SIG

SOLUSI BANGUN INDONESIA

ACCELERATING TRANSFORMATION FOR SUSTAINABLE GROWTH

Akselerasi Transformasi untuk Pertumbuhan Berkelanjutan

2025

Laporan Tahunan

Annual Report

Tentang Laporan Tahunan

About Annual Report

Laporan Tahunan PT Solusi Bangun Indonesia Tbk (Solusi Bangun Indonesia/Perseroan) diterbitkan bersamaan dengan Laporan Keberlanjutan Tahun Buku 2025, merupakan satu kesatuan yang tidak terpisahkan. Laporan ini diterbitkan sebagai informasi mengenai gambaran secara utuh tentang risiko, peluang, dan prospek usaha, kinerja keberlanjutan. Melalui laporan ini diharapkan mampu memudahkan pemegang saham dan pemangku kepentingan dalam memahami tujuan strategis, perkembangan usaha dan keberlanjutan bisnis Solusi Bangun Indonesia di tahun 2025.

Laporan ini disusun berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Anggaran Dasar Perusahaan, Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan Surat Edaran Otoritas Jasa Keuangan No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Dalam laporan ini terdiri dari pembahasan Ikhtisar Kinerja, Laporan Manajemen, Profil Perusahaan, Analisis dan Pembahasan Manajemen, Fungsi Pendukung Bisnis, Tata Kelola Perusahaan, Tanggung Jawab Sosial dan Lingkungan, dan Laporan Keuangan yang telah diaudit per 31 Desember 2025.

Dalam laporan terdapat penyebutan satuan mata uang "Rp" merujuk pada mata uang resmi Republik Indonesia. Semua informasi keuangan disajikan dalam mata uang Rupiah sesuai dengan Standar Akuntansi Keuangan Indonesia.

Laporan Tahunan disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Laporan Tahunan ini dapat dilihat dan diunduh di *website* www.solusibangunindonesia.com/laporan-tahunan/.

The Annual Report of PT Solusi Bangun Indonesia Tbk (Solusi Bangun Indonesia/Company) is published simultaneously with the Sustainability Report for the 2025 Fiscal Year, forming an inseparable whole. This report is published to provide information on a comprehensive overview of the risks, opportunities, and business prospects, as well as sustainability performance, which is expected to facilitate shareholders and stakeholders in understanding Solusi Bangun Indonesia's strategic objectives, business development, and business sustainability in 2025.

This report is prepared in accordance with Law No. 40 of 2007 concerning Limited Liability Companies, the Company's Articles of Association, and Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies and Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.

This report consists of a discussion of Performance Highlights, Management Report, Company Profile, Management Discussion and Analysis, Business Support Functions, Corporate Governance, Corporate Social Responsibility, and Audited Financial Statements as of December 31, 2025.

The report uses the currency unit "Rp" to refer to the official currency of the Republic of Indonesia. All financial information is presented in Rupiah following Indonesian Financial Accounting Standards.

The Annual Report is presented bilingual, in Indonesian and English, by using an easy-to-read font and size, and is printed in good quality. This Annual Report can be viewed and downloaded at www.solusibangunindonesia.com/en/annual-report/.

Sanggahan dan Batasan Tanggung Jawab

Disclaimer

Dalam Laporan Tahunan ini memuat pernyataan mengenai kondisi keuangan, operasional, rencana, proyeksi, strategi, kebijakan, tujuan dan keberlanjutan Perusahaan, digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan mendatang, serta dinamika bisnis di mana Perusahaan menjalankan kegiatan usaha. Pernyataan tersebut bukan menjadi jaminan mengenai kinerja Perseroan, karena dapat berubah dan menyesuaikan dengan dinamika bisnis di masa mendatang.

This Annual Report contains statements regarding the Company's financial condition, operations, plans, projections, strategies, policies, objectives, and sustainability. These statements are classified as forward-looking statements under applicable laws, except for historical matters. These statements are subject to risks and uncertainties and may cause actual developments to differ materially from those reported.

The forward-looking statements in this Annual Report are based on various assumptions regarding current and future conditions, as well as the business dynamics in which the Company operates. These statements are not guarantees of the Company's performance, as they are subject to change and adjustment to future business dynamics.

Tema Laporan Tahunan 2025

2025 Annual Report Theme

Akselerasi Transformasi untuk Pertumbuhan Berkelanjutan

Accelerating Transformation for Sustainable Growth

Di tengah tantangan industri saat ini, Solusi Bangun Indonesia senantiasa mempercepat langkah transformasi bisnis guna menjawab dinamika industri yang semakin kompleks sekaligus memastikan pertumbuhan yang berkelanjutan dalam jangka panjang.

Akselerasi transformasi dilakukan secara menyeluruh dengan menjaga ketahanan, adaptif dan meningkatkan inovasi yang berkelanjutan. Melalui adaptabilitas yang optimal, Solusi Bangun Indonesia dapat menjaga keberlangsungan bisnis dengan pondasi yang lebih kuat. Solusi Bangun Indonesia secara berkala meningkatkan kualitas melalui inovasi. Langkah ini diharapkan dapat menghadirkan ketangguhan untuk tumbuh secara berkelanjutan.

Di lain sisi, sinergi dan kolaborasi dengan SIG selaku induk usaha serta Taiheiyo sebagai mitra strategis, dilakukan melalui optimalisasi *operational excellence*, peningkatan pengelolaan pemasaran dan penjualan, serta program efisiensi biaya di berbagai lini dilakukan untuk menjaga fundamental dan profitabilitas di tengah tekanan industri serta mempercepat transformasi bisnis dan mencapai pertumbuhan yang berkelanjutan.

Amid the prevailing industry challenges, Solusi Bangun Indonesia continues to accelerate its business transformation in response to an increasingly complex industry landscape, while ensuring sustainable long-term growth.

This transformation is pursued comprehensively by maintaining resilience, adaptability, and continuous innovation. By maintaining optimal adaptability, Solusi Bangun Indonesia can sustain its business continuity on a stronger foundation. Furthermore, Solusi Bangun Indonesia regularly improves quality through innovation, an approach that is expected to deliver the resilience necessary to achieve sustainable growth.

In parallel, synergy and collaboration with SIG as the parent company and Taiheiyo as a strategic partner are pursued through the optimization of operational excellence, the enhancement of marketing and sales management, and cost efficiency programs across various lines, undertaken to safeguard the Company's fundamentals and profitability amid industry pressures, while accelerating business transformation and achieving sustainable growth.

Kesinambungan Tema

Theme Continuity

2024

Menavigasi Industri Hijau untuk Pertumbuhan yang Tangguh & Berkelanjutan

Navigating Green Industry for Resilient & Sustainable Growth

Demi menghadirkan produk inovatif dan mendukung konstruksi berkelanjutan, Perseroan melaksanakan inisiatif-inisiatif untuk memastikan proses produksi dilakukan secara bertanggung jawab, antara lain melalui pemanfaatan bahan baku dan bahan bakar alternatif serta energi baru terbarukan untuk penurunan emisi karbon, konservasi air, digitalisasi dan optimalisasi sistem untuk efisiensi sumber daya.

To deliver innovative products and support sustainable construction, the Company undertakes various initiatives to ensure responsible production processes. These include the use of alternative raw materials and fuels, as well as renewable energy sources, to reduce carbon emissions, conserve water, and enhance resource efficiency through digitalization and system optimization.

Pemanfaatan sampah perkotaan sebagai sumber bahan bakar alternatif, juga membantu menciptakan lingkungan yang sehat bagi masyarakat dan mendorong ekonomi sirkuler. Pemanfaatan bahan bakar alternatif sebagai substitusi batu bara dalam proses produksi turut berkontribusi dalam upaya mencapai *cost-to-serve* terbaik.

The utilization of urban waste as an alternative fuel source not only contributes to a healthier environment for communities but also promotes a circular economy. Replacing coal with alternative fuels in the production process further supports efforts to achieve optimal cost-to-serve.

Nilai tambah yang bermakna seperti ini semakin meneguhkan komitmen Solusi Bangun Indonesia untuk bertransformasi menuju industri hijau demi meraih pertumbuhan yang lebih tangguh, berkelanjutan, dan mewujudkan #MasaDepanYangKitaMau.

Such meaningful added value reinforces Solusi Bangun Indonesia's commitment in transforming into green industry, paving the way for more resilient and sustainable growth—and realizing #TheFutureWeAspire.

Kesinambungan Tema
Theme Continuity

2023

Membangun Masa Depan: Berinovasi dan Bersaing Menuju Keberlanjutan

Building the Future: Innovating Sustainability in a Competitive Landscape

Tahun 2023 merupakan tahun yang penuh tantangan untuk menjaga konsistensi pertumbuhan kinerja di pasar yang sangat kompetitif. Tetapi Solusi Bangun Indonesia memaknai setiap tantangan sebagai bagian dari dinamika usaha yang mendorong kami untuk lebih tangguh, lebih inovatif, dan lebih efisien dalam menghadapi perubahan. Konsistensi Solusi Bangun Indonesia menerapkan prinsip ekonomi sirkuler di dalam proses produksi terbukti memberikan kontribusi positif bagi pencapaian kinerja keuangan.

2023 was challenging for business amidst the highly competitive market. Nevertheless, Solusi Bangun Indonesia interprets each challenge as part of the business dynamics that motivates us to be more resilient, more innovative, and more efficient in facing change. Solusi Bangun Indonesia's consistency in implementing circular economy principles in the production process has proven to make a positive contribution to achieving financial performance.

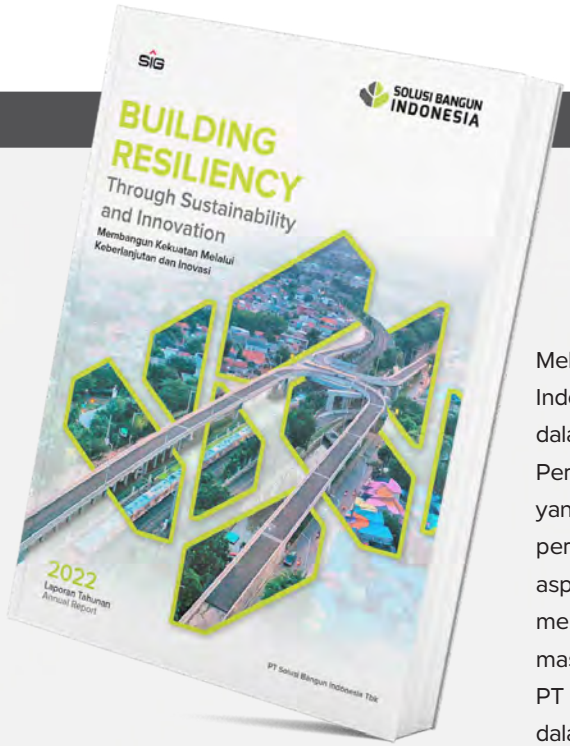
Kami menyadari, industri semen masa depan harus menjadi industri yang ramah lingkungan dan memiliki komitmen yang kuat dalam mendukung aksi perubahan iklim global. Oleh karena itu, strategi bisnis Solusi Bangun Indonesia berfokus pada pengembangan inovasi untuk menciptakan produk dan layanan unggulan yang dapat memenuhi ekspektasi konsumen yang semakin peduli terhadap isu-isu keberlanjutan.

We realize that the future cement industry must be environmentally friendly and have a strong commitment to supporting global climate change action. Therefore, Solusi Bangun Indonesia's business strategy focuses on developing innovation to create superior products and services that can meet the expectations of consumers who are increasingly concerned about sustainability issues.

Dengan dukungan sinergi dan kolaborasi yang kuat antara Solusi Bangun Indonesia dengan SIG selaku induk usaha dan Taiheiyo sebagai mitra strategis, kami optimis, Solusi Bangun Indonesia dapat membangun fondasi yang kokoh untuk terus berinovasi dengan orientasi keberlanjutan bagi industri semen masa depan.

In synergy and collaboration with SIG as the parent company and Taiheiyo as a strategic partner, we are optimistic that Solusi Bangun Indonesia will build a solid foundation to continue to innovate sustainable towards the cement industry of the future.

Kesinambungan Tema
Theme Continuity



2022

Membangun Kekuatan Melalui Keberlanjutan dan Inovasi

Building Resiliency Through Sustainability and Innovation

Melandainya pandemi Covid-19 di Indonesia, menandai babak baru dalam perjalanan transformasi Perseroan. Pandemi COVID-19 yang membawa banyak perubahan pada berbagai aspek kehidupan manusia, turut mendorong pelaku usaha di masa-masa mendatang. Konsistensi PT Solusi Bangun Indonesia Tbk dalam penerapan prinsip-prinsip keberlanjutan menjadikannya fundamental yang kuat bagi Perseroan untuk adaptif dan memiliki ketahanan menghadapi disrupsi dari perubahan.

The COVID-19 pandemic in Indonesia marked a new chapter in the Company's transformation journey. The COVID-19 pandemic, which has brought many changes to various aspects of human life, has also encouraged business actors in the future. The consistency of PT Solusi Bangun Indonesia Tbk in implementing the principles of sustainability makes it a strong fundamental for the Company to be adaptive and resilient in facing disruption from change.

Sinergi dan kolaborasi yang kuat dilakukan Solusi Bangun Indonesia melalui sinergi dengan SIG selaku induk usaha, dan Taiheyo sebagai mitra strategis, Perseroan hadirkan ketangguhan dam tubuh lebih agresif. Hal ini dilakukan untuk menangkap berbagai peluang dan wujudkan pertumbuhan. Selain itu Perseroan juga melakukan peningkatan pada praktik Keselamatan dan Kesehatan Kerja (K3), rantai pasok, pengembangan SDM yang unggul, serta inovasi yang berkelanjutan.

Solusi Bangun Indonesia fosters strong synergy and collaboration through its partnership with SIG as the parent company and Taiheiyo as a strategic partner, enabling the Company to build greater resilience and adopt a more aggressive stance in capturing opportunities and driving growth. In addition, the Company has continued to enhance its Occupational Health and Safety (OHS) practices, supply chain management, human capital development, and sustainable innovation.

Kesinambungan Tema
Theme Continuity

2021

Penguatan Pembangunan Berkelanjutan & Sinergi untuk Manfaat Berkelanjutan

Strengthening Sustainable Development & Synergy for Sustainable Benefit

Tahun 2021 merupakan tahun bersejarah bagi PT Solusi Bangun Indonesia Tbk. Selain mampu menjaga pertumbuhan di bidang-bidang utama dan menjalankan sejumlah inisiatif strategis, Solusi Bangun Indonesia juga menyambut dengan gembira kedatangan Taiheiyo Cement Corporation sebagai salah satu pemegang saham kami. Solusi Bangun Indonesia meyakini, sinergi dengan SIG dan Taiheiyo akan memberikan manfaat dan nilai tambah yang berkelanjutan bagi Perseroan, terutama dalam rangka meningkatkan kapasitas dan mendorong penguatan pembangunan yang selaras dengan nilai-nilai keberlanjutan kami, baik di ranah nasional maupun global. Perseroan juga bertekad untuk terus bekerja keras mewujudkan seluruh potensi kami, memberikan solusi terbaik, serta menjaga kepercayaan seluruh pemangku kepentingan.

The year 2021 was another milestone for PT Solusi Bangun Indonesia Tbk. In addition to successfully maintaining growth in key areas and implementing a number of strategic initiatives, Solusi Bangun Indonesia also happily welcomes the Taiheiyo Cement Corporation as one of our shareholders. Solusi Bangun Indonesia believes that the synergy with SIG and Taiheiyo will provide sustainable benefits and added values for the Company, especially to increase the capacity and encourage stronger development in line with our sustainability values, both at the national and international level. The Company is also determined to continue to work hard to manifest all our potentials, provide the best solutions, and maintain the trust of all stakeholders.

Ikhtisar Kinerja 2025

Performance Highlights 2025

Solusi Bangun Beton, anak usaha Perseroan sebagai pemasok beton siap pakai tunggal untuk pembangunan kompleks superblok Thamrin Nine Jakarta.
Solusi Bangun Beton, a Subsidiary of the Company, serves as the ready-mix concrete supplier for the construction of the Thamrin Nine Jakarta superblock complex.

Ikhtisar Kinerja 2025
Performance Highlights 2025

Pendapatan
Revenue

Rp **10,74**

triliun | trillion

Menurun sebesar 9,14% dari tahun 2024 Rp11,82 triliun.

Decreased by 9.14% from 2024 of Rp11.82 trillion.

EBITDA
EBITDA

Rp **1,87**

triliun | trillion

Menurun sebesar 10,59% dari tahun 2024 Rp2,10 triliun.

Decreased by 10.59% from 2024 of Rp2.10 trillion.

Laba Tahun Berjalan
Profit for the Year

Rp **658,74**

miliar | billion

Menurun sebesar 11,59% dari tahun 2024 Rp745,10 miliar.

Decreased by 11.59% from 2024 of Rp745.1 billion.

Aset
Assets

Rp **20,38**

triliun | trillion

Menurun sebesar 3,18% dari tahun 2024 Rp21,05 triliun.

Decreased by 3.18% from 2024 of Rp21.05 trillion.

Total Penjualan Semen dan Terak
Total Cement and Clinker Sales

8,04%

12,13

juta ton | million tons

Menurun sebesar 8,04% dari tahun 2024 13,19 juta ton.

Decreased by 8.04% from 2024 of 13.19 million tons.

Semen dan Terak Domestik
Domestic Cement and Clinker

7,88%

10,99

juta ton | million tons

Menurun sebesar 7,88% dari tahun 2024 11,93 juta ton.

Decreased by 7.88% from 2024 of 11.93 million tons.

Ekspor Semen dan Terak
Cement & Clinker Exports

9,53%

1,14

juta ton | million tons

Menurun sebesar 9,53% dari tahun 2024 1,26 juta ton.

Decreased by 9.53% from 2024 of 1.26 million tons.

Ikhtisar Kinerja 2025

Performance Highlights 2025

MiniMix menjawab tantangan pembangunan yang memiliki akses jalan sempit di Jakarta Timur.
MiniMix answers the development challenges in providing access through narrow alleyways in East Jakarta.

Penjualan Beton Siap Pakai
Ready-Mix Concrete Sales

27,59%

1,05

juta m³ | million m³

Menurun sebesar 27,59% dari tahun 2024 1,45 juta m³.

Decreased by 27.59% from 2024 of 1.45 million m³.

Penjualan Agregat
Aggregates Sales

11,61%

0,99

juta ton | million tons

Menurun sebesar 11,61% dari tahun 2024 1,12 juta ton.

Decreased by 11,61% from 2024 of 1.12 million tons.

Pencapaian 2025
Achievements 2025

- Ruby Achievement in Emission Transparency kategori Perusahaan Terbuka dalam ajang The Best Corporate Emission Reduction 2025.
- First Runner-Up Asean Minerals Awards (AMA) 2025 kategori Best Practices in Sustainable Mineral Development Mineral Mining – Non Metallic.
- Penghargaan Gold – Indonesian SDG's Awards (ISDA) 2025 dari CFCD Foundation, kategori pilar ekonomi untuk program Pusaka dan Pilar Pembangunan Sosial untuk program SARtiKA BERDAYA.
- Peresmian *batching plant* di Tasikmadu, Karanganyar, Jawa Tengah
- Mendapatkan 3 PROPER Hijau untuk Pabrik Tuban, Pabrik Cilacap dan Pabrik Lhoknga.
- 3rd Place Winner for Sustainability Award atas inisiatif program CSR
- Top Leader on CSR Commitment dan Top CSR #Star 4 terkait program CSR unggulan yang diusung oleh Pabrik Tuban (Mliwang Metubanyune) dan Pabrik Lhoknga (Sobat Si Abes).
- Pendirian Tempat Pengelolaan Sampah Terpadu (TPST) di Desa Sawir, Tuban, Jawa Timur.

- Predikat Gold Alignment - Leader Quadrant dan masuk dalam daftar Top 100 Indonesia 2025 La Tofi ESG Rating di La Tofi Award.
- Program Pemberdayaan Masyarakat (PPM) Terinovatif berkat program Sobat Si Abes (Solusi Bersama Jaga Ekosistem Pesisir dan Laut Bebas Sampah) di Subroto Award 2025.
- Industri Hijau Terbaik dari Gubernur Provinsi Jawa Timur 2025.
- Silver Rating dan Commendation Award dalam ajang Asia Sustainability Reporting Rating 2025.

- Ruby Achievement in Emission Transparency in the Public Company category at The Best Corporate Emission Reduction 2025.
- First Runner-Up at the ASEAN Minerals Awards (AMA) 2025 in the Best Practices in Sustainable Mineral Development – Non-Metallic Mineral Mining category.
- Gold Award at the Indonesian SDGs Awards (ISDA) 2025 from the CFCD Foundation, in the Economic Pillar category for the Pusaka program and the Social Development Pillar for the SARtiKA BERDAYA program.
- Inauguration of a batching plant in Tasikmadu, Karanganyar, Central Java.
- Received 3 PROPER Green rating for the Tuban Plant, the Cilacap Plant and the Lhoknga Plant.
- 3rd Place Winner for the Sustainability Award for CSR program initiatives.
- Top Leader on CSR Commitment and Top CSR #Star 4 in recognition of the flagship CSR programs carried out by the Tuban Plant (Mliwang Metubanyune) and the Lhoknga Plant (Sobat Si Abes).
- Establishment of an Integrated Waste Management Facility (Tempat Pengelolaan Sampah Terpadu/TPST) in Sawir Village, Tuban, East Java.
- Gold Alignment – Leader Quadrant designation and inclusion in the Top 100 Indonesia 2025 list at the La Tofi ESG Rating – La Tofi Award.
- Most Innovative Community Empowerment Program (Program Pemberdayaan Masyarakat/PPM) for the Sobat Si Abes program (Solusi Bersama Jaga Ekosistem Pesisir dan Laut Bebas Sampah) at the Subroto Award 2025.
- Best Green Industry recognition from the Governor of East Java Province 2025.
- Silver Rating and Commendation Award at the Asia Sustainability Reporting Rating 2025.

Keunggulan

Advantages

Terminal Khusus Pabrik Tuban untuk melayani kebutuhan semen ramah lingkungan di pasar global.
Tuban Plant Special Terminal to fulfill the need of environmentally friendly cement in the global market.

Produksi
Production

14,86

Juta Ton Semen per Tahun |
Million Tons of Cement per Year

Kemampuan produksi mencapai 14,86 juta ton semen per tahun.

Production capacity reaches 14.86 million tons of cement per year.

Pabrik Semen
Cement Plant

4

Pabrik Semen |
Cement Plant

Operasional didukung oleh 4 pabrik semen (Pabrik Lhoknga, Pabrik Narogong, Pabrik Cilacap, dan Pabrik Tuban).

Operations are supported by 4 cement plants (Lhoknga Plant, Narogong Plant, Cilacap Plant, and Tuban Plant).

Pengelolaan Limbah
Waste Management

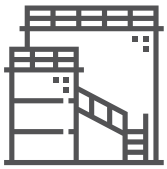
4

Pengelolaan Limbah |
Waste Management

Memiliki 4 fasilitas pengolahan limbah di setiap pabrik semen.

4 waste management facilities located at each cement plant.

Terminal
Terminals



7

Terminal |
Terminals

Didukung oleh 7 terminal.

Supported by 7 terminals.

Pabrik Beton dan Tambang Agregat
Batching Plant and Aggregate Quarry

30

Pabrik Beton |
Batching Plants

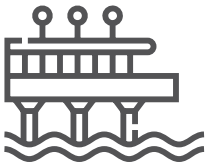
2

Tambang Agregat |
Aggregate Quarries

Memiliki sebanyak 30 pabrik beton dan 2 tambang agregat.

Has 30 batching plant and 2 aggregate quarries.

Terminal Khusus
Special Terminal



50.000

DWT | DWT

Kapasitas 50.000 DWT untuk mendukung pasar ekspor.

Capacity of 50,000 DWT to support the export market.

