018 and No. 7 of 2014
- Environmental Documents, such as AMDAL, RKL/RPL, and RKAB
- Reclamation Plan Documents
- Policies related to Indocement's Land Use and Biodiversity (Document No. P12/GMOSML/08 and have been effectively enforced since 5 July 2017)

**Evaluasi dan Sumber Daya**
Evaluation and Resources

Aspek keanekaragaman hayati dikelola dan dievaluasi secara internal oleh Divisi Pertambangan dan Divisi Corporate Social Responsibility (CSR) yang secara langsung bertanggung jawab kepada Direksi. Pemantauan eksternal dilakukan melalui penyampaian laporan tahunan terkait kinerja keanekaragaman hayati kepada Kementerian Lingkungan Hidup dan Kehutanan KLHK. Audit terhadap aspek keanekaragaman hayati Perseroan telah dilakukan dengan tingkat *limited assurance* sebagai bagian dari Heidelberg Materials.

Biodiversity aspects are managed and evaluated internally by the Mining Division and Corporate Social Responsibility (CSR) Division which directly answer to the Board of Directors. External monitoring is carried out through the submission of annual reports on biodiversity performance to the Ministry of Environment and Forestry KLHK. Audit of the Company's biodiversity aspects has been carried out with the level of limit assurance as part of Heidelberg Materials.

| Aktivitas Kami<br>Our Activities | Dampak Kami [F.9][304-2]<br>Our Impacts |
|---|---|
| Merawat area budidaya dengan melakukan pemupukan dan pembersihan terhadap spesies invasif.<br>Maintaining the cultivation areas by fertilizing and cleaning invasive species. | Total luas area budidaya di tambang batu kapur dan tanah pada 2024 mencapai 72,35 ha.<br>The total cultivation area in limestone and clay quarries in 2024 reached 72.35 ha. |
| Mempromosikan nilai-nilai indeks keanekaragaman hayati melalui budidaya pohon yang bisa menarik kehidupan liar dan menjaga habitatnya.<br>Promoting biodiversity index value by planting trees that can attract wildlife and preserve their habitat. | • Nilai indeks keanekaragaman flora di lahan pascatambang berada pada kategori sedang sampai tinggi, yaitu antara 2,73–3,42.<br>• Reklamasi di tiga kompleks pabrik dengan menanam 26.087 pohon dari berbagai spesies untuk memperbaiki lahan yang terdampak aktivitas penambangan.<br>• Kompleks Pabrik Cirebon membangun Kebun Koleksi Pohon Endemik Cirebon (diberi nama "Kebon Cirebon") yang sampai dengan 2024 telah ditanam 600 pohon yang terdiri dari 11 spesies endemik.<br>• Melaksanakan penanaman 200 bibit pohon mangrove di area pabrik untuk menjaga habitat spesies burung di Kompleks Pabrik Tarjun.<br>• The flora biodiversity index value in the post-mining land is classified as moderate to high, ranging from 2.73–3.42.<br>• Reclamation efforts at three factories included planting 26,087 trees from various species to restore areas impacted by mining activities.<br>• The Cirebon Factory established the Cirebon Endemic Tree Collection Garden (named "Kebon Cirebon"), where by 2024, 600 trees from 11 endemic species had been planted.<br>• A total of 200 mangrove saplings were planted in the plant area to preserve the bird species' habitat at the Tarjun Factory. |
| Merawat dan mengawasi kualitas air dengan mengambil sampel di Mata Air dan Sungai Cikukulu, Sungai Cikarang, dan Sungai Cijere yang berada di area tambang batu kapur.<br>Maintaining and monitoring the quality of water by taking samples from Cikukulu Spring and River, Cikarang River, and Cijere River located in the limestone quarries area. | Keberadaan burung lahan basah, seperti Cekakak Jawa dan Cekakak Sungai di lahan basah dan ditemukannya burung pemangsa saat periode migrasi.<br>The existence of wetland birds, such as Javan Kingfisher and Collared Kingfisher around wetlands areas, as well as raptors that are found during migration period. |
| Menjaga dan mengawasi kualitas tanah di area budidaya.<br>Maintaining and monitoring soil quality in the cultivation areas. | Kualitas lingkungan yang secara umum berada dalam kondisi baik mengindikasikan bahwa Indocement memenuhi baku mutu air dan tanah yang ditetapkan oleh Pemerintah.<br>Good environmental quality in general indicates that Indocement complies with the water and soil quality standards set by the Government. |

| Aktivitas Kami<br>Our Activities | Dampak Kami [F.9][304-2]<br>Our Impacts |
|---|---|
| Pelatihan keanekaragaman hayati untuk non-ahli biologi.<br>Biodiversity training for non-biologists. | Pelatihan keanekaragaman hayati untuk karyawan yang tidak berlatar belakang ilmu biologi atau ekologi untuk mendapatkan pemahaman lebih baik mengenai keanekaragaman hayati.<br>Biodiversity training for employees who have no biological or ecological background to have better understanding about biodiversity. |
| Pelibatan masyarakat dalam pelestarian lingkungan.<br>Community engagement in environmental conservation. | • Kerja sama dengan Kelompok Tani dalam pengelolaan area budidaya di Tiga Roda Edu Green Park dan Taman Serangga.<br>• Menjadikan lokasi konservasi keanekearagaman hayati sebagai tempat penelitian bagi kalangan akademisi dan masyarakat umum melalui *Quarry Life Award* Edisi ke-6 Periode 2024–2025.<br>• Kolaborasi dengan Dinas Lingkungan Hidup terkait penanaman pohon mangrove di Desa Tanjung Pangga.<br>• Melindungi spesies Monyet Ekor Panjang di area kuari Bukit Pencil.<br>• Collaborating with farmer groups to manage cultivation areas at the Tiga Roda Edu Green Park and the Insect Garden.<br>• Transforming biodiversity conservation areas into research sites for academics and the public through the Quarry Life Award, 6th Edition, for the 2024–2025 period.<br>• Partnering with the Environmental Agency to plant mangrove trees in Tanjung Pangga Village.<br>• Protecting the Long-tailed Macaque species in the Bukit Pencil Quarry area. |

**Pada 2024, Kompleks Pabrik Cirebon berhasil meraih peringkat emas dan peringkat hijau untuk Kompleks Pabrik Citeureup dan Kompleks Pabrik Tarjun pada penilaian dalam Program Penilaian Peringkat Kinerja Perseroan dalam Pengelolaan Lingkungan Hidup (PROPER) tahunan.**

In 2024, the Cirebon Factory achieved a gold rating, while the Citeureup Factory and Tarjun Factory received green ratings in the annual Corporate Performance Rating in Environmental Management (PROPER).

Perseroan secara aktif melaksanakan pelestarian dan pemantauan spesies unik di wilayah operasional dengan menggandeng Institut Pertanian Bogor (IPB), Universitas Kuningan, dan Universitas Lambung Mangkurat. Langkah ini mencerminkan upaya Perseroan dalam menjaga keanekaragaman hayati di lokasi tambang, terutama perlindungan flora dan fauna yang khas di setiap area. Kegiatan pemantauan dan pengelolaan lingkungan mengikuti ketentuan AMDAL dan rencana reklamasi pascatambang. Aktivitas tambang, seperti pembukaan lahan, penggalian batu kapur, dan transportasi material, berpotensi menimbulkan perubahan ekosistem, peningkatan emisi debu, erosi, dan menurunnya kualitas air. **[F.10][3-3][304-2]**

The Company actively carries out conservation and monitoring of unique species in operational areas by collaborating with Bogor Agricultural University (IPB), Kuningan University, and Lambung Mangkurat University. This step reflects the Company's efforts to maintain biodiversity at mining sites, particularly the protection of flora and fauna that are unique to each area. Environmental monitoring and management activities follow the provisions of the AMDAL and post-mining reclamation plans. Mining activities, such as land clearing, limestone excavation, and material transportation, have the potential to cause changes in the ecosystem, increase dust emissions, erosion, and decrease water quality. **[F.10][3-3][304-2]**

Perseroan memastikan semua operasi pertambangan telah sesuai dengan izin yang dikeluarkan Pemerintah. Luas konsesi yang dimiliki Perseroan mencapai 10.337 ha. Wilayah operasi pertambangan Indocement sebagian besar berada di kawasan hutan produksi, kecuali Kompleks Pabrik Cirebon. Seluruh wilayah telah memiliki izin IPPKH dari KLHK. Meskipun tidak berada di kawasan lindung, Indocement tetap melaksanakan pemantauan keanekaragaman hayati di area operasional, salah satunya melalui pemantauan avifauna yang menunjukkan nilai 3,1 pada 2024. Satwa khas yang diperhatikan dan dilindungi oleh Indocement meliputi Cekakak Jawa (*Halcyon cyanoventris*) di Kompleks Pabrik Citeureup, Gelatik Jawa (*Padda oryzivora*) di Kompleks Pabrik Cirebon, dan Bekantan (*Nasalis larvatus*) di Kompleks Pabrik Tarjun. Untuk mendukung upaya konservasi ini, Perseroan telah menginvestasikan Rp1,15 miliar pada 2024. **[F.10][304-1]**

The Company ensures that all mining operations are in accordance with the permits issued by the Government. The concession area owned by the Company reaches 10,337 ha. Indocement's mining operation areas are generally located in production forest areas (except the Cirebon Factory). All areas have obtained leasehold of IPPKH from the Ministry of Environment and Forestry. Although not located in the protected area, Indocement continues to monitor biodiversity in operational areas, one of which is through monitoring avifauna that shows a value of 3.1 in 2024. Endemic species observed and protected by Indocement include Javan Kingfisher (*Halcyon cyanoventris*) at Citeureup Factory, Javan Sparrow (*Padda oryzivora*) at Cirebon Factory, and Proboscis Monkey (*Nasalis larvatus*) at Tarjun Factory. To support this conservation effort, the Company made an investment of Rp1.15 billion in 2024. **[F.10][304-1]**

### Nama dan Status Fauna yang Dilindungi di Indocement [304-4]
### Name and Status of Protected Fauna in Indocement

| Nama Lokal<br>Local Name | Nama Ilmiah<br>Scientific Name | Status Konservasi<br>Conservation Status | | |
|---|---|---|---|---|
| | | P.106/2018 | IUCN | CITES |
| **Kompleks Pabrik Citeureup**<br>**Citeureup Factory** | | | | |
| Sikep Madu Asia<br>Oriental Honey Buzzard | *Pernis ptilorhynchus* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | II |
| Elang Ular Bido<br>Crested Serpent Eagle | *Spilornis cheela* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | II |
| Alap-alap Sapi<br>Spotted Kestrel | *Falco moluccensis* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | II |
| Takur Tohtor<br>Flame-fronted Barbet | *Psilopogon armillaris* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | - |
| Paok Pancawarna<br>Javan Banded Pitta | *Pitta guajana* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | I |
| **Kompleks Pabrik Cirebon**<br>**Cirebon Factory** | | | | |
| Elang Ular Bido<br>Crested Serpent Eagle | *Spilornis cheela* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | II |
| Alap-alap Sapi<br>Spotted Kestrel | *Falco moluccensis* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | II |
| Alap-alap Kawah<br>Peregrine Falcon | *Falco peregrinus* | Dilindungi<br>Protected | Risiko Rendah<br>Least Concern | I |
| Gelatik Jawa<br>Java Sparrow | *Padda oryzivora* | Dilindungi<br>Protected | Terancam Punah<br>Endangered | II |
| Kerak Kerbau<br>Javan Myna | *Acridotheres javanicus* | - | Risiko Rendah<br>Least Concern | - |
| Perenjak Jawa<br>Bar-winged Prinia | *Prinia familiaris* | - | Hampir Terancam<br>Near Threatened | - |

| Nama Lokal<br>Local Name | Nama Ilmiah<br>Scientific Name | Status Konservasi<br>Conservation Status | | |
|---|---|---|---|---|
| | | P.106/2018 | IUCN | CITES |
| **Kompleks Pabrik Tarjun**<br>**Tarjun Factory** | | | | |
| Owa-Owa<br>Müller's Gibbon | *Hylobates muelleri* | Dilindungi<br>Protected | Terancam Punah<br>Endangered | - |
| Bekantan<br>Proboscis Monkey | *Nasalis larvatus* | Dilindungi<br>Protected | Terancam Punah<br>Endangered | - |
| Rusa Sambar<br>Sambar Deer | *Cervus unicolor* | Dilindungi<br>Protected | Rentan<br>Vulnerable | - |
| Burung Pelanduk Kalimantan<br>Black-browed Babbler | *Malacocincla perspicillata* | Dilindungi<br>Protected | Rentan<br>Vulnerable | - |

Pada 2024, Perseroan melakukan reklamasi di tiga kompleks pabrik dengan menanam 26.087 pohon dari berbagai spesies untuk memperbaiki lahan yang terdampak aktivitas penambangan. Tanaman yang ditanam meliputi Teureup, Kaliandra, Sengon, Trembesi, Jabon, Mahoni, Bangkalan, Angsana, serta berbagai jenis lainnya guna merevegetasi lahan dan meningkatkan serapan $CO_2$.

In 2024, the Company carried out reclamation in three factories by planting 26,087 trees of various species to improve land affected by mining activities. Plants planted include Teureup, Kaliandra, Sengon, Trembesi, Jabon, Mahogany, Bangkalan, Angsana, and various other types to revegetate the land and increase $CO_2$ absorption.

### Data Revegetasi Indocement
### Revegetation Data of Indocement

| Keterangan<br>Description | Jumlah<br>Total |
|---|---|
| Estimasi Biomassa (ton/ha)<br>Biomass Estimation (tons/ha) | 65,83 |
| Stok Karbon (ton/ha)<br>Carbon Stock (tons/ha) | 30,93 |
| Sekuestrasi Karbon (ton/ha)<br>Carbon Sequestration (tons/ha) | 113,52 |

Pada Kompleks Pabrik Citeureup, perawatan lahan reklamasi dilakukan secara berkala. Evaluasi terhadap kegiatan perawatan menunjukkan adanya peningkatan pada indeks keanekaragaman hayati, dengan flora tumbuh sebesar 3,42 dan fauna sebesar 3,23. Indocement juga mengajak masyarakat untuk berpartisipasi dalam pemulihan habitat melalui Pusat Penelitian Pelatihan dan Pemberdayaan Masyarakat (P4M) serta Gerakan Tani Mandiri. **[304-2][304-3]**

At Citeureup Factory, the reclaimed is maintained periodically. Evaluation of maintenance activities shows an increase in biodiversity index, with flora growing by 3.42 and fauna by 3.23. Indocement also invites the community to participate in habitat restoration through the Center for Research, Training and Community Empowerment (P4M), as well as the Independent Farmers Movement/Gerakan Tani Mandiri. **[304-2][304-3]**

# Efisiensi Air
## Water Efficiency

**Perseroan telah memiliki sistem pengelolaan konsumsi air yang memungkinkan penggunaan air secara efisien dan daur ulang di seluruh *Plant*, termasuk menyediakan embung yang dapat dimanfaatkan oleh masyarakat di sekitar wilayah operasional.**

The Company has the water consumption management system that allows efficient water use and recycling throughout the Plant, including in providing sediment ponds that can be utilized by the community around the operational area.

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

#### Progres 2024
2024 Progress

**8.650.515 $m^3$**
Daur ulang air dari produksi semen
Water recycling from cement production

**22 %**
Efisiensi air pada kegiatan operasional dan domestik
Water efficiency in operational and domestic activities

**0,25 $m^3$/ton**
Klinker intensitas air
Clinker water intensity

Seluruh wilayah operasional telah memiliki dan mengimplementasikan *water management plans*
All operational areas already have and implement water management plans

### Komitmen dan Kebijakan
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials Group
- The WBCSD *Pledge for Access to Safe Water, Sanitation, and Hygiene* (WASH)
- Peraturan Menteri Perindustrian Nomor 26 Tahun 2018 tentang Standar Industri Hijau untuk Industri Semen Portland
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.68/MenLHK/Setjen/Kum.1/8/2016 tentang Baku Mutu Air Limbah Domestik

- Heidelberg Materials Group Sustainability Commitment 2030
- The WBCSD Pledge for Access to Safe Water, Sanitation, and Hygiene (WASH)
- Regulation of the Minister of Industry No. 26 of 2018 on Green Industry Standards for Portland Cement Industry
- Regulation of the Minister of Environment and Forestry No. P.68/MenLHK/Setjen/Kum.1/8/2016 on Domestic Wastewater Quality Standards

### Strategi Pencapaian 2024
2024 Achievement Strategies

- Menyusun rencana pengelolaan air yang mencakup seluruh kompleks pabrik.
- Menjaga ketersediaan sumber air dengan membangun kolam pengendapan (embung) air hujan di sekitar lokasi kompleks pabrik.
- Melakukan pemantauan secara rutin pelepasan efluen ke badan air.
- Implementasi The WBCSD Pledge for Access to Safe Water, Sanitation, and Hygiene (WASH).

- Developing a water management plan that covers all factories.
- Maintaining the availability of water sources by constructing rainwater harvesting ponds around the factories.
- Conducting routine monitoring of effluent discharge into water bodies.
- Implementation of The WBCSD Pledge for Access to Safe Water, Sanitation, and Hygiene (WASH).

### Evaluasi dan Sumber Daya
Evaluation and Resources

Pengawasan dan pengelolaan efisiensi air berada di bawah Fungsi Utility Division yang bertanggung jawab langsung kepada Direktur Teknik. Evaluasi penggunaan air dilakukan melalui *production meeting* setiap minggu. Pelaporan kinerja pengelolaan air secara berkala dilaporkan kepada Plant/Division Manager setiap bulan. Aspek pengelolaan dan efisiensi air di Indocement juga telah diaudit dengan level *limited assurance* sebagai bagian dari Heidelberg Materials. Hasil evaluasi menjadi dasar dalam menjalankan *continuous improvement* pada aspek pengelolaan air.

The supervision and management of water efficiency are under the Utility Division Function that directly report to the Technical Director. Water use is evaluated through production meetings every week. Periodic reporting of water management performance is submitted to the Plant/Division Manager every month. The water management and efficiency aspects at Indocement have also been audited with a limited assurance level as part of the Heidelberg Materials. The evaluation results serve as the basis for implementing continuous improvement in water management aspect.

Indocement memiliki rencana pengelolaan air mencakup seluruh kompleks pabrik, yang berisi sasaran dan target untuk pengelolaan air yang berkelanjutan serta kolaborasi dengan komunitas sekitar kompleks pabrik. Perseroan telah mengidentifikasi area-area dengan risiko kekurangan air menggunakan data dari *Aqueduct Water Risk Atlas* yang diterbitkan oleh World Resources *Institute*. Kompleks Pabrik Citeureup memiliki tingkat risiko sangat tinggi, Kompleks Pabrik Cirebon di kategori risiko sedang-tinggi, dan Kompleks Pabrik Tarjun pada kategori risiko rendah. Sebagai bagian dari rencana ini, Perseroan bekerja sama dengan pihak ketiga untuk melakukan studi dan penilaian risiko terkait pengambilan dan pembuangan air. **[303-1]**

Indocement has water management plan for all factories, which contains goals and targets for sustainable water management and collaboration with communities around the factory. The Company has identified areas with water shortage risk by using the data from the Aqueduct Water Risk Atlas published by the World Resources Institute. Citeureup Factory has a very high risk level, while Cirebon Factory is in medium-high risk category, and Tarjun Factory is in low risk category. As part of this plan, the Company cooperates with third parties to conduct studies and risk assessments related to water withdrawal and discharge. **[303-1]**

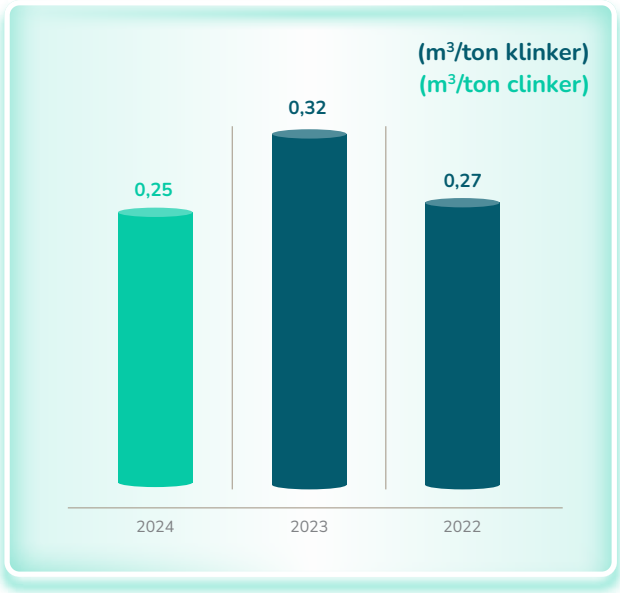
Sejak 2018, Indocement juga telah menerapkan WASH *Pledge* dari WBCSD yang mendukung TPB 6: Akses Air Bersih dan Sanitasi Layak. Penerapan WASH *Pledge* mencakup penyediaan akses air bersih, sanitasi, dan kebersihan di tiga kompleks pabrik semen, termasuk area tambang terkait. Proses ini mencakup penilaian mandiri tahunan sesuai dengan Panduan WASH *Pledge* dan pemanfaatan WASH *Pledge Tool* untuk memantau kemajuan implementasi, termasuk pengecekan terhadap peraturan lokal dan nasional serta pemenuhan pasokan air minum dan fasilitas sanitasi di tempat kerja. **[303-1]**

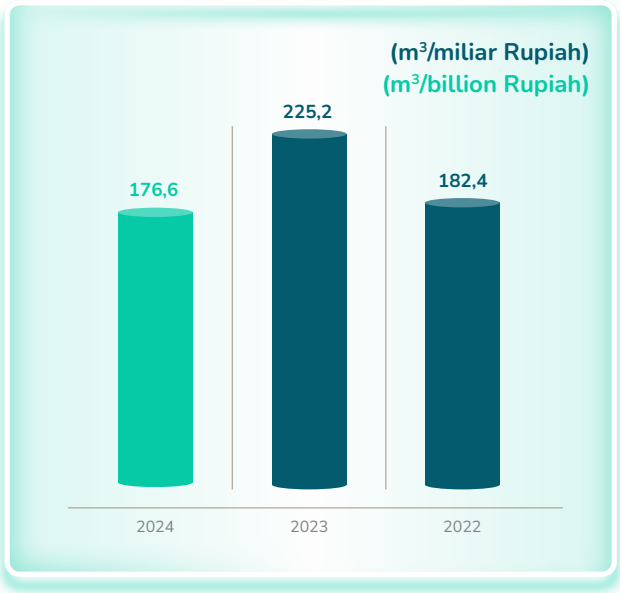
Perseroan menggunakan air untuk kegiatan domestik di wilayah operasional, serta produksi semen dan pendingin mesin produksi. Air yang digunakan berasal dari air permukaan, air tanah, air hujan, dan Perusahaan Daerah Air Minum (PDAM) dengan total debit penarikan mencapai 3.703.322 $m^3$ pada 2024. Perseroan telah memiliki Surat Izin Pengambilan dan Pemanfaatan Air (SIPPA) bagi seluruh kompleks pabrik untuk memastikan proses pengambilan air tidak mengganggu kelestarian sumber air tanah dan air permukaan, dan berdampak negatif bagi lingkungan. Perseroan juga membangun kolam pengendapan (embung) air hujan di sekitar lokasi pabrik yang ketersediaan airnya digunakan pada proses operasional, yaitu untuk pendinginan mesin dan *boiler* pembangkit listrik. Intensitas penggunaan air pada 2024 mencapai 0,25 $m^3$/ton klinker. **[303-1]**

Since 2018, Indocement has also implemented the WASH Pledge from WBCSD which supports SDG 6: Clean Water and Sanitation. The implementation of WASH Pledge includes providing access to clean water, sanitation, and hygiene in three cement factories, including the associated mining areas. The process includes annual self-assessment in line with the WASH Pledge Guidelines and the use of WASH Pledge Tool to monitor the implementation progress, including in checking local and national regulations and ensuring the provision of clean water and sanitation facilities in the workplace. **[303-1]**

The Company uses water for domestic activities in the operational area, as well as to produce cement and cool production machines. The water used is sourced from surface water, groundwater, rainwater, and Provincial Water Company (PDAM) water supply with a total volume of withdrawal that reached 3,703,322 $m^3$ in 2024. The Company has obtained Water Withdrawal and Utilization Permit (SIPPA) for all factories to ensure that the water withdrawal process does not disrupt the sustainability of groundwater and surface water sources, and does not have negative impact on the environment. The Company has also constructed rainwater sedimentation ponds (reservoir)around the factory location to use the water available in operational processes, which are for cooling the power plant's engines and boilers. The intensity of water use in 2024 reached 0.25 $m^3$/ton clinker. **[303-1]**

## Intensitas Air
Water Intensity



## Jumlah Pemakaian Air (m³) [F.8][303-5][EM-CM-140a.1]
## Table of Water Usage (m³)

| Kompleks Pabrik<br>Factory | Sumber Air<br>Water Source | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| Citeureup | Air Permukaan<br>Surface Water | 1.569.670 | 2.352.422 | 1.826.738 |
| | Air Tanah<br>Groundwater | 19.703 | 8.414 | 13.166 |
| Cirebon | Air Permukaan<br>Surface Water | 771.003 | 866.535* | 829.957 |
| | Air Hujan<br>Rainwater | 24.527 | 33.752 | 18.240 |
| Tarjun | Air Permukaan<br>Surface Water | 378.595 | 438.857 | 425.089 |
| Maros | Air Permukaan<br>Surface Water | 438.045 | 503.000 | N/A |
| Grobogan | Air Hujan<br>Rainwater | 172.854 | 10.504 | N/A |
| | PDAM | 48.537 | 159 | N/A |
| Banyuwangi | Air Tanah<br>Groundwater | 16.877 | 15.435 | N/A |
| | PDAM | 1.771 | 2.008 | N/A |
| **Jumlah \| Total** | | **3.441.582** | **4.231.085** | **3.113.190** |

* Penyajian kembali informasi (*restatement*) karena adanya penyesuaian perhitungan. [2-4]
Restatement of information due to adjustments in the calculation.

## Jumlah Penarikan Air 2024 (Megaliter) [F.8][303-3][EM-CM-140a.1]
## Total Water Withdrawals in 2024 (Megaliters)

| Debit Penarikan Air<br>Water Withdrawal Volume | Jumlah<br>Total |
|---|---|
| **Penarikan Air Berdasarkan Sumber Penarikan**<br>**Water Withdrawal by Sources of Withdrawal** | |
| **Air Permukaan**<br>**Surface Water** | |
| *Freshwater* (≤1,000 mg/L Total Dissolved Solids) | 3.270,74 |
| Air Lainnya (>1,000 mg/L Total Dissolved Solids)<br>Other Water (>1,000 mg/L Total Dissolved Solids) | - |
| **Air Tanah**<br>**Groundwater** | |
| *Freshwater* (≤1,000 mg/L Total Dissolved Solids) | 36,58 |
| Air Lainnya (>1,000 mg/L Total Dissolved Solids)<br>Other Water (>1,000 mg/L Total Dissolved Solids) | - |
| **Air Terproduksi**<br>**Produced Water** | |
| *Freshwater* (≤1,000 mg/L Total Dissolved Solids) | - |
| Air Lainnya (>1,000 mg/L Total Dissolved Solids)<br>Other Water (>1,000 mg/L Total Dissolved Solids) | - |

| Debit Penarikan Air<br>Water Withdrawal Volume | Jumlah<br>Total |
|---|---|
| **Total Penarikan Air oleh Pihak Ketiga**<br>**Total Water Withdrawal by Third Parties** | |
| **Total Penarikan Air**<br>**Total Water Withdrawal** | 50,31 |
| **Air permukaan (total) + air tanah (total) + air terproduksi (total) + air pihak ketiga (total)**<br>**Surface water (total) + groundwater (total) + produced water (total) + third-party water (total)** | **3.703,33** |

## Jumlah Pelepasan Air 2024 (Megaliter) [F.13][303-4]
## Total Water Discharge in 2024 (Megaliters)

| Debit Pelepasan Air<br>Discharge Water Volume | Jumlah<br>Total |
|---|---|
| **Pelepasan Air Berdasarkan Tujuan**<br>**Water Discharge by Types of Destination** | |
| Air Permukaan<br>Surface Water | 95,55 |
| Air Tanah<br>Groundwater | - |
| Air laut<br>Seawater | - |
| Air ke pihak ketiga<br>Third-party water | - |
| Air yang dikirim untuk digunakan ke organisasi lain<br>Water sent to be used by other organizations | 167,36 |
| **Total Pelepasan Air**<br>**Total Water Discharge** | |
| **Air permukaan (total) + air tanah (total) + air laut + air pihak ketiga (total)**<br>**Surface water (total) + groundwater (total) + seawater + third-party water (total)** | **262,90** |
| **Pelepasan Air Berdasarkan *Freshwater* dan Air lainnya**<br>**Water Discharge by Freshwater and other Water** | |
| Freshwater (≤1,000 mg/L Total Dissolved Solids) | 232,52 |
| Air Lainnya (>1,000 mg/L Total Dissolved Solids)<br>Other Water (>1,000 mg/L Total Dissolved Solids) | 30,38 |

## Konsumsi Air 2024 (Megaliter) [F.8][303-5]
## 2024 Water Consumption (Megaliters)

| Debit Penarikan Air<br>Water Withdrawal Volume | Jumlah<br>Total |
|---|---|
| Total konsumsi air<br>Total water consumption | 3.441,58 |

Perseroan secara rutin melakukan penilaian untuk memantau kualitas air tanah dan permukaan di seluruh fasilitas serta mengevaluasi potensi risiko terkait air. Limpasan dari proses produksi dapat membawa dampak negatif bagi lingkungan. Menyadari hal tersebut, Perseroan berkomitmen untuk mengelola limpasan dengan cara yang mencegah terjadinya pencemaran dan akumulasi nutrisi pada badan air di sekitarnya. Efluen dari kegiatan operasional diproses di IPAL milik sendiri, dengan tambahan *wastewater garden* untuk mengelola air limbah domestik yang ada di seluruh kompleks pabrik. **[F.14][303-1]**

Kualitas air limbah yang telah diolah dipantau dengan ketat untuk memastikan pelepasan efluen tidak melebihi batas baku mutu dan tidak mencemari badan air. Pemantauan dilakukan oleh laboratorium eksternal terakreditasi KAN setiap sebulan sekali dan hasilnya dilaporkan kepada Dinas Lingkungan Hidup setempat, termasuk Kabupaten Bogor, Kabupaten Cirebon, dan Kabupaten Kotabaru. Pemantauan juga dilakukan di area hulu dan hilir Sungai Cileungsi, Sungai Kalen Jaya, serta Sungai Kali Asin yang menjadi tujuan pelepasan efluen. Total volume efluen yang dilepaskan ke badan air mencapai 117,8 megaliter. **[F.13][303-1][303-2]**

The Company periodically conducts assessments to monitor the quality of groundwater and surface water in all facilities as well as to evaluate potential water-related risks. Runoff from the production process can have a negative impact on the environment. Realizing this, the Company is committed to managing runoff in a way that prevents pollution and nutrient accumulation into surrounding water bodies. Effluent from operational activities is processed in WWTP owned by the Company, with the addition of wastewater gardens to manage domestic wastewater in all factories. **[F.14][303-1]**

The quality of the treated wastewater is strictly monitored to ensure that effluents discharged are according to the quality standard limit and not polluting the water bodies. Monitoring is carried out by KAN accredited external laboratories once in a month and its results are reported to the local Environment Offices, including Bogor Regency, Cirebon Regency, and Kotabaru Regency. Monitoring is also carried out at upstream and downstream areas of Cileungsi River, Kalen Jaya River, as well as Kali Asin River which are the destinations of effluent discharge. The total volume of effluent discharged into water bodies reached 117.8 megaliters. **[F.13][303-1][303-2]**



**Kompleks Pabrik Cirebon**
Cirebon Factory

## Pengukuran Kualitas Air Limbah Domestik
## Domestic Wastewater Quality Measurement

| Kompleks Pabrik Factory | Parameter | Satuan Unit | Baku Mutu Quality Standard | Nilai Tertinggi \| Highest Level | | |
|---|---|---|---|---|---|---|
| | | | | 2024 | 2023 | 2022 |
| Citeureup | Derajat Keasaman Acidity Degree | pH | 6–9 | 8,86 | 8,88 | 9 |
| | BOD | mg/lt | 30 | 24,79 | 25,2 | 23,8 |
| | COD | mg/lt | 100 | 64,9 | 94,8 | 66,8 |
| | TSS | mg/lt | 30 | 25 | 28 | 21,0 |
| | Minyak & Lemak Oils & Grease | mg/lt | 5 | 1,2 | 1,2 | 0,9 |
| | Ammonia ($NH_3$-N) | mg/lt | 10 | 9,73 | 4,78 | 8,09 |
| | Total Coliform | mg/lt | 3.000 | 2.800 | 2.800 | 2.800 |
| Cirebon | Derajat Keasaman Acidity Degree | pH | 6–9 | 7,72 | 8,78 | 8,50 |
| | BOD | mg/lt | 30 | 22,1 | 20,1 | 19,48 |
| | COD | mg/lt | 100 | 62,72 | 61,28 | 62,48 |
| | TSS | mg/lt | 30 | 23 | 18,00 | 17,00 |
| | Minyak & Lemak Oils & Grease | mg/lt | 5 | 3 | 3 | <1,76 |
| | Ammonia ($NH_3$-N) | mg/lt | 10 | 1,76 | 2,82 | 1,53 |
| | Total Coliform | mg/lt | 3.000 | 920 | 560 | 540 |
| Tarjun | Derajat Keasaman Acidity Degree | pH | 6–9 | 7,25 | 8,8 | 7,9 |
| | BOD | mg/lt | 30 | 3,26 | 10,7 | 15,02 |
| | COD | mg/lt | 100 | 9,25 | 26,7 | 34,53 |
| | TSS | mg/lt | 30 | 7,25 | 13 | 23 |
| | Minyak & Lemak Oils & Grease | mg/lt | 5 | 0,15 | 1,4 | 1 |
| | Ammonia ($NH_3$-N) | mg/lt | 10 | 0,04 | 0,15 | 0,4 |
| | Total Coliform | mg/lt | 3.000 | 574,42 | 1.700 | 1.700 |
| Maros | Derajat Keasaman Acidity Degree | pH | 6–9 | 7,0 | 7,6 | 7,5 |
| | BOD | mg/lt | 30 | 14.284 | 13.396 | 18.717 |
| | COD | mg/lt | 100 | 50.024 | 41.650 | 56.601 |
| | TSS | mg/lt | 30 | 12 | 13 | 9 |
| | Minyak & Lemak Oils & Grease | mg/lt | 5 | 0,5 | 0,6 | 1,2 |
| | Ammonia ($NH_3$-N) | mg/lt | 10 | 2.632 | 0,187 | 0,151 |
| | Total Coliform | mg/lt | 3.000 | 212 | 168 | 152 |

| Kompleks Pabrik Factory | Parameter | Satuan Unit | Baku Mutu Quality Standard | Nilai Tertinggi \| Highest Level | | |
|---|---|---|---|---|---|---|
| | | | | 2024 | 2023 | 2022 |
| Grobogan | Derajat Keasaman Acidity Degree | pH | 6–9 | 7,58 | N/A | N/A |
| | BOD | mg/lt | 30 | 5 | N/A | N/A |
| | COD | mg/lt | 100 | 225 | N/A | N/A |
| | TSS | mg/lt | 30 | 16 | N/A | N/A |
| | Minyak & Lemak Oils & Grease | mg/lt | 5 | 2 | N/A | N/A |
| | Ammonia ($NH_3$-N) | mg/lt | 10 | 3,93 | N/A | N/A |
| | Total Coliform | mg/lt | 3.000 | 2.250 | N/A | N/A |

Keterangan | Note:
Baku mutu kualitas air limbah domestik berdasarkan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.68/MenLHK/Setjen/Kum.1/8/2016.
The quality standard for domestic wastewater is based on the Regulation of the Minister of Environment and Forestry No. P.68/MenLHK/Setjen/Kum.1/8/2016.