Daftar Isi

Table of Contents

Pabrik Narogong, Jawa Barat
Narogong Plant, West Java

Tentang Laporan Tahunan
About Annual Report
1 Sanggahan dan Batasan Tanggung Jawab
Disclaimer
2 Tema Laporan Tahunan 2025
2025 Annual Report Theme
4 Kesinambungan Tema
Theme Continuity
8 Ikhtisar Kinerja 2025
Performance Highlights 2025
12 Keunggulan
Advantages
14 Daftar Isi
Table of Contents

01
Kilas Kinerja 2025
2025 Performance Highlights

18 Ikhtisar Keuangan
Financial Highlights
19 Grafik Laporan Keuangan
Chart of Financial Statements
20 Ikhtisar Operasi
Operational Highlights
20 Grafik Laporan Operasi
Chart of Operational Report
21 Ikhtisar Saham
Stock Highlights
21 Informasi Aksi Korporasi
Corporate Action Information
22 Informasi Perdagangan Saham
Stock Trading Information
22 Informasi Efek Lainnya
Other Securities Information
23 Penghargaan dan Sertifikasi
Awards and Certification
30 Peristiwa Penting
Event Highlights

02
Laporan Manajemen
Management Report

46 Laporan Dewan Komisaris
Board of Commissioners Report
54 Laporan Direksi
Board of Directors Report

03
Profil Perusahaan
Company Profile

70 Informasi Perusahaan
Corporate Information
72 Tentang Perusahaan
About The Company
75 Identitas Perusahaan
Corporate Identity
76 Jejak Langkah
Milestones
78 Visi dan Misi
Vision and Mission
79 Nilai Budaya Perusahaan
Corporate Cultural Values
80 Bidang Usaha
Line of Business
81 Produk dan/atau Layanan Jasa
Products and/or Services
88 Wilayah Operasional
Operational Area
91 Keanggotaan Asosiasi
Association Membership
92 Struktur Organisasi
Organizational Structure
95 Profil Anggota Dewan Komisaris
Members of the Board of Commissioners Profile
103 Perubahan Komposisi Dewan Komisaris
Changes to the Composition of the Board of Commissioners
103 Perubahan Susunan Dewan Komisaris Setelah 31 Desember 2025 Sampai dengan Penyampaian Laporan Tahunan 2025
Changes in the Composition of the Board of Commissioners After December 31, 2025, Until the Submission of The 2025 Annual Report
105 Profil Anggota Direksi
Members of the Board of Directors Profile
113 Perubahan Komposisi Direksi
Changes to the Composition of the Board of Directors
113 Perubahan Susunan Direksi Setelah 31 Desember 2025 Sampai dengan Penyampaian Laporan Tahunan 2025
Changes in the Composition of the Board of Directors after December 31, 2025, Until the Submission of the 2025 Annual Report
114 Demografi Karyawan
Employee Demographics
116 Informasi Pemegang Saham
Shareholder Information
120 Struktur Grup Perusahaan
The Company's Group Structure
121 Informasi Entitas Anak Perusahaan
Information on Subsidiaries
122 Informasi Kantor Akuntan Publik
Information on Public Accounting Firm
122 Informasi Lembaga Profesi Penunjang Pasar Modal Lainnya
Information on Other Capital Market Supporting Professional Institutions
124 Informasi Situs Web Perusahaan
Information on The Company's Website

04
Tinjauan Pendukung Bisnis
Overview of Business Support Units

128 Sumber Daya Manusia (SDM)
Human Capital (HC)
142 Teknologi Informasi
Information Technology

05
Analisis dan Pembahasan Manajemen
Management Discussion & Analysis

154 Tinjauan Perekonomian Global dan Nasional
Global and National Economic Review
157 Tinjauan Industri
Industrial Overview
158 Tinjauan Operasional dan Segmen Usaha
Operational and Business Segments Overview
177 Tinjauan Pemasaran
Marketing Overview
185 Tinjauan Kinerja Keuangan
Financial Performance Review
190 Kemampuan Membayar Utang dan Tingkat Kolektabilitas Piutang
Solvency and Collectability
191 Struktur Modal dan Kebijakan Manajemen atas Struktur Modal
Capital Structure and Management's Capital Structure Policy
192 Ikatan Material untuk Investasi Barang Modal
Material Commitments for Capital Expenditure
193 Investasi Barang Modal Yang Direalisasikan pada Tahun Buku
Capital Expenditure Realized During the Fiscal Year
193 Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan
Material Information and Facts Occurring After the Accountant's Report Date
193 Prospek Usaha
Business Outlook

194 Perbandingan Antara Target dan Realisasi Tahun Buku 2025 serta Proyeksi Tahun 2026
Comparison Between Targets and Realization for the 2025 Fiscal Year and Projections for 2026
195 Proyeksi Satu Tahun ke Depan
One-Year Outlook
195 Aspek Pemasaran
Marketing Aspects
195 Kebijakan dan Pembagian Dividen
Dividend Policy and Distribution
196 Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of the Use of Proceeds From the Public Offering
197 Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, Restrukturisasi Utang/ Modal
Material Information Regarding Investment, Expansion, Divestment, Merger/Consolidation, Acquisition, and Debt/Capital Restructuring
198 Transaksi Yang Mengandung Benturan Kepentingan
Transactions Involving Conflicts of Interest
198 Transaksi Afiliasi pada Tahun Buku
Affiliate Transactions During the Fiscal Year
200 Perubahan Peraturan Perundangundangan pada Tahun 2025 dan Dampaknya Terhadap Perseroan
Changes Iin Laws and Regulations In 2025 and their Impact on the Company
201 Perubahan Kebijakan Akuntansi dan Dampaknya Terhadap Perseroan
Changes in Accounting Policies and Their Impact on the Company

06

Tata Kelola Perusahaan

Good Corporate Governance

204 Komitmen Penerapan Tata Kelola Perusahaan
Commitment to Good Corporate Governance Implementation
205 Pedoman Tata Kelola Perusahaan
Good Corporate Governance Soft Structure
206 Prinsip Tata Kelola Perusahaan
Good Corporate Governance Principles
207 Penilaian Tata Kelola Perusahaan
Good Corporate Governance Assessment
208 Sosialisasi Kebijakan Tata Kelola Perusahaani
Dissemination of Good Corporate Governance Policy
209 Rapat Umum Pemegang Saham (RUPS)
General Meeting Of Shareholders (GMS)
221 Direksi
Board of Directors
233 Dewan Komisaris
Board of Commissioners
245 Informasi Nominasi dan Remunerasi Direksi dan Dewan Komisaris
Nomination and Remuneration Information for the Board of Directors and Board of Commissioners
247 Informasi Keberagaman Direksi dan Dewan Komisaris
Information on the Diversity of the Board of Directors and Board of Commissioners
247 Informasi Afiliasi Direksi dan Dewan Komisaris
Information on Affiliation of the Board of Directors And Board of Commissioners
248 Komite Pendukung Dewan Komisaris
Supporting Committees of the Board of Commissioners
248 Komite Audit
Audit Committee
257 Komite Pemantau Risiko
Risk Monitoring Committee
264 Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee
264 Organ Pendukung Direksi
Supporting Organs of The Board of Directors
264 Sekretaris Perusahaan
Corporate Secretary
269 Divisi Audit Internal
Internal Audit Division
274 Auditor Eksternal
External Auditor
275 Sistem Pengendalian Internal
Internal Control System
277 Manajemen Risiko
Risk Management
284 Perkara Hukum
Legal Cases
284 Sanksi Administratif
Administrative Sanctions
284 Pedoman Perilaku Etika Bisnis
Code Of Business Conduct
286 Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja Kepada Manajemen dan/atau Karyawan
Policy on Performance-Based Long-Term Compensation for Management and/or Employees
286 Kebijakan Pengungkapan Kepemilikan Saham Anggota Direksi dan Anggota Dewan Komisaris
Policy on Disclosure of Share Ownership By Members of The Board of Directors and Board of Commissioners
286 Sistem Pelaporan Pelanggaran
Whistleblowing System
290 Kebijakan Antikorupsi dan Anti Penyuapan
Anti-Corruption and Anti-Bribery Policy
292 Kebijakan Pengadaan Barang dan Jasa
Goods and Services Procurement Policy
293 Kebijakan *Insider Trading*
Insider Trading Policy
293 Kebijakan Pemenuhan Hak-Hak Kreditur
Implementation of The Public Company Governance Guidelines
294 Penerapan Pedoman Tata Kelola Perusahaan Terbuka
Policy on The Fulfillment of Creditors' Rights

07

Tanggung Jawab Sosial dan Lingkungan

Corporate Social and Environmental Responsibility

300 Ikhtisar Keberlanjutan 2025
2025 Sustainability Highlights
304 Komitmen Kami
Our Commitment
305 Strategi Keberlanjutan 2025-2030
2025-2030 Sustainability Strategy
307 Target Keberlanjutan 2025-2030
2025-2030 Sustainability Targets
310 Peta Jalan *Corporate Social Responsibility* (CSR)
Corporate Social Responsibility (CSR) Roadmap
314 Program Unggulan
Featured Program
317 Menciptakan Lingkungan Bekerja yang Layak dan Aman Bagi Karyawan Kami
Creating Proper and Safe Work Environment for our People
321 Surat Pernyataan Anggota Dewan Komisaris dan Direksi
Statement of Members of the Board of Commissioners and the Board of Directors

Perseroan memastikan keunggulan operasional melalui proses produksi dan distribusi yang terintegrasi.
The Company ensures operational excellence through integrated production and distribution processes.

Kilas Kinerja 2025

2025 Performance Highlights

01

Ikhtisar Keuangan

Financial Highlights

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Dalam Jutaan Rupiah, kecuali Dinyatakan Lain)

(In Millions Rupiah, unless Stated Otherwise)

Uraian *Description*	2025	2024	2023
Pendapatan | Revenue	10.737.250	11.818.978	12.371.333
Beban Pokok Pendapatan | Cost of Revenue	8.320.614	9.263.093	9.597.271
Laba Kotor | Gross Profit	2.416.636	2.555.885	2.774.062
Laba Usaha | Operating Income	1.092.308	1.251.641	1.471.159
Laba sebelum Bunga Pajak. Penyusutan & Amortisasi (EBITDA) | Earnings Before Interest. Tax. Depreciation & Amortization (EBITDA)	1.874.693	2.096.657	2.273.328
Laba Tahun Berjalan | Profit for the Year	658.742	745.090	894.645
Jumlah Laba Komprehensif Tahun Berjalan | Total Comprehensive Income for the Year	663.046	677.890	896.359
Laba per Saham – Dasar dan Dilusian (Rupiah penuh) | Earnings per Share – Basic and Diluted (full amount)	73	83	99
Jumlah Saham (dalam Ribuan) | Number of Shares (in Thousand)	9.019.382	9.019.382	9.019.382

LAPORAN POSISI KEUANGAN

STATEMENT OF FINANCIAL POSITION

(Dalam Jutaan Rupiah, kecuali Dinyatakan Lain)

(In Millions Rupiah, unless Stated Otherwise)

Uraian *Description*	2025	2024	2023
Aset Lancar | Current Assets	4.395.799	4.703.796	6.091.058
Aset Tidak Lancar | Non-Current Assets	15.983.702	16.342.556	16.115.681
Jumlah Aset | Total Assets	20.379.501	21.046.352	22.206.739
Liabilitas Jangka Pendek | Current Liabilities	4.375.369	4.464.643	5.518.883
Liabilitas Jangka Panjang | Non-Current Liabilities	2.799.513	3.667.599	4.183.242
Jumlah Liabilitas | Total Liabilities	7.174.882	8.132.242	9.702.125
Jumlah Ekuitas | Total Equity	13.204.619	12.914.110	12.504.614
Jumlah Liabilitas dan Ekuitas | Total Liabilities and Equity	20.379.501	21.046.352	22.206.739
Modal Kerja Bersih* | Net Working Capital*	20.430	239.153	572.175
Belanja Modal | Capital Expenditure	370.261	730.229	761.667

*) Modal kerja bersih didapat dari jumlah aset lancar dikurangi jumlah liabilitas jangka pendek | The net working capital is derived from total current assets less total current liabilities

RASIO KEUANGAN

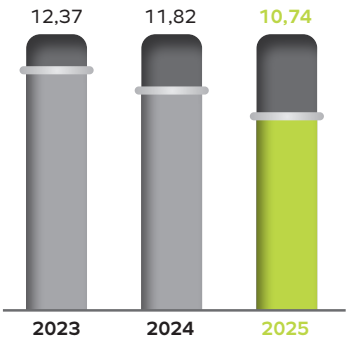
FINANCIAL RATIOS

Uraian *Description*	2025	2024	2023
Rasio Lancar (x) | Current Ratio (x)	1,00	1,05	1,10
Rasio Pinjaman terhadap Jumlah Aset (x) | Debt to Total Assets (x)	0,09	0,10	0,13
Rasio Pinjaman terhadap Jumlah Ekuitas (x) | Debt to Total Equity (x)	0,14	0,17	0,23
Rasio Perputaran Aset (x) | Total Assets Turnover (x)	0,52	0,55	0,57
Rasio Laba terhadap Jumlah Aset (%) | Net Income to Total Assets (%)	3,23	3,54	4,03
Rasio Laba terhadap Jumlah Ekuitas (%) | Net Income to Total Equity (%)	4,99	5,77	7,15
Marjin Laba Kotor (%) | Gross Profit Margin (%)	22,51	21,63	22,42

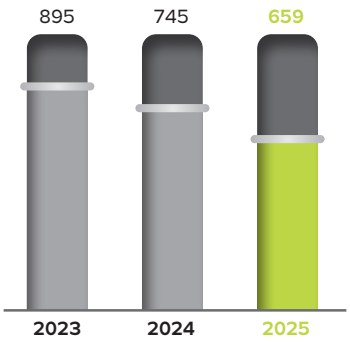
Grafik Laporan Keuangan

Chart of Financial Statements

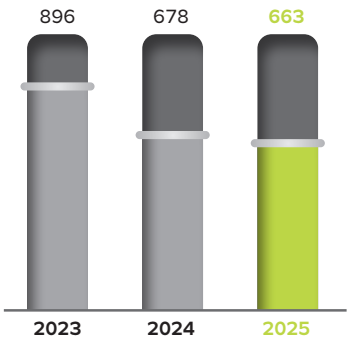
Pendapatan
Revenue
(dalam triliun Rupiah | in trillion Rupiah)



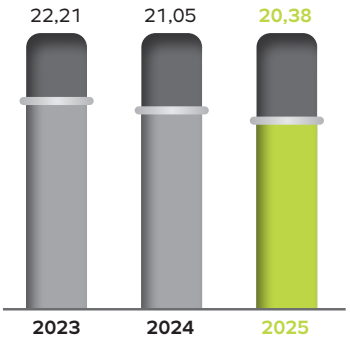
Laba Tahun Berjalan
Profit for the Year
(dalam triliun Rupiah | in trillion Rupiah)



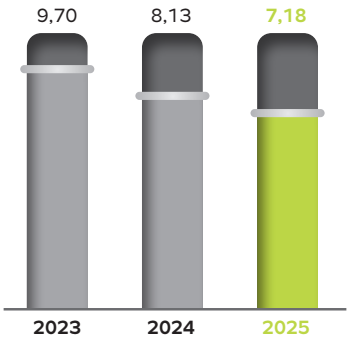
Laba Komprehensif Tahun Berjalan
Comprehensive Income for the Year
(dalam triliun Rupiah | in trillion Rupiah)



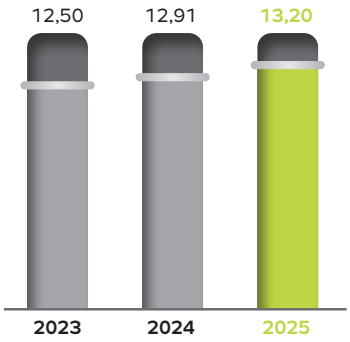
Jumlah Aset
Total Assets
(dalam triliun Rupiah | in trillion Rupiah)



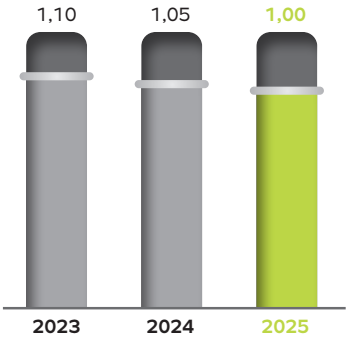
Jumlah Liabilitas
Total Liabilities
(dalam triliun Rupiah | in trillion Rupiah)



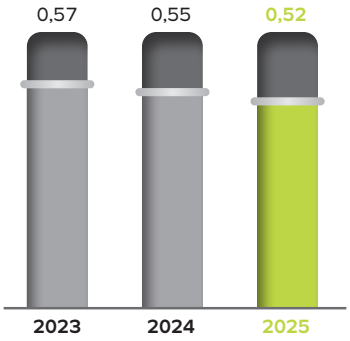
Jumlah Ekuitas
Total Equity
(dalam triliun Rupiah | in trillion Rupiah)



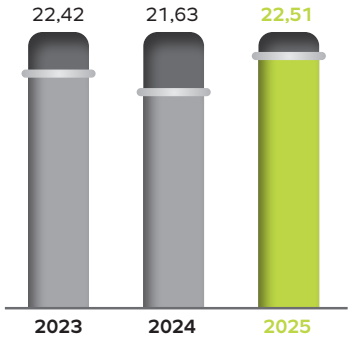
Rasio Lancar
Current Ratio
(x)



Rasio Perputaran Aset
Total Assets Turnover
(x)



Marjin Laba Kotor
Gross Profit Margin
(%)



Ikhtisar Operasi

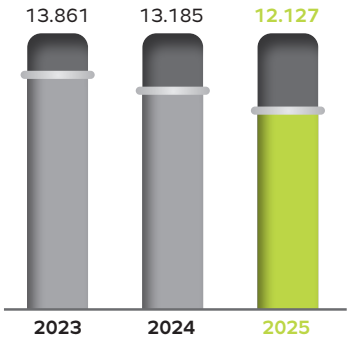
Operational Highlights

Uraian *Description*	2025	2024	2023
Penjualan Semen & Terak termasuk Ekspor (dalam ribuan ton) | Cement & Clinker Sales including Exports (in thousands of tonnes)	12.127	13.185	13.861
Penjualan Semen & Terak Domestik (dalam ribuan ton) | Domestic Cement and Clinker Sales (in thousands of tonnes)	10.990	11.928	12.350
Ekspor Semen & Terak (dalam ribuan ton) | Cement & Clinker Exports (in thousands of tonnes)	1.136	1.257	1.511
Penjualan Beton Siap Pakai (dalam ribuan m^3) | Ready-Mix Concrete Sales (in thousands of m^3)	1.044	1.452	1.535
Penjualan Agregat (dalam ribuan ton) | Aggregates Sales (in thousands of tonnes)	993	1.117	862

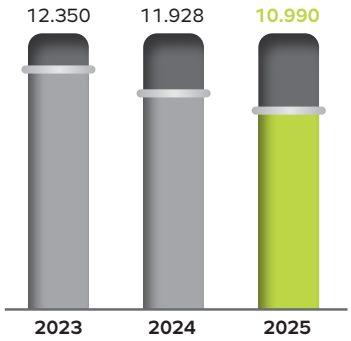
Grafik Laporan Operasi

Chart of Operational Report

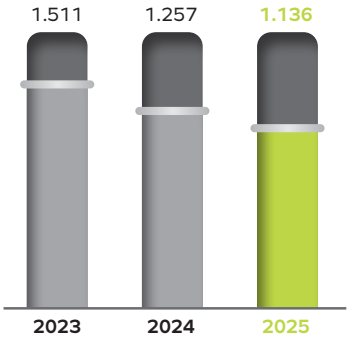
Penjualan Semen & Terak termasuk Ekspor
Cement & Clinker Sales including Exports
(dalam ribuan ton | in thousands of tonnes)



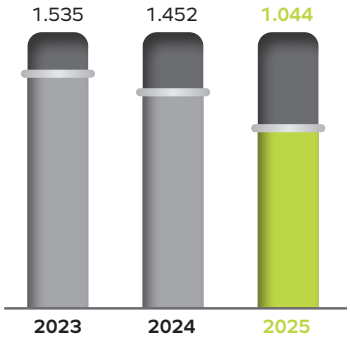
Penjualan Semen & Terak Domestik
Domestic Cement and Clinker Sales
(dalam ribuan ton | in thousands of tonnes)



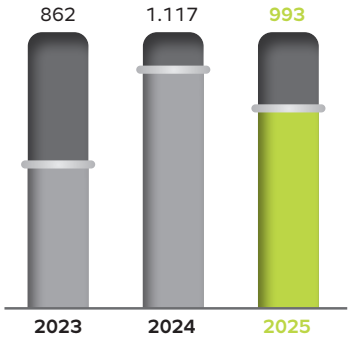
Ekspor Semen & Terak
Cement & Clinker Exports
(dalam ribuan ton | in thousands of tonnes)



Penjualan Beton Siap Pakai
Ready-Mix Concrete Sales
(dalam ribuan m^3 | in thousands of m^3)



Penjualan Agregat
Aggregates Sales
(dalam ribuan ton | in thousands of tonnes)



Ikhtisar Saham

Stock Highlights

Informasi Saham Tahun 2024-2025 | **Share Price Information in 2024-2025**

Waktu *Period*	Harga Saham *Share Price* (Rp)			Volume Perdagangan (Dalam Ribu Lembar Saham) *Trading Volume (In Thousands of Shares)*	Jumlah Saham Beredar (Lembar Saham) *Outstanding Shares (Shares)*	Kapitalisasi Pasar (Dalam Juta) *Market Capitalization (In Million)*
	Tertinggi *Highest*	Terendah *Lowest*	Penutupan *Closing*			
2025						
Q1	775	730	775	1.309.700	9.019.381.973	6.990.021
Q2*	-	-	-	-	9.019.381.973	-
Q3*	-	-	-	-	9.019.381.973	-
Q4*	-	-	-	-	9.019.381.973	-
2024						
Q1	1.415	1.255	1.305	111.669	9.019.381.973	11.770.293
Q2	1.400	1.065	1.115	1.628	9.019.381.973	10.056.611
Q3	1.130	605	695	38.431	9.019.381.973	6.268.470
Q4	815	630	750	7.506	9.019.381.973	6.764.536

*) SMCB mendapatkan sanksi penghentian sementara perdagangan efek terkait dengan pemenuhan saham *free float* per tanggal 31 Januari 2025.
SMCB received a sanction in the form of a temporary suspension of securities trading related to the fulfillment of free float shares as of January 31, 2025.

Informasi Aksi Korporasi

Corporate Action Information

Di tahun 2025, tidak terdapat aksi korporasi yang dilakukan Perseroan meliputi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan atau pengurangan modal.

In 2025, the Company did not undertake any corporate actions, including stock splits, reverse stock mergers, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, or additions or reductions to capital.

Informasi Perdagangan Saham

Stock Trading Information

Di tahun 2025, terjadi penghentian sementara perdagangan saham oleh Bursa Efek Indonesia (BEI). Berdasarkan Pengumuman Bursa Efek Indonesia (BEI) No. Peng-S-00003/BEI.PLP/01-2025 tertanggal 31 Januari 2025 perihal: Penghentian Sementara Perdagangan Efek, Perseroan masuk dalam daftar emiten yang mendapatkan sanksi penghentian sementara perdagangan efek terkait tidak terpenuhinya *free float* dan atau jumlah pemegang saham per tanggal 31 Januari 2025.

Menyikapi hal tersebut, Perseroan berkomitmen untuk terus berupaya agar dapat memenuhi persyaratan minimum saham *free float* tersebut. Perseroan memastikan kepada pemegang saham bahwa sanksi tersebut hingga saat ini tidak berdampak pada kegiatan operasional, hukum, keuangan dan kelangsungan usaha Perseroan.

In 2025, a temporary suspension of share trading was imposed by the Indonesia Stock Exchange (IDX). Pursuant to Indonesia Stock Exchange (IDX) Announcement No. Peng-S-00003/BEI.PLP/01-2025 dated January 31, 2025, regarding the Temporary Suspension of Securities Trading, the Company was included in the list of issuers subject to a temporary suspension of securities trading sanction in relation to the non-fulfillment of the minimum free float requirement and/or the number of shareholders as of January 31, 2025.

In response to this matter, the Company is committed to continuing its efforts to fulfill the minimum free float share requirement. The Company assures its shareholders that, to date, the aforementioned sanction has had no impact on the Company's operational, legal, financial, and business continuity activities.

Informasi Efek Lainnya

Other Securities Information

Di sepanjang tahun 2025, tidak terdapat aktivitas pencatatan atau penerbitan efek lainnya dalam bentuk Obligasi, *Medium Term Notes* (MTN), Sukuk, Obligasi Konversi atau pun efek lainnya.

Throughout 2025, there was no listing or issuance of other securities in the form of Bonds, Medium Term Notes (MTN), Sukuk, Convertible Bonds, or other securities.

Penghargaan dan Sertifikasi

Awards and Certification

PENGHARGAAN AWARDS

Penghargaan *Award*	Waktu Perolehan *Acquisition Time*	Penyelenggara *Organizer*	Gambar *Image*
Zero Fatality, Lubrication Consumption, Production Rate Index, Overhaul Management Effectiveness TQ1, Overhaul Management Effectiveness TQ 2	4 Februari 2025 February 4, 2025	Direktorat Operasi SIG SIG Operations Directorate	
Wajib Pajak dengan pembayaran terbesar dan tepat waktu di lingkungan KPP Pratama Cileungsi | Award for the Taxpayer with the Largest and Timely Tax Payment within the KPP Pratama Cileungsi jurisdiction	18 Februari 2025 February 18, 2025	KPP Pratama Cileungsi	
Ruby Achievement in Emission Transparency dalam ajang The Best Corporate Emission Reduction 2025 Ruby Achievement in Emission Transparency at The Best Corporate Emission Reduction 2025	30 April 2025 April 30, 2025	Investortrust.id	
Platinum dalam ajang Bina Mitra UMKM Award 2025 Platinum at the Bina Mitra UMKM Award 2025: Pembina UMKM Terbaik untuk Pabrik Narogong, UMKM Terbaik untuk program Penguatan Lembaga Keuangan Pro BUMI (PAKU BUMI) sebagai Poros Pemberdayaan Best MSME Mentor for Narogong Plant, Best MSME for the Pro BUMI Financial Institution Strengthening Program (PAKU BUMI) as the Axis of Empowerment	14 Mei 2025 May 14, 2025	Corporate Forum for CSR Development (CFCD) Foundation	
Best Payment and Collection Solutions dan Best Treasury Team of The Year di ajang The Asset Triple A Treasurise Awards 2025 Best Payment and Collection Solutions and Best Treasury Team of The Year at The Asset Triple A Treasurise Awards 2025	21 Mei 2025 May 21, 2025	The Asset Publishing and Research Ltd	
3rd Place Winner for Sustainability Award	3 Juni 2025 June 3, 2025	Gubernur Jawa Barat pada acara Forum CSR Jabar Governor of West Java at the West Java CSR Forum	

Penghargaan dan Sertifikasi

Awards and Certification

Penghargaan *Award*	Waktu Perolehan *Acquisition Time*	Penyelenggara *Organizer*	Gambar *Image*
Top CSR Awards 2025: • TOP Leader on CSR Commitment Top Leader on CSR Commitment • TOP CSR Awards 2025 # Star 4 untuk Program Mliwang Metubanyune di Pabrik Tuban dan Program Sobat Si Abes di Pabrik Lhoknga Top CSR Awards 2025 #Star 4 for the Mliwang Metubanyune Program at the Tuban Plant and the Sobat Si Abes Program at the Lhoknga Plant	11 Juni 2025 June 11, 2025	Majalah Top Business	
Wajib Pajak Kontribusi Pajak Daerah Terbesar ke-2 2nd Largest Regional Tax Contribution Taxpayer	11 Juni 2025 June 11, 2025	Pemerintah Kabupaten Cilacap Cilacap Regency Government	
Wajib Pajak Pembayaran Terbesar Kategori Pajak Mineral Bukan Logam dan Batuan Taxpayer with the Largest Payment in the Non-Metallic Minerals and Rocks Tax category			
The Best CSMS Implementation for Drilling Operations	8 Juli 2025 July 8, 2025	Pertamina Hulu Indonesia	
Perempuan Berbakti 2025 • Platinum atau Terbaik 1 untuk program Pengembangan Wirausaha Berbasis Koperasi Setia Bakti Wanita Platinum or 1st Best for the Cooperative-Based Entrepreneurship Development Program – Setia Bakti Wanita • Gold atau Terbaik 2 untuk program Batik Tulis dan Ecoprint Bersama Manula Lampuuk Gold or 2nd Best for the Batik Tulis and Ecoprint Program with Manula Lampuuk • Silver atau Terbaik 3 untuk program Pengembangan Lembaga Pariwisata Silver or 3rd Best for the Tourism Institution Development Program • The Most Perempuan Berbakti 2025	18 Juli 2025 July 18, 2025	Corporate Forum for CSR Development (CFCD)	
Solo Best Brand & Innovation (SBBI) Awards 2025 for Dynamix as Innovative Low Carbon Cement Product	18 Juli 2025 July 18, 2025	Solopos Media Group	

Penghargaan dan Sertifikasi

Awards and Certification

Penghargaan *Award*	Waktu Perolehan *Acquisition Time*	Penyelenggara *Organizer*	Gambar *Image*
The Aceh Post Award 2025 kategori Perusahaan Peduli Pembangunan dan Masyarakat, The Aceh Post Award 5th Anniversary The Aceh Post Award 2025 in the Community and Development-Conscious Company category, The Aceh Post Award 5th Anniversary	26 Juli 2025 July 26, 2025	The Aceh Post Media Group	
Industri Hijau tahun 2025 2025 Green Industry	19 Agustus 2025 August 19, 2025	Kementerian Perindustrian Republik Indonesia Ministry of Industry of the Republic of Indonesia	
Top 50 Mid Capitalization Public Listed Company	15 September 2025 September 15, 2025	Indonesian Institute for Corporate Directorship (IICD)	
Best Sustainability and Resilience Mid Cap dalam ajang 16th Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Conference and Award			
Corporate Governance Conference and Award	15 September 2025 September 15, 2025	Indonesian Institute for Corporate Directorship (IICD)	
• Pabrik Cilacap - Gold dengan program Ruang Kolaboratif Biruwani Circular Hub Cilacap Plant – Gold for the Biruwani Circular Hub Collaborative Space Program • Pabrik Lhoknga - Silver dengan program Sampah Kelapa Muda untuk Desa Sejahtera Lhoknga Plant – Silver for the Young Coconut Waste for a Prosperous Village Program	30 September 2025 September 30, 2025	Kementerian Desa dan Pembangunan Daerah Tertinggal Republik Indonesia Ministry of Villages and Development of Disadvantaged Regions of the Republic of Indonesia	
1st Runner Up Asean Mineral Awards (AMA) 2025 dalam kategori Best Practices in Sustainable Mineral Development Mineral Mining – Non Metallic 1st Runner-Up at the ASEAN Minerals Awards (AMA) 2025 in the Best Practices in Sustainable Mineral Development – Non-Metallic Mineral Mining category	2 Oktober 2025 October 2, 2025	ASEAN Senior Officials Meeting on Minerals	
4 Stars in the category of ACE Team Presentation and Best Impact on Innovation Awards	15–16 Oktober 2025 October 15–16, 2025	30th Asia Pacific Quality Organization (APQO)	