Hingga akhir 2024, Indocement menjalankan beberapa program efisiensi air, meliputi:
1. Mengurangi penggunaan air permukaan dengan memanfaatkan air sisa proses produksi di *Water Treatment Plant* Cantung.
2. Modifikasi *pipeline* proses pembuatan air bersih untuk menurunkan beban pencemar di *water treatment plant*.
3. Pemanfaatan embung waduk di Desa Langadai.

Perseroan juga melibatkan masyarakat untuk turut serta menjaga ketersediaan air dengan memanfaatkan air dari kolam pengendapan. Hingga akhir 2024, sebanyak 34.620 orang penerima manfaat di sekitar kompleks pabrik telah memanfaatkan air dari embung untuk kegiatan rumah tangga sehari-hari. **[303-1]**

Until the end of 2024, Indocement carried out several water efficiency programs, including:
1. Reducing the use of surface water by utilizing wastewater from the production process at Cantung Water Treatment Plant.
2. Modifying the pipeline of clean water production process to reduce pollutant load at water treatment plant.
3. Utilizing sediment pond in Langadai Village.

The Company also engages the community to maintain water availability by utilizing water from sedimentation ponds. Until the end of 2024, a total of 34,620 beneficiaries around the factories utilized the sediment pond water for daily household activities. **[303-1]**

### Ketersediaan Air 2024 di Kompleks Pabrik melalui Kolam Endapan
### Water Availability in 2024 at Factories through Sedimentation Ponds

| Kompleks Pabrik Citeureup Citeureup Factory | | Kompleks Pabrik Cirebon Cirebon Factory | Kompleks Pabrik Tarjun Tarjun Factory | Kompleks Pabrik Maros Maros Factory |
|---|---|---|---|---|
| Tanah Liat Clay | Batu Kapur Limestone | | | |
| 223.800 $m^3$ | 479.100 $m^3$ | 220.000 $m^3$ | 6.569 $m^3$ | 249.900 $m^3$ |

# Menjadi Tetangga yang Baik

## Being a Good Neighbor



# 02



# Pengelolaan Keselamatan dan Kesehatan Kerja (K3) [F.21]

## Occupational Health and Safety (OHS) Management

### Pendekatan Manajemen [3-3]

Indocement menempatkan keselamatan dan kesehatan kerja (K3) sebagai prioritas utama untuk melindungi tenaga kerja dan memastikan keberlanjutan Perseroan dalam jangka panjang, serta menciptakan lingkungan kerja yang layak dan aman. Sebagai bagian dari komitmennya, Indocement konsisten menerapkan pendekatan *Health Safety Security and Environment* (HSSE) di seluruh kegiatan operasionalnya guna mencegah dampak buruk dan mewujudkan kondisi kerja tanpa kecelakaan (*zero accident*).

### Management Approach [3-3]

Indocement places occupational health and safety (OHS) as its top priority to protect the workforce and ensure the Company's long-term sustainability, as well as create a decent and safe working environment. As part of its commitment, Indocement consistently applies Health Safety Security and Environment (HSSE) approach in all its operational activities to prevent adverse impacts and realize zero accident working conditions.

| **Target K3**<br>OHS Targets | **Pencapaian 2024**<br>2024 Achievements |
|---|---|
| Zero Fatality | Zero Fatality |
| Lost Time Injury (LTI): **0,5** | Lost Time Injury (LTI): **0,11** |
| Employee Lost Time Injury: **3 kasus** \| cases | Employee Lost Time Injury: **1 kasus** \| cases |
| Non-Effective Rates-Injury (NER-I): **0,09** | Non-Effective Rates-Injury (NER-I): **0,004** |
| Occupational Disease: **0 kasus** \| case | Occupational Disease: **0 kasus** \| case |

## Komitmen dan Kebijakan
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials
- Kebijakan Keselamatan dan Kesehatan Kerja (K3) Indocement yang ditetapkan pada 9 September 2019 oleh Direktur Utama Perseroan
- Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan dan Kesehatan Kerja
- Keputusan Menteri Energi dan Sumber Daya Mineral Nomor 1827 K/30/MEM/2018 tentang Pedoman Pelaksanaan Kaidah Teknik Pertambangan yang Baik
- Peraturan Menteri Tenaga Kerja Nomor 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja dan Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Pedoman Penerapan SMK3 **[403-1]**
- ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3)
- Pedoman Global Cement and Concrete Association (GCCA)

- Heidelberg Materials Sustainability Commitment 2030
- Indocement's Occupational Health and Safety (OHS) Policy as stipulated on 9 September 2019 by the Company's President Director
- Law of the Republic of Indonesia No. 1 of 1970 on Occupational Health and Safety
- Decision of Minister of Energy and Mineral Resources No. 1827 K/30/MEM/2018 on Guidelines for the Implementation of Good Mining Techniques
- Regulation of the Minister of Manpower No. 5 of 1996 on Occupational Health and Safety Management System and Government Regulation (PP) No. 50 of 2012 on Guidelines for the Implementation of Occupational Health and Safety Management System (SMK3) **[403-1]**
- ISO 45001:2018 Occupational Health and Safety Management System (OHSMS)
- Global Cement and Concrete Association (GCCA) Guidelines

## Strategi Pencapaian Kinerja 2024 [403-7]
2024 Performance Achievement Strategies

- Melakukan tindak lanjut dini atas insiden fatalitas yang terjadi di negara lain agar tidak terjadi di Indocement.
- Memenuhi target *Group Safety Action* 2024: *Safety Visit, Risk Assessment*, Isolasi Energi (LOTOTO), *Rotating Equipment Safety*.
- Meningkatkan pelaksanaan *Safety Conversation* dan pelaporan *Near Hit*.
- Menerapkan *Dynamic Risk Assessment* (DRA) dan LOTOTO *Personal Lock*.

- Conducting early follow-up on fatal incidents that have occurred in other countries to prevent similar occurrences at Indocement.
- Achieving the 2024 Group Safety Action targets, including Safety Visits, Risk Assessments, Energy Isolation (LOTOTO), and Rotating Equipment Safety.
- Strengthening the implementation of Safety Conversations and the reporting of Near Hits.
- Implementing Dynamic Risk Assessments (DRA) and LOTOTO Personal Lock procedures.

## Evaluasi dan Sumber Daya
Evaluation and Resources

Pengelolaan K3 dan evaluasi pengelolaan K3 karyawan berada di bawah tanggung jawab masing-masing pimpinan unit operasi, dibantu oleh Unit Safety dengan koordinasi Corporate SHE Division serta diawasi langsung oleh Direktur Human Capital. Audit Sistem SMK3 Perseroan dilakukan secara internal dan eksternal, serta telah mencakup 100% karyawan pada setiap unit operasi. **[403-8]**

OHS management and its evaluation on employees are under the responsibility of each operating unit head, assisted by the Safety Unit in coordination with the Corporate SHE Division and directly supervised by the Human Capital Director. The Company's OHSMS audit is carried out internally and externally, and has covered 100% of employees in each operating unit. **[403-8]**

Perseroan menerapkan SMK3 untuk seluruh karyawan, pekerja lain yang bukan karyawan, serta pemangku kepentingan lainnya seperti kontraktor, pengunjung, dan mitra kerja lainnya. SMK3 Perseroan diterapkan sesuai Peraturan Menteri Tenaga Kerja Nomor 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja, Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Pedoman Penerapan SMK3, Keputusan Menteri Energi dan Sumber Daya Mineral Nomor 1827 K/30/MEM/2018 tentang Pedoman Pelaksanaan Kaidah Teknik Pertambangan yang Baik, serta ISO 45001:2018. Pembahasan K3 juga tercantum dalam Perjanjian Kerja Bersama (PKB) yang melindungi seluruh (100%) pekerja. **[2-30][403-1][403-8]**

Indocement memiliki Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di setiap kompleks pabrik dan sub P2K3 di setiap divisi/*plant*. P2K3 mengawasi dan melaksanakan mitigasi risiko K3 di wilayah kerja Perseroan setiap harinya. Anggota P2K3/sub-P2K3 terdiri dari 50% perwakilan manajemen Perseroan dan 50% karyawan yang diwakili pengurus serikat pekerja di masing-masing kompleks pabrik. Perseroan melibatkan karyawan untuk secara aktif memantau risiko atau kemungkinan kecelakaan kerja di wilayah operasi melalui *platform* SHE on My Hand. Setiap pekerja juga dapat memberikan atau mendapatkan informasi terbaru mengenai implementasi K3 di lapangan melalui P2K3. Indocement menjalankan beberapa program inspeksi untuk memastikan tempat kerja dalam kondisi aman dengan melibatkan pekerja di antaranya *Join* SHE *Inspection* dan *Managing High Risk*. **[403-4]**

## Identifikasi dan Pengelolaan Risiko K3

Perseroan telah mengidentifikasi dan memetakan pekerjaan yang berisiko tinggi, serta memastikan pengelolaannya telah dipatuhi dan dijalankan oleh seluruh manajemen, karyawan, perusahaan mitra/kontraktor, maupun pemangku kepentingan lainnya. Pemetaan dan audit pekerjaan dengan kategori tinggi berdasarkan SMK3 dan *Life Saving Rules* (LSR) dilakukan setiap dua tahun sekali. Risiko keselamatan Perseroan dikelola berdasarkan enam kategori yang terdapat pada LSR. Sesuai dengan prosedur keselamatan, setiap pekerja juga dapat menolak suatu pekerjaan apabila situasi tempat bekerja dianggap berbahaya. **[403-2][403-4]**

The Company implements OHSMS for all employees, other workers who are not employees, and other stakeholders such as contractors, visitors, and other business partners. The Company's OHSMS is applied in accordance with the Regulation of the Minister of Manpower No. 5 of 1996 on Occupational Health and Safety Management System, Government Regulation (PP) No. 50 of 2012 on Guidelines for the Implementation of OHSMS, Decision of the Minister of Energy and Mineral Resources No. 1827 K/30/MEM/2018 on Guidelines for the Implementation of Good Mining Techniques, and ISO 45001:2018. The discussion of OHS is also included in the Collective Labor Agreement (CLA) which protects all (100%) employees. **[2-30][403-1][403-8]**

Indocement has the Occupational Health and Safety Advisory Committee (P2K3) at each factory and sub-P2K3 in each division/plant. P2K3 oversees and implements OHS risk mitigation daily in the Company's work area. Members of P2K3/sub-P2K3 consist of 50% of the Company's management representatives and 50% of employees who are represented by labor union officials in each factory. The Company involves employees to actively monitor the risk or possibility of occupational accidents in the operational area through SHE on My Hand platform. Every employee can also provide or obtain the latest information on OHS implementation in the field through P2K3. Indocement carries out several inspection programs to ensure a safe workplace by involving employees, including through Join SHE Inspection and Managing High Risk. **[403-4]**

## Identification and Management of OHS Risks

The Company has identified and mapped high-risk works, and ensured that their management has been complied with and implemented by all management, employees, partner companies/contractors, and other stakeholders. Mapping and auditing works with high category based on OHSMS and Life Saving Rules (LSR) are carried out once every two years. The Company's safety risks are managed based on the six categories set out in LSR. In accordance with safety procedures, every employee can also refuse a work if the workplace situation is considered dangerous. **[403-2][403-4]**

## Pengelolaan Pekerjaan dengan Risiko Kecelakaan Kerja sesuai *Life Saving Rules* [403-2][403-3][403-7]
## Management of Works with Occupational Accident Risk according to Life Saving Rules

| Risiko<br>Risk | Pengelolaan<br>Management |
|---|---|
| Standar Alat Pelindung Diri (APD) Standar<br>Personal Protective Equipment (PPE) Standards | APD Standar yang dipersyaratkan dan wajib digunakan secara benar dan tepat, sebelum memasuki area Indocement atau selama berada di zona wajib APD, adalah:<br>1. *Safety helmet* yang dilengkapi *chin strap*.<br>2. *Safety shoes*.<br>3. Pakaian kerja lapangan dan *safety vest* mudah terlihat dilengkapi dua *strip* pemantul cahaya.<br>4. *Safety glass* dan respirator debu (khusus area berdebu).<br>5. APD khusus/tambahan yang ditentukan berdasarkan manajemen risiko atau sesuai prosedur keselamatan yang berlaku.<br>The PPE Standard that are require and must be properly and appropriately used before entering the Indocement area or while in the zone of PPE required, are:<br>1. Safety helmet equipped with a chin strap.<br>2. Safety shoes.<br>3. High-visibility wear pack and safety vest with two reflective strips.<br>4. Safety glasses and dust respirator (for dusty areas).<br>5. Special/additional PPE as determined by risk management or in accordance with applicable safety procedures. |
| Keselamatan Bekerja di Ketinggian<br>Work at Height Safety | 1. *Permit To Work*-Bekerja di ketinggian (PTW-WAH) yang sah dan telah memenuhi seluruh persyaratan keselamatan.<br>2. Pekerja kompeten untuk melakukan pekerjaan di ketinggian.<br>3. Memakai perangkat pengaman jatuh yang telah dilakukan pemeriksaan sebelum digunakan (*pre-use check*).<br>4. Pengunaan perancah sesuai peraturan perundangan dan standar yang berlaku.<br>5. Pengawasan kegiatan bekerja di ketinggian.<br>1. Valid Permit To Work-Work at height (PTW-WAH) and already complied with all safety requirement.<br>2. Competent worker to do work at height.<br>3. Require fall protection equipment that is inspection before use (Pre-use check).<br>4. Use of scaffolding is accordance with applicable laws, regulations and standards.<br>5. Supervision activities of work at height by job giver or area responsibility. |
| Keselamatan Memasuki Ruang Terbatas<br>Safety of Confined Space Entry | 1. *Permit To Work*-Memasuki Ruang Terbatas (PTW-CSE) yang sah dan telah memenuhi seluruh persyaratan keselamatan.<br>2. Pekerja kompeten untuk memasuki atau bekerja di Ruang Terbatas.<br>3. Pemeriksaan atau pengujian atmosfer sebelum memasuki ruang terbatas dan secara berkala.<br>4. Pengawasan kegiatan memasuki atau bekerja di ruang terbatas oleh petugas kompeten dan pemberi kerja atau penanggung jawab lokasi.<br>1. Valid Permit To Work-Entry Confined Space (PTW-CSE) and already complied with all safety requirement.<br>2. Competent worker to entry or work in confined space.<br>3. Atmosphere inspection or test before entering confined space and periodically.<br>4. Supervision of activities entry or work in confined space by competent worker and job giver or area responsibility. |
| Keselamatan Bekerja di Area Panas<br>Safety of Work at Hot Area | 1. *Permit To Work*-Bekerja di area panas (PTW-WHA) yang sah dan telah memenuhi seluruh persyaratan keselamatan.<br>2. Pekerja kompeten untuk melakukan pekerjaan di area panas.<br>3. Dilarang melakukan pekerjaan secara paralel atau bersamaan pada saat penanganan material tersumbat (*clogging*) di area panas.<br>4. Pengawasan kegiatan pekerjaan di area panas oleh pemberi kerja atau penanggung jawab lokasi.<br>1. Valid Permit To Work-Work at hot area (PTW-WHA) and already complied with all safety requirement.<br>2. Competent worker to do work at hot area.<br>3. Prohibited do the parallel or simultaneously work when handling clogged material at hot area.<br>4. Supervision of activities work at hot area by job giver or area responsibility. |
| Keselamatan Pekerjaan Panas<br>Hot Work Safety | 1. *Permit To Work*-Pekerjaan panas (PTW-HW) yang sah dan telah memenuhi seluruh persyaratan keselamatan.<br>2. Pekerja kompeten untuk melakukan pekerjaan panas.<br>3. Pastikan area pekerjaan panas bersih dari bahan mudah terbakar/meledak.<br>4. Penggunaan peralatan pekerjaan panas sesuai standard dan pemeriksaan sebelum digunakan (*pre-use check*).<br>5. Pengawasan kegiatan pekerjaan panas oleh pemberi kerja atau penanggung jawab lokasi dan pengamatan percikan api di sekitar area pekerjaan panas oleh pengawas api (*fire watcher*).<br>1. Valid Permit To Work-Hot work (PTW-HW) and already complied with all safety requirement.<br>2. Competent worker to do hot work.<br>3. Ensure the area of hot work is clean of flammable/explosive materials.<br>4. Ensure the welding equipment already periodical maintenance and inspection before use (pre-use check).<br>5. Supervision of activities hot work by job giver or area responsibility and observation of sparks at around the hot work area by fire watcher. |

| Risiko<br>Risk | Pengelolaan<br>Management |
|---|---|
| Isolasi Energi-*Lock Out, Tag Out, Try Out* (LOTOTO)<br>Energy Isolation-Lock Out, Tag Out, Try Out (LOTOTO) | Menerapkan langkah aman Isolasi Energi (LOTOTO), yaitu:<br>1. Identifikasi sumber energi.<br>2. Beritahukan pihak-pihak terkait.<br>3. Matikan mesin/alat atau isolasi sumber energi.<br>4. Terapkan penguncian (*Lock Out*).<br>5. Terapkan penandaan (*Tag Out*).<br>6. Lakukan uji coba (*Try Out*).<br>7. Periksa dan mengembalikan seperti semula.<br>Implementing safe energy isolation (LOTOTO) steps, which include:<br>1. Identify energy sources.<br>2. Notify to related parties.<br>3. Turn off machines/tools or isolation energy sources.<br>4. Implement locking (Lock Out).<br>5. Implement tagging (Tag Out).<br>6. Conduct trials (Try Out).<br>7. Check and restore to normal. |
| Keselamatan Mengemudi<br>Driving Safety | 1. Memiliki Surat Izin Mengemudi (SIM) sesuai kendaraan yang dikemudikan.<br>2. Wajib mematuhi rambu-rambu lalu lintas.<br>3. Pastikan kondisi fit untuk mengemudi.<br>4. Memakai sabuk keselamatan (pengemudi dan penumpang).<br>5. Periksa kendaraan sebelum dioperasikan (*pre-start check*).<br>6. Dilarang meninggalkan kendaraan dalam kondisi mesin menyala atau tanpa pengawasan.<br>7. Dilarang menggunakan telepon genggam selama berkendara.<br>1. Having a valid Driving License (SIM) appropriate for the vehicle being driven.<br>2. Obligatory to comply with traffic signs.<br>3. Ensure fit condition to drive.<br>4. Wear seat belts (driver and passengers).<br>5. Vehicle inspection before operation (pre-start check).<br>6. Vehicle on running engine condition, it is prohibited to be left or unsupervised.<br>7. Prohibited mobile phone while driving. |
| Pelindung Mesin<br>Machine Safeguarding | 1. Pastikan seluruh pelindung mesin harus terpasang sesuai standar dan peralatan proteksi berfungsi sebelum peralatan berputar dioperasikan.<br>2. Dilarang menyentuh/membersihkan/memperbaiki peralatan berputar yang sedang beroperasi.<br>1. Ensure all safeguarding must be installed and function of protection equipment before rotating machinery operate.<br>2. Prohibited to cleaning/repairing rotating machinery while running. |
| Investigasi Kecelakaan Kerja<br>Incident Investigation | Semua insiden kecelakaan kerja wajib dilaporkan dan dilakukan investigasi untuk mengidentifikasi akar penyebab, menetapkan tindakan perbaikan dan mendapatkan pembelajaran.<br>All occupational incidents are reported and investigated to identify the root causes and to set up corrective actions and lessons learned. |

## Kinerja K3 [403-9]

Hasil evaluasi dan audit K3 menunjukkan hasil yang baik, dibuktikan dengan tidak adanya kasus fatalitas yang terjadi. Namun demikian, terdapat 7 kasus kecelakaan kerja yang terjadi, meningkat 17% dibandingkan tahun sebelumnya yang sebanyak 6 kasus. Jenis cedera yang berhubungan dengan pekerjaan selama 2024 didominasi oleh tidak dilakukannya *Dynamic Risk Assessment* oleh pekerja. Pada tahun yang sama, tidak terdapat kasus fatal atau kematian maupun penyakit akibat kerja (PAK) yang terjadi. Perseroan secara rutin melakukan identifikasi PAK yang dilakukan setahun sekali terhadap seluruh karyawan dan mitra kerja, melalui *medical check-up* (MCU). **[403-10]**

## OHS Performance [403-9]

The results of the OHS evaluation and audits indicate positive outcomes, with no fatal incidents recorded. However, there were 7 work-related accidents, reflecting a 17% increase compared to the 6 incidents in the previous year. The primary cause of work-related injuries in 2024 was the failure to conduct Dynamic Risk Assessments by workers. In the same year, no fatalities or occupational diseases occurred. The Company regularly identifies occupational diseases once a year for all employees and work partners, through medical check-ups (MCU). **[403-10]**

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

| Tingkat Kecelakaan Kerja<br>Injury Rate | 2024 | | 2023 | | 2022* | |
|---|---|---|---|---|---|---|
| | Perseroan<br>Company | Kontraktor<br>Contractor | Perseroan<br>Company | Kontraktor<br>Contractor | Perseroan<br>Company | Kontraktor<br>Contractor |
| Ringan<br>Minor | 6 | N/A | 5 | N/A | 7 | N/A |
| Sedang dan Serius<br>Medium and Serious | 1 | 0 | 0 | 5 | 2 | 0 |
| Fatal | 0 | 0 | 1 | 1 | 0 | 1 |
| **Jumlah<br>Total** | **7** | **0** | **6** | **6** | **9** | **1** |

keterangan | Notes:
* Penyajian kembali (*restatement*) informasi karena adanya penyesuaian perhitungan. **[2-4]**
Restatement of information due to calculation adjustments.

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

| Kompleks Pabrik<br>Factory | 2024 | 2023 | 2022 |
|---|---|---|---|
| Citeureup | 0 | 0 | 11 |
| Cirebon | 3 | 0 | 0 |
| Tarjun | 0 | 0 | 0 |
| Maros | 0 | N/A | N/A |
| Grobogan | 0 | N/A | N/A |
| **Jumlah Jam Kerja Hilang<br>Number of Lost Working Hour** | **3** | **0** | **11** |
| **Jumlah Jam Kerja Selamat<br>Number of Safe Working Hours** | **6.518.640,0** | **6.071.823,5** | **7.291.153,5** |

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

| Uraian<br>Description | Citeureup | | | Cirebon | | | Tarjun | | | Maros | | | Grobogan | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 |
| **Operasi Perseroan**<br>Company Operation | | | | | | | | | | | | | | | |
| Frequency Rate | 0 | 0 | 0,7 | 1,20 | 0 | 0,27 | 0 | 0 | 0 | N/A | N/A | N/A | 0 | N/A | N/A |
| Severity Rate | 0 | 0 | 2,1 | 3,61 | 0 | 3,0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 | N/A | N/A |
| Lost Time Injury (LTI) | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 | N/A | N/A |
| Lost Working Days (LWD) | 0 | 0 | 11 | 3 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 | N/A | N/A |
| Medical Treatment Injury (MTI) | 4 | 4 | 3 | 1 | 0 | 3 | 1 | 1 | 0 | N/A | N/A | N/A | 0 | N/A | N/A |
| **Kontraktor Rekanan**<br>Partner Contractors | | | | | | | | | | | | | | | |
| Lost Time Injury (LTI) | 0 | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 | N/A | N/A |

Keterangan | Notes:
Nilai Tingkat Keparahan, NLTI, LTI, dan LDR dicatat berdasarkan 1 juta jam kerja mengacu pada *Health and Safety Report Guidelines Version* 14 Tahun 2017 di HeidelbergCement Group sesuai rujukan WBCSD-CSI.
Severity Level, NLTI, LTI, and LDR recorded per 1 million working hours refers to Health and Safety Report Guidance Version 14 of 2017 from HeidelbergCement Group based on WBCSD-CSI reference.

## Pelatihan dan Peningkatan Budaya K3 [403-5]

Perseroan secara konsisten meningkatkan pemahaman antara karyawan dan setiap kontraktor mengenai budaya K3 yang mencakup prinsip, panduan, serta prosedur keselamatan, kesehatan kerja, dan lingkungan (K3L). Indocement memiliki I-SHELTER sebagai pusat kegiatan pelatihan K3 dan lingkungan yang ada di seluruh kompleks pabrik Perseroan. I-SHELTER telah dilengkapi dengan fasilitas pendukung untuk mengoptimalkan implementasi kegiatan-kegiatan pelatihan, seperti simulasi alat pelindung diri, simulasi kiln dan berkendara, serta program pelatihan kerja yang aman lainnya. Perseroan melibatkan seluruh karyawan, termasuk jajaran Direksi dan Plant/Division Manager dalam setiap kegiatan pelatihan.

Sepanjang 2024, terdapat 213 pelatihan yang diadakan di I-SHELTER dan diikuti 15.684 karyawan. Selain itu, pada 2024, Perseroan telah mengadakan pelatihan dan sertifikasi K3 yang diikuti 400 karyawan serta kontraktor dan karyawan entitas anak.

## OHS Culture Training and Development [403-5]

The Company consistently improves OHS culture understanding between employees and each contractor, which includes Occupational Health and Safety and Environmental (OHSE) principles, guidelines, and procedures. Indocement has I-SHELTER as the center for OHS and environmental training activities in all of the Company's factories. I-SHELTER has been equipped with supporting facilities to optimize the implementation of training activities, such as personal protective equipment simulation, kiln and driving simulations, and other safe work training programs. The Company involves all employees, including the Board of Directors and Plant/Division Managers, in every training activity.

Throughout 2024, there were 213 training sessions held at I-SHELTER, attended by 15,684 employees. Additionally, in 2024, the Company conducted OHS training and certification, which was attended by 400 employees, as well as contractors and employees of subsidiary entities.

**213**
modul | module

Modul pelatihan dan sertifikasi K3 pada 2024.
OHS training module and certification in 2024.

**16.084**
orang | people

Karyawan Indocement, entitas anak dan kontraktor yang mengikuti pelatihan dan sertifikasi K3.
Indocement's employees, subsidiaries and contractors who participated in OHS training and certification.

**5,5**
jam | hours

Rata-rata jam pelatihan per peserta secara luring maupun daring.
Average training hours per participant both offline and online.

**Selama 2024, Perseroan melaksanakan 213 modul pelatihan K3 yang diikuti oleh 16.084 karyawan Indocement, entitas anak, dan kontraktor dengan topik antara lain, Peraturan Keselamatan Jiwa, Pengelolaan Lingkungan di Industri, *Behavior Based Safety*, dan Penyuluhan Kesehatan Kerja (Bahaya Debu, Bising, Getaran, dan Ergonomi). [403-5]**

Throughout 2024, the Company conducted 213 OHS training modules, attended by 16,084 Indocement's employees, subsidiaries, and contractors covering topics such as Life Saving Rules, Environmental Management in Industry, Behavior Based Safety, and Occupational Health (Hazard Awareness - Dust, Noise, Vibration, and Ergonomic). **[403-5]**

Di sisi lain, Perseroan memberikan pelatihan dan penyuluhan kesehatan terkait ergonomi, paparan kebisingan, debu, penanganan gawat darurat, dan respons krisis medis. Pelatihan dilaksanakan melalui *platform* daring dan kelas tatap muka oleh Corporate People Development Department (CPDD). Penyuluhan kesehatan dilakukan secara rutin setiap bulan melalui rapat P2K3/sub P2K3 di Plant/Divisi, serta penyebaran informasi melalui intranet, papan informasi, dan spanduk kesehatan. Perseroan juga melaksanakan aktivitas strategis untuk meningkatkan budaya K3 bagi seluruh karyawan dan kontraktor, di antaranya: **[F.1][403-7]**

1. Menyebarluaskan spanduk dan poster mengenai *Dynamic Risk Assessment* (DRA).
2. Melakukan revisi *Live Saving Rules*.

On the other hand, the Company provides health training and dissemination related to ergonomics, noise exposure, dust, emergency handling, and medical emergency responses. Training is carried out through online platforms and face-to-face classes by the Corporate People Development Department (CPDD). Health dissemination is carried out regularly every month through P2K3/sub-P2K3 meetings at Plant/Division, as well as information dissemination through intranet, information boards, and health banners. The Company also carries out strategic activities to improve OHS culture for all employees and contractors, including: **[F.1][403-7]**

1. Distributing banners and posters regarding Dynamic Risk Assessment (DRA).
2. Revising the Life Saving Rules.

## Kesehatan Kerja dan Fasilitas K3 bagi Karyawan [403-3]

Perseroan memitigasi risiko penyakit akibat kerja (PAK), penyakit degeneratif, serta infeksi dengan mewajibkan karyawan dan mitra kerja menjalani MCU setiap tahun. Pada 2024, sebanyak 2.383 karyawan telah menyelesaikan MCU. Dari hasil MCU tersebut, didapatkan kasus baru diabetes sebanyak 11, hipertensi sebanyak 34 dan *treadmill* positif sebanyak 49 kasus yang harus ditindaklanjuti dan tidak ditemukan adanya kasus penyakit akibat kerja. **[403-10]**

Untuk mendukung kesehatan karyawan, Perseroan menyediakan fasilitas klinik umum, gigi, ibu dan anak, apotek, serta unit layanan darurat 24 jam yang dilengkapi dengan dua unit ambulans. Unit pelayanan kesehatan tersebut terbuka bagi karyawan mitra kerja yang tidak menyediakan fasilitas pelayanan kesehatan secara mandiri, serta dapat diakses oleh masyarakat sekeliling area kerja Indocement. Selain fasilitas klinik di atas, Perseroan juga menyediakan jaminan kesehatan bagi karyawan dan keluarganya sesuai peraturan Perusahaan yang berlaku. Sepanjang 2024, tercatat 14.075 kunjungan karyawan pada layanan kesehatan termasuk mitra kerja, angka ini mengalami penurunan sebesar 11,86% dibandingkan tahun sebelumnya sebesar 15.970 kunjungan. Keluhan terbanyak yaitu masih pada ISPA, gangguan otot tulang dan sendi, serta penyakit degeneratif seperti hipertensi, diabetes dan jantung koroner. Untuk memitigasi kondisi tersebut, Indocement menjalankan serangkaian upaya di antaranya: **[403-5][403-6]**

1. Penyuluhan Kesehatan melalui poster dan spanduk yang ditayangkan di intranet.
2. Pelatihan kesehatan.
3. Kegiatan olahraga bersama.
4. Program “Cuman Pengen Sehat”.

## Evaluasi K3 Kontraktor melalui CSMS

Indocement menerapkan standar K3 pada kontraktor melalui mekanisme *Contractor Safety Management System* (CSMS). Persyaratan yang ada pada CSMS menjadi bahan pertimbangan awal Perseroan untuk menilai kinerja K3 kontraktor sesuai dengan standar SMK3 yang ada pada peraturan perundang-undangan maupun standar internasional ISO 45001:2018. Evaluasi secara berkala dilakukan setiap tahun untuk kontraktor dan hasilnya digunakan sebagai dasar untuk penilaian kinerja dan kontrak kerja. Pada 2024, terdapat 146 kontraktor yang dinilai melalui CSMS dengan hasil seluruh kontraktor telah menenuhi standar penilaian CSMS. **[403-7]**

## Occupational Health and OHS Facilities for Employees [403-3]

The Company mitigates the risk of occupational diseases (PAK), degenerative diseases, and infections by requiring employees and work partners to undergo MCU every year. In 2024, 2,383 employees already completed MCU. From the MCU results, there were 11 new cases of diabetes, 34 cases of hypertension, and 49 positive treadmill cases that had to be followed up, and no cases of occupational diseases were found. **[403-10]**

To support employee health, the Company provides general, dental, maternal, and child clinics, pharmacies, and 24-hour emergency service units equipped with two ambulance units. The health service unit is open to employees of work partners who do not provide independent health care facilities, and is accessible by the community around Indocement’s working areas. In addition to the clinic facilities mentioned above, the Company also provides health insurance for employees and their families in accordance with applicable Company regulations. Throughout 2024, it was recorded that there were 14,075 employee visits to health services including work partners, increased/decreased by 11.86% compared to that of the previous year of 15,970 visits. The most complaints were still on ISPA, muscle bone and joint disorders, and degenerative diseases such as hypertension, diabetes, and coronary heart disease. To mitigate these conditions, Indocement is running a series of efforts, among others: **[403-5][403-6]**

1. Health awareness campaigns through posters and banners displayed on the intranet.
2. Health training sessions.
3. Group sports activities.
4. The “Cuman Pengen Sehat” program.

## OHS Evaluation of Contractor through CSMS

Indocement implements OHS standards to contractors through Contractor Safety Management System (CSMS) mechanism. The requirements in CSMS serve the Company’s initial considerations to assess contractor’s OHS performance according to Occupational Health and Safety Management System standards in laws and regulations and the international standard of ISO 45001:2018. Evaluation is periodically carried out every years for contractors and its results are used as the basis for assessing performance and work contracts. In 2024, there were 146 contractors assessed through CSMS. The results showed that all contractors met the CSMS assessment standards. **[403-7]**

# Pemberdayaan dan Pengelolaan Talenta untuk Masa Depan

## Empowerment and Talent Management for the Future

### Target 2024
2024 Target

Jumlah jam pelatihan per tahun
Total training hours per year
**154.266** jam | hours

Rata-rata jam pelatihan per karyawan per tahun
Average training hours per employee per year
**48,0** jam | hours

### Progres 2024
2024 Progress

Jumlah jam pelatihan per tahun
Total training hours per year
**209.556** jam | hours

Rata-rata jam pelatihan per karyawan per tahun
Average training hours per employee per year
**68,7** jam | hours

### Komitmen dan Kebijakan
Commitments and Policies

- Pedoman Etika Indocement
- Kebijakan Hak Asasi Manusia (HAM) Indocement
- Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan
- Undang-undang (UU) Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang
- Perjanjian Kerja Bersama (PKB) antara Manajemen Perseroan dengan Serikat Pekerja **[2-30]**
- Peraturan Tata Tertib Staf Manajemen Indocement (PTSMI)

- Indocement Code of Conduct
- Human Rights Policy at Indocement
- Law No. 13 of 2003 on Manpower
- Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation as Law.
- Collective Labor Agreement (CLA) between the Company's Management and the Labor Union **[2-30]**
- Indocement Management Staff Code (PTSMI)

### Strategi Pencapaian Kinerja Tahun 2024 [403-7]
Performance Achievement Strategy in 2024

- Penguatan budaya dan gaya kepemimpinan Perseroan melalui Culture Week 2024 yang berfokus pada *costumer centric*.
- Penambahan modul pada *platform* Workday, yang merupakan sistem HC terintegrasi dengan Heidelberg Materials.
- Secara aktif mendukung pengembangan diri dan peningkatan kompetensi karyawan sejalan dengan strategi Perseroan.
- Optimalisasi *e-learning* dan pelatihan yang dilakukan secara daring, yang menjangkau seluruh kompleks pabrik.
- Menjalankan program Management Trainee (MT) 2024.
- Menjalankan program pelatihan lintas negara di Asia ("Cement Academy") yang melibatkan karyawan di bidang teknik.
- Menyelenggarakan pelatihan di luar negeri, baik yang diselenggarakan oleh Heidelberg Materials maupun oleh pihak ketiga.
- Perampingan organisasi di beberapa fungsi.
- Memelihara hubungan industrial yang harmonis.
- *Award employee experience*.
- Melanjutkan progam vokasi.
- Memperbaiki pelatihan K3 di anak usaha Perseroan.

- Strengthening the Company's culture and leadership style through Culture Week 2024, with a focus on customer centric.
- Addition of new modules on the Workday platform, an integrated HC system with Heidelberg Materials.
- Actively supporting employee self-development and competency enhancement in alignment with the Company's strategy.
- Optimization of e-learning and online training programs that reach all factories.
- Implementation of the 2024 Management Trainee (MT) Program.
- Execution of cross-country training programs in Asia ("Cement Academy") involving technical employees.
- Organizing international training programs, both by Heidelberg Materials and third parties.
- Maintaining harmonious industrial relation.
- Award employee experience.
- Continuing vocational program.
- Improving OHS training in Company subsidiaries.

**Evaluasi dan Sumber Daya**
Evaluation and Resources

Manajemen talenta dan pengembangan sumber daya manusia, termasuk pelatihan karyawan, berada di bawah tanggung jawab Corporate Human Capital Division (CHCD) dan langsung diawasi oleh Direktur Human Capital. Evaluasi terhadap program pelatihan dilakukan melalui berbagai pendekatan, di antaranya berupa *post-test* setelah pelatihan, evaluasi oleh atasan setelah 3 bulan pelatihan, serta pemberian penugasan setelah pelatihan ke luar bagi karyawan. Hasil dari evaluasi kemudian menjadi pertimbangan bagi CHCD untuk melakukan perbaikan berkelanjutan dalam hal pengelolaan sumber daya manusia, termasuk pelatihan karyawan.

Talent management and human capital development, including employee training, are under the responsibility of the Corporate Human Capital Division (CHCD) and are directly overseen by the Human Capital Director. Training programs are evaluated through multiple methods, including post-training assessments, supervisor evaluations conducted three months after training, and the assignment of external tasks to employees who have completed the training. The outcomes of these evaluations serve as a foundation for CHCD to pursue continuous improvements in human capital management, particularly in the area of employee development.

## Kesetaraan Kesempatan dalam Lingkungan Kerja [F.18]

Indocement melihat kedatangan angkatan kerja baru, yaitu Generasi Z (Gen-Z) sebagai peluang untuk mendorong transformasi positif secara berkelanjutan. Perseroan berkomitmen pada kemajuan dan inovasi, khususnya di bidang keberlanjutan, sirkularitas, dan digitalisasi. Untuk mewujudkan visi ini, Indocement menanamkan budaya kerja yang selaras dengan nilai-nilai utama Perseroan, yaitu *Accountability, Strive for Excellence, Integrity, Service Mindedness*, dan *Team Work* (ASIST), serta nilai-nilai kepemimpinan seperti *We Centric, Care, Open Communication, Process Driven and Performance Oriented, Agile and Decisiveness*, dan Customer *Centric*.

Indocement juga mengutamakan keberagaman dengan memastikan tidak ada diskriminasi berdasarkan jenis kelamin, usia, agama, asal usul, disabilitas, atau faktor lainnya. Karyawan dianggap sebagai aset paling berharga, dengan fokus pada pemberdayaan dan kepuasan melalui pemberian remunerasi yang adil, program perlindungan sosial bagi pekerja dan mitra sesuai ketentuan yang berlaku, serta memberikan kesempatan yang setara kepada setiap individu untuk bekerja dan mengembangkan karier. Sepanjang 2024, tidak adanya isu maupun indikasi pelanggaran HAM yang dilakukan oleh Perseroan terhadap pekerja maupun komunitas lokal.

Komitmen Indocement dalam menjunjung tinggi HAM juga diwujudkan dengan adanya Kebijakan HAM yang berisi pasal-pasal terkait HAM, keberagaman, dan kesetaraan. Kebijakan HAM berlaku untuk seluruh Insan Perseroan, mitra usaha, masyarakat dan lingkungan sekitar serta tenaga keamanan Perseroan. Kebijakan HAM Indocement antara lain mengatur larangan kerja paksa dan pekerja anak, kebebasan berserikat dan berkumpul bagi karyawan Perseroan, menghindari tindakan diskriminasi, memerhatikan aspek K3 karyawan, penghormatan terhadap hak masyarakat adat yang terdampak oleh kegiatan operasional Perseroan dan Mitra Usaha, melakukan identifikasi atas potensi dampak lingkungan di wilayah operasional Perseroan, hingga

## Equal Opportunities in the Workplace [F.18]

Indocement views the influx of a new workforce, namely Generation Z (Gen-Z) as an opportunity to drive positive transformation in a sustainable manner. The Company is committed to progress and innovation, particularly in sustainability, circularity, and digitalization. To realize this vision, Indocement instills work culture that is in line with the Company's core values, namely Accountability, Strive for Excellence, Integrity, Service Mindedness, and Team Work (ASIST), as well as leadership values such as We Centric, Care, Open Communication, Process Driven and Performance Oriented, Agile and Decisiveness, and Customer Centric.

Indocement also prioritizes diversity by ensuring that there is no discrimination based on gender, age, religion, origin, disability, or other factors. Employees are considered the most valuable asset, with the focus on empowerment and satisfaction through fair remuneration, social protection programs for employees and partners in line with the applicable regulations, and provision of equal opportunities for every individual to work and develop a career. Throughout 2024, there were no issues or indications of human rights violations committed by the Company against its employees or local communities.

Indocement's commitment to upholding human rights is also manifested in the Human Rights Policy which contains articles related to human rights, diversity, and equality. The Human Rights Policy applies to all Company Personnel, business partners, the community and the surrounding environment, as well as the Company's security personnel. Indocement's Human Rights Policy, among others, regulates the prohibition of forced labor and child labor, freedom of association and assembly for the Company's employees, avoidance of discrimination, attention to employee OHS aspects, respect for the rights of indigenous peoples affected by the Company's and Business Partners' operational activities, identification of potential environmental impacts in the Company's

meningkatkan kesadaran HAM kepada tenaga keamanan dalam menangani masalah keamanan dan/atau dalam melakukan investigasi. Ketentuan lainnya terkait HAM, keberagaman, dan kesetaraan juga diatur dalam Pedoman Etika Indocement, PKB serta Peraturan Tata Tertib Staf Manajemen Indocement (PTSMI).

## Keterlibatan Perempuan dan Kepemimpinan

Komitmen Indocement untuk mendorong keterlibatan perempuan dalam posisi pemimpin tercermin dengan adanya 4 orang Eselon 1 (setingkat Senior Manajer) perempuan atau hampir 10% dari total Eselon 1 di Indocement. Indocement juga menempatkan Hatijah Hernowo, yang menjadi Ketua Serikat Pekerja perempuan pertama pada Serikat Pekerja Indocement. Kompleks Pabrik Tarjun, Kotabaru untuk periode 2023–2025.

## Komposisi Karyawan [2-7]

Hingga akhir 2024, jumlah pekerja Indocement, yaitu 3.391 karyawan, terdiri dari 93% karyawan laki-laki dan 7% karyawan perempuan. Persentase pekerja laki-laki yang lebih tinggi bukan dilatarbelakangi adanya diskriminasi *gender*, melainkan karena karakteristik industri semen yang lebih diminati oleh laki-laki. Data jumlah karyawan pada laporan diolah berdasarkan pusat data CHCD, mencakup Kantor Pusat, Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, Kompleks Pabrik Tarjun, dan Kompleks Pabrik Grobogan. Data jumlah karyawan Kompleks Pabrik Maros tidak termasuk dalam laporan ini karena statusnya adalah sewa.

Laporan ini belum menyertakan jumlah karyawan lain yang bukan karyawan (pekerja alih daya), yaitu pekerja kontraktor/rekanan/pemasok yang bekerja berdasarkan kontrak yang telah disepakati, mengingat dinamisnya jumlah pergerakan di antara mereka. Perseroan memastikan selama periode pelaporan, tidak ada karyawan yang bekerja berdasarkan musim serta praktik kerja paksa pada semua kegiatan operasional. Perseroan juga memastikan tidak ada karyawan tetap maupun kontrak yang termasuk pekerja anak atau pekerja di bawah umur. **[F.19][2-8]**

Selama 2024, terdapat 232 karyawan yang meninggalkan Perseroan, baik karena alasan pensiun, kesehatan, karier, atau keluarga. Tingkat perputaran karyawan di 2024 tercatat sebesar 6,8%. **[401-1]**

operational areas, and increase in human rights awareness to security personnel in handling security issues and/or conducting investigations. Other provisions relating to human rights, diversity, and equality are also regulated in the Indocement Code of Conduct, CLA, and the Indocement Management Staff Code (PTSMI).

## Female Participation and Leadership

Indocement's commitment to promoting women's participation in leadership positions is reflected by the presence of 4 female employees at Echelon 1 level (equivalent to Senior Manager), almost 10% of the total Echelon 1 positions at Indocement. Indocement also appointed Hatijah Hernowo, who became the first female Chairperson of the Labor Union at Indocement's Tarjun Factory, Kotabaru for the 2023–2025.

## Employee Composition [2-7]

Until the end of 2024, the number of Indocement employees was 3,391 people, consisted of 93% male employees and 7% female employees. The higher percentage of male employees is not due to gender discrimination, but rather due to the cement industry characteristics that are more attractive to men. Data on employees in the report is processed based on the CHCD data center, covering the Head Office, Citeureup Factory, Cirebon Factory, Tarjun Factory, and Grobogan Factory. Employee data for the Maros Factory is not included in this report due to its leased status.

This report does not include the number of other employees who are not employees (outsourced workers), namely contractors/vendors/suppliers who work based on agreed contracts, given the dynamic nature of movements among them. The Company ensures that during the reporting period, there are no employees who work seasonally nor forced labor practices in all operational activities. The Company also ensures that no permanent or contract employees are considered child labor or underage workers. **[F.19][2-8]**

Throughout 2024, there were 232 employees who left the Company, either due to retirement, health, career, or family reasons. The employee turnover rate in 2024 was recorded at 6.8%. **[401-1]**

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

| Status Ketenagakerjaan<br>Employment Status | 2024 | | | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>Total | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>Total | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>Total |
| Karyawan Tetap<br>Permanent Employee | 2.917 | 216 | 3.133 | 2.789 | 184 | 2.973 | 2.994 | 198 | 3.192 |
| Karyawan Kontrak<br>Contract Employee | 239 | 19 | 258 | 226 | 18 | 244 | 149 | 8 | 157 |
| **Jumlah<br>Total** | **3.156** | **235** | **3.391** | **3.015** | **202** | **3.217** | **3.143** | **206** | **3.349** |

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

| Wilayah<br>Area | Jenis Kelamin<br>Gender | 2024 | | 2023 | | 2022 | |
|---|---|---|---|---|---|---|---|
| | | Jumlah<br>Total | % | Jumlah<br>Total | % | Jumlah<br>Total | % |
| Kantor Pusat<br>Head Office | Laki-laki<br>Male | 582 | 80 | 526 | 80 | 544 | 80 |
| | Perempuan<br>Female | 142 | 20 | 132 | 20 | 137 | 20 |
| **Total** | | **724** | **100** | **658** | **100** | **681** | **100** |
| Citeureup | Laki-laki<br>Male | 1.454 | 97 | 1.572 | 97 | 1.634 | 97 |
| | Perempuan<br>Female | 45 | 3 | 47 | 3 | 45 | 3 |
| **Total** | | **1.499** | **100** | **1.619** | **100** | **1.679** | **100** |
| Cirebon | Laki-laki<br>Male | 382 | 98 | 403 | 98 | 411 | 98 |
| | Perempuan<br>Female | 7 | 2 | 7 | 2 | 7 | 2 |
| **Total** | | **389** | **100** | **410** | **100** | **418** | **100** |
| Tarjun | Laki-laki<br>Male | 485 | 97 | 514 | 97 | 554 | 97 |
| | Perempuan<br>Female | 15 | 3 | 18 | 3 | 17 | 3 |
| **Total** | | **500** | **100** | **530** | **100** | **571** | **100** |
| Grobogan | Laki-laki<br>Male | 253 | **91** | | | | |
| | Perempuan<br>Female | 26 | **9** | | | | |
| **Total** | | **279** | **100** | | | | |

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

| Jabatan Position | 2024 | | | | 2023 | | | | 2022 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Laki-laki Male | | Perempuan Female | | Laki-laki Male | | Perempuan Female | | Laki-laki Male | | Perempuan Female | |
| | Jumlah Total | % | Jumlah Total | % | Jumlah Total | % | Jumlah Total | % | Jumlah Total | % | Jumlah Total | % |
| Entry-level (Eselon \| Echelon 5–6) | 2.285 | 72,26 | 79 | 33,47 | 2.210 | 73,15 | 57 | 28,08 | 2.341 | 74,32 | 60 | 29,13 |
| Mid-level (Eselon \| Echelon 3–4) | 732 | 23,15 | 137 | 58,05 | 673 | 22,28 | 126 | 62,07 | 663 | 21,05 | 129 | 62,62 |
| Senior-level (Eselon \| Echelon 1–2) | 133 | 4,21 | 19 | 8,05 | 126 | 4,17 | 19 | 9,36 | 132 | 4,19 | 17 | 8,25 |
| Executive-level (Direksi dan General Manager \| Board of Directors and General Manager) | 12 | 0,38 | 1 | 0,42 | 12 | 0,40 | 1 | 0,49 | 14 | 0,44 | - | 0 |
| **Jumlah Total** | **3.162** | **100** | **236** | **100** | **3.021** | **100** | **203** | **100** | **3.150** | **100** | **206** | **100** |

Keterangan | Notes:
*Data pada tabel ini termasuk Direksi sebanyak tujuh orang.
The data on this table include seven persons of Board of Directors.

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

| Kelompok Usia (Tahun) Age Group (Years) | Entry-level | | Mid-level | | Senior-level | | Executive-level | | Total 2024 | | Total 2023 | | Total 2022 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female |
| 18–25 | 47 | 6 | 41 | 10 | - | - | - | - | 88 | 16 | 17 | 4 | 26 | 7 |
| 25–35 | 659 | 28 | 209 | 49 | 4 | 1 | - | - | 872 | 78 | 756 | 64 | 767 | 64 |
| 35–45 | 286 | 8 | 172 | 36 | 30 | 4 | - | - | 488 | 48 | 535 | 38 | 701 | 44 |
| 45–55 | 1.274 | 37 | 301 | 40 | 82 | 12 | 6 | - | 1.663 | 89 | 1.676 | 94 | 1.628 | 91 |
| >55 | 19 | - | 9 | 2 | 17 | 2 | 7 | - | 52 | 4 | 31 | 2 | 21 | - |
| **Jumlah Total** | **2.285** | **79** | **732** | **137** | **133** | **19** | **13** | **-** | **3.163** | **235** | **3.015** | **202** | **3.143** | **206** |

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

| Tingkat Pendidikan Education Level | 2024 | | 2023 | | 2022 | |
|---|---|---|---|---|---|---|
| | Jumlah Total | % | Jumlah Total | % | Jumlah Total | % |
| Doktoral Doctoral | 2 | 0,06 | 1 | 0,03 | 1 | 0,02 |
| Pascasarjana Post-graduate | 74 | 2,18 | 58 | 1,80 | 55 | 1,6 |
| Sarjana Bachelor | 782 | 23,06 | 475 | 14,77 | 490 | 14,6 |
| Diploma | 185 | 5,46 | 76 | 2,36 | 83 | 2,5 |
| SMP/SMA Middle/High School | 2.348 | 69,24 | 2.607 | 81,04 | 2.720 | 81,2 |
| **Jumlah Total** | **3.391** | **100,00** | **3.217** | **100,00** | **3.349** | **100,00** |

### Hubungan Industrial

Perseroan mendukung penuh kebebasan berserikat bagi pekerja dengan terbentuknya Serikat Pekerja di seluruh kompleks pabrik. Perjanjian Kerja Bersama (PKB) X periode 2023–2024 meliputi seluruh unit kerja. Seluruh (100%) karyawan tetap terikat pada PKB dan Peraturan Tata Tertib Staff dan Manajemen Indocement (PTSMI). Pada 2024, telah dilaksanakan proses negosiasi upah dengan serikat pekerja dan hasilnya sesuai harapan bagi kedua belah pihak. **[2-30]**

### Remunerasi dan Tunjangan Karyawan

Sistem remunerasi di Indocement dirancang berdasarkan pencapaian kinerja karyawan, sesuai dengan ketentuan dalam Undang-Undang Ketenagakerjaan. Perseroan menjamin bahwa besaran gaji telah mengikuti peraturan Upah Minimum (UM) yang berlaku di wilayah operasionalnya. Indocement juga menawarkan beragam tunjangan, termasuk fasilitas kesehatan, insentif kinerja, penghargaan atas masa kerja, serta tunjangan lainnya. **[F.20][401-2]**

### Cuti Melahirkan [401-3]

Indocement memberikan hak cuti melahirkan kepada karyawan perempuan selama 1,5 bulan sebelum melahirkan dan 1,5 bulan setelahnya. Pada 2024, sebanyak 7 karyawan perempuan memanfaatkan cuti melahirkan, dengan tingkat kembali bekerja mencapai 100%. Selain itu, Indocement juga memberikan dispensasi bagi karyawan laki-laki yang mendampingi keluarganya saat proses kelahiran yang diambil oleh 37 karyawan laki-laki selama 2024.

### Industrial Relations

The Company fully supports employees' freedom of association by forming Labor Unions throughout the factories. The 10th Collective Labor Agreement (CLA) for the 2023–2024 period encompasses all work units. All permanent employees (100%) are covered by the CLA and adhere to Indocement Staff and Management Regulation (PTSMI). In 2024, a salary negotiation was conducted with the labor union and resulting in a mutually agreeable outcome for both parties. **[2-30]**

### Employee Remuneration and Benefits

The remuneration system at Indocement is designed based on employee performance achievements, in accordance with the provisions of Labor Law. The Company guarantees that the amount of salary has followed the Minimum Wage (UM) regulations applicable in its operational areas. Indocement also offers various benefits, including health facilities, performance incentives, long service awards, and other benefits. **[F.20][401-2]**

### Maternity Leave [401-3]

Indocement provides maternity leave to female employees for 1.5 months before giving birth and 1.5 months afterward. In 2024, 7 female employees took advantage of maternity leave, with 100% rate of returning to work. In addition, Indocement also provides dispensation for male employees who accompany their families during childbirth. This dispensation was taken by 37 male employees in 2024.

# Pengelolaan Bakat dan Kinerja [F.22]

## Talent and Performance Management

**Rp5,26**
miliar | billion

Realisasi biaya pelatihan karyawan
Realization of employee training cost

**32.943**
orang | people

Jumlah peserta pelatihan
Number of training participants

**209.556**
jam | hours

Jumlah jam pelatihan
Total training hours

Pengelolaan dan evaluasi ketenagakerjaan, termasuk pelatihan dan pengembangan karyawan berada di bawah tanggung jawab CHCD dan diawasi langsung oleh Direktur Human Capital. Hasil evaluasi program pelatihan dan pengembangan karyawan (*post evaluation*) pada 2024 menunjukkan peningkatan. Implementasi program pelatihan dan pengembangan karyawan di masa pandemi memberikan *lesson learned* yang berharga bagi Indocement, salah satunya fleksibilitas dan ketangkasan (*agile*) dalam menyesuaikan kebutuhan pelatihan secara bauran (daring dan luring) bagi karyawan.

Employment management and evaluation, including employee training and development, are under the responsibility of CHCD and are directly supervised by the Human Capital Director. The post evaluation of employee training and development programs in 2024 showed improvement. The employee training and development programs held during the pandemic provided valuable lessons learned for Indocement, one of which was flexibility and agility in adjusting the hybrid training needs (online and offline) for employees.

**Indocement berhasil meraih penghargaan Stellar Workplace Award 2024 pada dua kategori, yaitu Stellar *Workplace Recognition in Employee Commitment* dan Stellar *Workplace Recognition in Employee Satisfaction*.**

Indocement won the 2024 Stellar Workplace Award in two categories, namely Stellar Workplace Recognition in Employee Commitment and Stellar Workplace Recognition in Employee Satisfaction.

Pada periode pelaporan, Perseroan telah merealisasikan sebesar Rp5,26 miliar untuk biaya pelatihan dan peningkatan kompetensi karyawan. Sebanyak 32.943 peserta telah mengikuti 209.556 jam pelatihan, dengan rata-rata pelatihan per karyawan mencapai 68,73 jam. Peningkatan jumlah jam pelatihan sebesar 22,2% dibandingkan tahun sebelumnya disebabkan oleh keikutsertaan karyawan dalam program pelatihan dan pendidikan yang diselenggarakan di luar negeri, baik yang diselenggarakan oleh Heidelberg Materials maupun oleh pihak ketiga, seperti International REFRA Academy Training di Jerman, Women Rising Leadership Program di Jerman, AFCM 26$^{th}$ Technical Symposium & Exhibition di Malaysia, ICQCC di Sri Lanka, dan program JET Wave 3 Assignment di Thailand.

During the reporting period, the Company realized Rp5.26 billion for training costs and employee competency improvement. A total of 32,943 participants attended 209,556 training hours, with an average of 68.73 training hours per employee. The increase in the number of training hours by 22.2% compared to the previous year was due to employee participation in overseas training and education programs, whether organized by the Heidelberg Materials or by third parties. Examples include the International REFRA Academy Training in Germany, the Women Rising Leadership Program in Germany, the AFCM 26$^{th}$ Technical Symposium & Exhibition in Malaysia, the ICQCC in Sri Lanka, and the JET Wave 3 Assignment program in Thailand.

## Peserta dan Jam Pelatihan 2024 [404-1][404-2]

## Participants and Training Hours of 2024 [404-1] [404-2]

| No | Wilayah<br>Area | Karyawan<br>Employees<br>**(orang \| people)** | Jam Pelatihan<br>Training Hours<br>**(jam \| hours)** | Rata-rata Jam Pelatihan per Peserta<br>Average Training Hour per Participant<br>**(jam/orang \| hours/person)** |
|---|---|---|---|---|
| 1 | Kantor Pusat<br>Head Office | 662 | 55.979 | 84,56 |
| 2 | Citeureup | 1.498 | 55.884 | 37,31 |
| 3 | Cirebon | 389 | 57.381 | 147,51 |
| 4 | Tarjun | 500 | 40.313 | 80,63 |
| **Jumlah**<br>**Total** | | **3.049** | **209.556** | **68,73** |

Keterangan | Notes:
Seluruh data pelatihan tidak termasuk data Kompleks Pabrik Grobogan.
All training data does not include data from the Grobogan Factory.

Indocement juga mendukung pemerintah dalam mengembangkan SDM yang unggul melalui Kegiatan Pengembangan Pendidikan dan Pelatihan Vokasi Industri bekerjasama dengan 21 SMK Vokasi di seluruh Unit yaitu 6 SMK Vokasi di Kompleks Pabrik Citeureup, 10 SMK Vokasi di Kompleks Pabrik Cirebon dan 5 SMK Vokasi di Kompleks Pabrik Tarjun dengan menerapkan pilar-pilar vokasi yaitu, Praktik Kerja Industri, *Voluntary Teaching*, *Teaching Factory*, *Industrial Visit*, dan Pemagangan Guru.

Indocement also supports the government in developing excellent human resources through Industrial Vocational Education and Training Development Activities Collaborating with 21 vocational high schools (SMK) across all units, 6 in Citeureup Factory, 10 in the Cirebon Factory, and 5 in the Tarjun Factory, by implementing the pillars of vocational education, namely, Factory Internship (Praktik Kerja Industri), Voluntary Teaching, Teaching Factory, Industrial Visits; and Teacher Internship (Pemagangan Guru).

Pada 2024, Perseroan juga berhasil mengadakan program pemagangan 53 siswa yang berasal dari SMK di Kabupaten Bogor, setelah tahun sebelumnya memberikan pemagangan bagi 15 orang alumni Balai Latihan Kerja (BLK) dari Kotabaru, Kalimantan Selatan. Siswa yang terpilih dari jurusan teknik alat berat, teknik instalasi tenaga listrik, dan kimia industri ini telah melalui proses *profiling* yang meliputi tes psikologi dan wawancara, seleksi berdasarkan nilai rata-rata prakerin serta masukan dan penilaian dari SMK mitra vokasi.

In 2024, the Company also successfully held an internship program for 53 students from vocational schools in Bogor Regency, after providing internship to 15 alumni of Vocational Training Center (BLK) from Kotabaru, South Kalimantan, in the previous year. The students selected from heavy equipment engineering, electrical installation engineering, and industrial chemistry majors have undergone a profiling process including psychological tests and interview, selection based on the average score of practices, as well as input and assessment from partner SMK.

**Indocement tengah mengembangkan program HC terintegrasi dengan seluruh Heidelberg Materials melalui platform Workday, yang memasuki tahap pertama dan sosialisasi pada 2024. Workday diharapkan memberikan kemudahan integrasi pelaporan terkait HC dan juga meningkatkan *employee experience*, termasuk kemudahan dalam mengakses modul-modul pelatihan dan *knowledge sharing* di antara seluruh Insan Indocement.**

Indocement is developing an integrated HC program with the entire Heidelberg Materials through the Workday platform, which entered first phase and dissemination in 2024. Workday is expected to provide easy integration of HC-related reporting and improve employee experience, including ease of accessing training modules and knowledge sharing among all Indocement Personnel.

### Evaluasi Kinerja dan Survei Kepuasan Karyawan [404-3]

Perseroan secara berkala melakukan evaluasi kinerja bagi seluruh karyawan berdasarkan *Key Performance Indicator* (KPI) sesuai dengan tugas dan tanggung jawabnya. Perseroan memberikan apresiasi bagi karyawan yang berprestasi, serta memberikan bonus bagi karyawan berdasarkan kinerja Perseroan dan pencapaian KPI masing-masing karyawan. Beberapa aspek penilaian kinerja karyawan dikaitkan dengan LST, salah satunya target pengurangan $CO_2$ yang juga menjadi salah satu aspek dalam sistem remunerasi.

Indocement secara rutin mengadakan survei kepuasan karyawan. Pada 2024, tingkat kepuasan karyawan mencapai 96% atau sesuai dengan target yang telah ditetapkan. Tercapainya tingkat kepuasan karyawan ini tidak lepas dari upaya Perseroan dalam memberikan remunerasi, tunjangan, maupun manfaat lain yang sesuai, menciptakan lingkungan kerja yang sehat dan aman, serta membangun karier dan kompetensi bagi karyawan.

### Program Karyawan Purna Karya [201-3][404-2]

Kebijakan pensiun yang ditetapkan oleh Perseroan berlaku bagi seluruh karyawan yang sudah mencapai usia 55 tahun. Sebanyak 160 karyawan telah mencapai usia pensiun normal pada 2024. Untuk mendukung karyawan yang akan memasuki masa pensiun, Indocement menyediakan Program Masa Persiapan Pensiun (MPP) bagi karyawan yang telah memasuki usia menjelang purnakarya (53 tahun). Program ini mencakup berbagai topik, termasuk psikologi, motivasi, kesehatan, pengelolaan keuangan keluarga, serta kewirausahaan berskala kecil.