Penghargaan dan Sertifikasi

Awards and Certification

Penghargaan *Award*	Waktu Perolehan *Acquisition Time*	Penyelenggara *Organizer*	Gambar *Image*
Media Relations Award, Kategori Press Gathering Terbaik, Gold Winner Media Relations Award – Best Press Gathering Category, Gold Winner	20 Oktober 2025 October 20, 2025	Serikat Perusahaan Pers (SPS) Indonesia Indonesian Press Companies Association (SPS)	
Citra Karsa Award 2025			
Subroto Award 2025	24 Oktober 2025 October 24, 2025	Kementerian Energi dan Sumber Daya Mineral (ESDM) Ministry of Energy and Mineral Resources (ESDM)	
Anugerah Pajak dan Retribusi Daerah serta Promosi Investasi di Kabupaten Bogor Tahun 2025 Regional Tax, Retribution, and Investment Promotion Award in Bogor Regency 2025	26 November 2025 November 26, 2025	Pemerintah Kabupaten Bogor Bogor Regency Government	
Silver Rating dan Commendation Award pada Asia Sustainability Reporting Rating (ASRRAT) 2025 Silver Rating and Commendation Award at the Asia Sustainability Reporting Rating (ASRRAT) 2025	28 November 2025 November 28, 2025	National Center for Corporate Reporting (NCCR)	
Gold Alignment pada ajang La Tofi ESG Rating 2025 Gold Alignment at the La Tofi ESG Rating 2025	25 November 2025 November 25, 2025	La Tofi School of Social Responsibility	

Penghargaan dan Sertifikasi

Awards and Certification

Penghargaan *Award*	Waktu Perolehan *Acquisition Time*	Penyelenggara *Organizer*	Gambar *Image*
LKPM terbaik Kategori PMDN Best LKPM in the Domestic Investment (PMDN) Category	22 November 2025 November 22, 2025	Pemerintah Kabupaten Tuban Tuban Regency Government	
Industri Hijau Terbaik Best Green Industry	2 Desember 2025 December 2, 2025	Gubernur Jawa Timur Governor of East Java	
Rumah Sehat Baznas (RSB)	4 Desember 2025 December 4, 2025	Baznas Kabupaten Bogor Baznas of Bogor Regency	
Penghargaan Mitra Kerja HSSE dalam Aspek Lingkungan dan K3 Kategori High Risk dari PHI HSSE Partner Award in the Environmental and OHS Aspects of the High Risk Category from PHI	15 Januari 2026 January 15, 2026	Pertamina Hulu Indonesia	
3 PROPER Hijau untuk Pabrik Lhoknga, Cilacap, dan Tuban 3 Green PROPER for Lhoknga, Cilacap, and Tuban Plant.	7 April 2026 April 7, 2026	Kementerian Lingkungan Hidup Republik Indonesia Ministry of Environment of the Republic of Indonesia	

Penghargaan dan Sertifikasi

Awards and Certification

SERTIFIKASI / CERTIFICATION

Sertifikasi *Certification*	No. Sertifikat *Certificate Number*	Badan Sertifikasi *Certification Body*	Tanggal Terbit *Issuance Date*	Masa Berlaku *Expired Date*
PT Solusi Bangun Indonesia Tbk				
ISO 9001:2015	QSC 02236	SUCOFINDO	2 Maret 2022 March 2, 2022	1 Maret 2028 March 1, 2028
ISO 14001:2015	EMS 00386	SUCOFINDO	2 Maret 2022 March 2, 2022	1 Maret 2028 March 1, 2028
ISO 50001:2018	EnMS 00038	SUCOFINDO	2 Maret 2025 March 2, 2025	1 Maret 2028 March 1, 2028
ISO|IEC 17025:2017	LP-869-IDN	KAN	20 Mei 2020 May 20, 2020	19 Mei 2030 May 19, 2030
ISO/IEC 17025:2017	LP-477-IDN	KAN	19 Desember 2024 December 19, 2024	17 Desember 2029 December 17, 2029
API Monogram (API Spec Q1 & API 10-A)	10A-0163	API	22 November 2023 November 22, 2023	22 November 2026 November 22, 2026
ISO 45001:2018	OHS 00303	SUCOFINDO	2 Maret 2025 March 2, 2025	1 Maret 2028 March 1, 2028
ISO 37001:2016	SAB 00119	SUCOFINDO	22 Januari 2024 January 22, 2024	21 Januari 2027 January 21, 2027
Pabrik Narogong **Narogong Plant**				
SIH 23941.1:2018	No. 25/H-19/09	Balai Besar Standardisasi dan Pelayanan Jasa Industri Bahan dan Barang Teknik Center for Industrial Standardization and Services for Engineering Materials and Technical Goods	13 Maret 2024 March 13, 2024	12 Maret 2028 March 12, 2028
Green Label DYNAMIX	287/GPCI - GLI/SP/XII/2024	Green Product Council Indonesia	10 Januari 2025 January 10, 2025	10 Januari 2026 January 10, 2026
	009/GPCI - GLI/SP/I/2026	Green Product Council Indonesia	10 Januari 2026 January 10, 2026	10 Januari 2027 January 10, 2027
Green Label EZPRO	008/GPCI - GLI/SP/I/2026	Green Product Council Indonesia	31 Desember 2025 December 31, 2025	31 Desember 2026 December 31, 2026
Green Label PWRPRO	288/GPCI - GLI/SP/XII/2024	Green Product Council Indonesia	10 Januari 2025 January 10, 2025	10 Januari 2026 January 10, 2026
	010/GPCI - GLI/SP/I/2026	Green Product Council Indonesia	10 Januari 2026 January 10, 2026	10 Januari 2027 January 10, 2027
Green Label SEMEN MERDEKA	289/GPCI - GLI/SP/XII/2024	Green Product Council Indonesia	10 Januari 2025 January 10, 2025	10 Januari 2026 January 10, 2026
	011/GPCI - GLI/SP/I/2026	Green Product Council Indonesia	10 Januari 2026 January 10, 2026	10 Januari 2027 January 10, 2027
Pabrik Cilacap **Cilacap Plant**				
SIH 23941.1:2018	No. 19/H-18/03	Balai Besar Standardisasi dan Pelayanan Jasa Industri Bahan dan Barang Teknik Center for Industrial Standardization and Services for Engineering Materials and Technical Goods	26 April 2023 April 26, 2023	25 April 2027 April 25, 2027
Green Label DYNAMIX	318/GPCI - GLI/SP/XII/2025	Green Product Council Indonesia	31 Desember 2025 December 31, 2025	31 Desember 2026 December 31, 2026
Green Label EZPRO	317/GPCI - GLI/SP/XII/2025	Green Product Council Indonesia	31 Desember 2025 December 31, 2025	31 Desember 2026 December 31, 2026
Green Label SEMEN MERDEKA	292/GPCI - GLI/SP/XII/2024	Green Product Council Indonesia	10 Januari 2025 January 10, 2025	10 Januari 2026 January 10, 2026
Green Label SEMEN MERDEKA	319/GPCI - GLI/SP/XII/2025	Green Product Council Indonesia	10 Januari 2026 January 10, 2026	10 Januari 2027 January 10, 2027
Pabrik Tuban **Tuban Plant**				
SIH 23941.1:2018	No. 004.LSIHBBSPJPPI-019	Balai Besar Standardisasi dan Pelayanan Jasa Pencegahan Pencemaran Industri Center for Industrial Standardization and Services for Industrial Pollution Prevention	8 Desember 2025 December 8, 2025	7 Desember 2029 December 7, 2029
Green Label DYNAMIX	321/GPCI - GLI/SP/XII/2025	Green Product Council Indonesia	31 Desember 2025 December 31, 2025	31 Desember 2026 December 31, 2026

Penghargaan dan Sertifikasi

Awards and Certification

Sertifikasi *Certification*	No. Sertifikat *Certificate Number*	Badan Sertifikasi *Certification Body*	Tanggal Terbit *Issuance Date*	Masa Berlaku *Expired Date*
Green Label EZPRO	320/GPCI - GLI/SP/XII/2025	Green Product Council Indonesia	31 Desember 2025 December 31, 2025	31 Desember 2026 December 31, 2026
Green Label SEMEN MERDEKA	295/GPCI - GLI/SP/XII/2024	Green Product Council Indonesia	10 Januari 2025 January 10, 2025	10 Januari 2026 January 10, 2026
	322/GPCI - GLI/SP/XII/2025	Green Product Council Indonesia	10 Januari 2026 January 10, 2026	10 Januari 2027 January 10, 2027
PT Solusi Bangun Beton				
ISO 14001: 2015	EMS 00508	SUCOFINDO	28 Desember 2024 December 28, 2024	27 Desember 2027 December 27, 2027
ISO 9001: 2015	QSC 02231	SUCOFINDO	28 Desember 2024 December 28, 2024	27 Desember 2027 December 27, 2027
ISO 45001:2018	OHS 00302	SUCOFINDO	28 Desember 2024 December 28, 2024	27 Desember 2027 December 27, 2027
ISO 37001:2016	SAB 00121	SUCOFINDO	22 Januari 2024 January 22, 2024	21 Januari 2027 January 21, 2027
Pulogadung Plant Ekolabel Tipe2 (SNI ISO14021)	E-622110036	IAPMO	9 Juli 2024 July 9, 2024	19 September 2026 September 19, 2026
Serpong Plant Ekolabel Tipe2 (SNI ISO14021)	E-622110039	IAPMO	9 Juli 2024 July 9, 2024	8 Juli 2027 July 8, 2027
PT Solusi Bangun Andalas				
ISO 9001: 2015	QSC 01954	SUCOFINDO	25 Juli 2025 July 25, 2025	24 Juli 2028 July 24, 2028
ISO/IEC 17025:2017	LP-1566-IDN	KAN	22 Desember 2021 December 22, 2021	21 Desember 2026 December 21, 2026
ISO 45001:2018	OHS 00200	SUCOFINDO	25 Juli 2025 July 25, 2025	24 Juli 2028 July 24, 2028
ISO 14001: 2015	EMS 00498	SUCOFINDO	25 Juli 2025 July 25, 2025	24 Juli 2028 July 24, 2028
ISO 37001:2016	SAB 00120	SUCOFINDO	24 Januari 2024 January 24, 2024	21 Januari 2027 January 21, 2027
SIH 23941.1:2018	No. 24/H-19/03	Balai Besar Standardisasi dan Pelayanan Jasa Industri Bahan dan Barang Teknik Center for Industrial Standardization and Services for Engineering Materials and Technical Goods	13 Maret 2024 March 13, 2024	12 Maret 2028 March 12, 2028
Green Label EZPRO	006/GPCI - GLI/SP/I/2026	Green Product Council Indonesia	31 Desember 2025 December 31, 2025	31 Desember 2026 December 31, 2026
Green Label SEMEN ANDALAS	007/GPCI - GLI/SP/I/2026	Green Product Council Indonesia	31 Desember 2025 December 31, 2025	31 Desember 2026 December 31, 2026
PT Pendawa Lestari Perkasa				
ISO 14001: 2015	EMS 00394	SUCOFINDO	11 Februari 2025 February 11, 2025	11 Februari 2028 February 11, 2028
SO 9001: 2015	QSC 01951	SUCOFINDO	11 Februari 2025 February 11, 2025	11 Februari 2028 February 11, 2028
ISO 45001:2018	OHS 00198	SUCOFINDO	11 Februari 2025 February 11, 2025	11 Februari 2028 February 11, 2028
ISO 37001:2016	SAB 00123	SUCOFINDO	22 Januari 2024 January 22, 2024	21 Januari 2027 January 21, 2027
PT SBI Bangun Nusantara				
ISO 14001: 2015	EMS 00439	SUCOFINDO	11 Februari 2025 February 11, 2025	23 Februari 2028 February 23, 2028
ISO 9001: 2015	QSC 02037	SUCOFINDO	11 Februari 2025 February 11, 2025	23 Februari 2028 February 23, 2028
ISO 45001:2018	OHS 00234	SUCOFINDO	11 Februari 2025 February 11, 2025	23 Februari 2028 February 23, 2028
ISO 37001:2016	SAB 00148	SUCOFINDO	22 Januari 2024 January 22, 2024	21 Januari 2027 January 21, 2027

Peristiwa Penting
Event Highlights

07 Januari | January

Peringatan Ulang Tahun Ke-12 SIG

Seluruh area operasi perusahaan bersama-sama memperingati hari kelahiran SIG pada tanggal 7 Januari secara serentak. Selain pesan-pesan yang disampaikan oleh Direktur Utama SIG dan Komisaris Utama, perayaan yang berpusat di South Quarter, Jakarta ini juga diisi oleh pengumuman pemenang SIG Group Innovation Award 2024 (SIGGIA 2024).

SIG's 12th Anniversary

Every part of the Company celebrated SIG's anniversary on January 7 together. In addition to speeches delivered by SIG's President Director and President Commissioner, the celebration, held at South Quarter in Jakarta, also announced the winners of the SIG Group Innovation Award 2024 (SIGGIA 2024).

08 Januari | January

Tambah Armada Baru, Siap Dorong Pertumbuhan Konstruksi

Untuk memenuhi permintaan serta kebutuhan pasar, PT Solusi Bangun Beton, anak usaha PT Solusi Bangun Indonesia Tbk, mengambil langkah strategis dengan menambah sebanyak 44 truk mixer untuk kelancaran dan peningkatan operasionalnya.

Semua unit truk mixer baru yang akan beroperasi di Pulau Jawa ini bertujuan untuk memperluas layanan dan pemenuhan kebutuhan pelanggan.

Fleet Expansion to Drive Construction Growth

To fulfill market demand and needs, PT Solusi Bangun Beton, a subsidiary of PT Solusi Bangun Indonesia Tbk, has made a strategic choice to increase its fleet by adding 44 mixer trucks for better efficiency in its operations.

All new mixer trucks set to work on Java Island are intended to expand services and meet customer needs.

20 Januari | January

Tanam Mangga Putar, Quarry Jeladri Pecahkan Rekor MURI

Bekerja sama dengan Pemerintah Kabupaten Pasuruan, Quarry Jeladri berhasil memecahkan rekor MURI melalui penanaman 40.000 bibit mangga putar. Kegiatan penanaman ini ditujukan untuk memperkenalkan mangga putar ke masyarakat Pasuruan. Secara serentak, penanaman dilakukan di empat lokasi di Kabupaten Pasuruan, termasuk kompleks perkantoran Pemkab dan tiga kecamatan lainnya.

Quarry Jeladri Sets MURI Record with Mangga Putar Planting

In collaboration with the Pasuruan Regency Government, Quarry Jeladri successfully set a new record with the Indonesian Record Museum (MURI) by planting 40,000 lamantan (*Mangifera torquenda*) saplings. This planting activity was meant to familiarize the Pasuruan community with lamantan. Planting activities took place simultaneously in four locations across Pasuruan Regency, including the Regency Government office complex and three additional subdistricts.

23 Januari | January

Batching Plant Baru di Tasikmadu

Sebagai bagian dari strategi perusahaan untuk memperluas layanan beton siap pakai, meningkatkan efisiensi, dan mendukung perekonomian setempat, PT Solusi Bangun Indonesia Tbk melalui anak usahanya, PT Solusi Bangun Beton meresmikan *batching plant* baru di Tasikmadu, Karanganyar, Jawa Tengah pada 23 Januari 2025. Dengan demikian, *batching plant* Tasikmadu melengkapi jaringan layanan beton siap pakai yang ramah lingkungan ke pasar yang lebih luas.

New Batching Plant in Tasikmadu

As part of the Company's strategy to expand its ready-mix concrete services, boost efficiency, and support the local economy, PT Solusi Bangun Indonesia Tbk inaugurated a new batching plant in Tasikmadu, Karanganyar, Central Java on January 23, 2025, via its subsidiary PT Solusi Bangun Beton. Thus, the new Tasikmadu batching plant adds to the network of eco-friendly ready-mix concrete services available to a broader market.

Peristiwa Penting
Event Highlights

03 Februari | February

Atasi Sampah Menumpuk, Kabupaten Gunungkidul Manfaatkan Teknologi RDF
Pemerintah Kabupaten Gunungkidul bekerja sama dengan Solusi Bangun Indonesia untuk mengatasi masalah sampah melalui pemanfaatan RDF.

Penandatanganan MoU kerja sama yang akan berlangsung selama tiga tahun ini diadakan pada 3 Februari 2025. Dalam kerja sama ini, Pabrik Cilacap akan memanfaatkan RDF dari (TPAS) Wukisari yang memiliki kapasitas pengolahan 75 ton sampah per hari untuk menghasilkan 30 ton RDF.

Gunungkidul Regency Addresses Waste Accumulation Through RDF Technology
The Gunungkidul Regency Government partnered with Solusi Bangun Indonesia to address waste management challenges through the utilization of Refuse-Derived Fuel (RDF).

The MoU for the three-year collaboration was signed on February 3, 2025. Under this partnership, the Cilacap Plant utilized RDF sourced from the Wukisari Landfill, which can handle 75 tons of waste per day, to produce 30 tons of RDF.

12 Februari | February

Semarak Bulan K3 Nasional Tahun 2025
Sebagai bagian dari peringatan bulan K3 Nasional, Solusi Bangun Indonesia mengadakan berbagai kegiatan ini diikuti oleh pihak manajemen serta ratusan karyawan dan kontraktor dari lintas fungsi dari berbagai pabrik dan area, bahkan di Pabrik Cilacap mengundang para istri karyawan. Acara ini mengadakan donor darah, lomba cerdas cermat, serta workshop tentang safety bersama kontraktor serta edukasi *Safety from Home* untuk para istri. Selain itu, senam bersama dan fun games mengenai Personal Risk Assessment (PRA), serta lomba Emergency Response Team juga mewarnai momen peringatan Bulan K3 Nasional ini.

National Occupational Health and Safety Month 2025
As part of the observance of National Occupational Health and Safety (OHS) Month, Solusi Bangun Indonesia organized a series activities participated by management, as well as hundreds of employees and contractors from cross-functional teams across various plants and areas. The Cilacap Plant even extended invitations to the employees' spouses. Activities included blood donation drives, knowledge competitions, safety workshops with contractors, and Safety from Home education sessions for spouses. Additionally, group exercise sessions, fun games on Personal Risk Assessment (PRA), and an Emergency Response Team competition further enlivened the National OHS Month commemoration.

27 Februari | February

Perkuat Kolaborasi Bisnis melalui Kunjungan ke Pabrik
Sekitar 40 pemilik toko bangunan dari Bogor, Depok, dan Bekasi melakukan kunjungan ke Pabrik Narogong. Kegiatan yang dilakukan pada akhir Februari lalu ini ditujukan untuk memberikan pemahaman lebih mendalam tentang proses produksi dan beragam keunggulan semen Dynamix. Selain itu, kegiatan ini juga dilangsungkan untuk memperkuat kerja sama dengan mitra toko retail serta meningkatkan ketersediaan produk berkualitas tinggi yang sesuai dengan kebutuhan pasar.

Strengthening Business Collaboration Through Plant Visits
Approximately 40 building materials store owners from Bogor, Depok, and Bekasi visited the Narogong Plant. This activity, held in late February, was aimed at providing a deeper understanding of the production process and the various advantages of Dynamix cement. In addition, the visit was also held to strengthen partnerships with retail store partners and to improve the availability of high-quality products that meet market needs.

28 Februari | February

Berbagi Kebahagiaan di Bulan Penuh Berkah
Keberlanjutan bukan hanya tentang bisnis, tapi juga tentang kepedulian terhadap sesama. Di bulan Ramadan 2025, kami kembali berbagi kebahagiaan kepada masyarakat dan pemangku kepentingan dengan menggelar beragam kegiatan di seluruh pabrik dan quarry, seperti buka puasa bersama, pembagian paket sembako, serta santunan kepada anak yatim dan penyandang disabilitas.

Sharing Joy in the Month of Blessings
Sustainability goes beyond just business; it's about caring for others as well. During Ramadan 2025, we shared joy with the community and stakeholders once more by organizing different events at our plants and quarries, including having iftar together, giving out food staple packages, and providing support to orphans and people with disabilities.

Peristiwa Penting
Event Highlights

10
April | April

Perluas Kerja Sama Pemanfaatan RDF dengan Pemkab Kebumen
Perusahaan menandatangani MoU dengan Pemkab Kebumen pada tanggal 10 April 2025 untuk pemanfaatan RDF yang dilanjutkan dengan uji coba pengiriman perdana pada 24 April 2025. Kerja sama ini mencakup pemanfaatan RDF dari hasil pemilahan dan pengolahan sampah dari TPST yang sudah berjalan, serta rencana pembangunan fasilitas pengolahan sampah di sekitar lokasi TPA Kaligending dan TPA Kali Semali di Kabupaten Kebumen ini akan berlangsung selama lima tahun.

Expanding RDF Utilization Cooperation with the Kebumen Regency Government
On April 10, 2025, the Company signed an MoU with the Kebumen Regency Government to use RDF, and the first test shipment was conducted on April 24, 2025. This partnership involves the RDF utilization generated from sorting and processing waste at current landfill sites, as well as plans to establish waste processing plants close to the Kaligending and Kali Semali landfills in Kebumen Regency. This agreement will continue for five years.

12
April | April

CSR Award untuk Pabrik Cilacap
Pabrik Cilacap, dalam acara penganugerahan penghargaan CSR Pemerintah Provinsi Jawa Tengah, menerima penghargaan untuk kategori BUMN. Dilangsungkan pada 12 April 2025 di Gedung Gradhika Bhakti Praja, acara ini merupakan bentuk penghargaan pemerintah atas dukungan perusahaan terhadap program pembangunan di Jawa Tengah.

CSR Award for the Cilacap Plant
The Cilacap Plant received an award in the State-Owned Enterprise (BUMN) category at the Central Java Provincial Government's CSR Award ceremony. Held on April 12, 2025 at Gedung Gradhika Bhakti Praja, the event represented the government's recognition of the Company's support for development programs in Central Java.

22
April | April

Peringatan Hari Bumi 2025
Dalam rangka memperingati Hari Bumi, Solusi Bangun Indonesia melalui Nathabumi kembali mengadakan kegiatan KELAS KITA (Kelola Sampah Sekitar Kita) pada tanggal 22 April 2025 di Narogong. Kegiatan edukasi pemilihan dan pengolahan sampah ini diikuti oleh 25 siswa SD, 25 siswa SMP, dan 10 siswa SMA Sekolah SMART Cibinong, Klapanunggal.

Earth Day 2025 Commemoration
In observance of Earth Day, Solusi Bangun Indonesia through Nathabumi once again held a KELAS KITA (Kelola Sampah Sekitar Kita / Managing Waste Around Us) activity on April 22, 2025 at Narogong. This educational activity on waste selection and processing was attended by 25 elementary school students, 25 middle school students, and 10 high school students from SMART Cibinong School, Klapanunggal.

7,14,20
Mei | May

Temu Tukang Bantu Asah Keahlian Ahli Bangunan
Dalam strategi memperkuat dan memperluas pangsa pasar, serta sebagai upaya meningkatkan kapasitas para ahli bangunan, Solusi Bangun Indonesia mengundang para ahli bangunan di sekitar operasional pabrik untuk melakukan kunjungan ke pabrik. Diadakan di Pabrik Tuban, Pabrik Cilacap dan Pabrik Narogong. Selain mengunjungi pabrik dan melihat proses produksi semen Dynamix, para ahli bangunan juga mendapatkan pelatihan dan pengetahuan mengenai aplikasi semen yang efektif dan efisien untuk menghasilkan bangunan yang kuat dan tahan lama.

Temu Tukang: Sharpening the Skills of Building Professionals
As a strategy to strengthen its market share and improve the skills of its construction workers, Solusi Bangun Indonesia welcomed construction experts from nearby regions for plant visits, which took place at the Tuban, Cilacap, and Narogong facilities. Along with visiting the plants and observing the Dynamix cement production process, the construction experts were also trained and given information on how to use cement effectively and efficiently to create robust and lasting structures.

Peristiwa Penting
Event Highlights

14 Mei | May

Dedikasi dalam Membina UMKM Diganjar Platinum

Solusi Bangun Indonesia memperoleh penghargaan platinum dalam penganugerahan Bina Mitra UMKM Award 2025 dari Corporate Forum for CSR Development (CFCD) Foundation pada 14 Mei 2025 di Jakarta. Capaian ini diraih oleh Pabrik Narogong melalui UMKM binaan yaitu Koperasi Konsumen Swadaya Pribumi Klapanunggal (KKSPK). Solusi Bangun Indonesia senantiasa ikut serta ambil bagian dalam mengembangkan masyarakat di sekitar area operasi Perusahaan guna mencapai target Pembangunan Berkelanjutan 2030.

Dedication to MSME Development Earns Platinum Recognition

Solusi Bangun Indonesia received a platinum award at the 2025 Bina Mitra UMKM Award from the Corporate Forum for CSR Development (CFCD) Foundation on May 14, 2025, in Jakarta. This achievement was made possible by the Narogong Plant through its fostered MSME, the Klapanunggal Indigenous Self-Help Consumer Cooperative (KKSKPK). Solusi Bangun Indonesia is actively involved in enhancing the communities near its operational locations to meet the 2030 Sustainable Development targets.

15, 22 Mei | May

Kunjungan Para Wirausaha Bahan Bangunan ke Pabrik Cilacap dan Narogong

Solusi Bangun Indonesia mengundang sejumlah pengusaha toko bangunan untuk melakukan kunjungan ke Pabrik Cilacap dan Narogong. Kunjungan ini diadakan pada 15 Mei & 22 Mei 2025 yang diikuti oleh 33 pemilik toko bahan bangunan dari Cilacap dan 20 pemilik toko dari Tangerang. Kunjungan ini dilakukan untuk meningkatkan kepercayaan dan loyalitas sekaligus menyerap aspirasi dari para mitra dengan tujuan membangun ekosistem bisnis yang berkelanjutan.

Retailers Visit to Cilacap Plant and Narogong Plant

Solusi Bangun Indonesia invited several owners of building materials stores to visit its plants in Cilacap and Narogong. This visit, which took place on May 15 and 22, 2025, included 33 store owners from Cilacap and 20 store owners from Tangerang. The purpose of the visit was to foster trust and loyalty, as well as to collect feedback from partners, to create a sustainable business community.

26 Mei | May

Bangun Kerja Sama untuk Dorong Akselerasi Transisi Energi Hijau

Solusi Bangun Indonesia melakukan Penandatanganan Kerja Sama (PKS) dengan Pemerintah Kota Tangerang untuk pemanfaatan RDF di Pabrik Narogong. Walikota Tangerang, Drs. H. Sachrudin mengungkapkan bahwa persoalan sampah membutuhkan pendekatan inovatif. Melalui pemanfaatan RDF, dapat menjadi solusi untuk menciptakan lingkungan yang sehat dan berkelanjutan.

Building Cooperation to Accelerate the Green Energy Transition

Solusi Bangun Indonesia signed an MoU with the Tangerang City Government to use RDF in our Narogong plant. The Mayor of Tangerang, Drs. H. Sachrudin, stated that managing waste requires an innovative approach. The use of RDF can help establish a clean and sustainable environment.

03 Juni | June

Penghargaan Keberlanjutan dari Gubernur Jawa Barat

Gubernur Jawa Barat, Dedi Mulyadi menganugerahkan penghargaan 3rd Place Winner for Sustainability Award kepada Pabrik Narogong. Penghargaan yang diberikan pada 3 Juni 2025, merupakan suatu apresiasi Pemerintah atas inisiatif program CSR yang dilakukan secara inklusif dan berkelanjutan.

Sustainability Award from the Governor of West Java

The Governor of West Java, Dedi Mulyadi, recognized the Narogong Plant as the 3rd Place Winner for Sustainability Award. The award, presented on June 3, 2025, represents a sign of the government's gratitude for its community-focused and sustainable corporate social responsibility projects.

Peristiwa Penting
Event Highlights

05 Juni | June

Kegiatan Penananam Pohon Bersama Pabrik Narogong
Dalam peringatan Hari Lingkungan Hidup Sedunia, Pabrik Narogong mengadakan kegiatan dengan tema "Planting More Trees and Ending Plastic Pollution", berupa kegiatan penananam pohon bersama pada 5 Juni 2025. Kegiatan ini dilakukan untuk meningkatkan kesadaran dan pemahaman seluruh insan Perseroan untuk menjaga keseimbangan alam dan lingkungan hidup.

Tree Planting Activity at the Narogong Plant
The Narogong Plant organized an event in commemoration of World Environment Day, focusing on the theme of "Planting More Trees and Ending Plastic Pollution," which took place as a collective tree planting effort on June 5, 2025. The purpose of this event was to increase the awareness and understanding of all Company employees regarding the importance of preserving the balance of nature and the environment.

08 Juni | June

Bupati Cilacap Kunjungi Lokasi Penambangan Solusi Bangun Indonesia di Pulau Nusakambangan
Bupati Cilacap, Syamsul Auliya Rachman dan Forkopimda melakukan kunjungan ke lokasi penambangan batu kapur di Pulau Nusakambangan, Cilacap pada 8 Juni 2025. Kunjungan ini dilakukan untuk memantau langsung kegiatan penambangan yang dilakukan Solusi Bangun Indonesia di Pulau Nusakambangan. Selain itu juga dilakukan kegiatan penanaman pohon khas Nusakambangan dengan tujuan untuk perbaikan dan peningkatan area tambang di masa mendatang.

Regent of Cilacap Visits Solusi Bangun Indonesia's Mining Site on Nusakambangan Island
The Regent of Cilacap, Syamsul Auliya Rachman, along with the Regional Leadership Communication Forum (Forkopimda), went to a limestone extraction location on Nusakambangan Island in Cilacap on June 8, 2025. The purpose of the visit was to observe firsthand the mining operations being conducted by Solusi Bangun Indonesia on Nusakambangan Island. They also took part in planting local trees from Nusakambangan to help improve and upgrade the mining site for the future.

11 Juni | June

Dalam Ajang Top CSR Awards Solusi Bangun Indonesia Berhasil Membawa Pulang Empat Penghargaan
Solusi Bangun Indonesia memperoleh penghargaan Top Leader on CSR Commitment pada 11 Juni 2025. Pencapaian ini berkat program CSR unggulan yang diusung oleh Pabrik Tuban (Mliwang Metubanyune) dan Pabrik Lhoknga (Sobat Si Abes). Penghargaan diberikan kepada Asri Mukhtar dan Soni Asrul Sani dan menjadi capaian atas performa kepemimpinan yang mengagumkan.

Solusi Bangun Indonesia Earns Four Awards at the Top CSR Awards
On June 11, 2025, Solusi Bangun Indonesia received the Top Leader in CSR Commitment award. This success was a result of the excellent CSR initiatives carried out by both the Tuban Plant (Mliwang Metubanyune) and the Lhoknga Plant (Sobat Si Abes). The awards were presented to Asri Mukhtar and Soni Asrul Sani, acknowledging their remarkable leadership performance.

11 Juni | June

Pabrik Tuban Bangun TPST untuk Dorong Ekonomi Sirkular dan Lingkungan Sehat
Pabrik Tuban meletakkan batu pertama pembangunan Tempat Pengolahan Sampah Terpadu (TPST) D'joyo Lestari di Desa Sawir, Tuban pada 11 Juni 2025. Kegiatan ini dilakukan sebagai langkah untuk mengatasi persoalan sampah dan mendorong terciptanya ekonomi sirkuler melalui pengelolaan sampah.

Tuban Plant Establishes Integrated Waste Management Facility to Promote Circular Economy and a Healthy Environment
The Tuban Plant laid the first stone for the construction of the D'joyo Lestari Integrated Waste Processing Facility (TPST) in Sawir Village, Tuban, on June 11, 2025. This activity was held to tackle waste issues and promote circular economy by managing waste effectively.

Peristiwa Penting
Event Highlights

18 Juni | June

54 Tahun Membangun Masa Depan: Inovatif, Tangguh, Berkelanjutan
Selama 54 tahun, Solusi Bangun Indonesia telah membangun masa depan yang lebih baik, #MasaDepanYangKitaMau. Langkah ini menjadi tujuan untuk menghadirkan pertumbuhan degan inovatif, tangguh, dan berkelanjutan di masa mendatang.

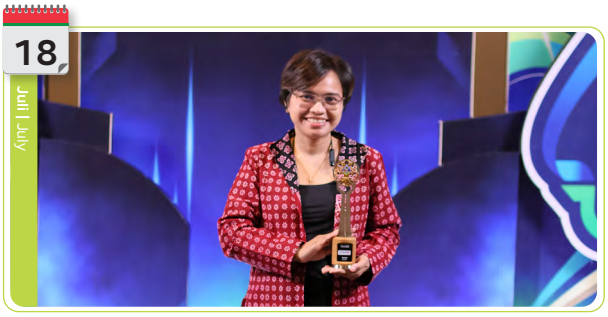
54 Years of Building the Future: Innovative, Resilient, and Sustainable
Solusi Bangun Indonesia has been building a better future for 54 years, #TheFutureWeWant. This initiative aims to deliver innovative, resilient, and sustainable growth in the future.

25 Juni | June

Rapat Umum Pemegang Saham Tahunan (RUPST)
Pada tanggal 25 Juni 2025 Solusi Bangun Indonesia mengadakan Rapat Umum Pemegang Saham Tahunan (RUPST) di Jakarta. Pada kegiatan yang dipimpin oleh Komisaris Utama, Prijo Sambodo ini, menegaskan bahwa di tengah kondisi yang penuh tantangan, Solusi Bangun Indonesia terus bergerak dengan memperkuat efisiensi di berbagai lini dan inovasi berkelanjutan.

Annual General Meeting of Shareholders (AGMS)
On June 25, 2025, Solusi Bangun Indonesia held its Annual General Meeting of Shareholders (AGMS) in Jakarta. Chaired by President Commissioner Prijo Sambodo, the Company affirmed that amid challenging conditions, Solusi Bangun Indonesia continues to advance by strengthening efficiency across all business lines and pursuing continuous innovation.

18 Juli | July



Dynamix Dinobatkan sebagai Pemenang dalam Solo Best Brand & Innovation Awards 2025
Dynamix memberi kebanggaan besar bagi Solusi Bangun Indonesia dalam ajang Solo Best Brand & Innovation (SBBI) Awards 2025. Komitmen kuat terhadap inovasi dan kepercayaan yang begitu besar dari masyarakat Provinsi Jawa Tengah kepada Perusahaan telah menghasilkan pencapaian nyata berupa penghargaan untuk kategori Inovasi Semen.

Dynamix Named Winner at the Solo Best Brand & Innovation Awards 2025
Dynamix brought great pride to Solusi Bangun Indonesia at the Solo Best Brand & Innovation (SBBI) Awards 2025. The Company's strong commitment to innovation and the immense trust placed in it by the people of Central Java Province yielded a tangible achievement in the form of an award in the Cement Innovation category.

15, 17 Juli | July

Kunjungan Pemerintah Daerah ke Pabrik Cilacap dan Narogong
Kunjungan ke Pabrik Cilacap dilakukan oleh sebanyak 41 kepala desa bersama camat dari wilayah Cilacap Barat pada 15 Juli 2025. Kunjungan dilakukan dengan tujuan untuk menggali potensi peningkatan Pendapatan Asli Daerah (PAD) melalui optimalisasi penggunaan produk nasional. Kemudian, kunjungan juga dilakukan oleh pemilik toko bahan bangunan di wilayah Bogor ke Pabrik Narogong pada 17 Juli 2025. Kunjungan ini dilakukan untuk memperkokoh kemitraan dan kolaborasi mewujudkan pertumbuhan bisnis yang berkelanjutan.

Local Government Visits to the Cilacap and Narogong Plants
41 village leaders and heads of subdistricts from the West Cilacap area visited the Cilacap Factory on July 15, 2025. The purpose of the visit was to look into how they could boost Regional Original Income (PAD) by making better use of local products. Additionally, shop owners dealing in building materials from Bogor also visited the Narogong Plant on July 17, 2025. This visit aimed to enhance partnerships and collaboration to achieve sustainable business growth.

Peristiwa Penting
Event Highlights

18 Juli | July

Pabrik Lhoknga Borong Empat Penghargaan dalam Ajang Penghargaan Perempuan Berbakti 2025

Pabrik Lhoknga memborong empat penghargaan sekaligus dalam ajang Penghargaan Perempuan Berbakti 2025 dari Corporate Forum for CSR Development (CFCD) pada 18 Juli 2025 di Jakarta. Penghargaan meliputi Platinum atau Terbaik 1 untuk program Pengembangan Wirausaha Berbasis Koperasi Setia Bakti Wanita, Gold atau Terbaik 2 untuk program Batik Tulis dan Ecoprint Bersama Manula Lampuuk, Silver atau Terbaik 3 untuk program Pengembangan Lembaga Pariwisata dan The Most Perempuan Berbakti 2025 atas kontribusi nyatanya dalam membangun kemandirian perempuan di sekitar wilayah operasional Perusahaan, khususnya di Kecamatan Lhoknga dan Kecamatan Leupung.

Lhoknga Plant Sweeps Four Awards at the Perempuan Berbakti 2025 Awards

The Lhoknga Factory received four awards simultaneously at the 2025 Devoted Women Awards, organized by the Corporate Forum for CSR Development (CFCD), on July 18, 2025, in Jakarta. The awards include Platinum or Best 1 for the Setia Bakti Wanita Cooperative-Based Entrepreneurship Development program, Gold or Best 2 for the Batik Tulis and Ecoprint Program with Lampuuk Seniors, Silver or Best 3 for the Tourism Institution Development program, and The Most Perempuan Berbakti 2025 for their significant role in supporting women's independence around the Company's operational areas, particularly in Lhoknga and Leupung Districts.

26 Juli | July

Komitmen Pabrik Lhoknga terhadap Masyarakat

Pada tanggal 26 Juli 2025 Pabrik Lhoknga dianugerahi penghargaan dalam ajang The Aceh Post Award 2025 untuk kategori Perusahaan Peduli Pembangunan dan Masyarakat. Penghargaan yang diberikan oleh The Aceh Post Media Group ini merupakan apresiasi atas kontribusi Pabrik Lhoknga dalam mendukung pembangunan Aceh dan pemberdayaan masyarakat.

Lhoknga Plant's Commitment to the Community

On July 26, 2025, the Lhoknga Plant was presented with an award at The Aceh Post Award 2025 in the Community and Development-Conscious Company category. Presented by The Aceh Post Media Group, this award recognizes the Lhoknga Plant's contributions to supporting development in Aceh and community empowerment.

31 Juli | July

Kunjungan Pemilik Toko Bangunan di Purwakarta dan Karawang ke Pabrik Narogong

Pabrik Narogong kembali menggelar kegiatan Temu Toko pada tanggal 31 Juli 2025 dengan mengundang para pemilik toko bangunan di wilayah Purwakarta dan Karawang. Kegiatan ini memberi kesempatan kepada pelanggan untuk melihat langsung proses produksi yang ramah lingkungan dan bagaimana Perusahaan menjaga kualitas produk semen Dynamix.

Purwakarta and Karawang Retailers Visit to Narogong Plant

The Narogong Plant once again held a Temu Toko (Store Gathering) event on July 31, 2025, inviting building materials store owners from the Purwakarta and Karawang areas. The event offered customers the opportunity to directly observe the environmentally friendly production process and learn how the Company maintains the quality of Dynamix cement.

02 Agustus | August

42 Tahun Melangkah Menuju Keunggulan

Pabrik Lhoknga memperingati HUT ke-42 tahun sekaligus merayakan peringatan kemerdekaan RI pada 2 Agustus 2025. Serangkaian kegiatan perlombaan dilakukan meliputi mini soccer, badminton, tenis meja, lomba mewarnai, lomba penggunaan APD dan *full body harness*, lomba sepeda lambat, estafet tepung, *last man standing* permainan balon.

42 Years of Striving for Excellence

The Lhoknga Plant marked its 42nd anniversary and celebrated the Indonesian Independence Day on August 2, 2025. Various competitions took place, including mini soccer, badminton, table tennis, coloring contests, PPE and full body harness challenges, slow bike races, flour relay games, and last man standing balloon activities.

Peristiwa Penting
Event Highlights

05 Agustus | August

Pemkab Tuban Mengenal Pabrik Tuban Lebih Dekat
Pada 5 Agustus 2025 Pabrik Tuban menjadi tuan rumah dalam kegiatan kunjungan dari Organisasi Perangkat Daerah (OPD) Tuban. Dalam kunjungan yang dipimpin oleh Asisten Perekonomian dan Pembangunan Sekretaris Daerah Tuban, Drs. Agus Wijaya M.AP beserta para pelaku usaha jasa konstruksi tersebut, Agus menyampaikan apresiasinya kepada Solusi Bangun Indonesia yang telah berkontribusi dalam menciptakan pertumbuhan ekonomi melalui pengembangan UMKM dan keterlibatan dalam program-program yang diselenggarakan oleh Pemkab Tuban.

Tuban Regency Government Gets Closer to the Tuban Plant
On August 5, 2025, the Tuban Plant hosted a visit from the Tuban Regional Government Apparatus (OPD). The visit was led by the Assistant for Economic Affairs and Development of the Tuban Regional Secretariat, Drs. Agus Wijaya M.AP, along with construction services business players. Agus expressed his appreciation to Solusi Bangun Indonesia for its contributions to fostering economic growth through MSME development and participation in programs organized by the Tuban Regency Government.

08 Agustus | August

Bangun Sinergi untuk Percepat Pembangunan Bogor
Direksi Solusi Bangun Indonesia bersama dengan jajaran manajemen Perusahaan melakukan kunjungan ke Pemerintahan Kabupaten Bogor dengan tujuan sebagai langkah kolaborasi percepatan pembangunan infrastruktur di Kabupaten Bogor.

Building Synergy to Accelerate Development in Bogor
The Board of Directors of Solusi Bangun Indonesia, together with the Company's management team, paid a visit to the Bogor Regency Government as a collaborative measure to accelerate infrastructure development in Bogor Regency.

12 Agustus | August

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB)
Solusi Bangun Indonesia menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada 12 Agustus 2025. Dalam RUPSLB disetujui adanya pergantian jajaran Direksi Solusi Bangun Indonesia.

Extraordinary General Meeting of Shareholders (EGMS)
Solusi Bangun Indonesia held an Extraordinary General Meeting of Shareholders (EGMS) on August 12, 2025, in which changes to the Board of Directors were approved.

Peristiwa Penting
Event Highlights

17 Agustus | August

Bangun Semangat Nasionalisme di Peringatan Kemerdekaan ke-80 Tahun RI

Dalam rangka memperingati Hari Kemerdekaan ke-80 Tahun Republik Indonesia, beberapa lokasi operasi Solusi Bangun Indonesia menyelenggarakan upacara dengan penuh semangat nasionalisme. Secara keseluruhan, kegiatan ini diikuti oleh manajemen, karyawan, kontraktor, siswa EVE, tim Security serta perwakilan pemerintah setempat dan beberapa aspek masyarakat.

Fostering the Spirit of Nationalism at Indonesia's 80th Independence Day Commemoration

In observance of the 80th Anniversary of the Republic of Indonesia's Independence, multiple operating locations held flag-raising ceremonies imbued with a spirit of nationalism. These events were attended by management, employees, contractors, EVE students, the Security team, as well as representatives from local governments and various segments of the community.

15 September | September

Kinerja Tata Kelola Raih Corporate Governance Award

Konsisten dan mantap dalam menjaga praktik *Good Corporate Governance* (GCG), Solusi Bangun Indonesia kembali memenangkan penghargaan dalam ajang 16th Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Conference and Award. Berlangsung pada 15 September 2025 di Jakarta, Perusahaan meraih penghargaan Best Sustainability and Resilience Mid Cap serta terpilih untuk masuk dalam daftar Top 50 Mid Capitalization Public Listed Company.

Corporate Governance Performance Earns Corporate Governance Award

Consistent and steadfast in upholding Good Corporate Governance (GCG) practices, Solusi Bangun Indonesia once again won recognition at the 16th Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Conference and Award. Held on September 15, 2025 in Jakarta, the Company received the Best Sustainability and Resilience Mid Cap award and was selected for inclusion in the Top 50 Mid Capitalization Public Listed Company list.

16 September | September

Edukasi Pengelolaan Sampah untuk Lindungi Ozon dan Bumi Kita

Dalam peringatan Hari Ozon Sedunia dan World Clean-Up Day, Solusi Bangun Indonesia melakukan edukasi mengenai pengelolaan sampah. Melalui Nathabumi berkolaborasi dengan Pertamina Hulu Mahakam (PHM), sebanyak 83 siswa SDN 003 Anggana, Samarinda, Kalimantan Timur, mendapatkan penyuluhan melalui program Kelola Sampah Sekitar Kita (Kelas Kita). Juga dilakukan kegiatan penanaman sebanyak 1.500 bibit pohon yang disalurkan kepada 29 sekolah di Kecamatan Anggana. Kegiatan ini dilakukan untuk mengurangi timbulan sampah serta mencegah kerusakan ozon dan pemanasan global di masa mendatang.

Waste Management Education to Protect the Ozone Layer and Our Planet

In honor of World Ozone Day and World Clean-Up Day, Solusi Bangun Indonesia organized educational activities focused on managing waste. Alongside Nathabumi and Pertamina Hulu Mahakam (PHM), they provided guidance to 83 students from SDN 003 Anggana, located in Samarinda, East Kalimantan, through a program called "Manage Waste Around Us" (Kelas Kita). Additionally, they planted 1,500 tree saplings, which were given to 29 schools in Anggana District. This initiative aimed to decrease waste production and help protect the ozone layer and prevent global warming in the future.

Peristiwa Penting
Event Highlights

27 September | September

Nathabumi Peringati HUT ke-6 dengan Beragam Kegiatan
Dalam peringatan HUT Nathabumi ke-6 dengan tema "Sixnificant Journey: Moving Forward, Making Impact", Perseroan menggelar Fun Walk untuk karyawan serta penanaman bibit pohon langka di Kawasan konservasi tanaman Kebun Raya Cibinong pada 27 September 2025. Kemudian, pada Oktober 2025, Nathabumi akan menggelar *Customer Gathering* sebagai puncak peringatan HUT ke-6 berkolaborasi dengan Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup (KLH/BPLH), Rumah Edukasi Komunitas Pilah Sampah, hingga komunitas lingkungan. Momentum HUT ini diharapkan menjadi aksi nyata untuk melangkah maju, saling menguatkan, dan memberikan dampak yang berkelanjutan.

Nathabumi Celebrates Its 6th Anniversary with a Range of Activities
In celebration of Nathabumi's 6th anniversary under the theme "Sixnificant Journey: Moving Forward, Making Impact," the Company organized a Fun Walk for employees and planted rare tree saplings in the Cibinong Botanical Gardens conservation area on September 27, 2025. Following this, Nathabumi hosted a Customer Gathering in October 2025 as the highlight of the anniversary celebrations, working together with the Ministry of Environment/Environmental Control Agency (KLH/BPLH), Rumah Edukasi Komunitas Pilah Sampah (Waste Sorting Community Education House), and the environmental community. This anniversary event aims to inspire real actions to progress, support each other, and create lasting, sustainable impacts.

30 September | September

Kontribusi Sosial Lingkungan Raih Penghargaan CSR & Pengembangan Desa 2025 .
Pada ajang CSR & Pengembangan Desa Awards 2025, Pabrik Lhoknga meraih Kategori Silver melalui program CSR Sakeladera yang berfokus pada pemberdayaan dan kesejahteraan desa, sementara Pabrik Cilacap memperoleh Kategori Gold lewat program Ruang Kolaboratif Baruwani Circular Hub yang mendorong ekonomi sirkular dan kolaborasi desa.

Social and Environmental Contribution Wins 2025 CSR & Village Development Award
At the CSR & Village Development Awards 2025, the Lhoknga Plant received the Silver Category through the Sakeladera CSR program, which focuses on village empowerment and welfare, while the Cilacap Plant received the Gold Category through the Baruwani Circular Hub Collaborative Space program, which promotes the circular economy and village collaboration.

15 Oktober | October

Peresmian TPST Pertama di Kabupaten Tuban
Pabrik Tuban mendirikan dan meresmikan Tempat Pengelolaan Sampah Terpadu (TPST) di Desa Sawir, Tuban, Jawa Timur pada 15 Oktober 2025. Peresmian ini dihadiri oleh General Manager Pabrik Tuban, Priyatno, Kepala Dinas Lingkungan Hidup dan Perhubungan Kabupaten Tuban, Anthon Tri Laksono, Kepala Dinas Pekerjaan Umum dan Perumahan Rakyat Kabupaten Tuban, Agung Supriyadi, dan Bidang PPSLB3 Dinas Lingkungan Hidup Provinsi Jawa Timur, Eko Elyyanto ST.

Inauguration of the First TPST in Tuban Regency
The Tuban Plant established and inaugurated an Integrated Waste Management Site (TPST) in Sawir Village, Tuban, East Java, on October 15, 2025. The inauguration was attended by the General Manager of the Tuban Factory, Priyatno, the Head of the Environment and Transportation Agency of Tuban Regency, Anthon Tri Laksono, the Head of the Public Works and Public Housing Agency of Tuban Regency, Agung Supriyadi, and the Center for Waste Management and Hazardous and Toxic Materials (PPSLB3) Division of the East Java Provincial Environment Agency, Eko Elyyanto ST.

Peristiwa Penting
Event Highlights

14 Oktober | October

Nathabumi Customer Gathering 2025

Nathabumi menggelar Customer Gathering di Taman Mini Indonesia Indah, Jakarta pada 14 Oktober 2025. Kegiatan ini merupakan serangkaian dari acara HUT ke-6 Nathabumi dengan tema "Sixnificant Journey: Moving Forward, Making Impact" yang mempertemukan para pelanggan industri. Dalam kegiatan, diselenggarakan Greenspiration Talk bersama Novi Maryanti (Corporate Communication Manager) dan Cynthia S. Lestari (Founder Lyfe with Less). Nathabumi juga memberikan penghargaan kepada para pelanggan yang konsisten mendukung upaya pelestarian lingkungan bersama Nathabumi.

Nathabumi Customer Gathering 2025

Nathabumi organized a Customer Gathering at Taman Mini Indonesia Indah in Jakarta, on October 14, 2025. This event is one of the activities celebrating Nathabumi's 6th Anniversary under the theme "Sixnificant Journey: Moving Forward, Making Impact" and gathered many customers from the industry. At this event, a Greenspiration Talk took place, featuring Novi Maryanti (Corporate Communication Manager) and Cynthia S. Lestari (Founder of Lyfe with Less). Nathabumi also presented awards to customers who have continually supported environmental protection efforts alongside Nathabumi.

23 Oktober | October

Occupational Health & Safety Forum 2025

Perusahaan menggelar Contractor Occupational Health & Safety Forum 2025 bertema "Partnership in Safety, Excellence in Performance." Forum ini memperkuat kolaborasi dengan mitra kontraktor dan transporter dalam membangun budaya K3 yang unggul. Pada acara ini, Perusahaan juga memberi apresiasi Best Contractor dan Best Transporter 2025 sebagai bentuk motivasi menjaga keselamatan kerja.

Occupational Health and Safety Forum 2025

The Company held the Contractor Occupational Health & Safety Forum 2025 under the theme "Partnership in Safety, Excellence in Performance." The forum strengthened collaboration with contractor and transporter partners in building a culture of excellence in occupational health and safety (K3). At the event, the Company also presented Best Contractor and Best Transporter 2025 awards as a means of motivating continued commitment to workplace safety.

24 Oktober | October

Kunjungan Kerja Komisi VII DPR RI ke Pabrik Lhoknga

Pada 24 Oktober 2025, Perusahaan menerima kunjungan kerja Komisi VII DPR RI di Pabrik Lhoknga, Aceh, yang dioperasikan oleh Anak Perusahaan, PT Solusi Bangun Andalas. Perusahaan menerima masukan dari Komisi VII DPR RI mengenai optimalisasi kontribusi Perusahaan dalam pemenuhan kebutuhan pembangunan di Aceh di berbagai aspek.

Working Visit of Commission VII of the House of Representatives of the Republic of Indonesia (DPR RI) to the Lhoknga Plant

On October 24, 2025, the Company hosted a working visit from Commission VII of the House of Representatives of the Republic of Indonesia (DPR RI) at the Lhoknga Plant, Aceh, which is operated by the Company's Subsidiary, PT Solusi Bangun Andalas. The Company received input from Commission VII of the DPR RI regarding the optimization of the Company's contribution to fulfilling development needs in Aceh across various aspects.

Peristiwa Penting
Event Highlights

06 November | November

Pengiriman RDF Resmikan Kerja Sama Pemanfaatan Sampah Perkotaan
Untuk mewujudkan lingkungan yang bersih dan sehat, serta menjaga kelestarian lingkungan, Nathabumi bekerja sama dengan Pemerintah Kabupaten Sumenep dalam pemanfaatan sampah perkotaan berbasis ekonomi sirkular. Tanggal 6 November 2025 menjadi hari peresmian kerja sama melalui penandatanganan Perjanjian Kerja Sama dan pengiriman perdana RDF ke Pabrik Tuban. Inisiatif ini menciptakan nilai ekonomi baru bagi masyarakat sekaligus menjadi langkah besar menuju Sumenep yang bersih, mandiri, dan berdaya lingkungan.

RDF Delivery Marks the Inauguration of Municipal Waste Utilization Cooperation
To realize a clean and healthy environment and preserve ecological sustainability, Nathabumi partnered with the Sumenep Regency Government for circular economy-based municipal waste utilization. November 6, 2025 marked the official commencement of the collaboration through the signing of a Cooperation Agreement and the inaugural delivery of RDF to the Tuban Plant. This initiative creates new economic value for the community while marking a significant stride toward a clean, self-sufficient, and environmentally resilient Sumenep.

21 November | November

Solusi Bangun Indonesia Salurkan Bantuan Pengembangan Usaha Perempuan
Solusi Bangun Indonesia menyalurkan bantuan pengembangan usaha bagi Perempuan pada 21 November 2025. Melalui Pabrik Narogong, Perseroan memberikan bantuan kepada 50 orang anggota kelompok Sahabat Perempuan. Selain bantuan modal, kelompok dampingan juga mendapatkan pelatihan manajemen usaha dan penguatan kapasitas produksi. Program ini menjadi bukti efektivitas kolaborasi Perseroan dan masyarakat untuk menciptakan dampak ekonomi yang berkelanjutan.

Solusi Bangun Indonesia Provides Business Development Assistance to Women Entrepreneurs
Solusi Bangun Indonesia distributed assistance for business growth to women on November 21, 2025. Through the Narogong Plant, the Company helped 50 women from the Sahabat Perempuan group. Aside from providing financial support, the group also participated in training for managing their businesses and enhancing their production capacity. This initiative demonstrates how well the Company works with the community to create a sustainable economic impact.

22 November | November

100 Pelari Pabrik Tuban Beraksi!
Memperingati Hari Jadi ke-732, Kabupaten Tuban menyelenggarakan Beach Run pada 22 November 2025 dengan tujuan untuk mempromosikan pesona pantai Kabupaten Tuban. Perseroan berkontribusi melalui keikutsertaan sebanyak 100 karyawan Pabrik Tuban ikut beraksi untuk memeriahkan acara tersebut.

100 Runners from the Tuban Plant in Action!
To commemorate its 732nd anniversary, Tuban Regency organized a Beach Run on November 22, 2025, to showcase the beauty of the beaches in Tuban. The Company played its part by participating with 100 employees from the Tuban Plant to make the event livelier.

25 November | November

La Tofi Award & Subroto Award 2025
Pada ajang La Tofi Award, Solusi Bangun Indonesia meraih predikat Gold Alignment - Leader Quadrant dan masuk dalam daftar Top 100 Indonesia 2025 La Tofi ESG Rating. Implementasi Perusahaan dalam aspek lingkungan, sosial serta tata kelola dinilai komprehensif, efektif dan kredibel berdasarkan hasil verifikasi di lapangan. Selain itu, Pabrik Lhoknga mendapatkan apresiasi dari Kementerian ESDM dengan meraih Subroto Award 2025 untuk kategori Program Pemberdayaan Masyarakat (PPM) Terinovatif berkat program Sobat Si Abes (Solusi Bersama Jaga Ekosistem Pesisir dan Laut Bebas Sampah). Program yang mengolah limbah kelapa menjadi *cocofiber* dan *cocopeat* bernilai ekonomi tinggi serta bermanfaat bagi masyarakat sekitar menghasilkan dampak positif yang bisa dirasakan bersama.