### Indocement *Agent of Change*

Indocement *Agent of Change* merupakan program pengembangan kemampuan manajerial dan kepemimpinan bagi karyawan Indocement yang terpilih selama 2 tahun dan telah dilaksanakan sejak 2021. Program ini bertajuk *'Agent of Change* RECONNECT' dengan fokus mencapai tujuan bisnis di masa krisis. Melalui penambahan program '*Design Thinking*' bagi peserta, lulusan program ini diharapkan mampu mengakselerasi pertumbuhan dan keberlanjutan bisnis Indocement. Dengan adanya program ini, *mindset* karyawan untuk siap menghadapi perubahan memungkinkan implementasi *new purpose* berjalan dengan lancar.

Pada 2024, 3 orang perwakilan *Agent of Change* yang sudah lulus di 2023 membagikan pengalaman selama mengikuti kegiatan ini dalam 'OK Podcast' yang diadakan oleh Perseroan.

### Performance Evaluation and Employee Satisfaction Survey [404-3]

The Company periodically conducts performance evaluations for all employees based on Key Performance Indicator (KPI) according to the duties and responsibilities. The Company appreciates outstanding employees and provides bonuses for employees based on the Company's performance and each employee's KPI achievement. Several aspects of employee performance assessment are associated to ESG, including the $CO_2$ reduction target that is also an aspect in remuneration system.

Indocement periodically conducts employee satisfaction survey. In 2024, the employee satisfaction level reached 96% or in line with the target set. The achievement of this employee satisfaction level is inseparable from the Company's efforts in providing appropriate remuneration, allowances, and other benefits, creating a healthy and safe work environment, and building careers and competencies for employees.

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

The retirement policy set by the Company applies to all employees who have reached the age of 55. A total of 160 employees reached normal retirement age in 2024. To support employees who will enter retirement, Indocement provides Retirement Preparation Program (MPP) for employees entering retirement age (53 years old). The program covers a variety of topics, including psychology, motivation, health, family financial management, and small-scale entrepreneurship.

### Indocement Agent of Change

Indocement Agent of Change is a managerial and leadership capability development program for selected Indocement employees for 2 years and has been implemented since 2021. The program is titled 'Agent of Change RECONNECT', focusing on achieving business goals in crisis. By adding the 'Design Thinking' program for participants, graduates of this program are expected to be able to accelerate Indocement's business growth and sustainability. By having this program in place, employees' mindset to be ready to face changes allows the implementation of the new purpose run smoothly.

In 2024, 3 representatives from the Agents of Change program who graduated in 2023 shared their experiences in the 'OK Podcast' organized by the Company.

**Informasi lebih lengkap mengenai pengelolaan HC, pengembangan karier dan kompetensi, serta pemenuhan hak karyawan dapat dibaca pada Laporan Tahunan Indocement 2024.**

More detailed information on HC management, career and competency development, and fulfillment of employee rights can refer to Indocement's 2024 Annual Report.

# Pemberdayaan Masyarakat Lokal [F.23][F.25] [413-1][413-2]

## Local Community Empowerment

**Melalui program pemberdayaan masyarakat, Indocement berperan aktif menjadikan komunitas lokal sebagai mitra strategis dalam upaya pembangunan berkelanjutan, sekaligus mendorong peningkatan kesejahteraan dan kemandirian di wilayah sekitar operasionalnya.**

Through the community empowerment program, Indocement plays an active role in making local community a strategic partner in sustainable development efforts, while encouraging increased welfare and self-reliance around the operational areas.

### Pendekatan Manajemen [3-3]

Management Approach

#### Target 2030

2030 Target

**100 %** kegiatan Bilikom terlaksana di wilayah sekitar tiga kompleks pabrik
of Bilikom activities are implemented around the three factories

**>1**

Pengukuran *Social Return on Investment* (SROI)
Social Return on Investment (SROI) Measurement

**Rp 12,6** miliar program pemberdayaan masyarakat
billion for community empowerment program

#### Progres 2024

2024 Progress

**100 %** kegiatan Bilikom terlaksana di wilayah sekitar tiga kompleks pabrik
of Bilikom activities are implemented around the three factories

**2,23–3,44**

Pengukuran *Social Return on Investment* (SROI)
Social Return on Investment (SROI) Measurement

**Rp 12,6** miliar program pemberdayaan masyarakat
billion for community empowerment program

### Komitmen dan Kebijakan
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials
- Kebijakan Hak Asasi Manusia (HAM) Indocement
- Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan PP Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan
- ISO 26000: Guidance on Social Responsibility
- UN Sustainable Development Goals (SDGs)

- Heidelberg Materials Sustainability Commitment 2030
- Human Rights Policy at Indocement
- Law No. 40 of 2007 on Limited Liability Companies and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility
- ISO 26000: Guidance on Social Responsibility
- UN Sustainable Development Goals (SDGs)

### Strategi Pencapaian Kinerja 2024
2024 Performance Achievement Strategies

- Realisasi pembiayaan program pemberdayaan masyarakat sebesar Rp12,6 miliar atau 100% dari anggaran 2024.
- *Continous improvement* berdasarkan uji tuntas ISO 26000.
- Pembaruan pemetaan sosial 2024 di wilayah Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.
- Pemberdayaan masyarakat melalui kontraktor dari lingkungan senilai Rp144,72 miliar.
- Peningkatan empati karyawan melalui *employee volunteering* dengan keikutsertaan mencapai 6.104 jam dari target di 2024 sebesar 5.000 jam.
- Pemberdayaan 53 orang *local hero* untuk memperbaiki karakter masyarakat.
- Membangun kolaborasi dengan pemangku kepentingan.

- The realization of community empowerment program funding amounted to Rp12.6 billion, or 100% of the 2024 budget.
- Continuous improvement based on ISO 26000 due diligence.
- Update of the social mapping in 2024 for the Citeureup Factory, Cirebon Factory, and Tarjun Factory regions.
- Community empowerment through contractors from the local environment, totaling Rp144.72 billion.
- Enhancing employee empathy through employee volunteering, with a total participation of 6,104 hours, surpassing the 2024 target of 5,000 hours.
- Empowering 53 local heroes to improve community character.
- Building collaboration with stakeholders.

### Evaluasi dan Sumber Daya
Evaluation and Resources

Penanggung jawab dan pelaksana kegiatan pemberdayaan masyarakat adalah CSR Division yang berada di bawah Corporate Secretary dan bertanggung jawab langsung kepada Direktur Utama. Masing-masing program dijalankan di bawah tanggung jawab CSR Officer yang menjadi pendamping selama pelaksanaan. Seluruh CSR Officer merupakan karyawan internal Perseroan. Pelaporan dan dokumentasi rutin pelaksanaan program pemberdayaan dilakukan setiap bulan secara internal, serta eksternal kepada pemerintah melalui laporan pelaksanaan RKL dan RPL serta laporan keberlanjutan.

The person in charge of and implementing community empowerment activities is the CSR Division, which is under the Corporate Secretary and directly report to the President Director. Every program is carried out under the responsibility of CSR Officer, to assist during the implementation. All CSR Officers are internal employees of the Company. Periodic reporting and documentation of empowerment programs are carried out every month internally, as well as externally to government through Environmental Management Plan and Environmental Monitoring Plan (RKL-RPL) and sustainability report.

Indocement mengintegrasikan strategi keberlanjutan dengan prinsip dan praktik tanggung jawab sosial untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Strategi ini mencerminkan komitmen Perseroan dalam menjalankan operasi yang berkelanjutan, sekaligus menjaga kesejahteraan masyarakat dan kelestarian lingkungan. Fokus utama Perseroan adalah memberdayakan masyarakat untuk menciptakan kemandirian dengan mengacu pada Visi, Misi, dan Tujuan umum CSR yang diturunkan dari Visi dan Misi Perseroan.

Indocement integrates sustainability strategies with social responsibility principles and practices to support the achievement of Sustainable Development Goals (SDGs). This strategy reflects the Company's commitment to carrying out sustainable operations, while maintaining community welfare and environmental sustainability. The Company's main focus is to empower communities to establish self-reliance by referring to the Vision, Mission, and general CSR Objectives derived from the Company's Vision and Mission.

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

# Visi Vision

**Pada 2030, menjadi Perusahaan yang dikenal memiliki reputasi yang sangat baik dalam kontribusinya terhadap pembangunan berkelanjutan dengan cara meningkatkan kemandirian masyarakat dan menjaga kelestarian lingkungan di sekitarnya, sehingga tercipta hubungan yang harmonis dengan masyarakat.**

By 2030, becoming a Company known for its excellent reputation in contributing to sustainable development by increasing community self-reliance and maintaining the sustainability of the surrounding environment, thus creating harmonious relationship with the community.

# Misi Mission

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

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

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

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

# Tujuan Objectives

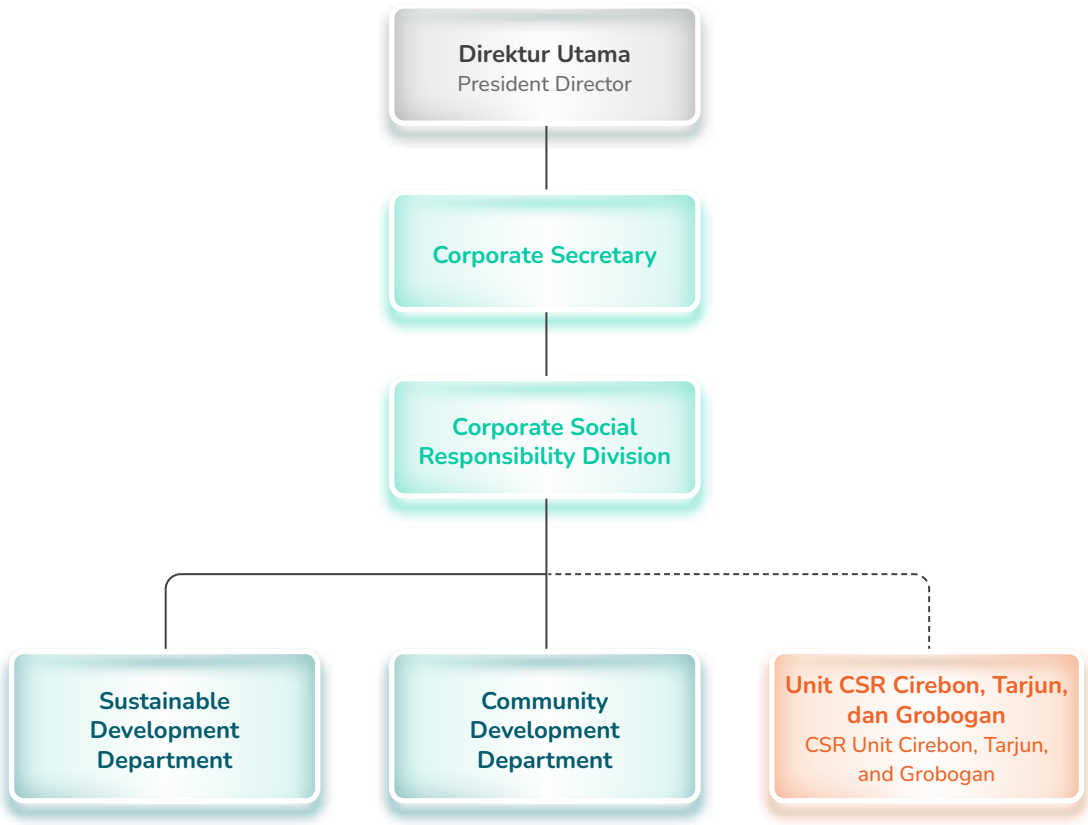
**Tujuan umum CSR adalah mengelola risiko sosial, turut mengelola risiko reputasi, dan mengelola dampak dari risiko operasional.**

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

The general objectives of CSR are to manage social risks, help manage reputational risks, and manage the impacts of operational risks.

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

**Struktur Divisi CSR [2-12]**
CSR Division Structure




## Pengelolaan Pemberdayaan Masyarakat Indocement

Dalam menjalankan pemberdayaan masyarakat, Indocement mengacu pada Rencana Strategis CSR 2020–2030. Rencana Strategis CSR Perseroan juga telah mencerminkan prinsip tanggung jawab sosial yang terkandung dalam ISO 26000:2010 *Guidance on Social Responsibility*. Pada pelaksanaannya, program pemberdayaan masyarakat Indocement dilakukan dengan berbagai tahapan. Perencanaan dan pelaksanaan program mempertimbangkan *input* (sumber daya), proses, *output* (kemajuan program), *outcome* (tingkat pencapaian hasil yang lebih luas), dampak dan manfaat, serta KPI yang dimiliki oleh setiap departemen.

Di sisi lain, perencanaan program memadukan pendekatan mekanisme *bottom-up* (mempertimbangkan kebutuhan masyarakat dan konteks lokal), dengan *top-down* (prioritas program, indikator, sasaran, serta persetujuan anggaran). Pengembangan program dilakukan secara berimbang berdasarkan kebutuhan masyarakat yang relevan dengan kebijakan internal Perseroan.

## Community Empowerment Management at Indocement

In carrying out community empowerment, Indocement refers to the 2020–2030 CSR Strategic Plan. The Company's CSR Strategic Plan has also reflected the principles of social responsibility set out in ISO 26000:2010 Guidance on Social Responsibility. In its implementation, Indocement's community empowerment program is carried out in various stages. Program planning and implementation consider input (resources), processes, output (program progress), outcomes (broader level of outcome achievement), impacts and benefits, and KPIs owned by each department.

On the other hand, program planning combines the mechanism approaches of bottom-up (considering community needs and local context), with top-down (program priorities, indicators, targets, and budget approval). Program development is carried out in a balanced manner based on community needs that are relevant to the Company's internal policies.

### Perencanaan
Planning

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

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

### Pelaksanaan
Implementation

1. Tahapan pelaksanaan program:
   - Tahap I: *Giving*
   - Tahap II: *Sharing and Involving*
   - Tahap III: *Independent*

   Pelaksanaan program CSR mempertimbangkan peran Perseroan dalam setiap tahapan program. Dari tahun ke tahun, keterlibatan Perseroan semakin berkurang, sejalan dengan semakin meningkatnya kemandirian masyarakat.
2. Penetapan keterlibatan masyarakat melalui:
   - Sosialisasi dan edukasi;
   - Partisipasi aktif sebagai penerima manfaat; dan
   - Peningkatan kompetensi.

1. Program implementation stages:
   - Stage I: Giving
   - Stage II: Sharing and Involving
   - Stage III: Independent

   The implementation of CSR program considers the Company's role in every stage of the program. From year to year, the Company's involvement has decreased, in line with the increasing community's self-reliance.
2. Determination of community involvement through:
   - Dissemination and education;
   - Active participation as beneficiaries; and
   - Increasing competence.

### *Monitoring* dan Evaluasi
Monitoring and Evaluation

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

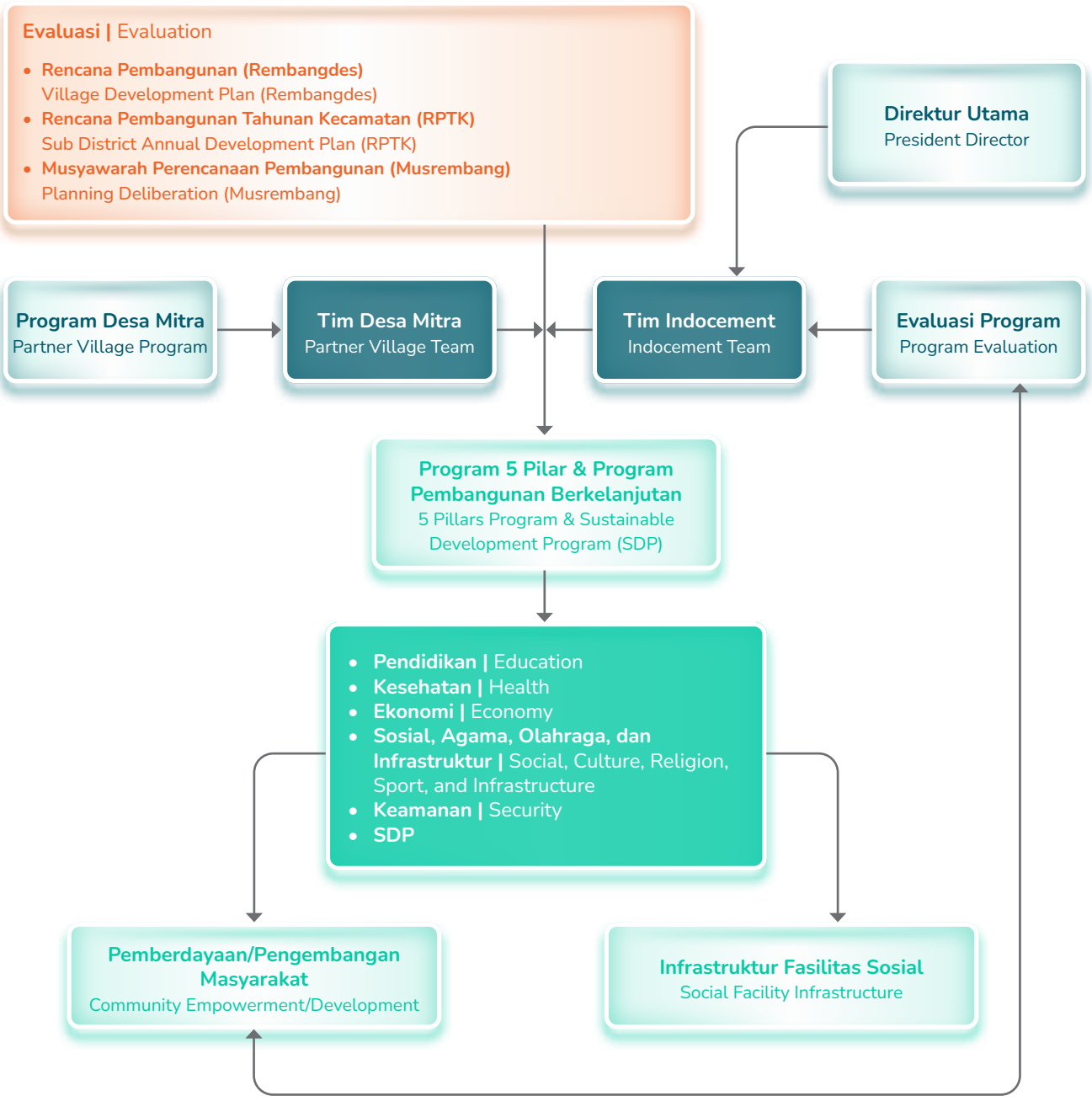
1. Compliance with program performance indicators in 2020–2030 Strategic Plan, namely:
   - Zero conflict;
   - Sustainability Commitment 2030;
   - Compliance with input, process, output, outcome, and impact planning;
   - Positive publications related to CSR; and
   - SDGs Achievement.
2. Implementing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

**Pada 2024, Indocement melaksanakan pembaruan pemetaan sosial pada 12 desa mitra di wilayah Kompleks Pabrik Citeureup dan Desa Tarjun di Kompleks Pabrik Tarjun. Upaya ini melibatkan masyarakat untuk memahami kondisi sosial ekonomi serta struktur sosial, budaya, politik, dan adat istiadat, serta menempatkan Indocement sebagai mitra pemangku kepentingan dalam pembangunan lokal. Hasil pemetaan sosial menjadi salah satu dasar Indocement dalam merencanakan proses kegiatan pemberdayaan masyarakat yang lebih tepat sasaran, sesuai dengan potensi, risiko, dan dampak yang diharapkan pada komunitas.**

In 2024, Indocement updated the social mapping in 12 partner villages at Citeureup Factory and Tarjun Village at Tarjun Factory. This effort involves the community to understand socio-economic conditions as well as social, cultural, political, and customary structures and puts Indocement as a stakeholder partner in local development. The results of social mapping serve as one basis of Indocement in planning a more targeted community empowerment activity process, in accordance with the potential, risks, and expected impacts on the community.

Dalam mengevaluasi kegiatan pemberdayaan masyarakat, Indocement mempertimbangkan keberhasilan program sejalan dengan Rembangdes, RPTK, dan Musrembang. Perseroan bekerja sama dengan tim desa mitra dalam *monitoring* dan evaluasi kegiatan pemberdayaan masyarakat.

In evaluating community empowerment activities, Indocement considers the success of the program in line with Rembangdes, RPTK, and Musrembang. The Company cooperates with partner village teams in monitoring and evaluating community empowerment activities.



# Wilayah Pelaksanaan Program Pemberdayaan Masyarakat [F.23][F.25][413-1][413-2]

## Implementation Areas of Community Empowerment Program

Dalam laporan ini, Indocement hanya mengungkapkan pengelolaan program pengembangan masyarakat di wilayah sekitar Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun. Kompleks Pabrik Grobogan memiliki program CSR tersendiri yang masih dikelola oleh struktur CSR pra-akuisisi oleh Indocement, sedangkan Kompleks Pabrik Maros statusnya merupakan *leased asset* sehingga pemberdayaan masyarakat tidak dikelola oleh Indocement.

In this report, Indocement only discloses the management of community development programs in the areas around Citeureup Factory, Cirebon Factory, and Tarjun Factory. Grobogan Factory has its own CSR program which is still managed by the CSR structure pre-acquisition by Indocement, while Maros Factory has the status of a leased asset, and therefore, its community empowerment is not managed by Indocement.

Cakupan wilayah penerima program pemberdayaan di Kompleks Pabrik Citeureup meliputi 12 desa di 3 kecamatan. Cakupan wilayah penerima program pemberdayaan di Kompleks Pabrik Cirebon meliputi 8 Desa Mitra di 3 kecamatan. Adapun cakupan wilayah penerima program pemberdayaan di Kompleks Pabrik Tarjun meliputi 9 Desa Mitra di 2 kecamatan.

The coverage area of the empowerment program beneficiaries at Citeureup Factory includes 12 villages in 3 sub-districts. The coverage area of the empowerment program beneficiaries at Cirebon Factory includes 8 Partner Villages in 3 sub district. The coverage area of the empowerment program beneficiaries at Tarjun Factory includes 9 Partner Villages in 2 sub-districts.

### Penerima Manfaat Program
Program Beneficiaries

#### Kompleks Pabrik Citeureup
Citeureup Factory

Kecamatan Citeureup:
Desa Citeureup, Kelurahan Puspanegara, Desa Tarikolot, Desa Gunung Sari, Desa Pasir Mukti, Desa Tajur, dan Desa Hambalang
Citeureup District:
Citeureup Village, Puspanegara Sub-district, Tarikolot Village, Gunung Sari Village, Pasir Mukti Village, Tajur Village, and Hambalang Village

Kecamatan Klapanunggal:
Desa Leuwikaret, Desa Lulut, Desa Bantarjati dan Desa Nambo
Klapanunggal District:
Leuwikaret Village, Lulut Village, Bantarjati Village, and Nambo Village

Kecamatan Gunung Putri:
Desa Gunung Putri
Gunung Putri District:
Gunung Putri Village

#### Kompleks Pabrik Cirebon
Cirebon Factory

Kecamatan Gempol:
Desa Palimanan Barat, Desa Kedungbunder, Desa Gempol, Desa Cikeusal, Desa Cupang, dan Desa Walahar
Gempol District:
Palimanan Barat Village, Kedungbunder Village, Gempol Village, Cikeusal Village, Cupang Village, and Walahar Village

Kecamatan Ciwaringin:
Desa Ciwaringin
Ciwaringin District:
Ciwaringin Village

Kecamatan Duku Puntang:
Desa Kedongdong
Duku Puntang District:
Kedongdong Village

#### Kompleks Pabrik Tarjun
Tarjun Factory

Kecamatan Kelumpang Hilir:
Desa Tarjun, Desa Langadai, Desa Serongga, Desa Tegalrejo, dan Desa Pulau Panci
Kelumpang Hilir District:
Tarjun Village, Langadai Village, Serongga Village, Tegalrejo Village, and Pulau Panci Village

Kecamatan Kelumpang Hulu:
Desa Sidomulyo, Dusun Simpang Tiga Quarry, Desa Cantung Kiri Hilir, dan Desa Sungai Kupang
Kelumpang Hulu District:
Sidomulyo Village, Simpang Tiga Quarry Hamlet, Cantung Kiri Hilir Village, and Sungai Kupang Village

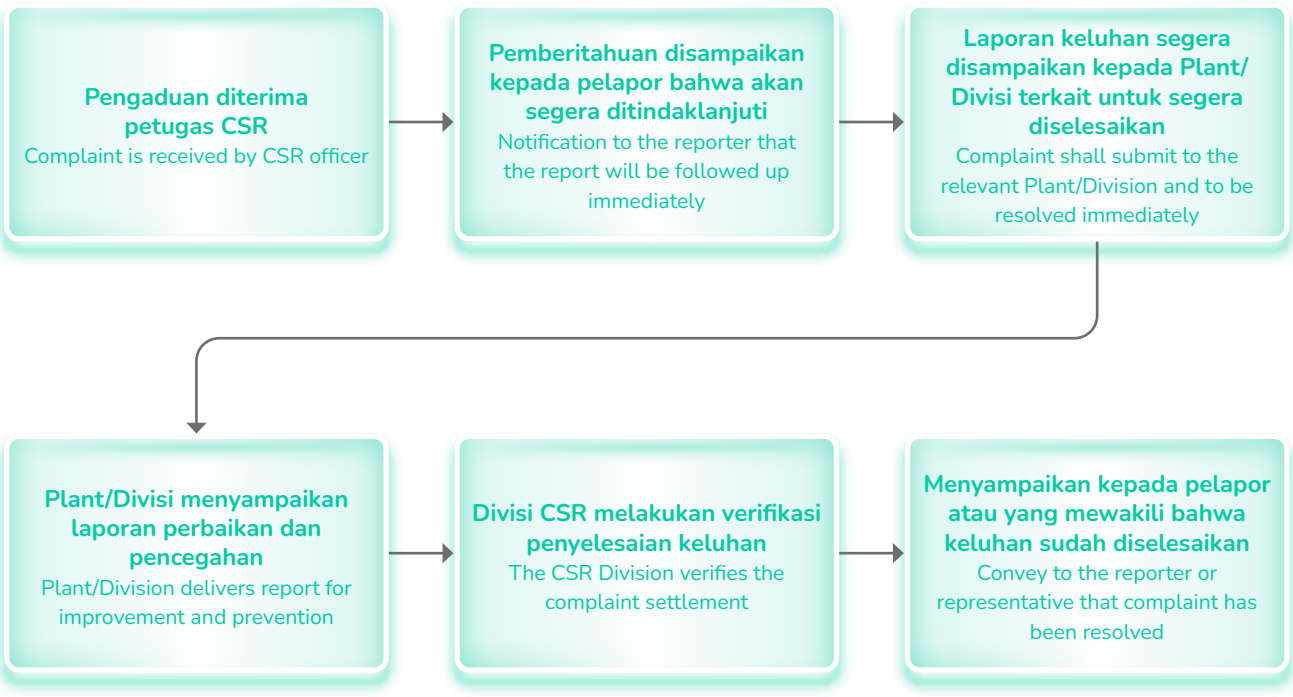
# Mekanisme Pengaduan Masyarakat dan Lingkungan [2-26][F.16][F.24]

## Community and Environment Complaint Mechanism

Indocement memiliki Forum Bina Lingkungan Komunikasi (Bilikom) sebagai salah satu dasar dalam perencanaan program yang menerapkan mekanisme partisipatif dalam menanggapi beragam isu atau pengaduan, ekspektasi, hingga masukan dari pemangku kepentingan. Forum Bilikom melibatkan unsur pemerintahan seperti kepala desa dan perwakilan daerah, masyarakat yang meliputi penduduk dan tokoh-tokoh masyarakat, serta Indocement yang meliputi CSR Division, Security Department, Manajemen Plant, dan karyawan lainnya. Selain melalui Forum Bilikom, masyarakat juga dapat menyampaikan keluhan atau saran secara langsung melalui petugas CSR agar ditindaklanjuti oleh fungsi yang terkait sesuai dengan SOP yang berlaku.

Indocement has Community Development Communication Forum (Bilikom) as one basis in program planning that implements participatory mechanism in responding to various issues or complaints, expectations, and input from stakeholders. Bilikom Forum involves government elements such as village heads and regional representatives, the community including residents and community leaders, and Indocement including the CSR Division, Security Department, Plant Management, and other employees. In addition to Blikom Forum, the community can also file complaints or suggestions directly through CSR officers, to be followed up by the relevant functions in accordance with the applicable SOP.

**SOP Penanganan Keluhan**
**SOP for Complaint Mechanism**




Sepanjang 2024, Perseroan menerima 3 keluhan dari masyarakat yang didominasi oleh keluhan mengenai bau tidak sedap. Sebanyak 3 keluhan telah ditindaklanjuti oleh fungsi terkait sesuai dengan SOP yang berlaku.

Throughout 2024, the Company received 3 complaints from the community, which were dominated by complaints regarding unpleasant odour. A total of 3 complaints were followed up by the relevant functions in accordance with the applicable SOP.

### Rincian Pengaduan Lingkungan dan Penyelesaian
### Details of Complaint and Settlement

| Keluhan Lingkungan<br>Environmental Case | Jumlah Keluhan<br>Number of Case | | | Keluhan Diselesaikan<br>Case Resolved | | |
|---|---|---|---|---|---|---|
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 |
| Debu<br>Dust | 0 | 0 | 0 | 0 | 0 | 0 |
| Bau tidak sedap<br>Bad odor | 3 | 0 | 0 | 3 | 0 | 0 |
| Getar<br>Vibration | 0 | 0 | 0 | 0 | 0 | 0 |
| Lingkungan<br>Environment | 0 | 5 | 3 | 0 | 5 | 3 |
| **Jumlah**<br>**Total** | **3** | **5** | **3** | **3** | **5** | **3** |

## Memberdayakan Masyarakat secara Berkelanjutan [F.23][F.25][413-1][413-2]

Indocement membagi Program CSR Perseroan menjadi Program Pengembangan Masyarakat (*Community Development*/CD) dan *Sustainable Development Program* (SDP). Program CD dilakukan untuk memitigasi risiko dan menangkap harapan masyarakat yang ada di 29 desa di seluruh wilayah operasional Perseroan. SDP merupakan program yang diharapkan dapat berjalan terus menerus hingga mencapai kemandirian di masyarakat. SDP diharapkan dapat membangun masyarakat mandiri dan memberikan kualitas kehidupan yang lebih baik.

Perseroan memiliki lima pilar kegiatan CSR yaitu Pendidikan; Kesehatan; Ekonomi; Keamanan; Sosial, Budaya, Agama, Olahraga dan Infrastruktur (Sosbudagor); dan Keamanan. Rencana program CSR disusun dengan melibatkan masyarakat dan Pemerintahan Desa melalui Bilikom.

## Empowering Communities Sustainably [F.23] [F.25][413-1][413-2]

Indocement divides the Company's CSR Program into Community Development Program (CD) and Sustainable Development Program (SDP). CD Program is carried out to mitigate risks and capture the expectation of communities in 29 villages in all of the Company's operational areas. SDP Program is a program expected to be implemented continuously until the community becomes self-reliant. The SDP program is expected to build an independent community and provide a better quality of life.

The Company has five pillars of CSR activities, namely Education; Health; Economy; Security; Social, Culture, Religion, Sports and Infrastructure (Sosbudagor); and Security. The plans of CSR program is prepared by involving the community and the Village Government through Bilikom.

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

| Pilar<br>Pillars | Kompleks Pabrik \| Factory | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Citeureup | | | Cirebon | | | Tarjun | | |
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 |
| Pendidikan<br>Education | 100% | 100% | 100% | 111% | 120% | 123% | 122 % | 140% | 168% |
| Kesehatan<br>Health | 125% | 104% | 100% | 107% | 84% | 100% | 107% | 133% | 167% |
| Ekonomi<br>Economy | 111% | 100% | 100% | 150% | 150% | 200% | 131% | 119% | 182% |
| Sosial, Budaya, Agama, dan Olahraga<br>Social, Cultural, Religious, and Sports | 122% | 111% | 103% | 109% | 131% | 115% | 114% | 127% | 147% |
| Keamanan<br>Security | 100% | 100% | 100% | N/A* | N/A* | 96% | 111% | 110% | 140% |
| Sustainable Development Program (SDP) | 101% | 102% | 104% | 102% | 112% | 102% | 100% | 100% | 100% |
| **Rerata**<br>**Total Average** | **110%** | **103%** | **101%** | **116%** | **116%** | **111%** | **114%** | **121%** | **151%** |

*Kegiatan Pilar Keamanan Kompleks Pabrik Cirebon tahun 2023 berada di bawah Security Section.
*Activities of Security Pillar at Cirebon Factory in 2023 are under the Security Section.

## Kontribusi Pilar CSR terhadap TPB
## CSR Pillars Contribution towards SDGs

| Pilar<br>Pillars | Program CSR<br>CSR Programs | Jumlah Program<br>Total Programs |
|---|---|---|
| Pendidikan<br>Education | • Bantuan renovasi sarana dan prasarana sekolah<br>• Bantuan siswa tidak mampu tingkat SD, penyuluhan sekolah, pelatihan keterampilan *community*, lomba antar sekolah<br>• Sekolah Magang Indocement<br>• Tutorial bahasa inggris dan IPA tingkat SD<br>• Pembinaan kesenian tradisional<br>• Pembinaan olahraga<br>• Pembinaan pondok pesantren<br>• Pembinaan madrasah<br>• Assistance for renovating school facility and infrastructure<br>• Support for underprivileged elementary school students, school awareness programs, community skills training, Inter-school competitions<br>• Indocement Internship School<br>• English and Science Tutorials for Elementary Students<br>• Traditional Arts Development<br>• Sports Development<br>• Islamic Boarding School (Pesantren) Development<br>• Madrasah Development | 140 |
| Kesehatan<br>Health | • Puskesmas keliling, pelatihan kader kesehatan, dan pemberian makan tambahan<br>• Kelas ibu hamil dan kelas lansia<br>• Sosialisasi PHBS<br>• Posyandu, Unit Kesehatan Sekolah (UKS), edukasi, dan pencegahan *stunting*<br>• Mobile clinic, health cadre training, and supplementary food supply<br>• Maternity class and elderly class<br>• PHBS dissemination<br>• Posyandu (Integrated Health Post), School Health Unit (UKS), education, and prevention of stunting | 1.050 |
| Ekonomi<br>Economy | • Betonisasi *rest area* Pasir Mukti<br>• Pembuatan *booth* pedagang di *rest area* Pasir Mukti<br>• Ternak Lele untuk ketahanan pangan Desa Gunung Putri RW 07 dan RW 10<br>• Pendampingan kelompok UMKM<br>• Pasir Mukti rest area concreting<br>• Vendor construction booths at Pasir Mukti Rest Area<br>• Catfish farming for food security in Gunung Putri Village, RW 07 and RW 10<br>• Assistance for MSME Groups | 40 |

| Pilar<br>Pillars | Program CSR<br>CSR Programs | Jumlah Program<br>Total Programs |
|---|---|---|
| Sosial, Budaya, Agama, dan Olahraga<br>Social, Cultural, Religious, and Sports<br> | • Pembangunan fasilitas umum<br>• Pengadaan sarana dan prasarana umum<br>• Betonisasi jalan<br>• Perbaikan posyandu<br>• Perbaikan rumah ibadah<br>• Pembangunan jembatan<br>• Pengembangan olahraga<br>• Program hari besar Islam<br>• Pengembangan seni budaya<br>• Program hari besar nasional<br>• Pelestarian adat & budaya<br>• Pembangunan fasilitas sekolah di sekitar kompleks pabrik<br>• Pembangunan parkiran ambulans dan WC Umum<br>• Perbaikan rumah tidak layak huni<br>• Sarana umum/insfrastruktur<br>• Keagamaan<br>• Program "Jabar Caang"<br>• Construction of public facilities<br>• Providing public facilities and infrastructure<br>• Road concreting<br>• Posyandu renovation<br>• Religious facilities renovation<br>• Bridge construction<br>• Sport development<br>• Islamic Holidays Program<br>• Cultural arts development<br>• Public holidays program<br>• Preservation of Arts and Culture<br>• School facility construction in factories area<br>• Construction of Ambulance Parking Area and Public Toilet Facilities<br>• Renovation of Uninhabitable Homes<br>• Public facilites/infrastructure<br>• Religious<br>• "Jabar Caang" Program | 456 |
| Keamanan<br>Security<br> | • Pemberian perlengkapan dan pelatihan perlindungan masyarakat (Linmas)<br>• Pembangunan Pos Kamling RT<br>• Tanggap Darurat Bencana<br>• Provision of Equipment and Training for Community Protection (Linmas)<br>• Construction of RT Security Posts (Pos Kamling)<br>• Disaster Emergency Response | 7 |
| Sustainable Development Program (SDP)<br> | • Pengembangan Kampung Berwawasan Lingkungan<br>• Pengelolaan Sampah Berbasis Masyarakat<br>• Pengembangan Sekolah Adiwiyata<br>• Peningkatan Taraf Ekonomi melalui pengembangan UMKM dan Koperasi<br>• Pengembangan Kelompok Tani<br>• Rumah Seni dan Budaya<br>• Pusat Penelitian Pelatihan dan Pengembangan Masyarakat<br>• Pengembangan Kampung Berwawasan Lingkungan<br>• Pengelolaan Sampah Berbasis Masyarakat<br>• Sekolah Berwawasan Lingkungan<br>• Kegiatan Seni dan Budaya<br>• Pusat Pelatihan dan Pemberdayaan Masyarakat<br>• Development of Environmentally-Conscious Villages<br>• Community-Based Waste Management<br>• Development of Adiwiyata Schools<br>• Economic Improvement through the Development of MSMEs and Cooperatives<br>• Development of Farmer Groups<br>• House of Arts and Culture<br>• Research, Training, and Community Development Center<br>• Environmentally-Conscious Village Development<br>• Community-Based Waste Management<br>• Environmentally-Conscious Schools<br>• Arts and Cultural Activities<br>• Training and Empowerment Center for Communities | 48 |
| **Jumlah**<br>Total | | **1.741** |

**Ketercapaian program-program pemberdayaan masyarakat tidak lepas dari hadirnya *local hero*, sebagai penggerak dan penguat motivasi masyarakat untuk bekerja sama dalam mencapai Visi dan Misi CSR Indocement. Hingga akhir 2024, terdapat SDP 53 *local hero* yang berada di Kompleks Pabrik Citeureup, Kompleks Pabrik Cirebon, dan Kompleks Pabrik Tarjun.**

The achievement of community empowerment programs is closely related to the presence of local heroes, who act as drivers and reinforcers of community motivation to cooperate in achieving Indocement's CSR Vision and Mission. Until the end of 2024, there were SDP 53 local heroes located at Citeureup Factory, Cirebon Factory, and Tarjun Factory.

## Program Unggulan Pemberdayaan Masyarakat
## Featured Community Empowerment Programs

| Program | Target | Penerima Manfaat<br>Beneficiaries |
|---|---|---|
| **Kompleks Pabrik Citeureup**<br>Citeureup Factory | | |
| Program "Tiro Sehat" merupakan program pada pilar kesehatan yang berisi serangkaian kegiatan seperti penyuluhan dan seminar kesehatan, peningkatan kapasitas Kader kesehatan, kantin sehat sekolah, kesehatan kerja untuk pengrajin UMKM, pelatihan Kader jumantik, pelatihan dokter kecil, dan pelatihan bantuan hidup dasar.<br><br>The "Tiro Sehat" program is part of the health pillar and consists of a series of activities such as health counseling and seminars, capacity building for health cadres, healthy school canteens, occupational health for MSME artisans, training for Jumantik cadres, training for "Dokter Kecil", and basic life support training. | Peningkatan kapasitas Kader kesehatan desa mitra, dan pelayanan kesehatan Masyarakat sekitar pabrik.<br><br>Capacity building for health cadres in partner villages and healthcare services for surrounding communities near the factory. | Sebanyak 90 kader telah berpartisipasi dalam program TIRO Sehat, yang memberikan manfaat bagi 37.348 orang dalam meningkatkan kesehatan masyarakat.<br><br>A total of 90 health cadres have participated in the TIRO Sehat program, benefiting 37,348 people in improving community health. |
| Tiga Roda Edu Green Park, merupakan program pelatihan dan pengembangan masyarakat di Desa Tajur, Kabupaten Bogor yang dulu merupakan bekas tambang tanah liat. Edu Green Park menjadi tempat yang dapat diakses masyarakat untuk berwisata sekaligus mendapatkan edukasi dan pelatihan cara budidaya tanaman dan beternak.<br><br>Tiga Roda Edu Green Park is a community training and development program located in Tajur Village, Bogor Regency, which was once a former clay mining site. Edu Green Park serves as a place accessible to the public for both tourism and education, where visitors can receive training on plant cultivation and livestock farming. | 1. Meningkatkan kesejahteraan masyarakat melalui pelatihan usaha bidang peternakan, perikanan, dan pertanian.<br>2. Meningkatkan kemandirian kelompok Tani melalui optimalisasi kegiatan-kegiatan yang dilakukan di Edu Green Park.<br>3. Meningkatkan edukasi pelajar, mahasiswa dan masyarakat terkait bidang usaha peternakan, perikanan, dan pertanian melalui kegiatan eduwisata.<br><br>1. Improving community welfare through training in livestock, fisheries, and agriculture sectors.<br>2. Enhancing the independence of farmer groups through the optimization of activities carried out at the Edu Green Park.<br>3. Enhancing education for students, university students, and the public on livestock, fisheries, and agriculture businesses through edutourism activities. | 3.000 orang<br><br>3,000 people |

| Program | Target | Penerima Manfaat<br>Beneficiaries |
|---|---|---|
| Pengelolaan Sampah berbasis Masyarakat, terdiri dari Bank Sampah dan Unit Pelaksana Kebersihan (UPK) yang saling berkesinambungan dalam proses penyusutan, pemilahan, hingga pemanfaatan sampah. Sampah-sampah yang memenuhi kriteria Perseroan dapat diolah dan dijadikan *Refuse Derived Fuel* (RDF).<br><br>Community-based waste management consists of Waste Banks and Cleanliness Management Units (UPK) that work in synergy throughout the processes of waste reduction, sorting, and utilization. Waste that meets the Company's criteria can be processed and converted into Refuse Derived Fuel (RDF). | 1. Mengurangi permasalahan sampah<br>2. Menambah pendapatan anggota/nasabah dengan cara menyetor sampah anorganik yang mempunyai nilai ekonomis.<br><br>1. Reducing waste-related issues.<br>2. Increasing the income of members/ customers by depositing inorganic waste with economic value. | Pada 2024, sudah terbentuk 43 Bank Sampah unit UPK yang tersebar di 8 desa mitra.<br>1. Total sampah yang sudah dikelola oleh Bank Sampah mencapai 15.274 kg<br>2. Total nasabah mencapai 2.590 orang.<br>3. Total transaksi semua Bank Sampah selama 2024 mencapai Rp33.793.405<br><br>In 2024, 43 Waste Bank units were established within UPK, spread across 8 partner villages.<br>1. The total waste managed by the Waste Banks reached 15,274 kg.<br>2. The total number of customers reached 2,590 people.<br>3. The total transactions across all Waste Banks in 2024 amounted to Rp33,793,405. |
| Perseroan melakukan pendampingan terhadap UMKM di 12 desa mitra. Perseroan mengadakan pelatihan secara *online* dengan bekerja sama dengan Dinas UMKM dan Koperasi Kabupaten Bogor. Pelatihan yang diberikan terkait berkreasi menggunakan barang bekas yang memiliki nilai jual yang cukup tinggi. Perseroan juga memberikan bantuan modal untuk mengembangkan UMKM. Perseroan menetapkan *exit strategy* yang dilakukan adalah ketika UMKM telah memiliki dokumen dan surat legalitas yang lengkap yang menunjukkan bahwa UMKM telah berkembang.<br><br>The Company provides mentoring to MSMEs in 12 partner villages. It organizes online training in collaboration with the MSME and Cooperative Office of Bogor Regency. The training focuses on creating products from used items that have a high market value. The Company also provides capital assistance to support the development of MSMEs. The established exit strategy is when the MSMEs have obtained complete documents and legal certifications, demonstrating that the MSMEs have successfully developed. | Peningkatan pendapatan UMKM dan promosi serta membantu perluasan pasar produk-produk kreatif UMKM.<br><br>Increasing the income of MSMEs, promoting their products, and assisting in expanding the market for creative MSME products. | 1. Pendampingan bagi 82 UMKM, di mana 38 di antaranya memproduksi produk-produk kreatif.<br>2. Pendampingan bagi 2 koperasi yang mencakup 12 desa mitra, yaitu Koperasi Serba Usaha Rancage dan Koperasi Sawargi Sadaya 45.<br><br>1. Mentoring for 82 MSMEs, 38 of which produce creative products.<br>2. Mentoring for 2 cooperatives covering 12 partner villages, namely the Rancage Multipurpose Cooperative and the Sawargi Sadaya 45 Cooperative. |
| Program Kampung Ramah Lingkungan (KRL) merupakan Program pengembangan budaya adaptasi dan mitigasi masyarakat yang dilakukan oleh kelompok masyarakat yang ada di 12 desa mitra Perseroan. Selain kegiatan adaptasi dan mitigasi lingkungan, Perseroan juga meningkatkan produktivitas masyarakat melalui pengembangan budidaya anggur, pelatihan kerajinan, kunjungan belajar, hingga peningkatan infrastruktur kampung melalui pembangunan bank sampah. Hingga akhir 2024, sudah ada 14 KRL yang memasuki *exit program*.<br><br>The Environmental-Friendly Village (KRL) Program is a community development initiative focused on promoting adaptation and mitigation practices carried out by community groups in 12 partner villages of the Company. In addition to environmental adaptation and mitigation activities, the Company also enhances community productivity through grape cultivation development, handicraft training, educational visits, and infrastructure improvement through the establishment of waste banks. By the end of 2024, 14 KRLs have completed the exit phase of the program. | 1. Mengintensifkan kegiatan ekonomi di kelompok KRL yang sudah terbentuk.<br>2. Menguatkan kelompok KRL untuk menciptakan kegiatan unggulan.<br>3. Meningkatkan level KRL ke level yang lebih tinggi.<br>4. Meningkatkan intensitas keterlibatan masyarakat dalam program KRL.<br>5. Memperkuat kelembagaan KRL untuk mendukung kegiatan adaptasi dan mitigasi.<br><br>1. Intensifying economic activities within the established KRL groups.<br>2. Strengthening KRL groups to create outstanding activities.<br>3. Advancing the KRL level to a higher stage.<br>4. Increasing the intensity of community involvement in the KRL program.<br>5. Strengthening the institutional structure of KRL to support adaptation and mitigation activities. | Terbentuk 39 KRL di 12 desa mitra.<br><br>A total of 39 KRLs have been established in 12 partner villages. |

| Program | Target | Penerima Manfaat<br>Beneficiaries |
|---|---|---|
| Pengolahan lahan ex Lahan tambang melalui melalui Pengembangan Kelompok Tani dengan program Jangkrik Bos mengajak kelompok petani untuk melakukan penghijauan. Penghijauan dilakukan di lahan bekas tambang batu kapur dengan menanam berbagai tanaman keras. Program ini bertujuan untuk revitalisasi lahan sehingga petani dapat memanfaatkan lahan untuk melakukan kegiatan pertanian guna menambah pendapatan bagi kelompok tani.<br><br>Land reclamation of former mining sites is carried out through the development of farmer groups under the Jangkrik Bos program, which encourages farmers to engage in reforestation. The reforestation is done on former limestone mining land by planting various types of hardwood trees. The aim of this program is to revitalize the land, enabling farmers to utilize it for agricultural activities, thereby increasing the income of the farmer groups. | 1. Meningkatkan pendapatan kelompok.<br>2. Meningkatkan status sosial para anggota kelompok.<br>3. Meningkatkan kapasitas dan kemandirian para anggota kelompok.<br>4. Meningkatkan dampak ekonomi para anggota kelompok dari hasil penjualan jangkrik.<br>5. Meningkatkan kepercayaan diri para anggota kelompok.<br>6. Meningkatkan keanekaragaman hayati pada lahan pascatambang Perseroan.<br><br>1. Increasing the income of the group.<br>2. Enhancing the social status of group members.<br>3. Improving the capacity and independence of group members.<br>4. Increasing the economic impact for group members through the sales of crickets.<br>5. Boosting the self-confidence of group members.<br>6. Enhancing biodiversity on the Company's post-mining land. | 1. 14 orang petani jangkrik yang berasal dari Desa Nambo, Desa Lulut, Desa Gunung Putri, dan Desa Tajur.<br>2. Nilai SROI dari Program Jangkrik BOS yaitu 2,23.<br>3. Terdapat anggota kelompok yang dapat dikategorikan sebagai Kelompok Rentan. Anggota Kelompok Sauyunan terdiri atas 3 orang yang merupakan lansia (1 orang) dan berkebutuhan khusus (2 orang), serta penerima manfaat Lulut sebanyak 2 orang yang merupakan fakir miskin, di mana 1 orang merupakan serabutan dan 1 orang hanya mengandalkan hasil dari budidaya jangkrik.<br><br>1. 14 cricket farmers from the villages of Nambo, Lulut, Gunung Putri, and Tajur.<br>2. The SROI value of the Cricket BOS Program is 2.23.<br>3. Some group members are categorized as Vulnerable Groups. The Sauyunan Group consists of 3 members: 1 elderly person and 2 people with special needs. Additionally, there are 2 beneficiaries from Lulut, categorized as poor, with 1 person working as a laborer and the other relying solely on cricket farming for income. |
| **Kompleks Pabrik Cirebon**<br>Cirebon Factory | | |
| Pengolahan Sampah Menjadi Energi melalui Unit Pengelola Sampah (UPS) Bumdes di Palimanan sebagai pengolah sampah yang menghasilkan produk untuk dijual ke pihak Indocement. Sampah yang telah diolah sebagai RDF di kiln semen dan kompos untuk pemupukan tanaman di area pabrik. Sampah yang dimanfaatkan berasal dari sampah rumah tangga atau internal Perseroan.<br><br>Waste Processing into Energy through the Village-Owned Enterprise (Bumdes) Waste Management Unit (UPS) in Cirebon as a waste processor that produces products to be sold to Indocement. The processed waste is converted into Refuse-Derived Fuel (RDF) for cement kilns and compost for fertilising plants within the factory area. The waste used comes from either household waste or the company's internal waste. | Mengurangi timbulan sampah dengan melibatkan masyarakat.<br><br>Reducing waste generation by involving the community. | Sebesar 2.230 ton sampah dimanfaatkan kembali sebagai energi alternatif di area pabrik.<br><br>A total of 2,230 tons of waste is repurposed as alternative energy within the factories. |
| **Kompleks Pabrik Tarjun**<br>Tarjun Factory | | |
| Program penyuluhan kesehatan, seminar kesehatan, peningkatan kapasitas Kader kesehatan, penyuluhan kesehatan sekolah melalui penyuluhan Gizi, Penyuluhan DBD, Penyuluhan PHBS (Pola Hidup Bersih & Sehat), dan Penyuluhan Kesehatan Gigi, Edukasi Stunting, serta Pemberian Makanan Tambahan Anak Sekolah.<br><br>Health counseling program, health seminars, capacity building for health cadres, school health education through nutritional counseling, dengue fever awareness campaign, clean and healthy lifestyle (phbs) education, dental health counseling, stunting education, provision of additional nutritional food for school children | Meningkatkan kapasitas kader kesehatan desa mitra.<br><br>Enhance the capacity of health cadres in partner villages. | 45 kader dan 2.923 murid<br><br>46 cadres and 2,923 students |

| Program | Target | Penerima Manfaat<br>Beneficiaries |
|---|---|---|
| Program "TIRO Pintar" merupakan program yang diberikan oleh karyawan indocement secara sukarela/ *Voluntary Teaching*.<br><br>The "TIRO Pintar" Program is a program provided by Indocement employees voluntarily as part of their Voluntary Teaching initiative. | 1. Meningkatkan kualitas pendidikan masyarakat sekitar.<br>2. Memberikan motivasi kepada siswa-siswi.<br>3. Diberikan kepada sekolah-sekolah yang masih kekurangan tenaga pengajar di wilayah terpencil.<br><br>1. Improve the quality of education for surrounding communities.<br>2. Provide motivation to students.<br>3. Given to schools that are still lacking teaching staff in remote areas. | 77 siswa/siswi di SMP dan SMA Terbuka Desa Langadai<br><br>77 students in Junior and Senior Highscholl in Langadai Village |
| Program Pengembangan "Desa Wisata" merupakan program yang berkolaborasi dengan pemerintah setempat untuk meningkatkan kesejahteraan masyarakat dan sirkular ekonomi.<br><br>The "Desa Wisata" Development Program is a program that collaborates with the local government to improve community welfare and promote a circular economy. | 1. Meningkatkan pendapatan masyarakat.<br>2. Mendukung visi misi pemerintah setempat untuk mengembangan desa wisata.<br>3. Bekerja sama melalui Bumdesa.<br>4. Desa Poklim.<br><br>1. Increasing community income.<br>2. Supporting local government's vision and mission to develop tourism villages.<br>3. Cooperating through Bumdesa.<br>4. Poklim Village. | 1. Terbentuknya 2 Desa Wisata yaitu Desa Tegalrejo "Wisata Alam Gowa Lowo" dan Desa Langadai "Eco Wisata Mangrove".<br>2. Penerima manfaat dari Wisata Alam Gowa Lowo sebanyak 42 KK terdampak langsung dan 542 KK terdampak tidak langsung, dengan total transaksi pengelolaan melalui Bumdesa Pesona Rego Joyo sebesar Rp1,2 miliar/tahun.<br>3. Eco Wisata Mangrove dengan penerima manfaat langsung sebanyak 10 KK dan penerima manfaat tidak langsung sebanyak 500 KK, terciptanya 11 UMKM, terjaga dan terpeliharanya 9,7 ha Mangrove, dengan Nilai SROI pada progam Mangrove untuk Desa Langadai (Mang Udai) sebesar 4,38.<br><br>1. The establishment of 2 Tourism Villages: Tegalrejo Village, "Gowa Lowo Nature Tourism", and Langadai Village, "Eco Mangrove Tourism".<br>2. Gowa Lowo Nature Tourism has 42 households directly benefiting and 542 households benefiting indirectly, with total transactions through the Bumdes Pesona Rego Joyo management amounting to Rp1.2 billion per year.<br>3. Eco Mangrove Tourism benefits 10 households directly and 500 households indirectly, creating 11 MSMEs, and preserving 9.7 hectares of mangrove area. The SROI for the Mang Udai Program "mangrove for Langadai village" in 2023 is 4.38. |
| Pengolahan Sampah Menjadi Energi melalui TPS3R Bumdesa Pesona Rego Joyo Desa Tegalrejo sebagai pengolah sampah yang menghasilkan produk untuk dijual ke pihak Indocement. Sampah yang telah diolah sebagai RDF dijadikan bahan bakar alternatif di Indocement.<br><br>Waste Processing into Energy through the TPS3R (Temporary Waste Processing Site) Bumdesa Pesona Rego Joyo in Tegalrejo Village, which processes waste into products sold to Indocement. The processed waste is converted into RDF which is used as an alternative fuel at Indocement. | 1. Mengurangi limbah sampah rumah tangga dengan melibatkan masyarakat.<br>2. Menjadi pendapatan tambahan bagi Bumdesa.<br><br>1. Reducing household waste by involving the community.<br>2. Providing additional income for Bumdesa. | Sebesar 15.521 kg sampah RDF dimanfaatkan kembali sebagai energi alternatif di area pabrik. Dengan total nasabah sebanyak 450 KK, dan tambahan pendapatan rata-rata sebesar Rp15 juta per bulan.<br><br>A total of 15,521 kg of RDF waste is utilized as alternative energy within the factory. With 450 households as beneficiaries, the average additional income is Rp15 million per month. |

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

## Featured Program of Sustainable Development Program (SDP): Sawargi Sadaya Empat Lima Cooperative or "SS45"

Indocement mengimplementasikan Program Sampah Sebagai Pengganti Batu Bara (Sabara) yang merupakan kegiatan pengembangan masyarakat melalui pengelolaan sampah *multilayer* atau RDF bersama dengan Koperasi Sawargi Sadaya Empat Lima atau "SS45". Program ini ditujukan untuk menyelesaikan permasalahan lingkungan yang ada di Kp. Cigeger, Desa Citeureup, Kec. Citeureup, Kab. Bogor, sekaligus sebagai mitigasi dan adaptasi terhadap perubahan iklim melalui pemanfaatan RDF sebagai pengganti batu bara dalam proses bisnis Perseroan untuk mengurangi jumlah emisi $CO_2$ yang dihasilkan.

Indocement melibatkan partisipasi aktif masyarakat, baik dari para pengurus dan anggota Koperasi SS45 serta berbagai mitra koperasi yang terdiri dari sekolah, perusahaan swasta, dan masyarakat umum. Hingga akhir 2024, terdapat 31 mitra penerima manfaat yang terlibat dalam program SS45. Koperasi SS45 memberikan kesempatan bagi masyarakat untuk mendapatkan penghasilan tambahan dengan berpartisipasi sebagai penyetor sampah. Selain itu, Program SS45 memungkinkan masyarakat memiliki sistem pengelolaan sampah yang berkelanjutan dan memberikan keuntungan bagi seluruh pihak. Dengan adanya kemitraan antara SS45 dengan Perseroan, kesadaran dan pengetahuan masyarakat akan pengelolaan sampah mengalami peningkatan.

Pengelolaan sampah yang berkelanjutan juga terintegrasi dengan upaya Perseroan dalam mengelola sampah anorganik menjadi RDF. RDF digunakan Perseroan sebagai alternatif penggunaan batu bara dalam kegiatan operasional yang berkontribusi pada pengurangan emisi GRK dan mendukung upaya untuk mencapai tujuan pembangunan berkelanjutan dalam menjaga kelestarian lingkungan. Hasil pengukuran SROI yang dilakukan Perseroan pada 2023 menunjukkan nilai yang positif sebesar 7,28. Adapun rata-rata pendapatan rata-rata pendapatan yang diperoleh oleh SS45 selama 2024 sebesar Rp619 juta dengan rata-rata pengeluaran operasional sebesar Rp487 juta.

Indocement implements Waste as Coal Substitute (Sabara) Program which is a community development activity through multilayer waste management or RDF together with Sawargi Sadaya Empat Lima Cooperative or "SS45". This program aimed at solving environmental problems in Kp. Cigeger, Citeureup Village, Kec. Citeureup, Kab. Bogor, as well as mitigating and adapting to climate change through the utilization of RDF as a substitute for coal in the Company's business processes to reduce the amount of $CO_2$ emissions generated.

Indocement involves active community participation from both the management and members of SS45 Cooperative, various cooperative partners consisting of schools, private companies, and the general community. Until the end of 2024, there were 31 beneficiary partners involved in the SS45 program. The SS45 Cooperative provides an opportunity for the community to earn additional income by participating as waste depositors. In addition, the SS45 Program allows the community to have a sustainable waste management system and provides benefits for all parties. With the partnership between SS45 and the Company, public awareness and knowledge of waste management has increased.

Sustainable waste management is also integrated with the Company's efforts to manage inorganic waste into RDF. The Company uses RDF as an alternative to coal use in the operational activities that contributes to reducing GHG emissions and supports the efforts to achieve sustainable development goals in maintaining environmental sustainability. The results of the SROI measurement conducted by the Company in 2023 showed a positive value of 7.28. The average income obtained by SS45 in 2024 was Rp619 million, with an average operational expenditure of Rp487 million.

# Tata Kelola Berkelanjutan untuk Ketahanan Korporasi

## Sustainable Governance for Corporate Resilience



# 03



# Tata Kelola Keberlanjutan

## Sustainability Governance

Struktur tata kelola Indocement terdiri dari Rapat Umum Pemegang Saham (RUPS) sebagai badan tertinggi dalam struktur tata kelola. Direksi bertanggung jawab mengelola seluruh aktivitas operasional Perseroan, sedangkan Dewan Komisaris berperan dalam mengawasi serta memberikan panduan strategis kepada Direksi terkait pelaksanaan bisnis Perseroan. Akuntabilitas Perseroan dalam mendukung pencapaian TPB berada di bawah pengawasan langsung Direktur Utama dan jajaran Manajemen Puncak. Selain itu, kinerja keberlanjutan telah terintegrasi ke dalam evaluasi KPI dan skema kompensasi bagi seluruh Manajemen Puncak. **[2-11]**

Dewan Komisaris melakukan evaluasi secara *self-assessment* yang hasilnya kemudian diserahkan dan dievaluasi oleh pemegang saham dalam RUPS. Sementara evaluasi kinerja Direksi dilakukan dengan *self-assessment* berdasarkan pemenuhan tugas, tanggung jawab, dan kewajiban Direksi yang telah ditetapkan. Hasil penilaian tersebut akan dimintakan persetujuannya oleh Dewan Komisaris dan dibantu oleh Komite Nominasi dan Remunerasi untuk kemudian dievaluasi oleh pemegang saham dalam RUPS. **[2-18]**

Direksi aktif melibatkan pemangku kepentingan melalui berbagai konsultasi dan pendekatan dalam menerapkan tata kelola keberlanjutan, termasuk pengelolaan aspek LST. Konsultasi dapat dilakukan langsung oleh anggota Direksi atau didelegasikan kepada pejabat yang ditunjuk, sesuai dengan topik yang menjadi fokus. Dalam pelaksanaan CSR, Direksi memberikan mandat kepada CSR Division untuk menjalankan konsultasi dan komunikasi dengan pemangku kepentingan. **[E.1][2-12] [2-13]**

Dalam merumuskan strategi dan kebijakan Perseroan, termasuk kinerja keberlanjutan, Direksi membentuk Management Technology Team (MTT) yang dipimpin langsung oleh Direktur Utama dan dikoordinasikan secara operasional oleh Direktur Human Capital. MTT beranggotakan General Manager serta Plant/ Division Manager, bertugas mengevaluasi proyek yang sedang berjalan, mengusulkan langkah strategis, serta merancang proyek masa depan, termasuk yang terkait LST. Direksi secara rutin berkomunikasi dengan Plant/ Division Manager dan Department Head melalui forum seperti *Executive Retreat, Executive Strategic Forum*, dan *Quantum Challenge Briefing*, serta melakukan *monitoring* dan evaluasi melalui rapat bulanan dengan MTT.