The La Tofi Award and Subroto Award 2025
At the La Tofi Award, Solusi Bangun Indonesia achieved the Gold Alignment – Leader Quadrant designation and was included in the Top 100 Indonesia 2025 La Tofi ESG Rating list. The Company's implementation across environmental, social, and governance aspects was assessed as comprehensive, effective, and credible based on field verification results. In addition, the Lhoknga Plant received recognition from the Ministry of Energy and Mineral Resources (ESDM) by winning the Subroto Award 2025 for the Most Innovative Community Empowerment Program (PPM) category, in recognition of the Sobat Si Abes program (Solusi Bersama Jaga Ekosistem Pesisir dan Laut Bebas Sampah / Collaborative Solution for Protecting Coastal Ecosystems and a Marine Plastic-Free Environment). The program, which processes coconut waste into high-value cocofiber and cocopeat while benefiting surrounding communities, has generated positive and widely felt impacts.

Peristiwa Penting
Event Highlights

28 November | November

Penghargaan Asia Sustainability Reporting Rating 2025

Solusi Bangun Indonesia memperoleh Silver Rating dan Commendation Award dalam ajang Asia Sustainability Reporting Rating 2025 dari NCCR pada tanggal 28 November 2025. Pencapaian ini menunjukan komitmen Perseroan dalam menghasilkan kualitas terhadap kinerja keberlanjutan serta pemenuhan pelaporan atas GRI Standards dan ketentuan yang berlaku.

Asia Sustainability Reporting Rating 2025 Award

Solusi Bangun Indonesia achieved a Silver Rating and Commendation Award in the Asia Sustainability Reporting Rating 2025 event from NCCR on November 28, 2025, displaying the Company's commitment to producing quality sustainability performance and fulfilling reporting on GRI Standards and applicable regulations.

5 Desember | December

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB)

Dalam RUPSLB yang berlangsung pada 5 Desember 2025, Solusi Bangun Indonesia menetapkan Rizki Kresno Edhie Hambali sebagai Direktur Utama menggantikan Ainul Yaqin. Selain itu, Perusahaan mengambil langkah strategis untuk memperkuat fondasi bisnis dan meningkatkan fokus pertumbuhan di tengah dinamika industri melalui penguatan bisnis pengelolaan limbah dan meningkatkan kontribusi dalam penerapan ekonomi sirkuler dan pengurangan emisi.

Extraordinary General Meeting of Shareholders (EGMS)

At the Extraordinary General Meeting of Shareholders (EGMS) held on December 5, 2025, Solusi Bangun Indonesia appointed Rizki Kresno Edhie Hambali as President Director, succeeding Ainul Yaqin. In addition, the Company took strategic steps to strengthen its business foundation and sharpen its growth focus amid industry dynamics, through the reinforcement of waste management business and an increased contribution to the implementation of the circular economy and emissions reduction.

16 Desember | December

Penghargaan Juara Inovasi 2025

Perusahaan menganugerahkan sejumlah penghargaan kepada para karyawan yang keluar sebagai Juara Inovasi 2025. Juara Inovasi 2025 terbagi ke dalam 5 kategori dan diikuti oleh lebih dari 900 karyawan dengan 594 proyek inovasi.

2025 Innovation Champion Awards

The Company presented a number of awards to employees who emerged as Innovation Champions 2025. The Innovation Champion 2025 competition was divided into 5 categories and was participated in by more than 900 employees with 594 innovation projects.

Peristiwa Penting
Event Highlights

2, 17 Desember | December

Solusi Bangun Indonesia Bungkus Penghargaan Bergengsi di Penghujung Tahun
Solusi Bangun Indonesia kembali memperoleh penghargaan terbaik di penghujung tahun 2025. Penghargaan tersebut meliputi Penghargaan Industri Terbaik dari Gubernur Provinsi Jawa Timur dalam acara Festival Industri Hijau Jawa Timur di Surabaya pada 2 Desember 2025, dan Dua predikat Gold untuk kategori Economy Pillar untuk Program Sahabat Perempuan Kepala Keluarga Berdaya (Sartika) dan kategori Social Pillar untuk Program Pengembangan Ekonomi Masyarakat Batas Tambang melalui: Perempuan Sadar Berkarya (Pusaka) dianugerahkan kepada Pabrik Narogong dalam acara Indonesia SDGs Award (ISDA) ke-10 pada 17 Desember 2025.

Solusi Bangun Indonesia Closes the Year with Three Prestigious Awards
Solusi Bangun Indonesia once again received the best award at the end of 2025, including the Best Industry Award from the Governor of East Java Province at the East Java Green Industry Festival in Surabaya on December 2, 2025, and two Gold predicates for the Economy Pillar category for the Empowered Female Heads of Households (Sartika) Program and the Social Pillar category for the Economic Development Program for Mining Border Communities through: Women Aware of Working (Pusaka) awarded to the Narogong Plant at the 10th Indonesia SDGs Award (ISDA) event on December 17, 2025.

14 Desember | December

Rangkaian Program Penguatan Merek Dynamix
Solusi Bangun Indonesia menggelar acara Fun Walk in CFD pada 14 Desember 2025 sebagai upaya untuk penguatan merek Dynamix di Jakarta.

Dynamix Brand Strengthening Program Serie
To strengthen the Dynamix brand in Jakarta. Solusi Bangun Indonesia held a Fun Walk in CFD event on December 14, 2025.

7 April 2026 | April 2026

Solusi Bangun Indonesia meraih 3 PROPER Hijau
Solusi Bangun Indonesia meraih 3 PROPER Hijau untuk Pabrik Tuban, Pabrik Cilacap dan Pabrik Lhoknga, atas kinerja pengelolaan lingkungan dan sosial tahun 2025 dari Kementerian Lingkungan Hidup Republik Indonesia.

Solusi Bangun Indonesia received 3 PROPER Green
Solusi Bangun Indonesia received 3 PROPER Green ratings for the Tuban Plant, the Cilacap Plant, and the Lhoknga Plant. for their environmental and social management performance in 2025 from Ministry of Environment of the Republic of Indonesia.

Laporan Manajemen

Management Report

02

Laporan Dewan Komisaris

Board of Commissioners Report

FADLANSYAH LUBIS

Komisaris Utama

President Commissioner

Di tahun 2025, Perseroan mencatatkan perolehan laba tahun berjalan yang positif sejumlah Rp658,74 miliar di tengah kondisi industri yang penuh tantangan.

In 2025, the Company recorded a positive net profit for the current year of Rp658.74 billion, amid a challenging industry landscape.

Laporan Dewan Komisaris
Board of Commissioners Report

Pemangku Kepentingan yang Terhormat,
Dear Valued Stakeholders,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa, melalui laporan ini Dewan Komisaris ingin menyampaikan kinerja PT Solusi Bangun Indonesia Tbk di sepanjang tahun 2025.

Di tengah tantangan bisnis selama tahun 2025, Perusahaan mampu mencatatkan kinerja positif. Laporan ini memuat informasi faktual mengenai aktivitas operasional Perseroan yang terjadi pada periode 1 Januari hingga 31 Desember 2025. Para pemegang saham dan pemangku kepentingan dapat mengetahui gambaran mengenai kondisi eksternal secara umum, penilaian terhadap kinerja Direksi, pandangan atas prospek usaha, serta pandangan atas penerapan tata kelola yang dijalankan Perseroan.

PANDANGAN ATAS KONDISI EKSTERNAL
Tinjauan Perekonomian Global dan Nasional

Dari data proyeksi International Monetary Fund (IMF), pertumbuhan ekonomi global mengalami perlambatan di angka 3,2%[1]. Kondisi ini diakibatkan karena adanya ketidakpastian pada lingkup global yang disebabkan oleh aktivitas perang dagang, gejolak geopolitik hingga pengetatan kebijakan keuangan di beberapa negara.

IMF melihat, di wilayah Asia Tenggara khususnya negara ASEAN-5 (Indonesia, Malaysia, Filipina, Singapura, dan Thailand) tumbuh solid diangka lebih dari 4,0%. Hal ini dikarenakan wilayah tersebut mampu menjaga kendali inflasi dan menguatnya permintaan domestik, investasi infrastruktur hingga pemulihan pada sektor pariwisata.

All praise to God Almighty, and through this report, the Board of Commissioners is pleased to present the performance of PT Solusi Bangun Indonesia Tbk for the year 2025.

In 2025, in the face of business challenges, the Company managed to record positive performance. This report contains factual information on the Company's activities from January 1 to December 31, 2025. Shareholders and stakeholders can find the overall external environment overview, the Board of Directors' performance assessment, business prospect outlook, and an overview of how the Company is following governance practices.

VIEWS ON EXTERNAL CONDITIONS
Global and National Economic Overview

Based on projection data from the International Monetary Fund (IMF), global economic growth has experienced a slowdown to 3.2%[1]. This condition is attributable to prevailing uncertainties in the global landscape, driven by trade war activities, geopolitical tensions, and monetary policy tightening in several countries.

The IMF observes that the Southeast Asian region, particularly the ASEAN-5 countries (Indonesia, Malaysia, Philippines, Singapore, and Thailand), recorded solid growth of above 4.0%. This is attributed to the region's ability to maintain inflation control, alongside strengthening the domestic demand, infrastructure investment, and recovery in the tourism sector.

1 International Monetary Funf (IMF), World Economic Outlook, Global Economy: Steady amid Divergent Forces, Jan 2026

Pertumbuhan yang terjadi di Indonesia juga disebabkan oleh adanya penguatan permintaan domestik dan kinerja ekspor yang baik. Berdasarkan data Badan Pusat Statistik (BPS),[2] pertumbuhan ekonomi nasional berada di angka 5,39% (YoY). Pertumbuhan terjadi di beberapa Pulau dan kontribusi terbesar terjadi di Pulau Jawa sebesar 56,3% diikuti oleh Pulau Sumatra sebesar 22,22% dan Pulau Kalimantan sebesar 8,12%. Pertumbuhan terjadi hampir di seluruh sektor usaha dan sektor konstruksi mengalami pertumbuhan sebesar 3,81%. Kondisi ini diharapkan turut berdampak positiv terhadap industri semen dan sektor turunannya.

Lebih lanjut, Bank Indonesia (BI) tengah melakukan upaya penguatan dengan mempertahankan suku bunga kebijakan pada level 4,75% dengan *Deposit Facility* sebesar 3,75% dan *Lending Facility* sebesar 5,50%. Langkah ini diharapkan dapat menekan laju inflasi pada kisaran 2,5±1%.

Tinjauan Industri

Dewan Komisaris melihat industri semen di sepanjang tahun 2025 mengalami dinamika yang penuh dengan tantangan. Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI) mencatatkan penurunan pada volume produksi semen nasional sebesar 4,5% dan penurunan penjualan semen domestik sebesar 1,5%. Penurunan ini dipengaruhi oleh adanya pelemahan tingkat daya beli masyarakat, kondisi cuaca ekstrem, dan perlambatan proyek infrastruktur.

Namun, di lain sisi terjadi lonjakan penjualan semen ke pasar ekspor sekitar 32,2% (YoY) dari 0,99 juta ton menjadi 1,32 juta ton dengan tujuan negara ekspor di antaranya Timor Leste sebesar 39%, Australia sebesar 27%, Maldives sebesar 14%, Papua Nugini sebesar 12%, dan Filipina sebesar 8% .

Dewan Komisaris terus mendorong Direksi untuk melakukan upaya yang optimal dalam menjalankan operasi, terutama dalam sinergi dengan SIG selaku induk perusahaan dan Taiheiyo sebagai mitra strategis untuk menghadirkan kontribusi positif terhadap kinerja Perseroan.

Growth in Indonesia was also driven by strengthening domestic demand and strong export performance. Based on data from the Statistics Indonesia (BPS),[2] national economic growth stood at 5.39% (YoY). Growth was recorded across several islands, with the largest contribution coming from Java at 56.3%, followed by Sumatra at 22.22% and Kalimantan at 8.12%. Growth occurred across almost all business sectors, with the construction sector recording growth of 3.81%. This condition is anticipated to positively influence the cement industry and related sectors.

In addition, Bank Indonesia (BI) is strengthening its efforts by maintaining the policy interest rate at 4.75%, with the Deposit Facility at 3.75% and the Lending Facility at 5.50%. These measures are expected to keep the inflation rate within the range of 2.5±1%.

Industrial Overview

The Board of Commissioners observes that the cement industry throughout 2025 experienced a business landscape filled with challenges. The Association of Indonesian Cement Companies (Asosiasi Perusahaan Semen Seluruh Indonesia/ ASPERSSI) recorded a decline in national cement production volume of 4.5% and a decline in domestic cement sales of 1.5%. These declines were influenced by a weakening in public purchasing power, extreme weather conditions, and a slowdown in infrastructure projects.

On the other hand, cement sales to the export market surged by approximately 32.2% (YoY), from 0.99 million tons to 1.32 million tons, with key export destinations including Timor-Leste at 39%, Australia at 27%, Maldives at 14%, Papua New Guinea at 12%, and Philippines at 8%.

The Board of Commissioners continues to encourage the Board of Directors to undertake optimal efforts in conducting the Company's operations, particularly through synergy with SIG as the parent company and Taiheiyo as a strategic partner, in order to deliver a positive contribution to the Company's performance.

2 Badan Pusat Statistik (BPS), Berita Resmi Statistik No.18/02/Th.XXIX, 5 Februari 2026, Pertumbuhan Ekonomi Indonesia Triwulan IV-2025.

TINJAUAN TERHADAP KINERJA DIREKSI

Di sepanjang tahun 2025, Direksi telah menjalankan operasi yang selaras dengan perencanaan usaha dan ketentuan peraturan perundang-undangan yang berlaku. Dalam implementasinya, Direksi telah menjalankan rencana dengan langkah dan kebijakan strategis yang telah ditetapkan Perseroan. Dengan demikian, penetapan rencana tersebut menjadi arah yang jelas bagi Direksi dalam menjalankan tugas dan tanggung jawabnya.

Meskipun kondisi industri yang belum stabil dan penuh ketidakpastian, namun Direksi mampu membawa laju kendali yang terarah bagi Perseroan. Hal ini terlihat dari capaian dan raihan positif terhadap kinerja operasional di sepanjang tahun 2025. Namun, masih terdapat kendala yang perlu dihadapi dan ditingkatkan untuk mengembalikan laju kinerja keuangan agar kembali bertumbuh dengan baik.

Hingga 31 Desember 2025, mencatatkan pendapatan dari segmen usaha semen dan terak mencapai Rp9,72 triliun, segmen beton dan agregat tercatat Rp976,81 miliar, dan segmen jasa konstruksi mencapai Rp36,79 miliar. Sehingga, total pendapatan yang diraih mencapai Rp10,74 triliun. Lebih lanjut, segmen usaha semen dan terak memberikan kontribusi pendapatan terbesar sebanyak 90,5% dari total keseluruhan pendapatan. Perseroan juga mencatatkan laba tahun berjalan Rp658,74 miliar, total aset Rp20,38 triliun, liabilitas Rp7,17 triliun, dan ekuitas sejumlah Rp13,20 triliun.

Di sisi keberlanjutan, Perseroan mencatatkan kinerja baik dengan memperoleh PROPER Hijau untuk Pabrik Lhoknga, Pabrik Cilacap, dan Pabrik Tuban atas kinerja keberlanjutan sepanjang tahun 2025. Perusahaan juga menerima anugerah Industri Hijau dari Kementerian Perindustrian dan Pemerintah Provinsi Jawa Timur untuk Pabrik Tuban, dan meraih peringkat 1st Runner Up ASEAN Mineral Awards untuk Anak Perusahaan, PT Solusi Bangun Andalas. Dewan Komisaris berharap, capaian tersebut dapat terus ditingkatkan dan mampu mewujudkan masa depan berkelanjutan bagi Solusi Bangun Indonesia di tahun mendatang.

OVERVIEW OF THE BOARD OF DIRECTORS' PERFORMANCE

Throughout 2025, the Board of Directors conducted operations in full compliance with the business plan as well as applicable laws and regulations. In practice, the Board of Directors executed its plans in accordance with the strategic policies and directions established by the Company, providing a clear framework for the discharge of its duties and responsibilities.

Despite an industry environment that remained unstable and uncertain, the Board of Directors managed to bring about a purposeful pace of control for the Company This is reflected in the positive operational performance achievements recorded throughout 2025. Nevertheless, certain challenges remain that must be addressed and overcome in order to restore the trajectory of financial performance to a healthy growth path.

As of December 31, 2025, the Company recorded revenue from from the cement and clinker business segment reached Rp9.72 trillion, the concrete and aggregates segment was recorded at Rp976.81 billion, and the construction services segment reached Rp36.79 billion. Therefore, the Company recorded revenue of to Rp10.74 trillion. The cement and clinker business segment contributed the largest share of revenue at 90.5% of total revenue. The company also recorded a current year profit of Rp658.74 billion, total assets of Rp20.38 trillion, liabilities of Rp7.17 trillion, and equity of Rp13.20 trillion.

On the sustainability front, the Company recorded strong performance by receiving the Green PROPER rating for the Lhoknga Plant, Cilacap Plant, and Tuban Plant in recognition of its sustainability performance throughout 2025. The Company also received the Green Industry Award from the Ministry of Industry and the East Java Provincial Government for the Tuban Plant, and achieved the 1st Runner-Up ranking at the ASEAN Mineral Awards for its Subsidiary, PT Solusi Bangun Andalas. The Board of Commissioners hopes that these achievements can be continuously improved and will serve to realize a sustainable future for Solusi Bangun Indonesia in the years ahead.

PENGAWASAN DALAM PERUMUSAN DAN IMPLEMENTASI STRATEGI PERUSAHAAN

Dewan Komisaris telah menjalankan fungsi pengawasan melalui arahan dan rekomendasi kepada Direksi dalam rapat. Di tahun 2025, Dewan Komisaris menyelenggarakan rapat gabungan bersama Direksi sebanyak 3 (tiga) kali. Dalam rapat tersebut, Dewan Komisaris memberikan arahan dan masukan kepada Direksi atas pengelolaan operasional, penilaian atas inisiatif dan rencana strategis yang disusun Direksi, hingga rencana Direksi di masa mendatang. Melalui rapat ini, Dewan Komisaris dapat berkoordinasi baik dengan Direksi terkait pengelolaan Perseroan.

Selain itu, Dewan Komisaris juga melakukan penilaian atas kinerja Direksi berdasarkan pemenuhan *Key Performance Indicator* (KPI). Di tahun 2025, Perseroan mampu menghadapi tantangan dan tumbuh dengan baik. Berbagai capaian yang diraih, membuktikan ketangguhan dalam mewujudkan operasional yang berkelanjutan di masa mendatang.

OVERSIGHT OF CORPORATE STRATEGY FORMULATION AND IMPLEMENTATION

The Board of Commissioners has exercised its oversight function effectively through the provision of advice and recommendations to the Board of Directors in meetings. In 2025, the Board of Commissioners held 3 (three) joint meetings with the Board of Directors. In these meetings, the Board of Commissioners provided guidance and input to the Board of Directors on operational management, evaluation of strategic initiatives and plans, and the Board of Directors' forward-looking plans. These meetings have enabled effective coordination between the Board of Commissioners and the Board of Directors on matters of Company management.

In addition, the Board of Commissioners conducted a performance evaluation of the Board of Directors based on the fulfillment of Key Performance Indicators (KPIs). In 2025, the Company demonstrated resilience in navigating challenges and achieved commendable growth. The various accomplishments attained serve as a testament to the Company's strength in realizing sustainable operations in the years ahead.

PROSPEK USAHA

Di tahun 2025, Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI) memproyeksikan adanya pertumbuhan volume penjualan semen diangka 1-2%. Proyeksi pertumbuhan yang relatif sama juga dapat terjadi ditopang dari berbagai faktor, salah satunya percepatan realisasi program-program pemerintah seperti 3 juta rumah, Koperasi Desa Merah Putih, *Giant Sea Wall*, pengembangan IKN, dan agenda pembangunan infrastruktur yang dapat membantu penyerapan kapasitas dan meningkatkan permintaan semen hingga 6,7 juta ton semen pada tahun mendatang.

Selain itu, aktivitas penjualan di pasar ekspor juga perlu ditingkatkan. Secara nasional, aktivitas ekspor semen tertuju kepada negara-negara di kawasan Asia Selatan, Asia Tenggara, Oceania, dan sebagian wilayah Afrika, dan tujuan ekspor nasional pada negara Bangladesh, Australia, Taiwan, Filipina, Sri Lanka, dan Timor Leste.

Menyikapi hal tersebut, Dewan Komisaris senantiasa mendorong Direksi untuk terus berupaya meningkatkan kinerja dan mengoptimalkan produktivitas, melakukan pengembangan dan inovasi produk, serta memperluas pasar melalui kegiatan ekspor di masa mendatang.

BUSINESS OUTLOOK

In 2025, the Association of Indonesian Cement Companies (Asosiasi Perusahaan Semen Seluruh Indonesia/ASPERSSI) projected a growth in cement sales volume of 1–2%. A relatively similar growth projection may also materialize, supported by various factors, one of which is the accelerated realization of Government programs such as the 3 million housing construction program, the Koperasi Desa Merah Putih (Red and White Village Cooperative), the Giant Sea Wall project, the development of the new capital city (IKN), and the infrastructure development agenda, which are expected to help absorb capacity and increase cement demand by up to 6.7 million tons of cement in the coming year.

Furthermore, sales activities in the export market also need to be further enhanced. At the national level, cement export activities are directed toward countries in the South Asian, Southeast Asian, Oceanian, and parts of the African regions, with key national export destinations including Bangladesh, Australia, Taiwan, the Philippines, Sri Lanka, and Timor-Leste.

In response to these developments, the Board of Commissioners continually encourages the Board of Directors to persistently strive to improve performance and optimize productivity, pursue product development and innovation, and expand market reach through export activities in the future.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Di sepanjang tahun 2025, Dewan Komisaris melihat bahwa Direksi dan manajemen telah menjalankan tata kelola dengan baik dan optimal. Di mana, seluruh organ tata kelola telah menjalankan fungsinya dalam pelaksanaan tugas dan tanggung jawab sesuai dengan pedoman kerja yang dimiliki. Hal ini berdampak terhadap keberlangsungan bisnis Perseroan di sepanjang tahun 2025.

Dewan Komisaris juga telah menjalankan fungsi pengawasan atas kinerja Direksi melalui pelaksanaan pertemuan rutin dalam bentuk rapat koordinasi, hingga pemberian arahan dan rekomendasi kepada Direksi. Selain itu, secara berkala Dewan Komisaris juga aktif ikut serta dalam agenda Perseroan.

Solusi Bangun Indonesia memiliki sistem tata kelola yang baik yang dilengkapi dengan kebijakan pendukung seperti Pedoman Perilaku Etika Bisnis, Piagam Audit Internal (Internal Audit Charter), Sistem Pelaporan Pelanggaran, Sistem Manajemen Risiko, Sistem Pengendalian internal dan Kebijakan serta Prosedur Perusahaan lainnya. Melalui kebijakan tersebut, Dewan Komisaris menjamin bahwa tata kelola Solusi Bangun Indonesia telah dilakukan secara efektif dan optimal.

Penilaian atas Implementasi Sistem Pengendalian Internal

Aktivitas pengendalian internal di Perseroan dilaksanakan oleh Unit Internal Control System (ICS) di bawah koordinasi Departemen Corporate Secretary & GRC (Corsec&GRC) pada Fungsi LGRC Group. Perseroan juga memiliki Buku Pedoman Sistem Pengendalian Internal yang memberikan panduan bagi manajemen dan karyawan dalam mengimplementasikan pengendalian internal di unit kerjanya masing-masing, terutama dalam hal pengendalian keuangan dan operasional. Selain itu, Sistem Pengendalian Internal Perseroan telah disesuaikan dengan kerangka kerja internasional yaitu berdasarkan ketentuan Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Dewan Komisaris menilai bahwa Sistem Pengendalian Internal di Perseroan dan entitas anak telah selaras dengan sasaran, strategi, dan budaya Perseroan, serta berbagai kewajiban hukum maupun kewajiban sosial Perseroan.

VIEWS ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Throughout 2025, the Board of Commissioners observed that the Board of Directors and management have implemented good corporate governance in a sound and effective manner. All governance bodies have fulfilled their respective functions in carrying out their duties and responsibilities in accordance with their governing charters, impacting the Company's business continuity throughout 2025.

The Board of Commissioners has also exercised its oversight function over the Board of Directors' performance through regular coordination meetings and the provision of direction and recommendations to the Board of Directors. In addition, the Board of Commissioners has actively participated in the Company's agenda on a regular basis.

Solusi Bangun Indonesia maintains a robust corporate governance system, complemented by supporting policies such as the Code of Business Conduct, Internal Audit Charter, the Whistleblowing System, the Risk Management System, the Internal Control System, and other Company policies and procedures. Through these frameworks, the Board of Commissioners is confident that corporate governance at Solusi Bangun Indonesia is being implemented effectively and optimally.

Assessment of the Implementation of the Internal Control System

Internal control activities within the Company are carried out by the Internal Control System (ICS) Unit under the coordination of the Corporate Secretary & GRC Department (Corsec&GRC) within the LGRC Group. The Company also maintains an Internal Control System Manual that provides guidance to management and employees in implementing internal controls within their respective work units, particularly with respect to financial and operational controls. Furthermore, the Company's Internal Control System has been aligned with the international framework established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The Board of Commissioners is of the view that the Internal Control System in place at the Company and its subsidiaries is well aligned with the Company's objectives, strategies, and culture, as well as its various legal and social obligations.

Penilaian atas Implementasi Sistem Manajemen Risiko

Sistem Manajemen Risiko Perseroan dijalankan berdasarkan ketentuan Peraturan Menteri BUMN No. PER-2/MBU/03/2023. Perseroan juga menerapkan Sistem Manajemen Risiko "model tiga lini" dengan para pemilik proses di seluruh satuan kerja (*Risk Taking Unit*/RTU) sebagai lini pertama yang bertugas mengidentifikasi dan mengelola risiko dalam proses bisnis. Pada lini kedua, Perseroan menetapkan adanya Fungsi Manajemen Risiko, dan pada lini ketiga, Divisi Audit Internal berperan memastikan bahwa Perseroan telah menerapkan tata kelola, pengendalian risiko dan pengendalian internal secara efektif.

Dewan Komisaris menilai bahwa hingga 31 Desember 2025, Perseroan telah melakukan identifikasi terhadap seluruh risiko utama dan peluang yang mungkin timbul dari kegiatan usaha Perseroan, mengukur risiko-risikonya, menyusun rencana pengendalian, dan memonitor tingkat risiko sesuai dengan kebijakan dan prosedur manajemen risiko di Perseroan.

Assessment of the Implementation of the Risk Management System

The Company's Risk Management System is governed in accordance with the provisions of the State-Owned Enterprises Minister Regulation No. PER-2/MBU/03/2023. The Company also applies a "three lines model" Risk Management System, with process owners across all work units (Risk Taking Units/RTUs) serving as the first line, responsible for identifying and managing risks within business processes. The second line consists of the Risk Management Function, while the third line is fulfilled by the Internal Audit Division, which is responsible for ensuring that the Company has implemented governance, risk control, and internal control effectively.

The Board of Commissioners is satisfied that, as of December 31, 2025, the Company has identified all key risks and opportunities that may arise from its business activities, measured these risks, developed control plans, and monitored risk levels in accordance with the Company's risk management policies and procedures.

Penilaian atas Implementasi Sistem Pelaporan Pelanggaran

Di sepanjang tahun 2025, Dewan Komisaris menilai bahwa implementasi Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS) telah berjalan efektif. Sepanjang tahun 2025, sistem WBS mencatat nihil laporan pelanggaran yang terjadi di lingkungan Perseroan.