The governance structure of Indocement consists of General Meeting of Shareholders (GMS) as the highest body in the governance structure. The Board of Directors is responsible for managing all operational activities of the Company, while the Board of Commissioners plays a role in supervising and providing strategic guidance to the Board of Directors regarding the implementation of the Company's business. The Company's accountability in supporting the achievement of SDGs is under the direct supervision of President Director and Top Management. In addition, sustainability performance has been integrated into KPI evaluation and compensation scheme for all Top Management. **[2-11]**

The Board of Commissioners conducts self-assessment evaluation, the results of which are then submitted and evaluated by the shareholders at the GMS. Meanwhile, the Board of Directors' performance is evaluated through self-assessment based on the fulfillment of duties, responsibilities, and obligations that have been determined. The assessment results will require approval from the Board of Commissioners and assisted by the Nomination and Remuneration Committee to be evaluated by shareholders at the GMS. **[2-18]**

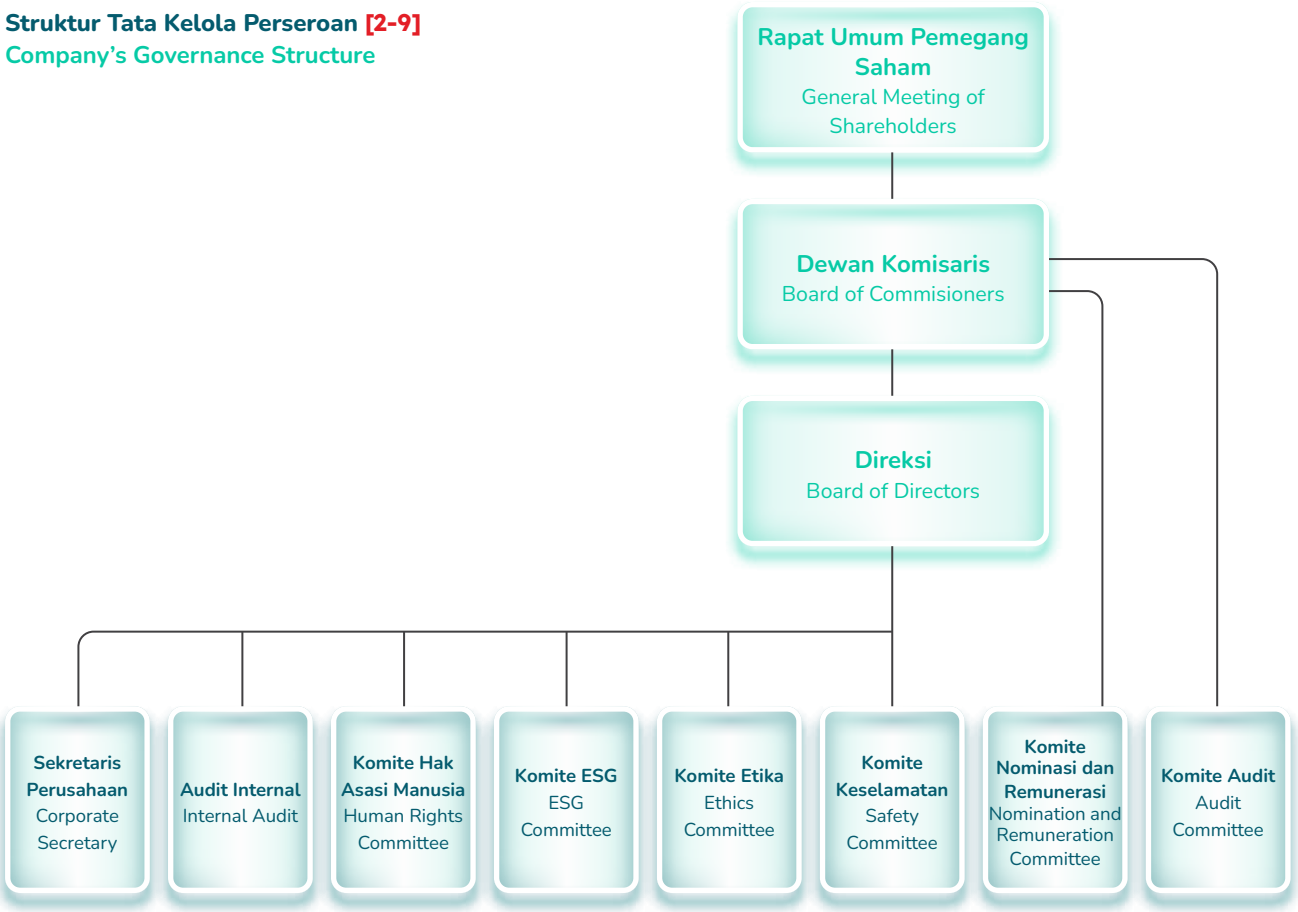
The Board of Directors actively engages stakeholders through various consultations and approaches in implementing sustainability governance, including in managing ESG aspects. Consultations can be carried out directly by members of the Board of Directors or delegated to appointed officials, according to the topic of focus. In implementing CSR, the Board of Directors mandates the CSR Division to carry out consultation and communication with stakeholders. **[E.1][2-12][2-13]**

In formulating the Company's strategies and policies, including sustainability performance, the Board of Directors establishes the Management Technology Team (MTT), chaired directly by the President Director and coordinated operationally by the Human Capital Director. MTT consists of General Managers and Plant/ Division Managers, has duties to evaluate ongoing projects, propose strategic steps, and design future projects, including those related to ESG. The Board of Directors regularly communicates with the Plant/Division Managers and Department Heads through forums such as Executive Retreat, Executive Strategic Forum, and Quantum Challenge Briefing, and conducts monitoring and evaluation through monthly meetings with MTT.

Rekomendasi dari MTT menjadi dasar penyusunan target dan strategi jangka pendek maupun panjang, yang kemudian disampaikan kepada Dewan Komisaris dan Komite Audit untuk mendapatkan persetujuan sebelum dipresentasikan kepada pemegang saham. **[E.1]**

Recommendations from the MTT serve as the basis for preparing short-term and long-term targets and strategies, which are then submitted to the Board of Commissioners and Audit Committee for approval before being presented to shareholders. **[E.1]**

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




Pada 2024, komposisi Dewan Komisaris Indocement mengalami perubahan sesuai dengan keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan yang diselenggarakan pada 14 Mei 2024 yang mengangkat Roberto Callieri sebagai Komisaris Utama Perseroan menggantikan Kevin Gerard Gluskie, mengangkat Kevin Gerard Gluskie sebagai Komisaris Perseroan. Selain itu, Indocement juga mengangkat Sunnira Ly sebagai anggota Direksi menggantikan David Jonathan Clarke sesuai

In 2024, the composition of the Board of Commissioners of Indocement underwent changes in accordance with the resolution of the Annual General Meeting of Shareholders (AGMS) held on 14 May 2024, which appointed Roberto Callieri as the President Commissioner of the Company, replacing Kevin Gerard Gluskie, and appointed Kevin Gerard Gluskie as the Commissioner of the Company. Moreover, Indocement also officially appointed Sunnira Ly as member of the Board of Directors to replace

keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada 4 Desember 2024. Rapat diselenggarakan menyusul pengunduran diri David Jonathan Clarke pada 27 September 2024 karena alasan pribadi. Di sisi lain, terdapat perubahan struktur tata kelola di mana General Manager Procurement & Alternative Fuel and Alternative Material (AFAM) bertanggung jawab langsung ke Direktur Utama. Hal ini dilakukan untuk merespon pertimbangan *corporate safety* sekaligus optimisasi pembelian AFAM untuk mendukung kinerja Perseroan. Selain itu, pada 2024, terdapat *revamping* komite-komite di bawah Direksi atas struktur dan piagam, meliputi Komite Etika, Komite Hak Asasi Manusia, dan Komite ESG. **[C.6]**

David Jonathan Clarke in accordance with the resolution of the Extraordinary General Meeting of Shareholders (EGMS) on 4 December 2024. The meeting was held following David Jonathan Clarke's resignation on 27 September 2024 for personal reasons. On the other hand, there are changes in the governance structure wherein the Procurement & Alternative Fuel and Alternative Material (AFAM) General Manager is directly responsible to the President Director. This was conducted to respond to corporate safety considerations as well as AFAM purchase optimization to support the Company's performance. In addition, in 2024, there was a revamping of the committees under the Board of Directors for the structure and charter, including the Ethics Committee, Human Rights Committee, and ESG Committee. **[C.6]**

**Informasi yang komprehensif mengenai RUPS, Direksi, Dewan Komisaris, komite-komite yang berada di bawah Dewan Komisaris, serta fungsi-fungsi yang berada di bawah Direksi, termasuk proses nominasi, seleksi, dan evaluasi anggota Direksi dan Dewan Komisaris, juga disajikan dalam Laporan Tahunan 2024 Indocement. [2-10][2-18]**

Comprehensive information regarding GMS, Board of Directors, Board of Commissioners, committees under the Board of Commissioners, and functions under the Board of Directors, including the nomination, selection, and evaluation processes of members of the Board of Directors and Board of Commissioners, is also presented in Indocement's 2024 Annual Report. **[2-10][2-18]**

## Komite Environmental, Social, and Governance (ESG)

Tata kelola keberlanjutan di Indocement dilengkapi dengan adanya Komite ESG. Komite ESG yang bertanggung jawab merumuskan strategi, kebijakan, dan rencana aksi terkait LST, serta menyelaraskan tujuan dan targetnya. Komite ini juga mendukung pelaksanaan program peningkatan kualitas LST, mengawasi implementasi, serta mengelola risiko dan dampak terkait. Selain itu, Komite ESG secara berkala menilai efektivitas program LST, mengidentifikasi peluang perbaikan, dan melaporkan hasil kerja serta rekomendasi kepada Direksi setiap akhir tahun buku. Komite ESG berada di bawah pengawasan Direktur Utama dan Manajemen Puncak sebagai Dewan Pengarah. Penilaian terhadap kinerja Komite ESG dilakukan melalui rapat Direksi. **[E.1][2-14][2-18]**

## Environmental, Social, and Governance (ESG) Committee

Sustainability governance at Indocement is complemented by the ESG Committee. The ESG Committee is responsible for formulating strategies, policies, and action plans related to ESG, as well as aligning its objectives and targets. This committee also supports the implementation of ESG quality improvement programs, oversees implementation, and manages related risks and impacts. Furthermore, ESG Committee periodically assesses ESG programs' effectiveness, identifies opportunities for improvement, and reports work results and recommendations to the Board of Directors at the end of each financial year. The ESG Committee is under the supervision of the President Director and Top Management as the Steering Committee. The ESG Committee's performance assessment is carried out through the meeting of the Board of Directors. **[E.1][2-14][2-18]**

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

| | |
|---|---|
| **Dewan Pengarah**<br>Steering Committee | Anggota EXCOM<br>EXCOM member |
| **Koordinator**<br>Coordinator | Pejabat yang ditunjuk oleh Direktur Utama<br>Officials appointed by President Director |
| **Sekretaris**<br>Secretary | Investor Relations Officer |
| **$CO_2$ Roadmap** | Pejabat yang memiliki kompetensi dalam bidang $CO_2$ *Roadmap* – yang ditunjuk oleh Direktur Utama<br>Officials with competencies in $CO_2$ Roadmap – appointed by President Director |
| **Produk Berkelanjutan**<br>Sustainable Products | • Direktur Komersial<br>• Direktur yang membawahi bidang teknik PT Pionirbeton Industri<br>• Commercial Director<br>• Director in charge of engineering at PT Pionirbeton Industri |
| **Lingkungan, Air, dan Keselamatan**<br>Environment, Water, and Safety | Corporate SHE Division Manager |
| **Land Use dan Keanekaragaman Hayati**<br>Land Use and Biodiversity | Staff Mining Division |
| **Tanggung Jawab Sosial dan Lingkungan (CSR)**<br>Corporate Social Responsibility (CSR) | Corporate Social Responsibility Division |
| **Beton Siap-Pakai**<br>Ready-Mix Concrete | • Direktur Utama PT Pionirbeton Industri<br>• Direktur yang membawahi bidang Teknik PT Pionirbeton Industri atau pejabat yang ditunjuk oleh Direktur Utama PT Pionirbeton Industri<br>• President Director of PT Pionirbeton Industri<br>• Director in charge of Engineering at PT Pionirbeton Industri or Officials appointed by President Director of PT Pionirbeton Industri |
| **Agregat**<br>Aggregate | Direktur Utama PT Mandiri Sejahtera Sentra dan PT Tarabatuh Manunggal<br>President Director of PT Mandiri Sejahtera Sentra and PT Tarabatuh Manunggal |
| **Tata Kelola**<br>Governance | Corporate Secretary |
| **Overall Support** | Pejabat yang ditunjuk oleh Direktur Utama<br>Officials appointed by President Director |

Sejak 2023, Indocement juga telah membentuk Komite Hak Asasi Manusia (HAM) yang bekerja sama dengan Internal Audit Division dan bertugas mengawasi implementasi sistem manajemen kepatuhan HAM di lingkungan Perseroan. Pada 2024, Indocement melalui kerja sama antara tim Compliance dan Internal Audit Division melaksanakan *self-assessment* atas risiko HAM (*Human Rights Risk Assessment*/HRRA). HRRA dilakukan dengan melakukan wawancara 24 karyawan Perseroan dari Plant/Divisi di Perseroan. Lingkup HRRA mencakup pekerja anak, kerja paksa, K3, kebebasan berserikat dan berkumpul, kesetaraan dalam pekerjaan, keadilan dalam pengupahan, pencemaran lingkungan, pelanggaran hak atas tanah, serta tenaga keamanan.

Since 2023, Indocement has also established Human Rights Committee in cooperation with Internal Audit Division, that is in charge of overseeing the implementation of human rights compliance management system within the Company. In 2024, Indocement through collaboration between Compliance team and Internal Audit Division conducted self-assessment of human rights' risks (Human Rights Risk Assessment/HRRA). HRRA was conducted by interviewing 24 employees of the Company from Plants/Divisions in the Company. The scope of HRRA includes child labor, forced labor, OHS, freedom of association and assembly, equality in employment, fairness in wages, environmental pollution, violation of land rights, and security personnel.

## Remunerasi dan Benturan Kepentingan

Penetapan honorarium bagi Dewan Komisaris dan remunerasi Direksi ditetapkan melalui RUPS. Berdasarkan hasil RUPS Tahunan pada 14 Mei 2024, besaran honorarium Dewan Komisaris dan remunerasi Direksi adalah Rp116 miliar. RUPS juga memberikan kewenangan kepada Dewan Komisaris untuk menetapkan jumlah dan struktur remunerasi Direksi, dengan mempertimbangkan rekomendasi dari Komite Nominasi dan Remunerasi. Proses penetapan ini hanya melibatkan pemegang saham sebagai pemangku kepentingan utama. Informasi lebih rinci mengenai rasio remunerasi Direksi dan Dewan Komisaris tersedia dalam Laporan Tahunan 2024 Perseroan. **[2-19][2-20][2-21]**

Sepanjang 2024, Indocement tidak menerima sanksi denda atau sanksi hukum lainnya oleh lembaga yang berwenang dalam pengelolaan industri manufaktur maupun oleh Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI). Selain itu, Perseroan memastikan bahwa tidak ada hubungan semenda antara anggota Direksi dan Dewan Komisaris, maupun antar anggota tersebut, yang dapat menimbulkan konflik kepentingan. Selama periode pelaporan, tidak ditemukan indikasi adanya benturan kepentingan dalam setiap keputusan yang diambil oleh Indocement. **[2-15][2-27]**

### Pelatihan Keberlanjutan [E.2][2-17]

Pada 2024, Direksi dan Dewan Komisaris Perseroan mengikuti berbagai pelatihan keberlanjutan, baik yang diselenggarakan oleh internal Perseroan maupun pihak eksternal. Adapun pelatihan internal yang diikuti antara lain *Legal & Compliance Week* VI: *Managing the Risk* yang dilaksanakan pada 19-20 Agustus 2024 serta Heideberg Materials Group *Internal Tranings* (*e-learning*) dengan topik persaingan usaha, antikorupsi, HAM, *cybersecurity*, dan kepatuhan umum. Sementara topik pelatihan eksternal yang diikuti antara lain terkait perhitungan emisi dari penggunaan listrik, serta beberapa seminar dengan topik kondisi perekonomian.

## Remuneration and Conflict of Interest

The determination of honorarium for the Board of Commissioners and remuneration for the Board of Directors is determined through GMS. Based on the Annual GMS results on 14 May 2024, the amount of honorarium for the Board of Commissioners and remuneration for the Board of Directors was Rp116 billion. The GMS also authorizes the Board of Commissioners to determine the amount and structure of remuneration for the Board of Directors, with due observance of recommendations from the Nomination and Remuneration Committee. This determination process only involves shareholders as the main stakeholders. More detailed information on the remuneration ratio for the Board of Directors and Board of Commissioners is available in the Company's 2024 Annual Report. **[2-19][2-20][2-21]**

Throughout 2024, there were no fines or other legal sanctions imposed on Indocement by institutions authorized in managing manufacturing industry or by Financial Services Authority (OJK) and Indonesia Stock Exchange (IDX). In addition, the Company ensures that there is no relationship between members of the Board of Directors and the Board of Commissioners, nor among themselves, which may cause conflict of interest. During the reporting period, there were no indications of conflict of interest in every decision made by Indocement. **[2-15] [2-27]**

### Sustainability Training [E.2][2-17]

In 2024, the Board of Directors and the Board of Commissioners of the Company participated in various sustainability trainings, both organized by the Company's internal team and external parties. The internal training sessions attended included Legal & Compliance Week VI: Managing the Risk, held on August 19-20, 2024, and Heidelberg Materials Group Internal Trainings (e-learning) covering topics such as competition law, anti-corruption, human rights, cybersecurity, and general compliance. Meanwhile, the external training topics included emission calculation from electricity usage and several seminars on the economic conditions.

Perseroan juga melibatkan 2.651 karyawan dalam beberapa program pelatihan keberlanjutan internal selama 2024 dengan total jam pelatihan sebesar 13.476,5 jam. Adapun pelatihan yang diberikan antara lain terkait lingkungan dalam *Environment Forum* 2024 "*Objectives Under* CSHED" di mana Direksi menjadi narasumber, *workshop* terkait *alternative fuel*, serta K3 melalui Indocement *Safety Leadership Forum*.

The Company also involved 2,651 employees in various internal sustainability training programs throughout 2024, accumulating a total of 13,476.5 training hours. The training provided included topics related to the environment during the 2024 Environment Forum "Objectives Under CSHED," with members of the Board of Directors as speakers, workshops on alternative fuels, as well as OHS through the Indocement Safety Leadership Forum.

## Manajemen Risiko [E.3][3-3][2-25]

## Risk Management [E.3][3-3][2-25]

**Selama 2024, Internal Audit Indocement melakukan kegiatan identifikasi dan penilaian risiko di seluruh area operasional Perseroan untuk memperbarui *risk register* Perseroan, termasuk pemetaan risiko *inherent* dan residual, level risiko, mitigasi, hingga akun keuangan yang terdampak.**

Throughout 2024, Indocement's Internal Audit conducted risk identification and assessment activities in all of the Company's operational areas to update the Company's risk register, including mapping of inherent and residual risks, risk levels, mitigation, and affected financial accounts.

Indocement memiliki Kebijakan Manajemen Risiko berlaku di seluruh divisi Perseroan untuk menjadi acuan dalam mengelola risiko yang mungkin dihadapi oleh Perseroan. Pedoman Manajemen Risiko Perseroan juga telah diselaraskan sesuai standar ISO 31000:2018 terkait Manajemen Risiko. Kebijakan tersebut juga menjadi dasar dalam menentukan upaya mitigasi terhadap risiko. Tanggung jawab pengawasan dan pengelolaan risiko berada pada Dewan Komisaris, Direksi, Komite Audit, Audit Internal, Audit Eksternal, hingga karyawan di level operasional. Secara berkala, Direksi dan Dewan Komisaris mengadakan pertemuan untuk membahas efektivitas pengelolaan risiko dan penerapan keberlanjutan. **[2-16]**

Indocement has the Risk Management Policy that applies to all Company divisions as a reference in managing risks that may be faced by the Company. The Company's Risk Management Guidelines have also been aligned with ISO 31000:2018 standard for Risk Management. The policy also serves as the basis for determining risk mitigation efforts. Risk monitoring and management are under the responsibility of the Board of Commissioners, Board of Directors, Audit Committee, Internal Audit, External Audit, and employees at the operational level. Periodically, the Board of Directors and Board of Commissioners hold meetings to discuss the effectiveness of risk management and sustainability implementation. **[2-16]**

Manajemen risiko diterapkan melalui proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko. Perseroan berupaya meminimalkan dampak negatif dari kegiatan operasional, salah satunya melalui *due diligence* pada setiap aspek rantai nilai. *Due diligence* dilaksanakan

Risk management is implemented through the process of risk identification, measurement, monitoring, and control. The Company seeks to minimize the negative impact of operational activities, one of which is through due diligence on every aspect of the value chain. Due diligence

termasuk pada pemasok, input (bahan baku, tenaga kerja, uang, waktu, pengetahuan, dan kompetensi), proses (fungsi manajemen, kondisi fisik pabrik dan kantor), produk (barang dan jasa), serta konsumen. Perseroan secara teratur dan berkelanjutan mengembangkan dan memperbaiki kerangka sistem pengelolaan risiko, serta meningkatkan struktur pengendalian internal yang terintegrasi dan komprehensif. Penerapan sistem pengelolaan risiko yang efektif dapat memberikan informasi dini mengenai potensi risiko yang dapat memengaruhi Perseroan, serta menjadi dasar untuk menentukan langkah-langkah yang tepat untuk mengidentifikasi dan mengurangi dampak risiko.

Indocement memetakan risiko dan peluang dalam tiga jangka waktu, yaitu:
1. Jangka Pendek
   Risiko operasional harian, fluktuasi harga bahan baku, gangguan rantai pasokan, dan kepatuhan terhadap regulasi yang berlaku.
2. Jangka Menengah
   Perubahan kebijakan pemerintah, perkembangan teknologi, perubahan tren pasar, serta tantangan dalam efisiensi produksi dan distribusi.
3. Jangka Panjang
   Risiko perubahan iklim, pergeseran preferensi konsumen terhadap produk yang lebih ramah lingkungan, transformasi industri, serta keberlanjutan bisnis dalam menghadapi disrupsi ekonomi dan teknologi.

is also conducted on suppliers, inputs (raw materials, labor, money, time, knowledge, and competence), process (management function, physical condition of factories and offices), products (goods and services), and consumers. The Company regularly and continuously develops and improves the risk management system framework, as well as improves an integrated and comprehensive internal control structure. Implementing an effective risk management system can provide early information on potential risks that can affect the Company, and this information will serve as the basis for determining the appropriate measures to identify and reduce the risk's impact.

Indocement maps the risks and opportunities in three time frames, which are:
1. Short-Term Risks
   Daily operational risks, fluctuations in raw material prices, supply chain disruptions, and compliance with applicable regulations.
2. Medium-Term Risks
   Changes in government policies, technological developments, shifts in market trends, and challenges in production and distribution efficiency.
3. Long-Term Risks
   Climate change risks, shifts in consumer preferences towards more environmentally friendly products, industry transformation, and business sustainability in the face of economic and technological disruptions.

## Risiko Keberlanjutan 2024
## Sustainability Risks in 2024

| Jenis Risiko<br>Type of Risks | Peristiwa Risiko<br>Risk Event | Dampak<br>Impact | Pengelolaan Risiko<br>Risk Management |
|---|---|---|---|
| **Ekonomi**<br>Economics | | | |
| Risiko ekonomi akibat perubahan iklim<br><br>Economic risks due to climate change | Penerapan pajak karbon di Indonesia untuk industri bangunan, transportasi, dan industri lain yang menghasilkan emisi.<br><br>Implementation of carbon tax in Indonesia for building, transportation, and other emitting industries. | Dampak Operasional<br>• Kenaikan biaya operasional akibat pajak atas emisi karbon yang dihasilkan oleh aktivitas industri.<br>• Kebutuhan untuk mengadopsi teknologi yang lebih ramah lingkungan guna mengurangi emisi.<br><br>Dampak Keuangan<br>• Peningkatan biaya produksi yang berpotensi mengurangi laba perusahaan.<br>• Investasi tambahan untuk implementasi teknologi hijau dan pengurangan emisi karbon.<br>• Risiko finansial berupa denda atau penalti jika perusahaan gagal memenuhi kewajiban pajak karbon<br><br>Operational Impact<br>• Increased operational costs due to carbon emission taxes resulting from industrial activities.<br>• The need to adopt more environmentally friendly technologies to reduce emissions.<br><br>Financial Impact<br>• Increased production costs that may potentially reduce the company's profit.<br>• Additional investment required for the implementation of green technology and carbon emission reduction.<br>• Financial risks in the form of fines or penalties if the company fails to meet carbon tax obligations. | Meningkatkan penggunaan bahan bakar alternatif, mengurangi kandungan klinker, serta meningkatkan ekonomi sirkular yang secara tidak langsung berdampak pada efisiensi biaya produksi, operasi, dan distribusi. Perseroan memperkuat posisi semen hidraulis di pasar seiring peningkatan preferensi pasar terhadap bahan bangunan dengan harga dan jejak lingkungan yang lebih rendah.<br><br>Increasing the use of alternative fuels, reducing clinker ratios, and enhancing circular economy practices indirectly impact production, operation, and distribution cost efficiency. The Company strengthens its position in the hydraulic cement market as market preferences shift towards building materials with lower prices and environmental footprints. |

| Jenis Risiko<br>Type of Risks | Peristiwa Risiko<br>Risk Event | Dampak<br>Impact | Pengelolaan Risiko<br>Risk Management |
|---|---|---|---|
| | Variasi cuaca yang menyebabkan timbulnya biaya tambahan.<br><br>Weather variations causing additional costs. | Dampak Operasional<br>• Gangguan dalam jadwal operasional, seperti keterlambatan produksi atau distribusi.<br>• Perlunya adaptasi operasional, seperti modifikasi proses produksi atau peningkatan pemeliharaan fasilitas agar tahan terhadap cuaca ekstrem.<br><br>Dampak Keuangan<br>• Peningkatan biaya operasional dan pemeliharaan akibat kerusakan atau gangguan operasional.<br>• Kerugian pendapatan karena keterlambatan atau gangguan produksi dan distribusi.<br>• Biaya tambahan untuk asuransi atau mitigasi risiko cuaca.<br><br>Operational Impact<br>• Disruptions in operational schedules, such as delays in production or distribution.<br>• The need for operational adaptation, such as modifying production processes or enhancing facility maintenance to withstand extreme weather conditions.<br><br>Financial Impact<br>• Increased operational and maintenance costs due to damage or operational disruptions.<br>• Loss of revenue caused by delays or disruptions in production and distribution.<br>• Additional costs for insurance or weather risk mitigation. | Melakukan perencanaan yang matang serta pengawasan lapangan yang memadai dengan mempertimbangkan faktor alam untuk memastikan kegiatan operasional berjalan dengan lancar.<br><br>Conducting thorough planning and adequate field supervision while considering natural factors to ensure smooth operational activities. |
| **Lingkungan**<br>**Environment** | | | |
| Emisi<br>Emissions | Timbulan emisi debu dan kebisingan dari kegiatan operasional<br><br>Dust and noise emissions generated from operational activities | Dampak Operasional<br>• Keluhan masyarakat yang berdampak pada terganggunya kelancaran operasional.<br>• Potensi penghentian sementara kegiatan operasional akibat tekanan sosial atau keluhan masyarakat.<br><br>Dampak Keuangan<br>• Penambahan belanja modal untuk pengadaan teknologi pengendalian debu dan kebisingan.<br>• Potensi denda atau penalti dari regulator jika standar emisi tidak dipenuhi.<br>• Biaya tambahan untuk penanganan keluhan masyarakat atau kompensasi kepada pihak terdampak.<br><br>Operational Impact<br>• Community complaints that may disrupt smooth operational activities.<br>• Potential temporary suspension of operations due to social pressure or public complaints.<br><br>Financial Impact<br>• Additional capital expenditure for the procurement of dust and noise control technologies.<br>• Potential fines or penalties from regulators if emission standards are not met.<br>• Additional costs for addressing community complaints or providing compensation to affected parties. | Perseroan terus menerapkan dan mengembangkan teknologi tepat guna untuk menurunkan emisi debu dan kebisingan. Perseroan juga menindaklanjuti semua keluhan dari masyarakat dan meningkatkan koordinasi dengan bagian operasional terhadap keluhan masyarakat.<br><br>The Company continues to implement and develop appropriate technology to reduce dust and noise emissions. The Company also follows up on all complaints from the community and improves coordination with the operational division regarding community complaints. |

| Jenis Risiko<br>Type of Risks | Peristiwa Risiko<br>Risk Event | Dampak<br>Impact | Pengelolaan Risiko<br>Risk Management |
|---|---|---|---|
| **Sosial dan Ketenagakerjaan**<br>**Social and Employment** | | | |
| Ketenagakerjaan masyarakat<br><br>Community employment | Adanya kebutuhan masyarakat terhadap ketersediaan lapangan kerja<br><br>Community's needs for employment opportunities | Dampak Operasional<br>• Berpengaruh pada *social license to operate* perusahaan, yaitu penerimaan sosial dari masyarakat sekitar yang memengaruhi kelancaran aktivitas operasional.<br>• Potensi gangguan atau protes sosial jika perusahaan dianggap tidak memberikan kontribusi yang cukup terhadap penciptaan lapangan kerja lokal.<br><br>Dampak Keuangan<br>• Biaya tambahan untuk program CSR, khususnya yang berhubungan dengan peningkatan lapangan kerja lokal.<br>• Potensi peningkatan pengeluaran operasional akibat tekanan untuk merekrut tenaga kerja lokal dalam jumlah lebih besar.<br>• Risiko finansial terkait gangguan atau penundaan operasional akibat penolakan atau protes dari masyarakat lokal.<br><br>Operational Impact<br>• Impacts the company's social license to operate, referring to the social acceptance from surrounding communities that influences the smooth running of operational activities.<br>• Potential disruptions or social protests if the company is perceived as not contributing sufficiently to local job creation.<br><br>Financial Impact<br>• Additional costs for CSR programs, particularly those related to enhancing local employment opportunities.<br>• Potential increase in operational expenses due to pressure to hire a larger number of local workers.<br>• Financial risks related to operational disruptions or delays caused by rejection or protests from the local community. | Pengelolaan masyarakat melalui program lima pilar dan SDP, serta mengadakan pelatihan untuk meningkatkan pengetahuan dan keterampilan masyarakat, seperti pelatihan terkait UMKM, garmen, pertanian, perikanan, dan peternakan.<br><br>Community management through the five pillars and SDP programs, as well as training programs to improve community knowledge and skills, such as training related to MSMEs, garments, agriculture, fisheries, and animal husbandary. |

| Jenis Risiko<br>Type of Risks | Peristiwa Risiko<br>Risk Event | Dampak<br>Impact | Pengelolaan Risiko<br>Risk Management |
|---|---|---|---|
| **Tata Kelola**<br>Governance | | | |
| Penghormatan atas Hak Asasi Manusia<br><br>Respect for Human Rights | Pelanggaran HAM dalam operasional Perseroan<br><br>Violation of Human rights within the Company's operations | Dampak Operasional<br>• Munculnya tuntutan atas pelanggaran HAM yang bisa mengganggu kelancaran operasional.<br>• Penurunan reputasi perusahaan yang menghambat hubungan baik dengan pemangku kepentingan, termasuk masyarakat dan pemerintah.<br>• Potensi penghentian sementara kegiatan perusahaan jika kasus HAM meluas.<br><br>Dampak Keuangan<br>• Kerugian finansial akibat tuntutan ganti rugi atas pelanggaran HAM.<br>• Biaya tambahan terkait penyelesaian hukum atau negosiasi dengan pihak terdampak.<br>• Kehilangan pendapatan akibat gangguan operasional atau boikot konsumen/investor akibat pelanggaran HAM.<br><br>Operational Impact<br>• Emergence of human rights violation claims that may disrupt operational continuity.<br>• Damage to the company's reputation, hindering good relationships with stakeholders, including the community and government.<br>• Potential temporary suspension of company operations if human rights issues escalate.<br><br>Financial Impact<br>• Financial losses due to compensation claims related to human rights violations.<br>• Additional costs related to legal settlements or negotiations with affected parties.<br>• Loss of revenue due to operational disruptions or consumer/investor boycotts resulting from human rights violations. | • Pembentukan Komite HAM yang bertugas untuk memberi arahan terkait implementasi HAM di Perseroan.<br>• Sosialisasi penghormatan HAM kepada Insan Perseroan.<br>• Pernyataan penghormatan HAM kepada Mitra Bisnis Perseroan.<br>• Melakukan *risk assessment* atas penerapan HAM dalam operasional Perseroan.<br>• Pelatihan tenaga keamanan Perseroan untuk mengedepankan pendekatan HAM.<br>• *E-Learning* terkait Implementasi HAM dalam pelaksanaan bisnis Perseroan.<br><br>• Establishment of Human Rights Committee that in charge of providing direction on human rights implementation in the Company.<br>• Dissemination of respect for human rights to the Company's Personnel.<br>• Statement of respect for human rights to the Company's Business Partners.<br>• Conducting risk assessment on human rights implementation within the Company's operations.<br>• Training of the Company's security personnel to prioritize human rights approach.<br>• E-Learning related to Human Rights Implementation in the Company's business implementation. |
| Tanggung Jawab Sosial dan Lingkungan<br><br>Corporate Social Responsibility | Perusahaan berisiko mengalami kerugian reputasi, hukum, dan sosial jika tidak memenuhi standar lingkungan, regulasi, atau harapan masyarakat sekitar.<br><br>The company risks facing reputational, legal, and social damage if it fails to meet environmental standards, regulations, or the expectations of the surrounding community. | Dampak Operasional<br>• Tuntutan dari masyarakat atau pemangku kepentingan terkait peningkatan kontribusi CSR yang dapat memengaruhi kelancaran operasional perusahaan.<br>• Tekanan sosial yang mungkin menuntut perubahan proses produksi atau operasional demi memenuhi standar lingkungan dan sosial.<br><br>Dampak Keuangan<br>• Penambahan biaya operasional akibat kewajiban perusahaan dalam menjalankan program-program CSR.<br>• Pengeluaran tambahan untuk investasi di bidang sosial dan lingkungan.<br>• Potensi biaya akibat denda atau kompensasi apabila gagal memenuhi kewajiban atau standar yang ditetapkan regulator maupun harapan publik.<br><br>Operational Impact<br>• Demands from the community or stakeholders for increased CSR contributions, which may affect the company's operational continuity.<br>• Social pressure that may require changes to production or operational processes to meet environmental and social standards.<br><br>Financial Impact<br>• Increased operational costs due to the company's obligations in implementing CSR programs.<br>• Additional expenditures for investments in social and environmental initiatives.<br>• Potential costs from fines or compensation if the company fails to meet regulatory requirements or public expectations. | • Pembentukan Komite ESG.<br>• Pendalaman CSR kepada karyawan Perseroan melalui LCC *Week*.<br><br>• Establishment of ESG Committee.<br>• In-depth CSR study to the Company's employees through LCC Week. |

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

## Climate Change Risk Management

Komitmen Perseroan dalam menghadapi tantangan perubahan iklim tercermin melalui tata kelola dan pengambilan keputusan yang strategis. Direktur Utama mendelegasikan kepada Koordinator Komite ESG untuk bertanggung jawab atas pengawasan risiko dan peluang terkait iklim. Pengelolaan risiko dan peluang terkait perubahan iklim meliputi pemantauan metrik seperti peningkatan rasio penggunaan bahan bakar alternatif, mengurangi emisi karbon, serta penggunaan energi terbarukan. Indocement belum melakukan perhitungan implikasi finansial akibat perubahan iklim, namun, kami telah memetakan risiko transisi dan risiko fisik atas perubahan iklim.