Assessment of the Implementation of the Whistleblowing System

Throughout 2025, the Board of Commissioners assessed that the Whistleblowing System (WBS) was implemented effectively. Throughout 2025, the WBS recorded zero violation reports within the Company's environment.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Komposisi Dewan Komisaris Perseroan di tahun 2025 adalah sebagai berikut:

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

The composition of the Company's Board of Commissioners in 2025 is as follows:

Tabel Komposisi Anggota Dewan Komisaris Tahun 2025

Table of the Board of Commissioners Composition in 2025

Nama *Name*	Jabatan *Position*	Dasar Pengangkatan Terakhir *Basis of Recent Appointment*	Masa Berakhir Jabatan *End of Term Appointment*
Fadlansyah Lubis	Komisaris Utama President Commissioner	Akta No. 18 tanggal 12 Agustus 2025 Deed No. 18 dated 12 August 2025	RUPST 2030 AGMS 2030
Agnes Marcellina Tjhin	Komisaris Independen Independent Commissioner	Akta No. 18 tanggal 12 Agustus 2025 Deed No. 18 dated 12 August 2025	RUPST 2030 AGMS 2030
Husnedi	Komisaris Independen Independent Commissioner	Akta No. 18 tanggal 12 Agustus 2025 Deed No. 18 dated 12 August 2025	RUPST 2030 AGMS 2030
Prasetyo Suharto	Komisaris Commissioner	Akta No. 18 tanggal 12 Agustus 2025 Deed No. 18 dated 12 August 2025	RUPST 2030 AGMS 2030
Shinji Fukami	Komisaris Commissioner	Akta No. 90 tanggal 31 Mei 2024 Deed No. 90 dated 31 May 2024	RUPST 2029 AGMS 2029

APRESIASI

Dewan Komisaris mengucapkan terima kasih atas sinergi dan dedikasi seluruh insan Perseroan dalam menghadirkan kinerja baik Solusi Bangun Indonesia. Semangat dan kerja sama yang diberikan mampu menunjukkan ketahanan Perseroan di tahun 2025. Dewan Komisaris juga mengapresiasi jajaran Direksi, karena mampu menjalankan operasional dengan optimal untuk memastikan keberlanjutan bagi Solusi Bangun Indonesia. Seluruh Insan Perseroan telah menunjukkan dedikasinya untuk terus memberikan berbagai inisiatif dan inovasi demi memperkuat daya saing dan fondasi bisnis Perseroan di tengah situasi industri yang menantang. Melalui capaian dan kinerja baik yang terjadi di tahun 2025, Dewan Komisaris berharap seluruh insan dapat menjaga dan meningkatkan kinerja yang lebih baik di tahun mendatang.

Selain itu, Dewan Komisaris menyampaikan terima kasih dan apresiasi kepada pemegang saham dan pemangku kepentingan. Karena atas kepercayaan dan dukungan yang diberikan, Perseroan dapat mempertahankan kinerja positif di tahun 2025. Dewan Komisaris berharap, sinergi dan komunikasi baik yang terjalin dapat terus ditingkatkan, untuk nilai tambah dan manfaat yang lebih besar dan berdampak bagi para pemegang saham, karyawan, pelanggan, mitra usaha, dan seluruh pemangku kepentingan lainnya di masa yang akan datang.

APPRECIATION

The Board of Commissioners extends its sincere gratitude for the synergy and dedication demonstrated by all Company personnel in delivering Solusi Bangun Indonesia's strong performance. The enthusiasm and collaboration provided demonstrated the Company's resilience in 2025. The Board of Commissioners also commends the Board of Directors for its capability of carrying out operations well to ensure sustainability for Solusi Bangun Indonesia. All Company personnel have shown their dedication in continuously bringing forward initiatives and innovations that strengthen the Company's competitiveness and business foundation amid a challenging industry environment. Building on the achievements and solid performance of 2025, the Board of Commissioners encourages all members of the Company to sustain and further elevate performance in the year ahead.

The Board of Commissioners would also like to extend its heartfelt appreciation to the Company's shareholders and stakeholders. It is through their continued trust and support that the Company managed to sustain positive performance in 2025. The Board of Commissioners hopes that the synergy and good communication that have been established will continue to keep improving, create more added value and greater benefits and impacts for shareholders, employees, customers, business partners, and all other stakeholders moving forward.

Jakarta, 29 April 2026 / Jakarta, April 29, 2026
Atas nama Dewan Komisaris | On behalf of the Board of Commissioners

Fadlansyah Lubis
Komisaris Utama
President Commissioner

Laporan Direksi
Board of Directors Report

RIZKI KRESNO EDHIE HAMBALI
Direktur Utama
President Director

Strategi transformasi yang meliputi optimalisasi *operational excellence*, program efisiensi, serta peningkatan pengelolaan pemasaran dan penjualan, menjadi kunci Perseroan menjaga profitabilitas dan mencapai *cost-to-serve* terbaik.
The transformation strategy, including the optimization of operational excellence, efficiency programs, and the enhancement of marketing and sales management, serves as the key to the Company's ability to maintain profitability and achieve the best cost-to-serve.

Laporan Direksi
Board of Directors Report

Pemangku Kepentingan yang Terhormat,
Dear Valued Stakeholders,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa, Perseroan berhasil melewati tantangan dan dinamika bisnis sepanjang tahun 2025 dan mencatat kinerja positif melalui transformasi dan berbagai langkah strategis dari semangat dan dedikasi seluruh insan Perseroan.

Melalui laporan ini, kami menyampaikan aktivitas operasional Perseroan mulai dari 1 Januari hingga 31 Desember 2025 yang meliputi realisasi kinerja, proyeksi rencana hingga tujuan Solusi Bangun Indonesia ke depan.

ANALISIS LINGKUNGAN EKSTERNAL
Tinjauan Perekonomian Global dan Nasional

Di sepanjang tahun 2025, perekonomian global dalam kondisi yang penuh dengan ketidakpastian. International Monetary Fund memproyeksikan pertumbuhan ekonomi global berada pada kisaran 3,3%, lebih rendah dibandingkan rata-rata historis sebelum pandemi yang mencapai sekitar 3,7%.[1]

Dari sisi kawasan, pertumbuhan ekonomi menunjukkan perbedaan yang cukup signifikan. Negara-negara maju diperkirakan hanya tumbuh sekitar 1,5% seiring dengan lemahnya permintaan domestik dan dampak kebijakan pengetatan moneter yang masih berlangsung. Sebaliknya, negara berkembang tetap menjadi motor pertumbuhan dengan laju ekspansi di atas 4,0%, ditopang oleh konsumsi domestik dan investasi yang relatif lebih resilien.

We express our gratitude to God Almighty, as the Company successfully navigated the challenges and business dynamics throughout 2025 and achieved positive performance through transformation and various strategic efforts motivated by the passion and dedication of all Company personnel.

Through this report, we present the Company's operational activities from January 1 to December 31 2025, including realized performance, projected plans, and Solusi Bangun Indonesia's future objectives.

EXTERNAL ENVIRONMENT ANALYSIS
Global and National Economic Review

The global economy remained in a state of uncertainty throughout 2025. The International Monetary Fund projected global economic growth of approximately 3.3%, which was lower than the historical pre-pandemic average of approximately 3.7%.[1]

Regionally, economic growth demonstrated significant divergence. Developed countries were expected to grow by only around 1.5% due to low domestic demand and the impact of ongoing monetary tightening policies. Conversely, developing countries continued to drive growth, achieving expansion rates higher than 4.0%, supported by relatively resilient domestic consumption and investment.

1 International Monetary Funf (IMF), World Economic Outlook, Global Economy: Steady amid Divergent Forces, Jan 2026.

Amerika Serikat diperkirakan tumbuh sekitar 2,0%, Tiongkok sebesar 4,8%, sementara kawasan Eropa dan Jepang masing-masing berada pada kisaran 1,2% dan 1,1%. Perbedaan kinerja ini mencerminkan belum meratanya pemulihan ekonomi global serta tingginya sensitivitas terhadap dinamika kebijakan dan kondisi eksternal. Di sisi lain, tekanan inflasi global mulai menunjukkan tren penurunan. Tingkat inflasi pada tahun 2025 di kisaran 4,0%–4,2% dan berpotensi turun menjadi sekitar 3,5% pada tahun 2026.

Hingga 31 Desember 2025, perekonomian Indonesia menunjukkan kinerja yang solid dengan mencatatkan pertumbuhan sebesar 5,39% (YoY).[2] Pertumbuhan terjadi dan didominasi oleh sektor industri pengolahan yang memberikan kontribusi terbesar sebesar 5,30%, sektor perdagangan besar dan eceran sebesar 5,49%, serta sektor pertanian, kehutanan, dan perikanan sebesar 5,33%. Sektor konstruksi juga menunjukkan kinerja yang stabil dengan pertumbuhan sekitar 3,81%, seiring dengan berlanjutnya pembangunan infrastruktur dan proyek strategis nasional. Di sisi lain, sektor informasi dan komunikasi tetap tumbuh kuat sekitar 8,35%, mencerminkan akselerasi digitalisasi ekonomi.

Dari sisi pengeluaran, pertumbuhan ekonomi masih didorong oleh permintaan domestik yang kuat. Konsumsi rumah tangga tetap menjadi kontributor terbesar sekitar 54,0% terhadap PDB dan tumbuh sebesar 5,0%, mencerminkan daya beli masyarakat yang relatif terjaga. Investasi yang tercermin dalam Pembentukan Modal Tetap Bruto (PMTB) memberikan kontribusi sekitar 29,0% terhadap PDB dengan pertumbuhan sebesar 6,2%, menunjukkan meningkatnya kepercayaan pelaku usaha dan ekspansi kapasitas produksi.

Dari sisi eksternal, kinerja ekspor barang dan jasa tetap mencatatkan pertumbuhan positif sebesar 4,5%, meskipun menghadapi tekanan dari perlambatan ekonomi global. Di sisi lain, impor tumbuh sebesar 5,2%, seiring dengan meningkatnya kebutuhan bahan baku dan barang modal untuk mendukung aktivitas produksi domestik. Secara keseluruhan, kinerja perekonomian Indonesia pada tahun 2025 mencerminkan struktur pertumbuhan yang seimbang antara konsumsi domestik, investasi, dan sektor eksternal.

The United States was projected to grow by around 2.0%, China by 4.8%, while the Euro Area and Japan are projected to grow by around 1.2% and 1.1%, respectively. This disparity in performance reflected how the global economy recovered at different rates and how much it depended on policy dynamics and external conditions. Meanwhile, the overall inflation rate around the world started to decrease. The inflation rate in 2025 was within the range of 4.0%–4.2%, and the potential could fall to around 3.5% in 2026.

As of December 31, 2025, the Indonesian economy demonstrated solid performance, with growth of 5.39% (YoY).[2] This growth was mainly driven by the management sector, which contributed the largest share at 5.30%, followed by the wholesale and retail trade sector at 5.49%, and the agriculture, forestry, and fisheries sector at 5.33%. The construction sector also displayed stable performance, with growth of approximately 3.81%, which aligned with the ongoing development in infrastructure and national strategic projects. Meanwhile, the information and communications sector continued to grow strongly, with an increase of around 8.35%, reflecting the acceleration of economic digitalization.

On the expenditure side, the economy was still growing due to strong domestic demand. Household consumption remained the largest contributor, at around 54.0% of GDP, and grew by 5.0%, reflecting relatively well-maintained purchasing power. Investment, which reflected in Gross Fixed Capital Formation (GFCF), contributed around 29.0% of GDP, which grew by 6.2%, indicating increasing business confidence and expanding production capacity.

Externally, exports of goods and services continued to grow by 4.5%, despite the global economic slowdown. Meanwhile, imports increased by 5.2%, in line with rising demand for raw materials and capital goods to support domestic production. Overall, Indonesia's economic performance in 2025 showed a balanced growth structure between domestic consumption, investment, and the external sector.

2 Badan Pusat Statistik (BPS), Berita Resmi Statistik No.18/02/Th.XXIX, 5 Februari 2026, Pertumbuhan Ekonomi Indonesia Triwulan IV-2025.

Tinjauan Industri

Di sepanjang tahun 2025, industri semen mengalami perlambatan yang disebabkan oleh adanya pelemahan daya beli masyarakat, penurunan pada proyek pembangunan infrastruktur, hingga cuaca ekstrem. Kondisi ini mengakibatkan penurunan pada volume produksi dan penjualan semen domestik. Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI) mencatatkan penurunan volume produksi dari 67,8 juta ton menjadi 64,7 juta ton, menurun sebesar 4,5% dari tahun 2024. Hal ini juga mempengaruhi penjualan semen domestik juga mengalami penurunan sebesar 1,5% dari periode sebelumnya.

Direksi melihat, lanskap bisnis yang terjadi di tahun 2025 perlu diatasi dengan langkah dan inisiatif strategis yang tepat. Melalui sinergi bersama SIG, Perseroan melakukan transformasi bisnis untuk memperkuat resiliensi di tengah tekanan industri. Direksi menerapkan strategi transformasi melalui optimalisasi *operational excellence*, peningkatan pengelolaan pemasaran dan penjualan, serta program efisiensi biaya di berbagai lini untuk menjaga fundamental dan profitabilitas di tengah tekanan industri.

Dengan strategi dan inisiatif tersebut, Solusi Bangun Indonesia berhasil membukukan volume penjualan semen dan terak sebesar 12,13 juta ton dan pendapatan sejumlah Rp10,74 triliun. Kemudian, Perseroan mencatatkan beban pokok pendapatan sejumlah Rp8,32 triliun, dengan EBITDA mencapai Rp1,87 triliun, dan laba periode berjalan mencapai Rp659 miliar.

Upaya efisiensi yang dilakukan juga mampu menurunkan beban keuangan sebesar 34,8% dibandingkan tahun sebelumnya. Penguatan struktur permodalan dan percepatan pembayaran pinjaman, membuktikan ketahanan Perseroan dalam menjaga kestabilan neraca dan likuiditas Perseroan.

Direksi berpendapat bahwa Perseroan memiliki peluang pertumbuhan melalui sejumlah inisiatif strategis dan inovasi untuk mewujudkan keberlangsungan bisnis di masa mendatang.

Industrial Overview

Throughout 2025, a slowdown was observed in the cement industry due to weakening public purchasing power, a decrease in infrastructure projects, and extreme weather conditions. These conditions resulted in a decline in domestic cement production volume and sales. The Association of Indonesian Cement Companies (Asosiasi Perusahaan Semen Seluruh Indonesia/ASPERSSI) recorded a decline in production volume from 67.8 million tons to 64.7 million tons, a decrease of 4.5% from 2024. This condition also affected domestic cement sales, which similarly declined by 1.5% from the previous period.

The Board of Directors recognizes that the business landscape in 2025 requires appropriate strategic measures and initiatives. Through synergy with SIG, the Company undertook business transformation to strengthen resilience amid industry pressures. The Board of Directors implemented a transformation strategy through the optimization of operational excellence, the improvement of marketing and sales management, and cost efficiency programs across various lines, in order to maintain the Company's fundamentals and profitability amid industry headwinds.

Through these strategies and initiatives, Solusi Bangun Indonesia successfully recorded cement and clinker sales volume of 12.13 million tons, with revenue of Rp10.74 trillion. Furthermore, the Company recorded cost of revenue of Rp8.32 trillion, with EBITDA reaching Rp1.87 trillion and net profit for the current period reaching Rp659 billion.

The efficiency efforts conducted also succeeded in reducing financial expenses by 34.8% compared to the previous year. The strengthening of the capital structure and accelerated loan repayments serve as a testament to the Company's resilience in maintaining a stable balance sheet and liquidity position.

The Board of Directors believes that the Company holds growth opportunities through a number of strategic initiatives and innovations to realize sustainable business continuity in the years ahead.

STRATEGI DAN INISIATIF

Di tahun 2025, Direksi telah mendorong penerapan sejumlah inisiatif untuk memastikan operasi yang optimal dan berkelanjutan sesuai dengan kondisi dan dinamika bisnis terkini pada industri, di antaranya:

1. ***Operational Excellence***

   Upaya yang dilakukan meliputi efisiensi biaya operasi di berbagai lini, hingga optimalisasi aset dan infrastruktur. Di tahun 2025, Perseroan mampu menekan biaya produksi dengan COGM per ton 4% lebih rendah. Selain itu, Perseroan mencatatkan *kiln utilization* mencapai 84.8%, dan SG&A sebesar 17% di bawah target.

2. ***Sustainability-Driven Growth***

   Dalam mendukung pertumbuhan berkelanjutan, Perseroan secara konsisten menjalankan berbagai inisiatif yang berfokus pada pengurangan emisi, peningkatan pemanfaatan bahan bakar alternatif, pengembangan energi bersih, serta penguatan kontribusi sosial. Peran tersebut diperkuat oleh Nathabumi sebagai unit usaha Solusi Bangun Indonesia yang menjadi penggerak utama melalui pengelolaan limbah terintegrasi, guna meningkatkan substitusi bahan bakar dan menurunkan intensitas emisi.

   Di tahun 2025, Perseroan mencatatkan *Thermal Substitution Rate* (TSR) sebesar 15,11% dan berkontribusi mengurangi emisi sebesar 567 kg CO_2/ton semen ekivalen. Lebih lanjut, Perseroan telah memanfaatkan instalasi panel surya dengan kapasitas 6,39 MWp untuk mendukung operasional Pabrik Tuban, dan juga akan menambah instalasi panel surya pada Pabrik Narogong sebesar 2 MWp.

   Upaya penguatan di bidang sosial juga dilakukan Perseroan melalui penyelenggaraan *social mapping*, pengukuran *Social License Index*, dan realisasi program CSR.

3. ***Leverage Innovation and Digital Transformation***

   Memastikan operasi berjalan optimal dengan inovasi dan transformasi digital, melalui pengembangan *Integrated Corporate Performance Dashboard* (ICPD) untuk memantau kinerja operasional dan keuangan secara lebih terintegrasi dan *real-time*, serta *AI-based analytics* dan *digital analytics*

STRATEGIES AND INITIATIVES

In 2025, the Board of Directors has driven the implementation of a number of initiatives to ensure optimal and sustainable operations in accordance with the current conditions and business dynamics within the industry, including:

1. **Operational Excellence**

   Efforts undertaken include operational cost efficiency across various lines, as well as the optimization of assets and infrastructure. In 2025, the Company successfully reduced production costs, with the Cost of Goods Manufactured (COGM) per ton recorded at 4% lower. Furthermore, the Company recorded a kiln utilization rate of 84.8%, and Selling, General & Administrative (SG&A) expenses of 17% below target.

2. **Sustainability-Driven Growth**

   In supporting sustainable growth, the Company consistently undertakes several initiatives focusing on emission reduction, clean energy development, and social contribution strengthening. Such role is strengthened by Nathabumi as Solusi Bangun Indonesia's business units as the primary driver through integrated waste management, in order to increase fuel substitution and decrease emission intensity.s

   In 2025, the Company recorded a Thermal Substitution Rate (TSR) of 15.11% and contributed to reducing emissions by 567 kg CO_2/ton of cement equivalent. In addition, the Company utilizes the rooftop solar PV installation with a capacity of 6.39 MWp to support the operations of Tuban Plant, while the Narogong Plant is in the process of implementing a rooftop solar PV installation with a capacity of 2 MWp.

   The Company also performs strenthening efforts in the social aspect by implementing social mapping, measuring the Social License Index, and realizing CSR programs.

3. **Leverage Innovation and Digital Transformation**

   Ensuring operations run optimally through innovation and digital transformation, by developing an Integrated Corporate Performance Dashboard (ICPD) to monitor operational and financial performance in a more integrated and real-time manner, as well as AI-based analytics and a

platform untuk meningkatkan kualitas analisis data. Perseroan juga melakukan pengembangan terhadap produk *soil stabilizer* bersama Taiheiyo untuk menghadirkan solusi konstruksi dan menciptakan peluang pasar baru.

digital analytics platform to enhance the quality of data analysis. The Company is also developing a soil stabilizer product with Taiheiyo to provide construction solutions and create new market opportunities.

4. ***Market Adaptability and Expansion***

Perseroan melakukan inisiatif perluasan jangkauan pasar melalui rencana ekspor untuk wilayah Amerika Serikat. Upaya ini dilakukan melalui kerja sama strategis dengan Taiheiyo dengan melakukan pengembangan meliputi dermaga dan fasilitas produksi. Langkah ini dilakukan untuk memperluas jangkauan pasar terhadap produk semen dengan skala dan potensi permintaan yang lebih besar.

Perseroan juga melakukan upaya diversifikasi produk dengan tujuan untuk mencatatkan pendapatan yang optimal melalui pengembangan terhadap bisnis turunan semen yaitu *aggregate and construction material* (ACM), *soil stabilizer*, bata interlock presisi, bisnis mineral, dan pengelolaan limbah berkelanjutan.

4. **Market Adaptability and Expansion**

The Company has conducted market reach expansion through an export plan targeting the United States. This effort is carried out through a strategic cooperation with Taiheiyo comprising the development of jetty and production facilities. This initiative is undertaken to broaden the market reach of its cement products toward markets of greater scale and demand potential.

The Company also undertakes efforts of product diversification to record optimal revenue through the development of cement derivative businesses, namely aggregate and construction materials (ACM), soil stabilizers, precision interlocking bricks, mineral businesses, and sustainable waste management.

5. ***Cultivate Agile Talent and Leadership***

Di tahun 2025, Perseroan melakukan upaya optimalisasi struktur organisasi serta penguatan *talent management*. Upaya ini untuk meningkatkan efisiensi dan memastikan ketersediaan talenta sesuai kebutuhan bisnis.

Secara berkala Perseroan telah menyelenggarakan *leadership development program* melalui *short course training* dan *circle of experts*, serta didukung oleh hubungan industrial yang kondusif. Selain itu juga melakukan peningkatan terhadap budaya inovasi melalui program Juara Inovasi. Upaya ini dilakukan untuk hadirkan SDM unggul dan berkalitas guna mewujudkan pertumbuhan operasional yang berkelanjutan.

5. **Cultivating Agile Talent and Leadership**

In 2025, the Company undertook efforts to optimize its organizational structure, as well as to strengthen talent management, with the aim of improving efficiency and ensuring the availability of talent aligned with business needs.

On a regular basis, the Company has conducted leadership development programs, through short-course training and circles of experts, alongside the maintenance of a conducive industrial relations environment. Furthermore, we are enhancing our innovation culture through the Innovation Champion program to develop superior, high-quality human capital in the pursuit of achieving sustainable operational growth.

6. ***Governance Management***

Memastikan bahwa Perseroan telah menjalankan tata kelola yang baik berdasarkan prinsip GCG *best practices* yang telah diselaraskan dengan ketentuan peraturan yang berlaku. Upaya penguatan senantiasa dilakukan melalui peningkatan manajemen risiko, kepatuhan terhadap regulasi, serta penyelesaian isu legal dan penguatan sistem pengendalian internal. Direksi juga memastikan adanya pemenuhan dan kepatuhan atas regulasi yang berlaku dalam menjalankan operasional.

6. **Governance Management**

The Company ensured that it implemented good corporate governance in accordance with GCG best practice principles, aligned with applicable regulatory requirements. Strengthening efforts are consistently carried out through enhanced risk management, regulatory compliance, and the resolution of legal matters and the reinforcement of the internal control system. The Board of Directors also ensures compliance with applicable regulations in carrying out operations.

Di tahun 2025, Perseroan melakukan penilaian *Risk Maturity Index* (RMI) oleh konsultan independen dan memperoleh nilai dengan skor 2,7 atau berada pada fase Emerging+. Hasil ini menunjukkan bahwa Perseroan memiliki tingkat kematangan pengelolaan risiko yang baik.

Melalui berbagai inisiatif tersebut, Perseroan terus memperkuat fondasi tata kelola yang transparan, akuntabel, dan mendukung keberlanjutan operasional serta pengelolaan risiko secara lebih proaktif.

PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS

Dalam penyusunan strategi dan kebijakan strategis Perseroan, Direksi berkoordinasi dan berdiskusi dengan Dewan Komisaris dalam rapat bersama. Direksi memberikan penjelasan atas RKAP secara komprehensif kepada Dewan Komisaris dan Dewan Komisaris secara aktif memberikan pendapat dan masukan konstruktif sesuai pengalaman, kapasitas dan latar belakang kompetensinya.

Direksi juga memastikan agar seluruh organ tata kelola menjalankan fungsi atas pelaksanaan tugas dan tanggung jawabnya sesuai dengan pedoman kerja yang telah ditentukan. Secara berkala Direksi melakukan evaluasi dan perbaikan atas pelaksanaan tugas dan tanggung jawab seluruh organ. Hal ini dilakukan untuk memastikan agar Solusi Bangun Indonesia senantiasa hasilkan kinerja baik dan tumbuh berkelanjutan.

Selain itu, Direksi telah memiliki tugas dan tanggung jawab yang disesuaikan dengan dinamika bisnis Perseroan. Terdapat pembagian antara pelaksanaan tugas dan tanggung jawab masing-masing Direktur. Pembidangan tugas ini dilakukan untuk memastikan tiap-tiap Direktur mampu memenuhi tugas dan tanggung jawabnya sehingga fungsi Direksi dapat berjalan dengan optimal dan efisien.

Direksi berkomitmen, untuk senantiasa mencapai kinerja yang baik bagi Perseroan melalui sinergi dan kerja sama yang baik dengan seluruh pemangku kepentingan untuk memastikan pencapaian target Perseroan.

In 2025, the Company conducted a Risk Maturity Index (RMI) assessment by an independent consultant, achieving a score of 2.7, placing the Company in the Emerging+ phase. The assessment results indicate that the Company is at a good level of risk management maturity.

Through these various initiatives, the Company continues to strengthen the foundations of transparent and accountable governance, supporting both operational sustainability and a more proactive approach to risk management.

THE ROLE OF THE BOARD OF DIRECTORS IN STRATEGY AND STRATEGIC POLICY MAKING

In the formulation of the Company's strategies and strategic policies, the Board of Directors coordinates and deliberates with the Board of Commissioners in joint meetings. The Board of Directors provides comprehensive explanations of the Work Plan and Budget (RKAP), while the Board of Commissioners actively contributes opinions and constructive input in accordance with their respective experience, capacity, and areas of competence.

The Board of Directors also ensures that all governance bodies fulfill their functions in carrying out their respective duties and responsibilities in accordance with the established working guidelines. The Board of Directors conducts periodic evaluations and improvements of the performance of all governance bodies, with the aim of ensuring that Solusi Bangun Indonesia consistently delivers positive performance and sustainable growth.

Furthermore, the Board of Directors has duties and responsibilities that are aligned with the Company's business dynamics. A clear delineation of duties and responsibilities exists among the individual members of the Directors, ensuring that each Director is able to fulfill their respective role effectively, thereby enabling the Board of Directors as a whole to function optimally and efficiently.

The Board of Directors remains committed to consistently delivering strong performance for the Company through effective synergy and good cooperation with all stakeholders in ensuring the achievement of the Company's targets.

PROSES YANG DILAKUKAN DIREKSI UNTUK MEMASTIKAN IMPLEMENTASI STRATEGI

Secara berkala, Direksi melakukan koordinasi yang baik dengan Dewan Komisaris dalam bentuk rapat gabungan antara Direksi dan Dewan Komisaris. Dalam rapat tersebut, Direksi menerima penilaian atas kinerja, arahan, dan rekomendasi terhadap implementasi operasi. Melalui peran pengawasan yang dilakukan Dewan Komisaris, Direksi berharap dapat terus meningkatkan kualitas atas kinerja yang dijalankan.

Dari aspek produktivitas, Direksi mengoptimalkan tiap- tiap segmen usaha melalui 4 (empat) pabrik semen terintegrasi, jaringan fasilitas beton siap pakai, tambang agregat, terminal distribusi dan pengantongan, serta fasilitas pengelolaan limbah berkelanjutan yang dimiliki, untuk menjaga efisiensi dan efektivitas produksi, sehingga bisa menghasilkan *cost-to-serve* terbaik. Perseroan berhasil mencapai indeks klinker 50%, meningkatkan *Thermal Substitution Rate* (TSR) dengan mengoptimalkan penggunaan bahan bakar alternatif hingga mencapai rata-rata 15,11%, serta menjaga keandalan pabrik dengan mengurangi *unplanned shutdown*.