The Company's commitment to facing the challenges of climate change is reflected through governance and strategic decision-making. The President Director delegates Coordinator ESG Committee to be responsible for monitoring climate-related risks and opportunities. Climate change risk and opportunity management includes monitoring metrics such as increasing the ratio of alternative fuel use, reducing carbon emissions, and using renewable energy. Indocement has not calculated the financial implications of climate change, however, we have mapped the transition risks and physical risks of climate change.

### Risiko Iklim
### Climate Risk

| Jenis Risiko<br>Type of Risks | Peristiwa Risiko<br>Risk Event | Dampak<br>Impact | Respons<br>Responses |
|---|---|---|---|
| **Risiko Transisi**<br>Transition Risk | | | |
| Kebijakan dan Hukum<br>Policy and Law | Penerapan pajak karbon di Indonesia untuk industri bangunan, transportasi dan industri lain yang menghasilkan emisi.<br>Implementation of carbon tax in Indonesia for the industry of construction, transportation, and other industries generating emissions. | Dampak Operasional<br>• Perusahaan perlu meningkatkan penerapan teknologi atau inovasi yang dapat mengurangi emisi gas rumah kaca (GRK).<br>• Adaptasi terhadap proses produksi yang lebih efisien dan ramah lingkungan.<br>• Potensi gangguan operasional selama masa transisi penerapan teknologi baru.<br><br>Dampak Finansial<br>• Peningkatan pengeluaran modal (*capital expenditure*/CAPEX) untuk investasi teknologi rendah emisi.<br>• Tambahan biaya rutin dari pajak karbon, meningkatkan biaya produksi secara keseluruhan.<br>• Potensi penurunan profitabilitas jangka pendek akibat peningkatan biaya operasional.<br><br>Operational Impact:<br>• The company needs to enhance the adoption of technologies or innovations that can reduce greenhouse gas (GHG) emissions.<br>• Adaptation to more efficient and environmentally friendly production processes.<br>• Potential operational disruptions during the transition to new technologies.<br><br>Financial Impact<br>1. Increased capital expenditure (CAPEX) for investment in low-emission technologies.<br>2. Additional recurring costs from carbon taxes, raising overall production costs.<br>3. Potential short-term decrease in profitability due to increased operational costs. | Meningkatkan penggunaan bahan bakar alternatif, mengurangi kandungan klinker, menggunakan sumber energi listrik terbarukan serta meningkatkan ekonomi sirkular yang secara tidak langsung berdampak pada efisiensi biaya produksi, operasi, dan distribusi.<br>Increasing the use of alternative fuels, reducing clinker ratio, utilizing renewable electrical energy sources and improving circular economy which indirectly impacts the efficiency of production, operation, and distribution costs. |

| **Jenis Risiko**<br>Type of Risks | **Peristiwa Risiko**<br>Risk Event | **Dampak**<br>Impact | **Respons**<br>Responses |
|---|---|---|---|
| Permintaan Pasar<br>Market Demand | **Risiko Kompetitif**: Jika perusahaan tidak mampu beradaptasi dengan tren produk ramah lingkungan maka akan tertinggal.<br><br>**Risiko Pasar**: Kehilangan pelanggan yang memilih produk dari perusahaan yang lebih ramah lingkungan.<br><br>Competitive Risk: The company may left behind competitors if it fails to adapt to the growing demand for environmentally friendly products.<br><br>Market Risk: There is a potential loss of customers who prefer products offered by companies with stronger environmental commitments. | **Dampak Operasional:**<br>• Penyesuaian proses produksi untuk memenuhi standar produk ramah lingkungan.<br>• Investasi dalam pengembangan produk dan inovasi teknologi ramah lingkungan.<br>• Perlunya pelatihan dan peningkatan kompetensi sumber daya manusia agar mampu mengelola teknologi baru tersebut.<br><br>**Dampak Keuangan:**<br>• Peningkatan belanja modal (CAPEX) untuk pengadaan teknologi ramah lingkungan.<br>• Potensi peningkatan biaya produksi dalam jangka pendek karena investasi dalam riset dan pengembangan produk.<br>• Peluang peningkatan pendapatan dan pangsa pasar dalam jangka panjang seiring bertambahnya minat konsumen terhadap produk ramah lingkungan.<br><br>Operational Impact:<br>• Adjustment of production processes to meet environmentally friendly product standards.<br>• Investment in the development of environmentally friendly products and technological innovations.<br>• The need for training and upskilling of human resources to effectively manage the new technologies.<br><br>Financial Impact:<br>• Increased capital expenditure (CAPEX) for the procurement of environmentally friendly technologies.<br>• Potential short-term rise in production costs due to investments in product research and development.<br>• Long-term opportunities for increased revenue and market share as consumer interest in environmentally friendly products grows. | • Perseroan memperkuat posisi Semen Hidraulis di pasar seiring peningkatan preferensi pasar terhadap bahan bangunan dengan harga dan jejak lingkungan yang lebih rendah.<br>• Peningkatan belanja modal untuk pengadaan teknologi ramah lingkungan.<br>• Pelatihan dan peningkatan kompetensi karyawan.<br><br>• The Company strengthens its position in Hydraulic Cement market along with the increasing market preference for building materials with lower prices and environmental footprints.<br>• Increased CAPEX for the procurement of environmentally friendly technology.<br>• Employee training and competency development. |

| Jenis Risiko<br>Type of Risks | Peristiwa Risiko<br>Risk Event | Dampak<br>Impact | Respons<br>Responses |
|---|---|---|---|
| Risiko Lain dari Aspek Reputasi, Teknologi, dan Finansial<br>Other Risks from Reputation, Technology, and Financial Aspects | • Pencemaran udara dan debu yang berdampak pada kesehatan masyarakat sekitar.<br>• Emisi karbon yang tinggi, berkontribusi pada perubahan iklim.<br>• Kebisingan dan getaran, mengganggu kenyamanan lingkungan sekitar.<br>• Penolakan masyarakat, terutama jika perusahaan tidak transparan atau tidak memberi manfaat ekonomi lokal.<br>• Tuduhan pelanggaran sosial atau HAM, seperti buruknya kondisi kerja atau konflik lahan.<br><br>• Air pollution and dust that may affect the health of surrounding communities.<br>• High carbon emissions, contributing to the acceleration of global climate change.<br>• Noise and vibrations from industrial activities that disturb the comfort and quality of life of nearby residents.<br>• Community rejection, especially if the company is perceived as lacking transparency or failing to provide tangible economic benefits to the local area.<br>• Allegations of social or human rights violations, including poor working conditions or potential conflicts related to land ownership and usage. | Dampak Operasional<br>• Gangguan kegiatan operasional karena aksi protes atau penolakan sosial.<br>• Tertundanya izin operasional atau ekspansi karena tekanan dari masyarakat atau pemerintah.<br>• Penurunan semangat kerja karyawan karena citra negatif perusahaan.<br>• Harus dilakukan perubahan sistem operasi, seperti pemasangan alat pengendali emisi dan prosedur keterlibatan masyarakat<br><br>Dampak Finansial<br>• Biaya tambahan untuk memperbaiki reputasi (CSR, komunikasi publik, kolaborasi komunitas).<br>• Kerugian pendapatan akibat kehilangan konsumen, klien, atau mitra bisnis.<br>• Biaya hukum dan litigasi jika tuntutan masyarakat masuk ke ranah hukum.<br>• Penurunan kepercayaan investor, yang dapat memengaruhi harga saham atau pendanaan.<br><br>Operational Impact<br>• Disruption of operational activities due to protests or social rejection.<br>• Delays in obtaining operational or expansion permits as a result of pressure from the community or government.<br>• Decline in employee morale caused by the company's negative public image.<br>• Necessary changes in operational systems, such as the installation of emission control equipment and the implementation of community engagement procedures.<br><br>Financial Impact<br>• Additional costs to restore reputation, such as through CSR initiatives, public communication, and community collaboration.<br>• Revenue loss due to the loss of consumers, clients, or business partners.<br>• Legal and litigation expenses if public grievances escalate to legal action.<br>• Decline in investor confidence, which may affect stock prices or access to funding. | Implementasi teknologi ramah lingkungan<br>• Gunakan *bag filter*, sistem pengendalian emisi, teknologi efisien energi.<br><br>Transparansi dan komunikasi aktif<br>• Laporkan kinerja lingkungan secara berkala dan terbuka pada masyarakat dan regulator.<br><br>Pelibatan masyarakat lokal<br>• Libatkan masyarakat dalam perencanaan dan evaluasi kegiatan operasional.<br><br>Program CSR yang tepat sasaran<br>• Fokus pada peningkatan ekonomi lokal, pendidikan, kesehatan, dan pelestarian lingkungan.<br><br>Kepatuhan hukum dan audit berkala<br>• Pastikan seluruh operasi sesuai dengan peraturan lingkungan dan ketenagakerjaan.<br><br>Pelatihan internal<br>• Tingkatkan kesadaran karyawan akan pentingnya reputasi dan tanggung jawab sosial perusahaan.<br><br>Implementation of Environmentally Friendly Technology<br>• Utilize bag filters, emission control systems, and energy-efficient technologies.<br><br>Transparency and Active Communication<br>• Regularly and openly report environmental performance to the public and regulatory authorities.<br><br>Local Community Engagement (Stakeholder Engagement)<br>• Involve local communities in the planning and evaluation of operational activities.<br><br>Targeted CSR Programs<br>• Focus on improving the local economy, education, healthcare, and environmental conservation.<br><br>Legal Compliance and Regular Audits<br>• Ensure all operations comply with environmental and labor regulations.<br><br>Internal Training<br>• Increase employee awareness of the importance of corporate reputation and social responsibility. |

| **Jenis Risiko**<br>Type of Risks | **Peristiwa Risiko**<br>Risk Event | **Dampak**<br>Impact | **Respons**<br>Responses |
|---|---|---|---|
| **Risiko Fisik**<br>Physical Risk | | | |
| Akut<br>Acute | • Perubahan pola cuaca ekstrem, seperti hujan deras, banjir, kekeringan, atau suhu tinggi.<br>• Gangguan rantai pasok karena kondisi cuaca yang memengaruhi transportasi dan logistik.<br>• Kerusakan fasilitas atau infrastruktur akibat banjir, longsor, atau badai.<br>• Terganggunya proses pengeringan atau pembakaran jika kelembaban tinggi. | Dampak Operasional<br>• Tertundanya pengiriman bahan baku atau produk jadi karena akses jalan atau pelabuhan terganggu.<br>• Penurunan efisiensi produksi, terutama pada proses pengeringan bahan baku (*raw meal*) jika kelembaban tinggi.<br>• Kerusakan peralatan atau infrastruktur akibat banjir atau petir.<br>• Gangguan pada tenaga kerja (absensi meningkat karena bencana atau gangguan akses ke lokasi kerja).<br><br>Dampak Finansial<br>• Biaya tambahan untuk perbaikan infrastruktur atau alat yang rusak akibat cuaca ekstrem.<br>• Kerugian finansial akibat gangguan produksi dan keterlambatan pengiriman produk.<br>• Peningkatan biaya operasional untuk pengelolaan risiko cuaca (seperti drainase, sistem pelindung, dan lainnya).<br>• Potensi kerugian pendapatan jika pabrik harus berhenti beroperasi sementara waktu. | Desain infrastruktur tahan cuaca ekstrem<br>• Bangun fasilitas dengan sistem drainase yang baik, fondasi kuat, dan proteksi terhadap banjir dan suhu tinggi.<br><br>Monitoring cuaca dan *early warning system*<br>• Gunakan sistem peringatan dini dan prakiraan cuaca untuk mengantisipasi gangguan produksi atau logistik.<br><br>Diversifikasi jalur distribusi dan pemasok<br>• Siapkan jalur alternatif pengiriman bahan dan produk jika jalur utama terganggu.<br><br>Jadwal produksi yang fleksibel<br>• Sesuaikan operasi pada musim ekstrem agar proses tetap efisien dan aman.<br><br>Pelatihan kesiapsiagaan bencana<br>• Tingkatkan kesiapan karyawan dalam menghadapi gangguan cuaca, termasuk evakuasi dan perlindungan alat.<br><br>Asuransi aset dan gangguan bisnis<br>• Lindungi aset penting dan risiko operasional akibat cuaca ekstrem dengan asuransi.<br><br>Efisiensi energi dan transisi ke teknologi rendah karbon<br>• Untuk jangka panjang, kontribusi terhadap mitigasi perubahan iklim juga akan mengurangi risiko cuaca ekstrem. |

| Jenis Risiko<br>Type of Risks | Peristiwa Risiko<br>Risk Event | Dampak<br>Impact | Respons<br>Responses |
|---|---|---|---|
| | • Changes in extreme weather patterns, such as heavy rainfall, flooding, drought, or high temperatures.<br>• Disruptions to the supply chain due to weather conditions affecting transportation and logistics.<br>• Damage to facilities or infrastructure caused by flooding, landslides, or storms.<br>• Interruption of drying or burning processes due to high humidity levels. | Operational Impact<br>• Delays in the delivery of raw materials or finished goods due to disrupted access to roads or ports.<br>• Reduced production efficiency, particularly in the drying process of raw meal when humidity levels are high.<br>• Damage to equipment or infrastructure caused by flooding or lightning strikes.<br>• Disruptions in the workforce, such as increased absenteeism due to natural disasters or limited access to the workplace.<br><br>Financial Impact<br>• Additional costs for repairing infrastructure or equipment damaged by extreme weather conditions.<br>• Financial losses resulting from production disruptions and delays in product delivery.<br>• Increased operational costs for weather risk management (drainage systems, protective structures, etc.).<br>• Potential revenue loss if the plant must temporarily cease operations. | Infrastructure design resilient to extreme weather<br>• facilities with proper drainage systems, strong foundations, and protection against flooding and high temperatures.<br><br>Weather monitoring and early warning systems<br>• Utilize early warning systems and weather forecasts to anticipate production or logistics disruptions.<br><br>Diversification of distribution routes and suppliers<br>• Prepare alternative routes for delivering raw materials and finished products in case the main routes are disrupted.<br><br>Flexible production scheduling<br>• Adjust operations during extreme weather seasons to maintain efficiency and safety.<br><br>Disaster preparedness training<br>• Enhance employee readiness to handle weather-related disruptions, including evacuation procedures and equipment protection.<br><br>Asset and business interruption insurance<br>• Protect critical assets and mitigate operational risks due to extreme weather through comprehensive insurance coverage.<br><br>Energy efficiency and transition to low-carbon technologies<br>• In the long term, contributing to climate change mitigation also reduces the risk of extreme weather events. |

| **Jenis Risiko**<br>Type of Risks | **Peristiwa Risiko**<br>Risk Event | **Dampak**<br>Impact | **Respons**<br>Responses |
|---|---|---|---|
| Kronis<br>Chronic | • Kekurangan pasokan air untuk proses pendinginan dan pengendalian debu.<br>• Turunnya efisiensi operasional akibat panas ekstrem dan kekeringan.<br>• Ketergantungan tinggi pada sumber daya alam yang terancam karena perubahan iklim.<br>• Potensi konflik dengan masyarakat sekitar karena perebutan sumber daya air<br><br>• Water supply shortages for cooling processes and dust control.<br>• Reduced operational efficiency due to extreme heat and drought.<br>• High dependency on natural resources that are increasingly threatened by climate change.<br>• Potential conflicts with surrounding communities over competition for water resources. | Dampak Operasional<br>• Gangguan operasional karena keterbatasan pasokan air.<br>• Penurunan performa peralatan akibat suhu tinggi dan kelembaban rendah.<br>• Harus dilakukan penyesuaian dalam proses produksi.<br>• Meningkatnya keluhan dari masyarakat sekitar.<br><br>Dampak Finansial<br>• Biaya tambahan untuk memperoleh atau mengolah air (misalnya dari air hujan).<br>• Penurunan produktivitas yang berujung pada turunnya pendapatan.<br>• Pengeluaran tak terduga untuk mitigasi darurat seperti tangki air tambahan atau teknologi pendinginan alternatif.<br>• Potensi sanksi atau pembatasan izin operasi jika dianggap mengeksploitasi sumber air saat krisis.<br><br>Operational Impact<br>• Operational disruptions due to limited water supply.<br>• Reduced equipment performance caused by high temperatures and low humidity.<br>• Necessary adjustments in the production process.<br>• Increased complaints from surrounding communities.<br><br>Financial Impact<br>• Additional costs for obtaining or treating water (e.g., from rainwater).<br>• Reduced productivity leading to a decline in revenue.<br>• Unexpected expenses for emergency mitigation, such as additional water tanks or alternative cooling technologies.<br>• Potential sanctions or operational permit restrictions if the company is deemed to exploit water resources during a crisis. | Efisiensi penggunaan air<br>• Implementasi sistem tertutup, air setelah dipakai mendinginkan mesin dipakai kembali.<br><br>Pemantauan iklim dan sistem peringatan dini<br>• Untuk merencanakan produksi dan stok air menjelang musim kemarau panjang.<br><br>Investasi teknologi ramah air dan energi<br>• Gunakan teknologi yang membutuhkan lebih sedikit air untuk proses produksi atau pendinginan.<br><br>Program konservasi air di lingkungan sekitar<br>• Kolaborasi dengan masyarakat lokal dan pemerintah untuk menjaga keberlanjutan sumber daya air.<br><br>Simulasi dan perencanaan kontinjensi<br>• Buat skenario penyesuaian operasional saat terjadi kekeringan ekstrem.<br><br>Water use efficiency<br>• Implement closed-loop systems, allowing water used for machine cooling to be reused.<br><br>Climate monitoring and early warning systems<br>• Plan production and water stock in anticipation of prolonged dry seasons.<br><br>Investment in water- and energy-efficient technologies<br>• Utilize technologies that require less water for production or cooling processes.<br><br>Water conservation programs in surrounding communities<br>• Collaborate with local communities and governments to ensure sustainable water resource management.<br><br>Contingency planning and simulation<br>• Develop operational adjustment scenarios in the event of extreme drought. |

Perseroan juga telah memetakan peluang terkait LST dan perubahan iklim, antara lain:

1. Efisiensi biaya yang dapat mengurangi biaya bahan bakar alternatif.
2. Meningkatkan penggunaan bahan baku dan bahan bakar alternatif untuk mengurangi emisi GRK.
3. Adanya Standar Nasional Indonesia (SNI) 7064:2022 yang menetapkan spesifikasi teknis dan metode pengujian untuk semen portland komposit yang digunakan untuk konstruksi umum serta mendukung perluasan pasar semen Indocement yang lebih ramah lingkungan.
4. Pemanfaatan *vessel* milik sendiri sebagai upaya efisiensi biaya transportasi logistik.
5. *Shifted volume* dengan adanya Semen Grobogan, sehingga memungkinkan peningkatan efisiensi dan optimisasi logistik, serta perluasan pasar di Jawa Tengah dan Jawa Timur.

Dalam meningkatkan keterampilan dan kompetensi pengawasan serta pengelolaan risiko dan peluang terkait iklim, Indocement melaksanakan 69 pelatihan terkait iklim yang diikuti oleh 2.193 peserta. Indocement mengintegrasikan proses untuk mengidentifikasi, menilai, dan mengelola risiko terkait iklim melalui:

1. Mengikuti tren pembaruan peraturan mengenai iklim seperti dekarbonisasi dan penurunan emisi GRK.
2. Menetapkan target AFAM dan Emisi GRK dalam KPI Perseroan.
3. Investasi pada teknologi untuk mengembangkan produksi yang lebih ramah lingkungan dan rendah karbon.

## Tantangan dan Pengaruh terhadap Penerapan Keberlanjutan [E.5]

Industri semen dihadapkan pada kondisi penyusutan permintaan semen di seluruh wilayah akibat siklon tropis yang melanda Indonesia. Pulau Jawa sebagai pasar semen terbesar Indonesia mengalami penyusutan pengiriman sebesar 12% dibandingkan tahun sebelumnya. Di sisi lain, wilayah Sulawesi mengalami penurunan sebesar 20% dibanding tahun lalu, Bali-Nusa Tenggara mengalami penurunan permintaan sebesar 14,3%, serta penurunan sebesar 11,5% di Maluku-Papua. Hal ini menjadi tantangan tersendiri bagi Indocement untuk meningkatkan efisiensi dan memperluas inovasi-inovasi produksi, termasuk meningkatkan rasio penggunaan bahan bakar alternatif, digitalisasi, mengoptimalkan aset yang dimiliki agar biaya produksi dan distribusi semakin efektif dan efisien.

The Company has also mapped opportunities related to ESG and climate change, including:

1. Cost efficiency that can reduce alternative fuel costs.
2. Increasing the use of alternative materials and alternative fuels to reduce GHG emissions.
3. The existence of Indonesian National Standard (SNI) 7064:2022 which stipulates technical specifications and testing methods for composite portland cement used for general construction and supports the expansion of Indocement's more environmentally friendly cement market.
4. Utilization of the Company's vessels as an effort to increase logistics transportation cost efficiency.
5. Shifted volume with the presence of Semen Grobogan, thus enabling increased efficiency and optimization of logistics, as well as market expansion in Central Java and East Java.

In improving the skills and competencies of supervision and management of climate-related risks and opportunities, Indocement conducted 69 climate-related training sessions attended by a total of 2,193 participants. Indocement integrates processes to identify, assess, and manage climate-related risks through:

1. Following the trend of regulatory updates on climate such as decarbonization and GHG emission reduction.
2. Setting AFAM and GHG Emission targets in the Company KPI.
3. Investment in technology to develop more environmentally friendly and low-carbon production.

## Challenges and Impacts on Sustainability Implementation [E.5]

The cement industry is faced with shrinking cement demands across regions due to tropical cyclones hitting Indonesia. Java as Indonesia's largest cement market experienced a 12% decline in delivery compared to that of the previous year. On the other hand, Sulawesi region experienced a 20% decline compared to last year, Bali-Nusa Tenggara experienced a 14.3% decline in demand, and a 11.5% decline in Maluku-Papua. This is a challenge for Indocement to increase efficiency and expand production innovations, including increasing the ratio of alternative fuel use, digitalization, optimizing existing assets so as production and distribution costs are more effective and efficient.

Tantangan kelebihan pasokan memberikan pengaruh sekaligus peluang bagi Indocement untuk lebih meningkatkan produksi semen yang lebih ramah lingkungan dengan memerhatikan biaya logistik distribusi semen dan mengurangi pemakaian batu bara yang mengambil hingga 50% biaya produksi Perseroan. Pada 2024, Indocement sudah mengurangi penggunaan batu bara sebesar 21,4% dan menggantinya dengan bahan bakar alternatif. Di sisi lain, efisiensi biaya logistik distribusi juga didapatkan dari optimasi Kompleks Pabrik Grobogan dan Kompleks Pabrik Maros yang difokuskan untuk memperkuat pasar di Jawa Tengah, Jawa Timur, dan Indonesia bagian Timur. Efisiensi logistik tidak hanya mengurangi biaya, namun juga menurunkan emisi dari transportasi kereta api hingga 13.837 ton $CO_2$eq, atau sekitar 60,4% dibanding dengan tahun sebelumnya.

The challenge of oversupply has influences as well as opportunities for Indocement to further increase the production of more environmentally friendly cement with due observance of cement distribution logistics costs and reduce coal use which takes up to 50% of the Company's production costs. In 2024, Indocement reduced coal use by 21.4% and replaced it with alternative fuels. On the other hand, the efficiency of distribution logistics cost was also obtained from optimization of Grobogan Factory and Maros Factory which were focused on strengthening market in Central Java, East Java, and Eastern Indonesia. Logistics efficiency not only reduces operational costs but also lowers railway transportation emissions by up to 13,837 tons of $CO_2$eq, representing an approximate 60.4% reduction compared to the previous year.

Indocement menyadari bahwa untuk meningkatkan efisiensi di semua lini pabrik semen diperlukan pendekatan yang holistik. Hingga akhir 2024, Indocement melakukan serangkaian penyesuaian pada Kompleks Pabrik Grobogan dan Kompleks Pabrik Maros untuk berfokus pada pengurangan faktor klinker dan biaya produksi. Perseroan menjalankan instalasi *Maintenance Management System* (MAXIMO) di kedua pabrik sebagai upaya meningkatkan efisiensi produksi. Kompleks Pabrik Grobogan telah mulai menggunakan bahan bakar alternatif hingga 1,5% dan telah memiliki *rice husk feeding facility* yang mulai beroperasi di 2024. Harapannya, penggunaan bahan bakar alternatif di Kompleks Pabrik Maros dan Kompleks Pabrik Grobogan dapat mencapai target 7%–8% pada 2025.

Indocement realizes that increasing efficiency in all cement factory lines requires a holistic approach. Until the end of 2024, Indocement made a series of adjustments to Grobogan Factory and Maros Factory by focusing on reducing clinker factors and production costs. The Company installed the Maintenance Management System (MAXIMO) at both factories as an effort to increase production efficiency. The Grobogan Factory has started using alternative fuels of up to 1.5% and has an rice husk feeding facility that starts operating in 2024. The use of alternative fuels at Maros Factory and Grobogan Factory was expected to reach the target of 7%–8% in 2025.

Penerapan keberlanjutan pada produksi semen juga didorong oleh implementasi digitalisasi pada sistem operasional Perseroan. Pada 2024, Perseroan mengimplementasikan *computerized management system* sebagai sistem pengelolaan data terintegrasi untuk memastikan keandalan kuantitas logistik dan teknologi *critical*.

Sustainability implementation in cement production is also driven by the implementation of digitalization in the Company's operational system. In 2024, the Company implemented a computerized management system as an integrated data management system to ensure the reliability of logistics quantities and critical technology.

Tidak hanya melakukan penyesuaian teknologi, Perseroan juga meningkatkan kesiapan kapasitas dan kapabilitas SDM sebagai ujung tombak produksi yang lebih ramah lingkungan. Sepanjang 2024, Indocement telah menjalankan *intensive training program* atas aspek K3 dan produksi bagi seluruh karyawan di Kompleks Pabrik Grobogan. Upaya ini juga ditempuh Perseroan sebagai percepatan penanaman nilai-nilai perusahaan dan karakter yang membentuk budaya Perseroan. **[F.1]**

In addition to making technological adjustments, the Company also increases the readiness of HR capacity and capabilities as the spearhead of more environmentally friendly production. Throughout 2024, Indocement carried out intensive training programs on OHS and production aspects for all employees at Grobogan Factory. This effort is also conducted by the Company to accelerate the cultivation of corporate values and characters that shape the Company's culture. **[F.1]**

Untuk mempertahankan posisi Indocement sebagai pionir dalam memproduksi semen yang lebih ramah lingkungan, Perseroan terus berusaha menghadirkan inovasi produk yang sesuai dengan preferensi pasar. Sepanjang 2024, Indocement memperkuat *brand positioning* Semen Tiga Roda, Semen Rajawali, Semen Jempolan, Semen Grobogan, Semen Bosowa, dan Mortar Tiga Roda dengan mengoptimalkan media sosial. Upaya ini diharapkan dapat menghadirkan *branding* yang lebih sesuai dengan tren dan preferensi pasar.

To maintain Indocement's position as a pioneer in producing more environmentally friendly cement, the Company seeks to present product innovations that are in line with market preferences. Throughout 2024, Indocement strengthened the brand positioning of Semen Tiga Roda, Semen Rajawali, Semen Jempolan, Semen Grobogan, Semen Bosowa, and Mortar Tiga Roda by optimizing social media. This effort is expected to present branding that is better aligned with market trends and preferences.

# Memastikan Kepatuhan dan Bisnis yang Beretika

## Ensuring Compliance and Ethical Business

**Indocement merupakan perusahaan swasta pertama yang berhasil mendaftarkan Program Kepatuhannya dengan nomor penetapan 02/KPPU-PKP/2022 kepada Komisi Pengawas Persaingan Usaha (KPPU) melalui sidang penetapan pada 7 Desember 2022. Program kepatuhan ini berlaku selama 5 tahun. Pada 2024, telah terlaksana *recurrence* Sosialisasi Indocement *Code of Conduct* yang dilaksanakan masing-masing Plant/Divisi.**

Indocement is the first private company to successfully register its Compliance Program under designation No. 02/KPPU-PKP/2022 to the Business Competition Supervisory Commission (KPPU) through a designation session on 7 December 2022. This compliance program is valid for 5 years. In 2024, the recurrence of Indocement Code of Conduct Dissemination was carried out by each Plant/Division.

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

Perseroan menerapkan Pedoman Etika Indocement sebagai panduan utama dalam menjalankan aktivitas bisnis dan operasional di seluruh area kerja. Pedoman ini berlaku bagi seluruh karyawan, termasuk Dewan Komisaris, Direksi, dan Manajemen yang mencakup dua aspek utama, yaitu etika bisnis dan etika kerja. Etika bisnis menetapkan standar perilaku dalam menjalin hubungan dengan pemangku kepentingan internal maupun eksternal, sementara etika kerja menggarisbawahi nilai-nilai yang mendukung aktivitas sehari-hari, seperti menciptakan lingkungan kerja yang aman, sehat, selamat, dan ramah lingkungan. Pedoman Etika ini disosialisasikan secara rutin kepada karyawan di seluruh divisi dan kompleks pabrik, dengan kewajiban bagi setiap karyawan untuk menandatangani pernyataan kepatuhan setelah menerima sosialisasi.

### Company and Supplier Code of Conduct [2-23] [2-24]

The Company implements Indocement Code of Conduct as the main guideline in carrying out business and operational activities in all work areas. This guideline applies to all employees, including the Board of Commissioners, Board of Directors, and Management, which covers two main aspects, namely business ethics and work ethics. Business ethics establishes standard of behavior in establishing relationships with internal and external stakeholders, while work ethics underlines the values that support daily activities, such as creating work environment that is safe, healthy, secure, and environmentally friendly. This Code of Conduct is regularly disseminated to employees in all divisions and factories, with every employee required to sign a statement of compliance after receiving the dissemination.

Selain itu, Indocement memastikan bahwa pemasok sebagai pihak ketiga mengikuti praktik bisnis yang beretika dengan berpedoman pada Kode Etik Rekanan yang disusun berdasarkan Kode Etik Pemasok Heidelberg Materials. Kode Etik Pemasok ini mengatur kepatuhan terhadap hukum dan peraturan terkait pelestarian lingkungan, keselamatan produk, serta kesejahteraan sosial. Kode Etik ini juga memenuhi standar seperti SA8000 (Standar Akuntabilitas Sosial Internasional), ISO 14001 (Standar Lingkungan), dan pedoman dari Organisasi Buruh Internasional (ILO) dalam rantai pasokan hulu.

## Antikorupsi

Salah satu kebijakan yang diatur dalam Pedoman Etika Indocement adalah terkait persaingan usaha dan antikorupsi, di mana Perseroan menerapkan kebijakan nol toleransi terhadap segala bentuk korupsi dan praktik persaingan usaha yang tidak sehat di seluruh operasionalnya. Indocement terus meningkatkan kesadaran dan budaya antikorupsi melalui pelatihan serta sosialisasi yang berkelanjutan. Untuk mengelola risiko, Perseroan juga melakukan *Corruption Risk Assessment* sebagai langkah mitigasi untuk memantau dan mengevaluasi potensi maupun kasus korupsi yang mungkin terjadi. **[205-1]**

Perseroan mewajibkan seluruh karyawan untuk mengikuti pelatihan melalui Workday dan *Compliance Town Hall Meeting* sebagai upaya meningkatkan pemahaman karyawan tentang kebijakan antikorupsi. Pada 2024, sebanyak 411 karyawan yang mengikuti pelatihan melalui Workday dan 185 karyawan melalui *Compliance Town Hall Meeting*. Seluruh peserta pelatihan berhasil mencapai kelulusan dengan tingkat partisipasi 100%. Perseroan juga secara berkala memberikan pelatihan serta penyegaran mengenai aspek hukum lainnya yang terkait dengan operasional dan tugas karyawan. Selama 2024, tidak ada kasus korupsi yang terjadi di lingkungan Perseroan. **[205-2][205-3]**

Furthermore, Indocement ensures that suppliers as the third parties follow ethical business practices by referring to the Supplier Code of Conduct, prepared based on the Heidelberg Materials Supplier Code of Conduct. This Supplier Code of Conduct regulates compliance with laws and regulations regarding environmental preservation, product safety, and social welfare. This Code of Conduct also complies with standards such as SA8000 (International Social Accountability Standard), ISO 14001 (Environmental Standard), and guidelines from the International Labor Organization (ILO) in the upstream supply chain.

## Anti-corruption

One policy stipulated in the Indocement Code of Conduct is on business competition and anti-corruption, wherein the Company implements zero tolerance policy towards all forms of corruption and unfair business competition practices throughout its operations. Indocement continues to increase awareness and anti-corruption culture through training and dissemination on an ongoing basis. To manage risk, the Company also conducts Corruption Risk Assessment as a mitigation measure to monitor and evaluate potential or possible corruption cases. **[205-1]**

The Company requires all employees to participate in training through Workday and Compliance Town Hall Meetings as part of efforts to increase employees understanding of anti-corruption policies. In 2024, 411 employees participated in the Workday, and 185 employees participated in the Compliance Town Hall Meeting. All participants successfully passed the training, achieving a 100% participation rate. The Company also regularly provides training and refreshers on other legal aspects related to operations and employees duties. Throughout 2024, no corruption cases occurred within the Company. **[205-2][205-3]**

# Mekanisme Pengaduan melalui *Whistleblowing System* (WBS) [2-25][2-26]

## Complaint Mechanism through Whistleblowing System (WBS)

Perseroan meningkatkan keterlibatan pemangku kepentingan dengan menyediakan fasilitas pengaduan dan sistem pelaporan pelanggaran bernama SpeakUp. SpeakUp ini dapat diakses melalui situs web https://heidelbergmaterials.speakup.report/speakup atau melalui saluran telepon khusus yang tersedia di masing-masing negara. SpeakUp memungkinkan seluruh Insan Perseroan dan pemangku kepentingan eksternal untuk melaporkan pelanggaran terhadap hukum atau Pedoman Etika Indocement yang berlaku. Melalui sistem ini, Indocement dapat mengelola laporan terkait insiden yang berpotensi menimbulkan kerugian finansial maupun non-finansial, termasuk dampak terhadap reputasi Perseroan.

The Company increases stakeholder involvement by providing complaint facility and whistleblowing system called SpeakUp. SpeakUp is accessible through the website at https://heidelbergmaterials.speakup.report/speakup or through a special telephone line available in every country. SpeakUp allows all Company Personnel and external stakeholders to report violation of applicable laws or Indocement's Code of Conduct. Through this system, Indocement can manage reports related to incidents that may potentially cause financial or non-financial losses, including the impact on the Company's reputation.

### Mekanisme Pengaduan "SpeakUp"
### "SpeakUp" Whistleblowing Mechanism

**Pelaporan Pengaduan**
Complaint Reporting

SpeakUp yang dapat diakses melalui https://heidelbergmaterials.speakup.report/en-GB/speakup/home atau saluran telepon khusus untuk setiap negara.

SpeakUp can be accessed via https://heidelbergmaterials.speakup.report/en-GB/speakup/home or telephone line specifically for each country.

**Investigasi**
Investigation

Investigasi dan pengumpulan bukti melalui klarifikasi dan verifikasi.

Investigation and evidence collection through clarification and verification.

**Penyelesaian**
Settlement

- Pertemuan yang dilaksanakan oleh pihak terkait.
- Pengambilan keputusan berdasarkan Pedoman Etika Perseroan.
- Melaporkan secara berkala kepada Direksi mengenai hasil penyidikan dan tindakan yang diambil.

- The meeting implemented by related parties.
- Taking decision based on the Guidelines Company Ethics.
- Reporting online periodically to Board of Directors regarding results of investigations and actions taken.

**Perbaikan**
Corrective Measure

- Peninjauan secara internal oleh unit terkait dan menyampaikan laporan perbaikan.
- Memperbaiki proses di internal dan meninjau kembali atau merevisi kebijakan.
- Memperkuat internal melalui sosialisasi atau pelatihan agar pelanggaran tersebut tidak terjadi kembali.

- Review internal by related units and convey corrective report.
- Improve processes in internal and review return or revise policy.
- Internal strengthening through socialization or training in order the violation doesn't happen again.

Semua laporan yang diterima melalui SpeakUp kemudian dikelola dan ditindaklanjuti sesuai dengan prosedur yang berlaku, dengan tetap menjaga kerahasiaan identitas pelapor (anonimitas *whistleblower*). Manajemen Perseroan bertanggung jawab atas pengelolaan SpeakUp, bekerja sama dengan Heidelberg Materials. Untuk memudahkan karyawan dan pihak eksternal dalam menyampaikan laporan atau keluhan. Sosialisasi SpeakUp dilakukan melalui pemasangan *banner* di area strategis di pabrik dan terminal, serta melalui internet dan situs web resmi Perseroan. Sepanjang 2024, terdapat 12 laporan mengenai relasi antar karyawan.

All reports received through SpeakUp are then managed and followed up according to the applicable procedures, while maintaining the confidentiality of the whistleblower (whistleblower anonymity). The Company's management is responsible for managing SpeakUp, in collaboration with Heidelberg Materials. To facilitate employees and external parties in submitting reports or complaints. SpeakUp is disseminated by installing banners in strategic areas in factories and terminals, as well as through the internet and the Company's official website. Throughout 2024, there were 12 reports concerning employee relations.

# Kinerja Ekonomi dan Tanggung Jawab Produk

## Economic Performance and Product Responsibility

**Menjadi pelopor dalam menyediakan produk-produk semen yang lebih ramah lingkungan membantu Indocement dalam mencapai ketahanan bisnis sekaligus melindungi pembangunan berkelanjutan bagi masyarakat dan lingkungan.**

Becoming the pioneer in providing more environmentally friendly cement products helps Indocement achieve business resilience while protecting sustainable development for the community and environment.

### Pendekatan Manajemen [F.2][F.3][3-3]
### Management Approach

**Target 2030**
2030 Target

Rp 6,2 triliun | trillion
investasi teknologi untuk produksi ramah lingkungan.
investment in technology for environmentally friendly production.

**Pencapaian 2024**
2024 Achievement

Rp 353 miliar | billion
investasi teknologi untuk produksi ramah lingkungan.
investment in technology for environmentally friendly production.

*Sustainable revenue* sebesar 68,46% dari *total revenue*.
Sustainable revenue of 68.46% of total revenue.

**Komitmen dan Kebijakan**
Commitments and Policies

- *Sustainability Commitment* 2030 Heidelberg Materials
- Rencana Kerja Anggaran Belanja (RKAB)
- Peraturan Otoritas Jasa Keuangan Nomor 51 Tahun 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik
- Pedoman Etika Indocement
- Kepatuhan Hukum dan Pelaksanaan Tata Kelola Perusahaan yang Baik
- Surat Keputusan Direksi Nomor 011/Kpts/Dir/ITP/VIII/2021 tanggal 31 Agustus 2021 tentang Kebijakan Program Kepatuhan Hukum dan Pelaksanaan Tata Kelola Perusahaan yang Baik

- Heidelberg Materials Sustainability Commitment 2030
- Work Plan and Budget (RKAB)
- Financial Services Authority Regulation No. 51 of 2017 om the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies
- Indocement Code of Conduct
- Legal Compliance and Good Corporate Governance Implementation
- Board of Directors' Decision Letter No. 011/Kpts/Dir/ITP/VIII/2021 dated 31 August 2021 on Legal Compliance Program Policies and Good Corporate Governance Implementation

**Strategi Pencapaian Kinerja 2024**
2024 Performance Achievement Strategies

- Penerapan sistem KPI pada aspek LST yang mendorong individu memiliki kinerja keberlanjutan.
- Mengembangkan sistem manajemen keberlanjutan yang terintegrasi di setiap pabrik.
- Meningkatkan sosialisasi dan mendorong penggunaan semen ramah lingkungan, yaitu PCC, Semen Slag, dan Semen Hidraulis kepada seluruh pelanggan (proyek infrastruktur dan komersial).
- Memaksimalkan pemakaian bahan bakar dan bahan baku alternatif.
- Berfokus pada perluasan strategi keberlanjutan, saluran distribusi, dan digitalisasi atau automasi proses, termasuk memanfaatkan peluang untuk peningkatan pangsa pasar.
- Menerapkan *expert system* yang telah terbukti meningkatkan efisiensi dalam biaya produksi.

- Implementing KPI systems for ESG aspects to drive individuals towards sustainable performance.
- Developing integrated sustainability management systems at each plant.
- Increasing awareness and promoting the use of Green Cement, including PCC, Semen Slag, and Hydraulic Cement is available, to all customers (infrastructure and commercial projects).
- Maximizing the use of alternative fuels and alternative materials.
- Focusing on expanding sustainability strategies, distribution channels, and process digitalization or automation, including leveraging opportunities for increased market share.
- Implementing proven expert systems that enhance cost efficiency.

**Evaluasi dan Sumber Daya**
Evaluation and Resources

Perseroan melakukan pemantauan kinerja ekonomi secara terintegrasi yang dimulai dari pengadaan melalui *internal control system* serta dipantau oleh Komite Audit. Pelaporan kinerja ekonomi Perseroan kepada pemangku kepentingan dilakukan melalui Laporan Keuangan yang mengacu pada Standar Akuntansi Keuangan (SAK). Pengelolaan manajemen mutu produk dan pelayanan kepada pelanggan berada di bawah tanggung jawab Direktur Komersial dan Direktur Teknik.

The Company monitors economic performance in an integrated manner starting from procurement through internal control system that is monitored by the Audit Committee. The Company's economic performance is reported to stakeholders through Financial Statements that refers to the Financial Accounting Standards (SAK). The management of product quality and customer service is under the responsibility of Commercial Director and Technical Director.

## Kinerja Ekonomi untuk Ketahanan Perseroan [F.2][F.3]

Industri semen nasional dihadapkan pada situasi penurunan performa harga di pasar dan penjualan, khususnya pada sektor ritel sebagai penyerap terbesar produksi nasional. Di sisi lain, masih terjadi kelebihan pasokan di mana permintaan semen domestik hanya berkisar pada 65 juta ton, dibandingkan kapasitas produksi semen nasional sebesar 122 juta ton. Indocement terus berupaya mempertahankan margin yang sehat melalui penerapan program *operational excellence*, pengurangan biaya tetap, pemanfaatan kiln yang efisien, penyesuaian harga retail yang kompetitif, dan transformasi digital dalam kegiatan operasional.

## Economic Performance for Company Resilience [F.2][F.3]

The national cement industry is faced with the situation of declining price performance in market and sales, particularly in retail sector as the largest absorber of national production. On the other hand, oversupply still occurs in which domestic cement demand is only around 65 million tons, compared to the national cement production capacity of 122 million tons. Indocement strives to maintain healthy margins by implementing operational excellence programs, fixed cost reductions, efficient kiln utilization, competitive retail price adjustments, and digital transformation in operational activities.

Perseroan mencatatkan volume penjualan sebesar 20.496 ribu ton, dengan pendapatan penjualan naik sebesar 3,7% dibandingkan tahun sebelumnya, atau sebesar Rp699 miliar. Perseroan mencatatkan produksi semen sebesar 19,6 juta ton, meningkat 8,8% dibandingkan tahun sebelumnya, serta berhasil mencatatkan pendapatan neto sebesar Rp18.549 miliar atau meningkat 3,3% dibandingkan tahun sebelumnya yang sebesar Rp17.950 miliar. Perseroan mencapai Rp2.008 miliar laba bersih atau naik sebesar 3,0% dibandingkan tahun sebelumnya sebesar Rp1.950 miliar.

Laporan Indocement telah diaudit oleh akuntan publik independen. Semua pendapatan yang diperoleh oleh Indocement berasal dari penjualan semen, beton siap pakai, dan agregat, tanpa adanya dukungan finansial dari pemerintah. Indocement juga memastikan bahwa tidak ada pendapatan lain yang diperoleh sebagai keuntungan atau akibat dari pengelolaan isu perubahan iklim. **[201-4]**

The Company recorded sales volume of 20,496 thousand tons, with sales revenue increasing by 3.7% compared to the previous year, or by Rp699 billion. The Company recorded 19.6 million tons cement production, increasing by 8.8% compared to the previous year, and managed to record net income of Rp18,549 billion, or increasing by 3.3% compared to the previous year of Rp17,950 billion. The Company achieved Rp2,008 billion in net profit or increasing by 3.0% compared to the previous year of Rp1,950 billion.

Indocement's report has been audited by independent public accountant. All revenues obtained by Indocement come from the sale of cement, ready-mix concrete, and aggregates, without any financial support from the government. Indocement also ensures that there is no other income obtained as profit or result of managing climate change issues. **[201-4]**

| Uraian<br>Description | Satuan<br>Unit | Target 2024<br>2024 Target | Realisasi 2024<br>2024 Realization |
|---|---|---|---|
| Produksi Semen<br>Cement Production | Juta Ton<br>Million Tons | 20-21 | 19,6 |
| Volume Penjualan Bisnis Semen<br>Cement Business Sales Volume | Ribu Ton<br>Thousand Tons | 20.887 | 20.496 |
| Pendapatan Neto<br>Net Revenue | Miliar Rupiah<br>Billion Rupiah | 21.391 | 18.549 |
| Laba Tahun Berjalan<br>Profit for the Year | | 1.956 | 2.008 |
| Aset<br>Assets | | 30.744 | 30.420 |
| Liabilitas<br>Liabilities | | 8.010 | 8.306 |
| Ekuitas<br>Equity | | 22.734 | 22.114 |

Informasi lebih lanjut mengenai target dan realisasi kinerja ekonomi Perseroan dapat dilihat pada Laporan Tahunan 2024.
Further information on the target and realization of the Company's economic performance can be found in the 2024 Annual Report.

Laporan Indocement telah diaudit oleh akuntan publik independen. Semua pendapatan yang diperoleh oleh Indocement berasal dari penjualan semen, beton siap-pakai, dan agregat, tanpa adanya dukungan finansial dari pemerintah. Indocement juga memastikan bahwa tidak ada pendapatan lain yang diperoleh sebagai keuntungan atau akibat dari pengelolaan isu perubahan iklim. **[201-4]**

Indocement's report has been audited by independent public accountant. All revenues obtained by Indocement come from the sale of cement, ready-mix concrete, and aggregates, without any financial support from the government. Indocement also ensures that there is no other income obtained as profit or result of managing climate change issues. **[201-4]**

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

| Uraian<br>Description | 2024 | 2023 | 2022 |
|---|---|---|---|
| **Nilai Ekonomi yang Dihasilkan \| Economic Values Generated** | | | |
| Pendapatan \| Revenues<br>• Pendapatan Neto<br>Net Revenues<br>• Pendapatan Keuangan<br>Finance Income<br>• Bagian atas Laba Bersih Entitas Asosiasi – Neto<br>Share of Net Profit of Associates – Net<br>• Penghasilan Lain<br>Other Income | 18.858 | 18.188 | 16.852 |
| **Distribusi Nilai Ekonomi \| Economic Values Distributed** | | | |
| • Biaya Operasi<br>Operating Cost | 12.982 | 12.519 | 11.649 |
| • Gaji, Upah, dan Kesejahteraan Karyawan<br>Salary, Wages, and Employee Benefits | 1.680 | 1.619 | 1.549 |
| Pembayaran kepada Penyandang Dana<br>Funding Payments<br>• Pembayaran Dividen Kas<br>Cash Dividend Payments<br>• Pembayaran Beban Bunga dan Beban Keuangan Lainnya<br>Interest Expense and Other Financial Charges Payments | 488 | 1.077 | 1.777 |
| Pembayaran kepada Pemerintah<br>Payments to the State<br>• Pembayaran Pajak Penghasilan Badan<br>Income Tax Payments<br>• Pembayaran Pajak Lainnya<br>Other Tax Payments | 1.538 | 1.578 | 1.308 |
| Investasi untuk Pengembangan Komunitas<br>Investment for Community Development | 13 | 13 | 13 |
| **Jumlah Nilai Ekonomi yang Didistribusikan**<br>**Total Economic Values Distributed** | **16.701** | **16.736** | **16.296** |
| **Nilai Ekonomi yang Ditahan**<br>**Economic Values Retained** | **2.157** | **1.452** | **556** |

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

**Rincian informasi keuangan Indocement dapat ditemukan secara lengkap dalam Laporan Tahunan Indocement 2024.**

Complete information on Indocement's financial information is presented in Indocement's 2024 Annual Report.

## Tanggung Jawab terhadap Produk dan Pelanggan [F.17][F.28]

**SNI 7046:2014**

Untuk semen *bag* dan curah yang diproduksi di ketiga Kompleks Pabrik
For bag and bulk cements produced in three Factories

Perseroan bertekad untuk memberikan layanan yang setara bagi semua pelanggan melalui produk dan jasa yang disediakan. Perseroan memastikan bahwa setiap produk memenuhi persyaratan keselamatan dan kesehatan pelanggan yang dibuktikan dengan diperolehnya Sertifikat SNI dari Balai Besar Bahan dan Barang Teknik (B4T-LSPr) serta memenuhi ketentuan yang tercantum dalam Undang-Undang Nomor 8 Tahun 1999 tentang Perlindungan Konsumen, khususnya Pasal 7 yang mengatur kewajiban pelaku usaha untuk memperlakukan konsumen dengan jujur dan adil, serta memastikan bahwa barang dan/atau jasa yang diproduksi atau dipasarkan memenuhi standar mutu yang berlaku.

Perseroan juga berkomitmen untuk menjaga konsistensi mutu produk dengan menerapkan kebijakan mutu dan memastikan seluruh (100%) produk dan jasa telah dievaluasi keamanannya. Pengendalian mutu produk dilaksanakan pada setiap tahapan produksi, sehingga produk yang dihasilkan memiliki mutu dan kualitas yang secara konsisten memenuhi persyaratan. Maka dari itu, pada 2024, Perseroan tidak memiliki catatan pelanggaran maupun adanya produk yang ditarik dari pasaran. **[F.27][F.29][416-2][417-2][417-3]**

Setiap kemasan produk juga telah dilengkapi dengan informasi yang jelas, seperti logo Indocement, nama produk, nomor SNI, berat kemasan, jenis semen, petunjuk penggunaan, serta nomor layanan konsumen yang dapat dihubungi untuk mengatasi keluhan atau pengaduan. Langkah ini tidak hanya untuk memenuhi kewajiban sertifikasi, tetapi juga untuk mengelola dampak potensial yang mungkin ditimbulkan oleh produk terhadap pelanggan maupun lingkungan. **[F.28][416-1][417-1]**

## Responsibility to Products and Customers [F.17] [F.28]

**SNI 8363:2017 & SNI 8912:2020**

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

The Company is committed to providing equal services to all customers through the products and services provided. The Company ensures that every product meets customer health and safety requirements, as evidenced by obtaining the SNI Certificate from the Center for Materials and Technical Goods (B4T-LSPr) and meets the provisions set out in Law No. 8 of 1999 on Consumer Protection, particularly Article 7 which regulates the obligations of business actors to treat consumers honestly and fairly, and ensure that goods and/or services produced or marketed meet the applicable quality standards.

The Company is also committed to maintaining product quality consistency by implementing a quality policy and ensuring that all (100%)of its products and services have been evaluated for safety. Product quality control is implemented at each production stage to ensure that the resulting products have standards and quality that consistently meet the requirements. Therefore, in 2024, the Company had no record of violations or products recalled from the market. **[F.27][F.29][416-2][417-2][417-3]**

Each product packaging is also equipped with clear information, such as Indocement logo, product name, SNI number, weight in packaging, type of cement, instructions for use, and consumer service number accessible to resolve complaints or grievances. This step is not only to fulfill certification obligations, but also to manage the potential impacts that the product may have on customers and the environment. **[F.28][416-1][417-1]**

## Inovasi dan Pengembangan Produk Ramah Lingkungan [F.26]

## Innovation and Development of Environmentally Friendly Products [F.26]

**SNI 7064:2022 untuk enam Kompleks Pabrik**

SNI 7064:2022 for six Factories

**SNI baru ini merupakan jenis semen yang memiliki kandungan klinker yang lebih rendah.**
The new SNI is a type of cement with lower clinker ratio.

**30%–35%**

**Pengurangan emisi $CO_2$ *Portland Composite Cement* (PCC) dibandingkan dengan OPC**
Reduction of $CO_2$ Emissions in Portland Composite Cement (PCC) compared to OPC

**50%–55%**

**Pengurangan emisi $CO_2$ *Portland Slag Cement* dibandingkan dengan OPC**
Reduction of $CO_2$ Emissions in Portland Slag Cement compared to OPC

**10%–15%**

**Pengurangan emisi $CO_2$ Semen Hidraulis dibandingkan dengan OPC**
Reduction of $CO_2$ Emissions in Hydraulic Cement compared to OPC

**Indocement memulai *Brand Campaign* untuk Semen Grobogan dengan *tagline* 'Mutu Wani di Adu'**

Indocement starts the Brand Campaign for Semen Grobogan with tagline 'Mutu Wani di Adu'

Semen yang diproduksi Indocement menghasilkan emisi $CO_2$, sehingga berdampak terhadap perubahan iklim. Oleh sebab itu, Perseroan memproduksi semen dengan proses yang lebih ramah lingkungan, yaitu PCC, PPC, *Portland Slag Cement* (Duracem), dan Semen Hidraulis. Konsistensi kualitas PCC meliputi konsistensi kekuatan dan performa beton, *setting time*, serta konsistensi desain campuran beton. Proses produksi semen ini juga mengutamakan pemanfaatan bahan baku dan bahan bakar alternatif yang dapat mengurangi emisi $CO_2$, serta meningkatkan ketahanan semen. Inovasi ini juga mendukung Instruksi Menteri Pekerjaan Umum dan Perumahan Rakyat (PUPR) Nomor 4 Tahun 2020 mengenai penggunaan Semen *Non-Ordinary Portland Cement* (Non-OPC) yang lebih ramah lingkungan dalam proyek konstruksi di Kementerian PUPR. **[F.28]**

Cement produced by Indocement generates $CO_2$ emissions, thus having an impact on climate change. Therefore, the Company produces cements with more environmentally friendly processes, namely PCC, PPC, Portland Slag Cement (Duracem), and Hydraulic Cement. PCC quality consistency includes concrete strength and performance consistency, setting time, and concrete mix design consistency. This cement production process also prioritizes the use of alternative materials and fuels that can reduce $CO_2$ emissions and increase cement durability. This innovation also supports the Instruction of the Minister of Public Works and Housing (PUPR) No. 4 of 2020 on the use of Non-Ordinary Portland Cement (Non-OPC), which is more environmentally friendly in construction works at the Minister of Public Works and Housing. **[F.28]**

Indocement juga terus memperluas portofolio produknya dengan meluncurkan merek Semen Jempolan yang menawarkan harga lebih terjangkau tanpa mengorbankan kualitas. Langkah ini bertujuan untuk menjangkau segmen pasar yang lebih luas dan memenuhi kebutuhan konsumen akan produk berkualitas dengan harga yang lebih bersaing.

Di sisi lain, setelah menyelesaikan akuisisi Semen Grobogan pada Desember 2023, Indocement berhasil mengintegrasikan sistem penjualannya dan memungkinkan konsolidasi penjualan Semen Grobogan berkontribusi pada peningkatan volume penjualan domestik. Pada 2024, volume penjualan domestik Indocement tercatat 19,9 juta ton, tumbuh 9,4% dibandingkan periode yang sama tahun sebelumnya berkat kontribusi dari Semen Grobogan. Perseroan juga melakukan perbaikan signifikan dalam aspek *bag cleanliness* di area Jawa Timur. Upaya ini bertujuan untuk meningkatkan kualitas produk dan kepuasan pelanggan, serta memastikan standar operasional yang lebih baik di fasilitas produksi dan distribusi di wilayah tersebut.

## Menjaga Kepuasan Pelanggan [F.30]

Kepuasan pelanggan merupakan elemen utama dalam mendorong pertumbuhan usaha di masa depan. Oleh karena itu, Perseroan berfokus pada pemenuhan harapan pelanggan dengan memberikan pelayanan unggul serta menjaga kualitas produk agar sesuai dengan yang diinginkan oleh konsumen. Perseroan aktif berkoordinasi untuk memastikan bahwa kualitas produk yang disediakan memenuhi persyaratan dalam kontrak pembelian serta spesifikasi yang tercantum dalam kemasan, brosur, dan materi pemasaran lainnya. Pada 2024, Perseroan telah melaksanakan survei kepuasan pelanggan dengan nilai 81,48.

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

1. Situs web sebagai wadah informasi utama bagi pelanggan mengenai produk dan jaringan distribusi Perseroan;
2. Akun media sosial Perseroan dengan nama akun @SemenTigaRoda dan @Harmoni3Roda (Facebook, Instagram, Threads, Twitter (X), Youtube, dan Tiktok);
3. Program Mitra Semen Tiga Roda yang terdiri dari pelanggan toko bangunan, pelanggan kontraktor dan pengembang;
4. Program SETARA dan komunitas Alumni SETARA untuk meningkatkan kualitas dari pekerja bangunan agar menghasilkan pekerjaan yang lebih baik bagi pelanggan-pelanggan mereka;

Indocement also continuously expands its product portfolio by launching Semen Jempolan brand which offers more affordable prices without sacrificing the quality. This step aims to reach a wider market segment and meet consumer needs for quality products at more competitive prices.

On the other hand, after completing the acquisition of Semen Grobogan in December 2023, Indocement successfully integrated its sales system and enabled the consolidation of Semen Grobogan sales to contribute to an increase in domestic sales volume. In 2024, Indocement's domestic sales of Indocement was recorded at 19.9 million tons, growing 9.4% compared to the same period the previous year thanks to the contribution of Semen Grobogan. The Company also made significant improvements in terms of cleanliness in East Java area. This effort aims to improve product quality and customer satisfaction, as well as ensure better operational standards in production and distribution facilities in the region.

## Maintaining Customer Satisfaction [F.30]

Customer satisfaction is the key element in driving future business growth. Therefore, the Company focuses on meeting customer expectations by providing excellent services and maintaining product quality to meet consumer expectations. The Company actively coordinates to ensure that the product quality provided meets the requirements in the purchase contract and specifications on the packaging, brochures, and other marketing materials. In 2024, the Company conducted customer satisfaction survey with a score of 81.48.

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

1. Website as the main channel to disseminate information to customers about the Company's products and distribution networks;
2. The Company's social media accounts under the username @SemenTigaRoda and @Harmoni3Roda (Facebook, Instagram, Threads, Twitter (X), Youtube, and Tiktok);
3. Mitra Semen Tiga Roda program, consisting of building material store customers, contractor customers, and developers;
4. SETARA program and SETARA Alumni communities to improve the quality of construction workers to produce better work for their customers;

5. Aplikasi Tukang Pro dan masterumah.id sebagai media yang membantu tukang, kontraktor, pemilik rumah dan pelaku konstruksi lainnya dalam melaksanakan peran masing-masing dalam konstruksi;
6. Layanan dukungan teknis untuk membantu pelanggan dalam menggunakan semen di lapangan; dan
7. Kunjungan rutin tenaga penjualan untuk memberikan pelayanan terbaik atas kebutuhan pelanggan.

## Penanganan Keluhan Pelanggan

Pelanggan dapat memanfaatkan berbagai saluran pengaduan serta portal untuk memperoleh informasi atau mengajukan pertanyaan terkait produk dan layanan, yang dapat diakses melalui telepon, surel, SMS, aplikasi WhatsApp, serta kunjungan langsung dari tenaga penjualan ke pengecer dan pelanggan. Pada 2024, tercatat 5.058 keluhan pelanggan yang semuanya telah diselesaikan sepenuhnya oleh unit terkait, dengan tingkat penyelesaian mencapai 100%.

5. Tukang Pro application and masterumah.id as media to assist masons, contractors, homeowners, and other construction actors in carrying out their roles in construction;
6. Technical support services to assist customers in using cement in the field; and
7. Routine visits from sales team to provide the best service for customer's needs.

## Customer Complaint Handling

Customers can utilize various complaint channels and portals to obtain information or ask questions related to products and services, which can be accessed via telephone, e-mail, SMS, WhatsApp application, and direct visits from sales personnel to retailers and customers. In 2024, there were 5,058 customer complaints, all completely settled by the relevant units, with 100% settlement rate.

| Kategori Laporan<br>Report Category | 2024 | | 2023 | 2022 |
|---|---|---|---|---|
| | Jumlah<br>Total | % | | |
| Informasi<br>Information | 4.184 | 82 | 2.709 | 4.685 |
| Pengaduan<br>Complaint | 210 | 4 | 176 | 640 |
| Permintaan atau Pertanyaan<br>Request or Question | 691 | 14 | 488 | 406 |
| **Jumlah**<br>**Total** | **5.058** | **100** | **3.373** | **5.731** |

| Status Laporan Pengaduan dan Permintaan<br>Status of Complaints and Request Reports | 2024 | | 2023 | 2022 |
|---|---|---|---|---|
| | Jumlah<br>Total | % | | |
| Selesai<br>Settled | 5.085 | 100 | 3.373 | 5.731 |
| Dalam Proses<br>In Progress | 0 | 0 | 0 | 0 |
| **Jumlah Laporan**<br>**Total Reports** | **5.085** | **100** | **3.373** | **5.731** |

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

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

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

POJK No. 51/POJK.03/2017 and SEOJK No. 16/SEOJK.04/2021 References

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

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| **Pernyataan Penggunaan**<br>Statement of Use | PT Indocement Tunggal Prakarsa Tbk telah melaporkan informasi yang terdapat dalam indeks konten GRI ini untuk periode 1 Januari sampai dengan 31 Desember 2024 dengan mengacu pada Standar GRI.<br>PT Indocement Tunggal Prakarsa Tbk has reported the information cited in this GRI content index for the period January 1 to December 31, 2024 with reference to the GRI Standards. |
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# Lembar Umpan Balik [G.2]

## Feedback Form

Laporan Keberlanjutan 2024 PT Indocement Tunggal Prakarsa Tbk telah memberikan gambaran mengenai kinerja keberlanjutan Perseroan. Kami mengharapkan masukan dari Bapak/Ibu/Saudara sekalian atas Laporan Keberlanjutan ini, baik melalui e-mail atau formulir ini.

The 2024 Sustainability Report of PT Indocement Tunggal Prakarsa Tbk has provided an overview of the Company's sustainability performance. We look forward to receiving inputs from you on this Sustainability Report either by e-mail or on this form.

### Profil Anda | Your Profile

Nama (bila berkenan) | Name (if you please) : _____

Institusi/Perusahaan | Institution/Company : _____

Surel | E-mail : _____

### Golongan Pemangku Kepentingan | Stakeholders Group

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

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

a. Laporan ini mudah dimengerti: | This report was easy to understand:
   ☐ Tidak Setuju | Disagree ☐ Netral | Neutral ☐ Setuju | Agree

b. Laporan ini sudah menggambarkan informasi aspek material yang sesuai dengan kegiatan usaha Perseroan:
   The report describes the Company's relevant material topics according to its business:
   ☐ Tidak Setuju | Disagree ☐ Netral | Neutral ☐ Setuju | Agree

c. Mohon berikan penilaian untuk topik material yang paling penting menurut anda (nilai 1 = paling tidak penting s/d 5 = paling penting)
   Please score the material topics you consider as important (score 1 = least important to 5 = most important)

| | |
|---|---|
| Energi dan Emisi \| Energy and Emission | [ ] |
| Keanekaragaman Hayati \| Biodiversity | [ ] |
| Melestarikan Sumber Daya Air \| Preserving Water Resources | [ ] |
| Ekonomi Sirkular \| Circular Economy | [ ] |
| Keselamatan dan Kesehatan Kerja (K3) \| Occupational Health and Safety (OHS) | [ ] |
| Hak Asasi Manusia \| Human Rights | [ ] |
| Pengelolaan Bakat dan Kinerja \| Talent and Performance Management | [ ] |
| Tetangga yang Baik \| Good Neighbor | [ ] |
| Kinerja Ekonomi (Ketahanan Korporasi) \| Economic Performance (Corporate Resilience) | [ ] |
| Tata Kelola Keberlanjutan \| Sustainability Governance | [ ] |

d. Saran atau informasi terkait Laporan: | Other suggestions or information related to the Report:

_____

_____

_____

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

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


**DANI HANDAJANI**
Corporate Secretary

**GADANG WARDONO**
Corporate Social Responsibility Division Manager

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Surel | E-mail: corpsec@indocement.co.id


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# 2024

**Laporan Keberlanjutan**
Sustainability Report

# New Way

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