Sebagai bagian dari SIG, Direksi memastikan adanya sinergi dengan SIG dalam berbagai inisiatif untuk mencapai target-target bisnis, termasuk mengoptimalkan peluang pertumbuhan melalui kemitraan strategis dengan Taiheiyo untuk mempertahankan peran strategis Solusi Bangun Indonesia di pasar yang lebih kompetitif.

THE PROCESS UNDERTAKEN BY THE BOARD OF DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

The Board of Directors regularly coordinates with the Board of Commissioners, realized through joint meetings between the Board of Directors and the Board of Commissioners. In these meetings, the Board of Directors receives performance assessments, advice, and recommendations on the conduct of operations. Through its oversight role, the Board of Commissioners hopes to continuously improve its performance quality.

From a productivity standpoint, the Board of Directors optimizes each business segment through 4 (four) integrated cement plants, a network of ready-mix concrete facilities, aggregate quarries, distribution and bagging terminals, as well as sustainable waste management facilities, in order to maintain production efficiency and effectiveness, thereby achieving the best cost-to-serve. The Company managed to achieve a clinker index of 50%, increasing the Thermal Substitution Rate (TSR) through the optimization of alternative fuel utilization to an average of 15.11%, as well as maintaining plant reliability by minimizing unplanned shutdowns.

As part of SIG, the Board of Directors ensures synergies with SIG in various initiatives to achieve business targets, including growth opportunity optimization through a strategic partnership with Taiheiyo to reinforce Solusi Bangun Indonesia's strategic role in an increasingly competitive market.

PENCAPAIAN TAHUN 2025

Direksi bersama Dewan Komisaris memastikan operasional Perseroan senantiasa berjalan dengan memenuhi kepatuhan terhadap ketentuan peraturan perundang-undangan yang berlaku. Di sepanjang tahun 2025, Solusi Bangun Indonesia beroperasi dengan lebih adaptif membuktikan ketahanan terhadap tantangan industri. Beragam langkah penguatan dilakukan untuk memastikan fundamental bisnis yang kuat.

Hingga akhir tahun 2025, Perseroan mencatatkan total pendapatan sejumlah Rp10,74 triliun dengan laba tahun berjalan yang positif sejumlah Rp658,74 miliar. Perseroan juga mencatatkan nilai aset sejumlah Rp20,38 triliun, liabilitas sejumlah Rp7,17 triliun dan ekuitas sejumlah Rp13,20 triliun. Dari posisi keuangan, Perseroan memiliki struktur modal yang sehat dan kuat.

2025 ACHIEVEMENTS

The Board of Directors, together with the Board of Commissioners, ensures that the Company's operations are in full compliance with applicable laws and regulations. Throughout 2025, Solusi Bangun Indonesia operated more adaptively, demonstrating its resilience to industry challenges. A wide range of strengthening measures were undertaken to establish a robust business fundamentals.

As of the end of 2025, the Company recorded total revenue of Rp10.74 trillion, with a positive profit for the year of Rp658.74 billion. The Company recorded total assets of Rp20.38 trillion, liabilities of Rp7.17 trillion, and equity of Rp13.20 trillion, reflecting a healthy and strong capital structure from the financial perspective.

Berdasarkan segmen usaha, total volume produksi semen 10,31 juta ton dan total volume penjualan semen dan terak sebesar 12,13 juta ton. Penjualan semen dan terak berkontribusi sebesar 90,56% terhadap total pendapatan Perseroan di tahun 2025.

Perseroan mencatatkan volume produksi beton siap pakai mencapai 1,05 juta m^3 dengan total pendapatan beton siap pakai mencapai Rp0,85 triliun. Kemudian untuk segmen agregat, Perseroan mencatat volume produksi agregat sebesar 1,76 juta ton, meningkat 57,14% jika dibandingkan dengan volume produksi tahun sebelumnya sebesar 1,12 juta ton dengan pendapatan penjualan agregat sebesar Rp127,86 miliar.

Dari sisi keberlanjutan, melalui Nathabumi, Perseroan berhasil melakukan pengelolaan dan pemanfaatan limbah secara berkelanjutan untuk membantu Perusahaan mendapatkan sumber bahan baku dan bahan bakar alternatif. Di tahun 2025, Nathabumi berhasil memanfaatkan sebanyak 830.572 MT limbah yang terdiri dari bahan baku alternatif sebesar 516.409 MT dan bahan bakar alternatif (limbah industri, biomasa, dan RDF) sebesar 314.163 MT dengan substitusi AF mencapai 15,11%. Substitusi Energi Panas atau *Thermal Substitution Rate* (TSR) dari seluruh energi panas yang dibutuhkan, meningkat dari tahun 2024 sebesar 13%. Lebih lanjut, hingga tahun 2025, Perseroan telah bekerja sama dengan 21 pemerintah kota/kabupaten dalam pemanfaatan RDF sebagai bahan bakar alternatif dalam proses produksi semen.

Solusi Bangun Indonesia memperoleh PROPER Hijau untuk Pabrik Lhoknga, Paktik Cilacap dan Pabrik Tuban atas kinerja pengelolaan lingkungan dan sosial sepanjang tahun 2025, penghargaan TOP Leader on CSR Commitment, penghargaan Industri Hijau terbaik dari Kementerian Perindustrian dan Pemerintah Provinsi Jawa Timur, 1st Runner Up ASEAN Mineral Awards, hingga *Silver Rating dan Commendation Award* pada Asia Sustainability Reporting Rating (ASRRAT) tahun 2025.

Seluruh kinerja baik dan penghargaan yang diraih, diharapkan dapat memberikan dampak yang berkelanjutan terhadap operasional dan mewujudkan visi Menjadi Perusahaan Penyedia Solusi Bahan Bangunan Terbesar di Regional.

According to business segments, total cement production volume was 10.31 million tons, and total cement and clinker sales volume was 12.13 million tons, contributing 90.56% to the Company's total revenue in 2025.

The Company recorded a ready-mix concrete production volume of 1.05 million m^3, with total ready-mix concrete revenue reaching Rp0.85 trillion. In the aggregates segment, the Company recorded an aggregate production volume of 1.76 million tons, an increase of 57.14% compared to the previous year's production volume of 1.12 million tons, with aggregate sales revenue of Rp127.86 billion.

On the sustainability front, through Nathabumi, the Company successfully managed and utilized waste sustainably to help the Company acquire alternative sources of raw materials and fuels. In 2025, Nathabumi successfully utilized 830,572 MT of waste, consisting of 516,409 MT of alternative raw materials and 314,163 MT of alternative fuels (industrial waste, biomass, and RDF), with AF substitution reaching 15.11%. The Thermal Substitution Rate (TSR) of all required thermal energy increased from 13% in 2024. Furthermore, as of 2025, the Company has established partnerships with 21 city/regency governments in the utilization of RDF as an alternative fuel in the cement production process.

Solusi Bangun Indonesia received the Green PROPER rating for the Lhoknga Plant, Cilacap Plant, and Tuban Plant in recognition of its environmental and social management performance throughout 2025; the Top Leader on CSR Commitment Award; the Best Green Industry Award from the Ministry of Industry and the East Java Provincial Government; the 1st Runner-Up at the ASEAN Mineral Awards; as well as the Silver Rating and Commendation Award at the Asia Sustainability Reporting Rating (ASRRAT) 2025.

All the good performance and awards achieved are expected to have a sustainable impact on operations and realize the vision of becoming the Largest Building Materials Solutions Provider in the Region.

PERBANDINGAN ANTARA HASIL YANG DICAPAI DENGAN YANG DITARGETKAN

Di tahun 2025, Perseroan mencatatkan total pendapatan sebesar Rp10,74 triliun, mencapai 91,16% dari target yang telah ditentukan sebesar Rp11,78 triliun. Laba bersih tahun berjalan sejumlah Rp658,74 miliar, berhasil mencapai target sebesar 100,60% yaitu Rp654,82 miliar.

Di sisi lain, Perseroan memperoleh total aset sebesar Rp20,38 triliun mencapai 99,39% dari target, liabilitas sebesar Rp7,17 tiliun mencapai 98,18 dari target, dan peningkatan pada ekuitas sebesar Rp13,20 triliun mencapai 100% dari target.

Direksi mengapresiasi kinerja seluruh Insan Solusi Bangun Indonesia dalam menciptakan nilai dan capaian kinerja positif yang berkelanjutan. Kami berharap kinerja baik ini dapat terus ditingkatkan. Dengan demikian, secara bersama kami dapat menggapai masa depan bisnis yang berkelanjutan di masa mendatang.

COMPARISON BETWEEN ACHIEVED RESULTS AND TARGETS

In 2025, the Company recorded total revenue of Rp10.74 trillion, achieving 91.16% of the established target of Rp11.78 trillion. Net profit for the current year amounted to Rp658.74 billion, successfully achieving 100.60% of the target of Rp654.82 billion.

On the other hand, the Company recorded total assets of Rp20.38 trillion, achieving 99.39% of the target; liabilities of Rp7.17 trillion, achieving 98.18% of the target; and an increase in equity of Rp13.20 trillion, achieving 100% of the target.

The Board of Directors commends the performance of all members of Solusi Bangun Indonesia in creating value and delivering sustainable growth. We are committed further improving upon this strong performance, so that together we may realize a sustainable business future in the years ahead.

TANTANGAN DAN PELUANG

Di tahun 2025, industri semen mengalami dinamika bisnis yang penuh dengan tantangan. Meskipun terjadi pertumbuhan pada aktivitas ekspor semen sebesar 32,2% (YoY) menjadi 1,32 juta ton. Namun, pelemahan pada kinerja semen domestik cukup memberikan dampak terhadap kinerja Perseroan.

Pelemahan kinerja semen domestik dengan volume produksi sebesar 67,7 ton, menurun 4,5% dari tahun lalu. Kemudian, Penjualan semen di pasar domestik menurun 1,5% dari 64,95 menjadi 63,9 juta ton. Kondisi ini juga dipengaruhi oleh adanya persaingan harga di pasar.

Namun demikian, Perseroan melihat peluang yang terbuka dari adanya komitmen Pemerintah melalui program pembangunan 3 juta rumah, pengembangan IKN, Koperasi Desa Merah Putih, dan dukungan anggaran APBN tahun 2026 sebesar Rp57,5 triliun berpotensi menjadi katalis permintaan semen domestik yang tidak hanya mendorong konsumsi secara langsung, tetapi juga menciptakan efek berganda pada sektor konstruksi dan turunannya.

CHALLENGES AND OPPORTUNITIES

In 2025, the cement industry experienced a business landscape filled with challenges. Despite growth in cement export activities of 32.2% (YoY) to 1.32 million tons, the weakening of domestic cement performance had a considerable impact on the Company's overall performance.

The weakening of domestic cement performance was reflected in a production volume of 67.7 million tons, a decline of 4.5% from the previous year. Furthermore, cement sales in the domestic market decreased by 1.5%, from 64.95 to 63.9 million tons. This condition was further influenced by price competition in the market.

Nevertheless, the Company recognizes the opportunities arising from the Government's commitments through the 3 million housing construction program, the development of the new capital city (IKN), the Koperasi Desa Merah Putih (Red and White Village Cooperative) initiative, and the 2026 State Budget (APBN) allocation of Rp57.5 trillion, which has the potential to serve as a catalyst for domestic cement demand, not only directly stimulating consumption, but also creating a multiplier effect across the construction sector and its downstream industries.

Menyikapi hal tersebut, Perseroan memahami bahwa fondasi bisnis dan sinergi berperan penting dalam memperkuat operasi dan kinerja keuangan. Oleh karena itu, Perseroan akan meneruskan fokus transformasi dengan meningkatkan kinerja dan inisiatif strategis untuk mencapai pertumbuhan dan kinerja positif pada tahun mendatang.

In response to these developments, the Company recognizes that a strong business foundation and synergy play a critical role in strengthening operations and financial performance. Accordingly, the Company will continue its transformation focus by enhancing performance and pursuing strategic initiatives to achieve growth and positive performance in the years ahead.

Melalui sinergi dengan SIG, Perseroan berhasil mempertahankan peran strategis di pasar yang kompetitif dengan memasok semen curah untuk beberapa Proyek Strategis Nasional (PSN) termasuk proyek Jalan Tol Cileunyi-Sumedang-Dawuan dan MRT Jakarta Fase 2. Selain itu, Perseroan juga terlibat dalam penyediaan beton siap pakai untuk proyek pengembangan milik Summarecon di Jawa Barat.

Through its synergy with SIG, the Company has successfully maintained its strategic role in a competitive market by supplying bulk cement to several National Strategic Projects (PSN), including the Cileunyi–Sumedang–Dawuan Toll Road project and MRT Jakarta Phase 2. In addition, the Company was also involved in the supply of ready-mix concrete for Summarecon's development project in West Java.

Dalam konteks persaingan yang ketat, Direksi mengambil langkah-langkah strategis sebagai berikut:

1) Pengendalian *cost-to-serve*.
2) Substitusi energi & efifisiensi termal dari pemanfaatan bahan bakar alternatif untuk menurunkan biaya dan mengurangi ketergantungan terhadap bahan bakar fosil.
3) Pergeseran *portofolio* ke produk bernilai tambah atau lebih ramah lingkungan.
4) Menyeimbangkan pasokan dan permintaan melalui saluran non-domestik dengan penyesuaian harga.

In the context of intense competition, the Board of Directors has taken the following strategic steps:

1. Cost-to-serve control
2. Energy substitution & thermal efficiency from the utilization of alternative fuels to lower costs and reduce dependence on fossil fuels.
3. Portfolio shift toward value-added and greener products
4. Balancing supply and demand through non-domestic channels with price adjustments.

SOLUSI RAMAH LINGKUNGAN UNTUK INDONESIA

Melihat kondisi perubahan iklim dengan cuaca ekstrim yang berlangsung sepanjang tahun, Perseroan mendorong edukasi berkelanjutan dan menghadirkan solusi berkelanjutan untuk mengatasi dan meningkatkan kualitas hidup melalui pembangunan yang bertanggung jawab.

Perseroan menawarkan aplikasi solusi inovatif antara lain produk beton dekoratif atau DekoCrete dan beton berpori atau ThruCrete. Produk ini telah diaplikasikan, untuk produk dekoratif atau DekoCrete di Jalan Soepomo, Tebet, Jakarta Selatan dan beton berpori atau ThruCrete di trotoar Jl. TB Simatupang dan Jl. Panglima Polim, Jakarta Selatan.

ENVIRONMENTALLY FRIENDLY SOLUTIONS FOR INDONESIA

Considering the climate change condition with extreme weather that occurs throughout the year, the Company encourages continuous education and presents sustainable solutions aimed at overcoming and improving the quality of life through responsible development.

The Company offers innovative solution applications, including decorative concrete products or DekoCrete, and permeable concrete or ThruCrete. This product has been applied for decorative products or DekoCrete on Jalan Soepomo, Tebet, South Jakarta, and permeable concrete or ThruCrete on the sidewalks of Jl. TB Simatupang and Jl. Panglima Polim, South Jakarta.

Perseroan juga memiliki beton cepat kering (SpeedCrete), yang telah digunakan oleh Dinas Bina Marga DKI Jakarta sejak 2013 untuk perbaikan jalan raya dan jalur TransJakarta, dengan metode *rapid setting* dan memiliki kecepatan kering 4 hingga 8 jam setelah selesai pengaplikasian. Karena waktu pengerjaan dan waktu tunggu yang cepat membantu mengurangi emisi karbon dari kemacetan akibat penutupan jalan secara konvensional.

The Company also has rapid-drying concrete (SpeedCrete), which has been used by the DKI Jakarta Bina Marga Agency since 2013 for the repair of main roads and TransJakarta bus lanes, utilizing a rapid-setting method with a drying time of 4 to 8 hours after application. The fast application and curing time helps reduce carbon emissions from traffic congestion caused by conventional road closures.

Melalui beragam solusi tersebut, Perseroan hadir menjadi penyedia solusi bagi pembangunan yang berorientasi berkelanjutan, memperkuat daya saing bisnis dan kepercayaan investor dalam jangka panjang.

Through these various solutions, the Company serves as a solution provider for sustainable development, strengthening business competitiveness, and building long-term trust among investors.

PROSPEK USAHA

Direksi terus melakukan peningkatan pada operasional melalui upaya sinergi dengan SIG dan Taiheiyo melalui proyek pengembangan dermaga dan fasilitas produksi untuk ekspor semen di Tuban, Jawa Timur. Fasilitas produksi ini diperkirakan mampu menghasilkan kapasitas ekspor sebesar 500 ribu hingga 1 juta ton semen per tahun yang akan mulai beroperasi pada tahun 2026.

Selain itu, Perseroan juga akan melakukan pengembangan lini bisnis *soil stabilization* (stabilisasi tanah) bersama Taiheiyo. Langkah ini dilakukan untuk menjawab tantangan di industri konstruksi sekaligus menciptakan pasar baru guna membuka peluang pertumbuhan.

Di sisi lain, menurut Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI) industri semen berpotensi tumbuh sebesar 1% hingga 2% pada tahun 2026. Pertumbuhan akan terjadi apabila program Pemerintah dapat terealisasi dengan baik meliputi pembangunan 3 juta rumah, Koperasi Desa Merah Putih, Rumah Rakyat hingga pengembangan lanjutan IKN. Melalui program tersebut, ASPERSSI menargetkan akan terjadi lonjakan permintaan penjualan hingga 6,7 juta ton semen.

BUSINESS OUTLOOK

The Board of Directors is currently enhancing operations through synergy efforts with SIG and Taiheiyo, involving the development of a jetty and production facilities for cement exports in Tuban, East Java. This production facility is expected to have an export capacity of between 500 thousand to 1 million tons of cement per year and, will begin operations in 2026.

In addition, the Company will also pursue the development of a soil stabilization business line in collaboration with Taiheiyo. This measure is undertaken to address challenges in the construction industry while simultaneously creating new markets to unlock growth opportunities.

Furthermore, according to the Association of Indonesian Cement Companies (Asosiasi Perusahaan Semen Seluruh Indonesia/ASPERSSI), the cement industry has the potential to grow by 1% to 2% in 2026. This growth is contingent upon the successful realization of Government programs, including the construction of 3 million housing units, the Koperasi Desa Merah Putih (Red and White Village Cooperative), the Rumah Rakyat (People's Housing) initiative, and the continued development of the new capital city (IKN). Through these programs, ASPERSSI targets a surge in sales demand of up to 6.7 million tons of cement.

Kemudian, untuk pasar ekspor juga akan diproyeksikan menunjukkan kinerja yang positif. Hal ini dipengaruhi oleh peningkatan kapasitas produksi semen di dalam negeri dan peluang perluasan pasar semen skala internasional. Rencana ekspor akan tertuju pada beberapa negara kawasan Asia Selatan, Asia Tenggara, Oceania, dan sebagian wilayah Afrika. Diperkirakan di tahun 2026 aktivitas ekspor akan menjadi komponen utama bagi pertumbuhan industri semen nasional.

Furthermore, the export market is also projected to demonstrate positive performance. This is driven by the increase in domestic cement production capacity and opportunities for international cement market expansion. Export plans will be directed toward several countries in the South Asian, Southeast Asian, Oceanian, and parts of the African regions. It is estimated that in 2026, export activities will become a key component of national cement industry growth.

MEMPERKUAT KUALITAS TATA KELOLA YANG BAIK

Direksi memastikan agar tata kelola dijalankan secara optimal berdasarkan prinsip GCG *best practices* yaitu transparansi, akuntabilitas, pertanggungjawaban, kemandirian dan kewajaran. Direksi juga memastikan agar pelaksanaan tata kelola dijalankan selaras dengan ketentuan peraturan perundang-undangan yang berlaku.

Dalam implementasinya, seluruh organ Perseroan telah menjalankan tugas dan tanggung jawab sesuai dengan pedoman kerja yang dimiliki. Direksi juga telah melengkapi struktur tata kelola dengan menyusun dan menetapkan pedoman pendukung tata kelola yang dituangkan dalam dokumen Pedoman Perilaku Etika Bisnis. Melalui implementasi tata kelola yang baik, diharapkan dapat mewujudkan tujuan jangka pendek maupun jangka panjang Solusi Bangun Indonesia.

Di tahun 2025, Direksi melakukan upaya peningkatan terhadap sistem manajemen risiko melalui penilaian berkala. Penilaian dilakukan oleh Indonesian Institute for Corporate Directorship (IICD) dan memperoleh skor sebesar 94,59 poin dengan interpretasi “Very Good”. Hasil penilaian memperoleh peningkatan signifikan jika dibandingkan dengan penilaian di tahun 2024 dengan skor 89,73 poin. Melalui penilaian ini, Perseroan dapat terus meningkatkan kualitas dan ketangguhan terhadap tata kelola yang dijalankan

Direksi dan seluruh organ tata kelola senantiasa berkomitmen dalam upaya peningkatan kualitas tata kelola. Secara berkala, upaya evaluasi dan peningkatan dilakukan untuk menghadirkan bisnis yang berkelanjutan. Melalui implementasi tata kelola yang baik, Direksi optimis bahwa Solusi Bangun Indonesia dapat terus tumbuh dengan kinerja yang baik dan berkelanjutan.

STRENGTHENING THE QUALITY OF GOOD CORPORATE GOVERNANCE

The Board of Directors ensures that governance is implemented optimally in accordance with GCG best practice principles, namely transparency, accountability, responsibility, independence, and fairness. The Board of Directors also ensures that the implementation of governance is conducted in alignment with applicable laws and regulations.

In its implementation, all organs of the Company have carried out their duties and responsibilities in accordance with their respective working guidelines. The Board of Directors has also strengthened the governance structure by formulating and establishing supporting governance guidelines, as set forth in the Code of Business Ethics document. Through the implementation of sound governance, it is hoped that both the short-term and long-term objectives of Solusi Bangun Indonesia can be realized.

In 2025, the Board of Directors undertook efforts to enhance the risk management system through periodic assessments. The assessment was conducted by the Indonesian Institute for Corporate Directorship (IICD), yielding a score of 94.59 points with an interpretation of "Very Good." This result represents a significant improvement compared to the 2024 assessment score of 89.73 points. Through this assessment, the Company can continue to improve the quality and robustness of the governance practices carried out.

The Board of Directors and all governance bodies remain steadfastly committed to the continuous improvement of governance quality. Periodic evaluations and enhancements are undertaken to support sustainable business operations. Through the consistent implementation of good corporate governance, the Board of Directors is confident that Solusi Bangun Indonesia will continue to grow with strong and sustainable performance.

PERUBAHAN KOMPOSISI DIREKSI

Komposisi Direksi Perseroan di tahun 2025 adalah sebagai berikut:

Tabel Komposisi Anggota Direksi Tahun 2025

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

The composition of the Company's Board of Directors in 2025 is as follows:

Table of the Board of Directors Composition in 2025

Nama *Name*	Jabatan *Position*	Dasar Pengangkatan Terakhir *Basis of Recent Appointment*	Masa Berakhir Jabatan *End of Term Appointment*
Rizki Kresno Edhie Hambali	Direktur Utama President Director	Akta No. 9 tanggal 5 Desember 2025 Deed No. 9 dated 5 December 2025	RUPST 2030 AGMS 2030
Asruddin	Direktur Keuangan & Manajemen Risiko Finance & Risk Management Director	Akta No. 18 Tanggal 12 Agustus 2025 Deed No. 18 dated 12 August 2025	RUPST 2030 AGMS 2030
Edi Sarwono	Direktur Operasi Operation Director	Akta No. 18 Tanggal 12 Agustus 2025 Deed No. 18 dated 12 August 2025	RUPST 2030 AGMS 2030
Yasuhide Abe	Direktur Offtake & Partnership Offtake & Partnership Director	Akta No. 2 tanggal 1 Oktober 2021 jo. Akta No 53 tanggal 13 Oktober 2021 Deed No. 2 dated 1 October 2021 jo. Deed No. 53 dated 13 October 2021	RUPST 2026 AGMS 2026

APRESIASI

Direksi mengapresiasi kinerja seluruh Insan Solusi Bangun Indonesia, karena atas semangat dan dedikasinya, Perseroan mampu bertahan hadapi tantangan dan hasilkan kinerja yang baik di sepanjang tahun 2025. Direksi juga mengucapkan terima kasih kepada Dewan Komisaris atas pengawasan, arahan dan rekomendasi yang diberikan kepada Direksi dalam berkontribusi terhadap keberlanjutan bisnis Perseroan.

Direksi juga mengucapkan terima kasih kepada para pemegang saham dan pemangku kepentingan, atas kepercayaan dan dukungan yang diberikan. Sehingga Solusi Bangun Indonesia mampu menghadapi tantangan dan menjaga kinerja yang baik sepanjang tahun 2025.

Ke depan, kami berharap dapat terus menjaga sinergi yang terjalin untuk terus berkontribusi bagi pertumbuhan dan keberlanjutan bisnis Perseroan di masa mendatang.

APPRECIATION

The Board of Directors appreciates the performance of every employee at Solusi Bangun Indonesia, as their enthusiasm and dedication have helped the Company overcome challenges and deliver great results in 2025. The Board of Directors is also thankful to the Board of Commissioners for the oversight, guidance, and recommendations that have played a part in contributing to the Company's business sustainability.

Additionally, the Board of Directors expresses its gratitude to the shareholders and stakeholders for their trust and support, allowing Solusi Bangun Indonesia to tackle challenges and keep its strong performance throughout 2025.

Moving forward, we aim to continue fostering the existing synergy to aid in the Company's future development and sustainable business practices.

Jakarta, 29 April 2026 / Jakarta, April 29, 2026
Atas nama Direksi | On behalf of the Board of Directors

Rizki Kresno Edhie Hambali
Direktur Utama
President Director

Profil Perusahaan

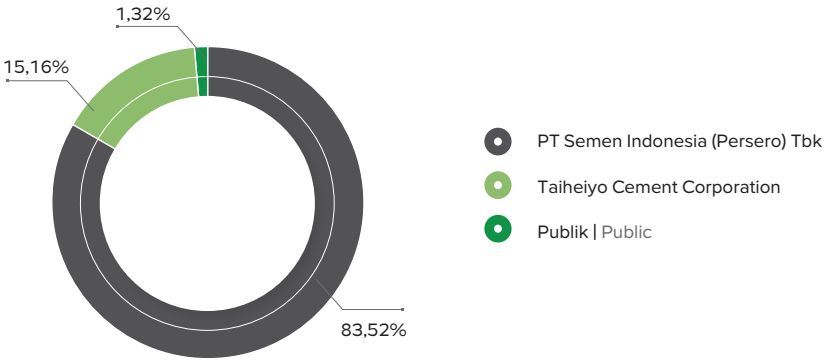
Company Profile

DYNAMIX
MM895
UT2000
MiniMix
0800 10 88888
B 9631 BIA
12-29
UT 2000
KAROSERI

03

Informasi Perusahaan

Corporate Information

Nama Perusahaan ***Company Name***	PT Solusi Bangun Indonesia Tbk
Nama Perusahaan Sebelumnya ***Previous Company Name***	PT Holcim Indonesia Tbk
Akta Pendirian ***Deed of Establishment***	Akta Notaris Abdul Latif, S.H. Nomor 53 | Notary Deed of Abdul Latif, S.H. Number 53
Bentuk Hukum ***Legal Entity***	Perseroan Terbatas | Limited Liability Company
Jaringan Usaha ***Business Network***	• 4 Pabrik Semen Terintegrasi | 4 Integrated Cement Plants • 1 Fasilitas Penggilingan* | 1 Grinding Station Facility* • 2 Gudang Distribusi | 2 Distribution Hubs • Silo dan Terminal Distribusi | Silo and Distribution Centres • Unit Pengelolaan Limbah (UPL) Nathabumi | Nathabumi Waste Management Unit (UPL) • Kantor Pusat | Head Office • Pabrik Beton Siap Pakai (termasuk Mobile Project Plants) | Ready-Mix Concrete Plants (including Mobile Project Plants) • 2 Tambang Agregat | 2 Aggregates Quarry
Tanggal Berdiri | ***Date of Establishment***	15 Juni 1971 | June 15, 1971
Pencatatan Saham | ***Share Listing***	Bursa Efek Indonesia (BEI) | Indonesia Stock Exchange (IDX)
Modal Dasar | ***Authorized Capital***	Rp15.325.800.000.000
Modal Ditempatkan dan Disetor Penuh | *Issued and Fully Paid-Up Capital*	Rp4.509.690.986.500
Total Aset (2025) | ***Total Assets (2025)***	Rp20.379.500.977.321
Kode Saham | ***Ticker Code***	SMCB
Jumlah Karyawan ***Number of Employees***	1.750 per 31 Desember 2025 | 1,750 as of December 31, 2025
Bidang Usaha ***Line of Business***	• Industri bahan bangunan (pengolahan, konstruksi, dan penunjang lainnya) | Building materials industry (processing, construction and other supporting materials) • Perdagangan (perdagangan besar, aktivitas profesional, ilmiah dan teknis) | Trading (wholesale, professional, scientific and technical activities) • Pertambangan (pertambangan dan penggalian) | Mining (mining and quarrying) • Transportasi (pengangkutan dan pergudangan) | Transportation (transportation and warehousing) • Pengelolaan limbah | Waste management • Pengelolaan dan daur ulang sampah | Waste management and recycling • Pengelolaan limbah B3 (pengecekan, pra proses, pemanfaatan, pelaporan berkala, dan jasa konsultasi) | Hazardous waste management (checking, pre-processing, utilization, periodic reporting, and consulting services)
Dasar Hukum Pendirian ***Legal Basis of Establishment***	Akta Notaris Abdul Latief, S.H. Nomor 53 tanggal 15 Juni 1971 yang telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. JA.5/149/7 tanggal 23 September 1971 dan diumumkan dalam Berita Negara Republik Indonesia No. 82 tanggal 12 Oktober 1971, Tambahan No. 466 | Deed of Notary Abdul Latief, S.H. Number 53 dated June 15, 1971, which was approved by the Minister of Justice of the Republic of Indonesia thorugh Decision Letter No. JA.5/149/7 dated September 23, 1971, and published in Supplement No. 466 to the State Gazette of the Republic of Indonesia No. 82 dated October 12, 1971, Supplement No. 466
Pasar yang Dilayani ***Market Served***	• Domestik | Domestic: Indonesia • Ekspor | Export: Australia, Bangladesh, Fiji, Filipina, dan Sri Lanka | Australia, Bangladesh, Fiji, the Philippines, and Sri Lanka
Entitas Anak ***Subsidiaries***	• PT Solusi Bangun Beton • PT Readymix Concrete Indonesia • PT Pendawa Lestari Perkasa • PT Solusi Bangun Andalas • PT Aroma Cipta Anugerah • PT Ciptanugrah Indonesia • PT Aroma Sejahtera Indonesia • PT SBI Bangun Nusantara
Komposisi Pemegang Saham ***Shareholder Composition***	

*) Tidak Aktif | Non Productive

Informasi Perusahaan
Corporate Information

Alamat Perusahaan
Company Address

Kantor Pusat | Head Office

Talavera Suite 15th floor Talavera Office Park
Jl. TB Simatupang No. 22-26 Jakarta 12430 Indonesia
Telepon | Phone : +62 21 2986 1000
Faks. | Fax. : +62 21 2986 3333
E-mail : corp.comm-sbi@sig.id
Situs | Web : www.solusibangunindonesia.com
Customer Service: 0 800 10 88888

Pabrik | Plants

Narogong
Jl. Raya Narogong Km. 7 Desa Kembang Kuning Klapanunggal – Bogor 16710 Jawa Barat | Jl. Raya Narogong Km. 7, Kembang Kuning Village, Klapanunggal – Bogor 16710, West Java
Telepon | Phone : +62 21 823 1260
Faks. | Fax. : +62 21 823 1254

Cilacap
Jl. Ir. H. Juanda, Desa Karangtalun Cilacap Utara – Cilacap 53234 Jawa Tengah | Jl. Ir. H. Juanda, Karangtalun Village, North Cilacap – Cilacap 53234 Central Java
Telepon | Phone : +62 282 541 521
Faks. | Fax. : +62 282 548 825

Tuban
Jl. Raya Glondonggede–Kerek Km. 3 Desa Merkawang Tambakboyo – Tuban 62353 Jawa Timur | Jl. Raya Glondonggede–Kerek Km. 3, Merkawang Village, Tambakboyo – Tuban 62353 East Java
Telepon | Phone : +62 356 2893 001
Faks. | Fax. : +62 356 2893 114

Lhoknga
Jl. Banda Aceh–Meulaboh Km. 17
Gampong Mon Ikeun Lhoknga – Aceh Besar 24353 Aceh
Telepon | Phone : +62 651 755 0001/02
Faks. | Fax. : +62 651 755 0010

Terminal | Terminals

Lhokseumawe
Jl. Pelabuhan Umum Krueng Geukueh, Lhokseumawe, Desa Tambon Baroh, Kec. Dewantara Kab. Aceh Utara, Prov. Aceh 24354 | Jl. Pelabuhan Umum Krueng Geukueh, Lhokseumawe, Tambon Baroh Village, Dewantara District, North Aceh Regency, Aceh Province 24354
Telepon | Phone : +62 645 575 33

Batam
Jl. Limbung Lama Pelabuhan Manggabor Batu Ampar – Kota Batam 29465 Kepulauan Riau | Jl. Limbung Lama, Manggabor Port, Batu Ampar – Batam City 29465, Riau Islands
Telepon | Phone : +62 778 41234

Belawan
Jl. Ujung Baru Pelabuhan Belawan Kelurahan Belawan I Kecamatan Medan Belawan – Kota Medan 20411 Sumatra Utara | Jl. Ujung Baru Pelabuhan Belawan, Belawan I Subdistrict, Medan Belawan District – Medan City 20411, North Sumatra
Telepon | Phone : +62 61 694 1461
Faks. | Fax. : +62 61 694 1311

Lampung
Jl. Raya Soekarno–Hatta Km. 17 Desa Rangai Tri Tunggal Katibung – Lampung Selatan 35452 Lampung | Jl. Raya Soekarno–Hatta Km. 17 Desa Rangai Tri Tunggal Katibung – South Lampung 35452, Lampung
Telepon | Phone : 0800 10 88888

Dumai
Jl. Datuk Laksamana Komplek Pelabuhan Pelindo 1 Dumai Timur – Kota Dumai 28814 Riau | Jl. Datuk Laksamana, Pelindo 1 Port Complex, East Dumai – Dumai City 28814, Riau
Telepon | Phone : +62 765 38372
Faks. | Fax. : +62 765 38157

Pontianak
Jl. Raya Wajok Km. 12,8, Kec. Jongkat, Kab. Mempawah 78351, Pontianak, Kalimantan Barat, | Jl. Raya Wajok Km. 12,8, Jongkat District, Mempawah Subdistrict 78351 Pontianak, West Kalimantan
Telepon | Phone : 0800 10 88888
(*Customer Service*)

Pusat Distribusi | Distribution Center

Palembang
Jl. Raya Tanjung Api-Api Km.45, Desa Karang Anyar, Kecamatan Sumber Marga Telang, Kabupaten Banyu Asin – Sumatra Selatan 30961 | Jl. Raya Tanjung Api-Api Km.45, Desa Karang Anyar, Karang Anyar Village, Sumber Marga Telang District, Banyu Asin Regency – South Sumatra 30961
Telepon | Phone :+62 356 289 3182

Yogyakarta
Jl. Lempuyangan No. 1, Bausasran, Kec. Danurejan, Kota Yogyakarta, Daerah Istimewa Yogyakarta 55211 | Jl. Lempuyangan No. 1, Bausasran, Danurejan District, Yogyakarta City, Special Region of Yogyakarta 55211

Solo
Gilingan, Banjarsari, Solo, Jawa Tengah 57134 | Gilingan, Banjarsari, Solo, Central Java 57134

Tambang Agregat | Aggregates Quarry

Maloko
Sukasari, Rumpin, Kabupaten Bogor, Jawa Barat 16350 | Sukasari, Rumpin, Bogor Regency, West Java 16350

Jeladri
Watugede, Jeladri, Winongan, Kabupaten Pasuruan, Jawa Timur 67182 | Watugede, Jeladri, Winongan, Pasuruan Regency, East Java 67182

Tentang Perusahaan

About The Company

PT Solusi Bangun Indonesia Tbk ("Perseroan") adalah salah satu perusahaan terbesar dalam industri semen di Indonesia dengan total kapasitas produksi (termasuk optimalisasi operasional pabrik) mencapai 14,86 juta ton semen per tahun.

PT Solusi Bangun Indonesia Tbk (the "Company") is one of the largest companies in the Indonesian cement industry, with a total production capacity (including optimized plant operations) of 14.86 million tons of cement per year.

PT Solusi Bangun Indonesia Tbk ("Solusi Bangun Indonesia" atau "Perseroan") adalah sebuah perseroan terbuka yang mayoritas sahamnya (83,52%) dimiliki dan dikelola oleh PT Semen Indonesia (Persero) Tbk atau SIG. Perseroan adalah salah satu perusahaan terbesar dalam industri semen di Indonesia dengan total kapasitas produksi (termasuk optimalisasi operasi pabrik) mencapai 14,86 juta ton semen per tahun. Perseroan telah beroperasi secara komersial sejak tahun 1975 dengan jangkauan pemasaran produk di dalam dan luar negeri.

Perseroan mengoperasikan empat pabrik semen terintegrasi yang tersebar di beberapa wilayah yaitu di Narogong, Jawa Barat; Cilacap, Jawa Tengah; Tuban, Jawa Timur; dan Lhoknga, Aceh yang dioperasikan oleh anak usaha Perseroan, PT Solusi Bangun Andalas. Selain semen, Perseroan juga memiliki unit bisnis lainnya seperti beton siap pakai, agregat, jasa konstruksi dan pengelolaan limbah.

PT Solusi Bangun Indonesia Tbk ("Solusi Bangun Indonesia" or the "Company") is a publicly listed company, the majority of whose shares (83.52%) are owned and managed by PT Semen Indonesia (Persero) Tbk or SIG. The Company is one of the largest companies in the cement industry in Indonesia, with a total production capacity (including plant operation optimization) of up to 14.86 million tons of cement per year. The Company has been operating commercially since 1975, with a product marketing reach both domestically and internationally.

The Company operates four integrated cement plants located across several regions, namely in Narogong, West Java; Cilacap, Central Java; Tuban, East Java; and Lhoknga, Aceh, which is operated by the Company's Subsidiary, PT Solusi Bangun Andalas. In addition to cement, the Company also has other business units, including ready-mix concrete, aggregates, construction services, and waste management.

Tentang Perusahaan
About The Company

Pabrik Lhoknga, Aceh
Lhoknga Plant, Aceh

Perseroan juga mengoperasikan dua tambang agregat terbesar di Indonesia, serta lebih dari 30 jaringan *batching plant* untuk produksi beton siap pakai yang dikelola oleh anak usaha Perseroan, yaitu PT Solusi Bangun Beton.

Pada 21 April 2020, Perseroan bersama SIG dan Taiheiyo menandatangani nota kesepahaman (*Memorandum of Understanding*/MoU) terkait rencana strategis melalui investasi pada saham Perseroan senilai USD220 juta. MoU kemudian dilanjutkan dengan penandatanganan perjanjian kemitraan (*Partnership Agreement*/PA) pada 8 Desember 2020, serta Perjanjian Pengalihan dan Penyertaan Modal (*Assignment and Subscription Agreement*/SSA) dan Perjanjian Induk Jual Beli Semen (*offtake*) pada 26 Januari 2021.

The Company also operates two of the largest aggregate quarries in Indonesia, as well as more than 30 batching plant networks for the production of ready-mix concrete, managed by the Company's Subsidiary, PT Solusi Bangun Beton.

On April 21, 2020, the Company, together with SIG and Taiheiyo, signed a Memorandum of Understanding (MoU) regarding a strategic plan through an investment in the Company's shares valued at USD220 million. The MoU was subsequently followed by the signing of a Partnership Agreement (PA) on December 8, 2020, as well as an Assignment and Subscription Agreement (SSA) and a Master Cement Sales Agreement (offtake) on January 26, 2021.

Tentang Perusahaan
About The Company

Sebagai langkah ekspansif Perseroan di industri semen nasional dengan memperkuat permodalan, pada 29 Juli 2021, Perseroan melakukan penawaran umum terbatas dengan Hak Memesan Efek Terlebih Dahulu (HMETD), sehingga jumlah saham Perseroan menjadi 9.019.381.973 lembar saham dan telah dicatatkan pada Bursa Efek Indonesia.

Pada 29 Desember 2022, dilakukan restrukturisasi terhadap kepemilikan saham oleh PT Semen Indonesia Industri Bangunan (SIIB), sehingga menjadikan posisi Solusi Bangun Indonesia kini sebagai Anak Usaha langsung di bawah SIG. Hal ini merupakan langkah efisiensi finansial dan tata kelola yang lebih baik dengan SIG sebagai pengendali saham mayoritas.

Di tahun 2025, untuk meningkatkan produktivitas dalam operasional, Perseroan telah menambah armada baru sebanyak 44 truk *mixer* untuk angkutan beton siap pakai. Perseroan juga telah meresmikan *batching plant* baru di Tasikmadu, Karanganyar, Jawa Tengah. Atas kinerja pengelolaan lingkungan dan inovasi sosial sepanjang tahun 2025, Perseroan meraih PROPER Hijau untuk Pabrik Cilacap, Pabrik Lhoknga, dan Pabrik Tuban dari Kementerian Lingkungan Hidup Republik Indonesia.

PERUBAHAN NAMA PERUSAHAAN

- Perseroan didirikan dengan nama PT Semen Tjibinong berdasarkan akta notaris Nomor 53 tanggal 15 Juni 1971 oleh Notaris Abdul Latief, S.H.
- Pada 8 Agustus 1977, Perseroan mencatatkan sahamnya di Bursa Efek Jakarta dengan kode saham SMCB. Sebagai perusahaan terbuka, nama Perseroan berubah menjadi PT Semen Cibinong Tbk. Pada 1 Januari 2006, Perseroan mengubah nama menjadi PT Holcim Indonesia Tbk setelah Holcim menjadi pemegang saham mayoritas.
- Pada Februari 2019, Perseroan mengubah nama dari PT Holcim Indonesia Tbk menjadi PT Solusi Bangun Indonesia Tbk yang disahkah dalam akta notaris Nomor 11 tanggal 11 Februari 2019 oleh Notaris Aulia Taufani S.H., dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan keputusan Nomor: AHU-0008550. AH.01.02. Tahun 2019 tanggal 18 Februari 2019.

As an expansionary step for the Company in the national cement industry by strengthening its capital base, on July 29, 2021, the Company conducted a limited public offering with Pre-emptive Rights (HMETD), bringing the Company's total shares to 9,019,381,973, which were listed on the Indonesia Stock Exchange.

On December 29, 2022, a restructuring of share ownership was carried out by PT Semen Indonesia Industri Bangunan (SIIB), resulting in Solusi Bangun Indonesia's position as a direct Subsidiary under SIG. This is a step towards financial efficiency and improved governance, with SIG as the controlling and majority shareholder.

In 2025, to enhance operational productivity, the Company added a fleet of 44 new mixer trucks for ready-mix concrete transportation. The Company also inaugurated a new batching plant in Tasikmadu, Karanganyar, Central Java. In recognition of its environmental management performance and social innovation throughout 2025, the Company received the Green PROPER rating for the Cilacap Plant, Lhoknga Plant, and Tuban Plant from the Ministry of Environment of the Republic of Indonesia.

COMPANY NAME CHANGES

- The Company was established under the name PT Semen Tjibinong based on notarial deed No. 53 dated June 15, 1971, by Notary Abdul Latief, S.H.
- On August 8, 1977, the Company listed its shares on the Jakarta Stock Exchange under the ticker code SMCB. As a public company, the Company's name changed to PT Semen Cibinong Tbk. On January 1, 2006, the Company changed its name to PT Holcim Indonesia Tbk after Holcim became the majority shareholder.
- In February 2019, the Company changed its name from PT Holcim Indonesia Tbk to PT Solusi Bangun Indonesia Tbk, which was legalized in notarial deed No. 11 dated February 11, 2019 by Notary Aulia Taufani S.H., and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0008550. AH.01.02. Year 2019 dated February 18, 2019.

Tentang Perusahaan
About The Company

- Pergantian nama ini merupakan konsekuensi dari Holcim yang melepas seluruh kepemilikan sahamnya (80,64%) kepada SIG melalui anak usahanya PT Semen Indonesia Industri Bangunan pada 31 Januari 2019. Dengan akuisisi saham dan perubahan nama perusahaan tersebut, kedua anak usaha Perseroan juga melakukan perubahan nama yaitu PT Holcim Beton menjadi PT Solusi Bangun Beton dan PT Lafarge Cement Indonesia menjadi PT Solusi Bangun Andalas.

- This name change was a consequence of Holcim divesting its entire share ownership (80.64%) to SIG through its subsidiary, PT Semen Indonesia Industri Bangunan, on January 31, 2019. Following the share acquisition and company name change, both of the Company's subsidiaries also underwent name changes, namely PT Holcim Beton to PT Solusi Bangun Beton and PT Lafarge Cement Indonesia to PT Solusi Bangun Andalas.

Tabel Perubahan Nama Perusahaan / **Table of Company Name Changes**

15 Juni 1971 | *June 15, 1971*	PT Semen Tjibinong
8 Agustus 1977 | *August 8, 1977*	PT Semen Cibinong Tbk
1 Januari 2006 | *January 1, 2006*	PT Holcim Indonesia Tbk
11 Februari 2019 | *February 11, 2019*	PT Solusi Bangun Indonesia Tbk

Identitas Perusahaan
Corporate Identity

SOLUSI BANGUN INDONESIA

Heksagon
Hexagonal

Mempresentasikan kekokohan dan keberlanjutan terwakili dalam warna abu-abu muda dan hijau.

It symbolizes sturdiness and sustainability, which are represented in light gray and green.

Bentuk Daun & Candi
Leaf & Temple

Melambangkan semangat persatuan dan kelestarian alam sebagai suatu kesatuan.

It symbolizes unity and preservation of nature as a whole.

Jejak Langkah

Milestones

1971

Perusahaan berdiri dengan nama PT Semen Tjibinong.

The Company was established under the name PT Semen Tjibinong.

1973

- Pembangunan pabrik pertama berkapasitas 600.000 ton per tahun dimulai.
- Peresmian pabrik pertama oleh Presiden Soeharto dan mulai memproduksi semen portland dengan merek Semen Kujang.

- *Construction of the first plant with a capacity of 600,000 tons per year was begun.*
- *The first plant was inaugurated by President Soeharto and began producing portland cement under the Semen Kujang brand.*

1977

PT Semen Cibinong melakukan penawaran umum perdana (IPO) saham di Bursa Efek Jakarta Pada 8 Agustus 1977. Perseroan melepaskan 178.750 saham dengan harga Rp10.000 per saham beredar dengan kode saham SMCB dan menjadi salah satu perusahaan pertama yang sahamnya diperdagangkan secara publik di Indonesia. Sebagai perusahaan terbuka, nama Perseroan berubah menjadi PT Semen Cibinong Tbk.

PT Semen Cibinong conducted an initial public offering (IPO) of shares on the Jakarta Stock Exchange on August 8, 1977. The Company released 178,750 shares at a price of Rp10,000 per share outstanding with the ticker code SMCB and became one of the first companies whose shares were publicly traded in Indonesia. As a public company, the Company's name changed to PT Semen Cibinong Tbk.

2001

Holcim Ltd. menjadi pemegang saham mayoritas.

Holcim Ltd. became the majority shareholder.

2006

Nama Perseroan berubah menjadi PT Holcim Indonesia Tbk.

The Company's name was changed to PT Holcim Indonesia Tbk.

2008

Perseroan mengakuisisi sejumlah perusahaan lokal untuk menambah unit beton jadi dan agregat serta fasilitas penggilingan semen.

The Company acquired a number of local companies to add finished concrete and aggregate units as well as cement grinding facilities.

2010

Peletakan batu pertama pembangunan pabrik semen di Tuban.

Groundbreaking of the construction of cement plant in Tuban.

2014

Peletakan batu pertama pembangunan terminal semen di Lampung.

Groundbreaking of the construction of cement terminal in Lampung.

2015

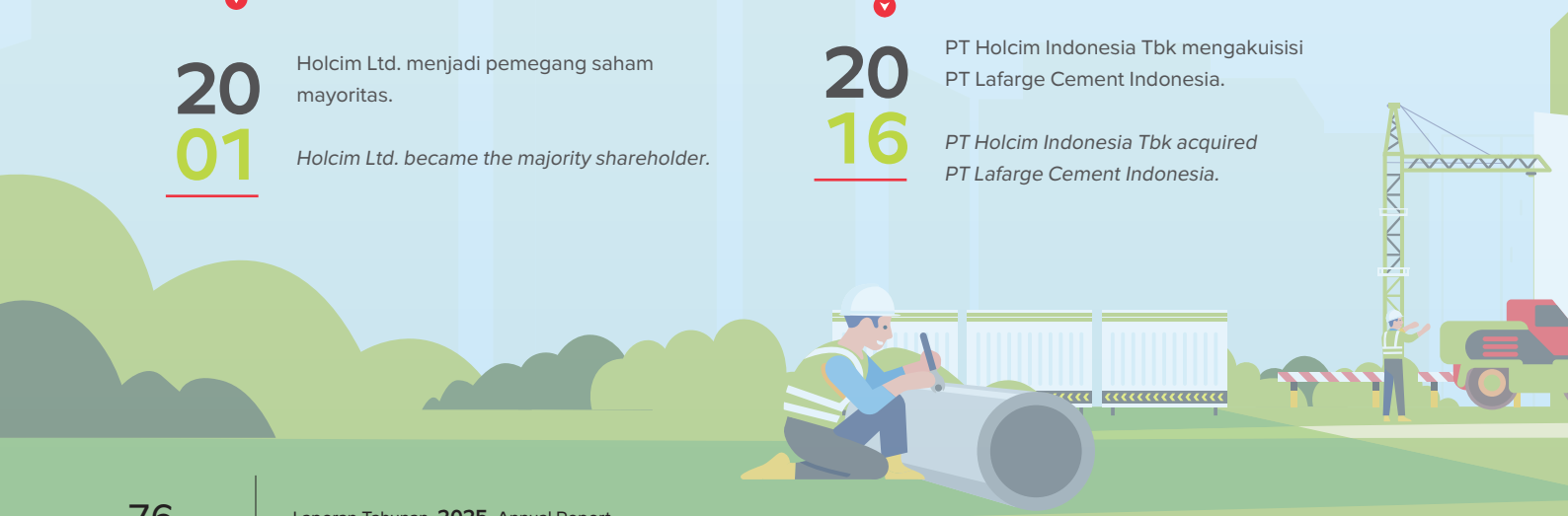
Peresmian pabrik semen Tuban 1 dan Tuban 2.

Inauguration of Tuban 1 and Tuban 2 cement plants.

2016

PT Holcim Indonesia Tbk mengakuisisi PT Lafarge Cement Indonesia.

PT Holcim Indonesia Tbk acquired PT Lafarge Cement Indonesia.



Jejak Langkah
Milestones

2019

- PT Semen Indonesia (Persero) Tbk (SIG) mengakuisisi saham mayoritas PT Holcim Indonesia Tbk dan nama Perseroan berubah menjadi PT Solusi Bangun Indonesia Tbk.
- Perseroan memperkenalkan merek semen yang baru, Dynamix dan layanan pengelolaan limbah, Nathabumi.

- *PT Semen Indonesia (Persero) Tbk (SIG) acquired the majority shares of PT Holcim Indonesia Tbk, and the Company's name was changed to PT Solusi Bangun Indonesia Tbk.*
- *The Company introduced a new cement brand, Dynamix, and a waste management service, Nathabumi.*

2020

- Peresmian *Refuse-Derived Fuel* (RDF) Plant di Kabupaten Cilacap, yang diinisiasi oleh Perseroan dan terbangun atas kerja sama Pemerintah Indonesia dengan Kerajaan Denmark, melalui koordinasi, kerja sama, dan sinergi antara Kementerian Lingkungan Hidup, Kementerian Pekerjaan Umum dan Perumahan Rakyat, Pemerintah Provinsi Jawa Tengah, serta Pemerintah Kabupaten Cilacap.
- Solusi Bangun Indonesia bersama SIG dan Taiheiyo menandatangani nota kesepahaman terkait rencana strategis melalui investasi.

- *The inauguration of the Refuse-Derived Fuel (RDF) Plant in Cilacap Regency, initiated by the Company and established through the cooperation of the Government of Indonesia and the Kingdom of Denmark, was carried out through coordination, collaboration, and synergy among the Ministry of Environment, the Ministry of Public Works and Public Housing, the Central Java Provincial Government, and the Cilacap Regency Government.*
- *Solusi Bangun Indonesia, SIG and Taiheiyo signed a memorandum of understanding regarding strategic plans through investment.*

2021

Solusi Bangun Indonesia bersama SIG dan Taiheiyo menandatangani perjanjian pengalihan dan penyertaan modal dan perjanjian induk jual beli semen ("Perjanjian *Offtake*").

Solusi Bangun Indonesia, SIG and Taiheiyo signed a capital transfer and participation agreement and a master cement sale and purchase agreement ("Offtake Agreement").

2023

Perseroan menandatangani kontrak proyek pemasangan Pembangkit Listrik Tenaga Surya (PLTS) Atap di pabrik Tuban, Jawa Timur, sebagai proyek berskala besar di SIG Group.

The Company signed a contract for the installation of a Rooftop Solar Power Plant (PLTS) at the Tuban Plant, East Java, as a large-scale project within the SIG Group.

2024

Solusi Bangun Indonesia, SIG dan Taiheiyo menandai tahap akhir pengembangan dermaga dan fasilitas produksi Pabrik Tuban untuk memenuhi kebutuhan pasar ekspor dengan kapasitas 500 ribu hingga 1 juta ton semen per tahun.

Solusi Bangun Indonesia, SIG, and Taiheiyo marked the final stage of the development of the jetty and production facilities at the Tuban Plant to meet export market demand, with a capacity of 500,000 to 1 million tons of cement per year.

2025

- Melalui Solusi Bangun Beton, Perseroan menambah 44 truk mixer pengangkut beton siap pakai, dan meresmikan batching plant baru di Tasikmadu, Karanganyar, Jawa Tengah, untuk perluasan layanan beton siap pakai yang ramah lingkungan.
- Solusi Bangun Indonesia meraih PROPER Hijau untuk Pabrik Cilacap, Pabrik Lhoknga, dan Pabrik Tuban dari Kementerian Lingkungan Hidup Republik Indonesia.
- Melalui Solusi Bangun Beton, Perseroan bekerja sama dengan Standard Chartered Indonesia untuk menyediakan sistem pembayaran digital atas pembelian beton siap pakai yang lebih mudah, cepat, dan aman bagi pelanggan.

- *Through Solusi Bangun Beton, the Company added 44 mixer trucks for the transportation of ready-mix concrete and inaugurated a new batching plant in Tasikmadu, Karanganyar, Central Java, to expand its environmentally friendly ready-mix concrete services.*
- *Solusi Bangun Indonesia received the Green PROPER rating for the Cilacap Plant, Lhoknga Plant, and Tuban Plant from the Ministry of Environment of the Republic of Indonesia.*
- *Through Solusi Bangun Beton, the Company partnered with Standard Chartered Indonesia to provide a digital payment system for ready-mix concrete purchases, offering customers a more convenient, faster, and secure transaction experience.*

Visi dan Misi
Vision and Mission

Visi
Vision

Menjadi Perusahaan Penyedia Solusi Bahan Bangunan Terbesar di Regional

To Become the Leading Building Materials Solutions Provider Company in the Region

Misi
Mission

1. Berorientasi pada kepuasan pelanggan dalam setiap inisiatif bisnis. | Being customer satisfaction-oriented in every business initiative.
2. Menerapkan standar terbaik untuk menjamin kualitas. | Implementing the best standard practices for superior quality.
3. Fokus menciptakan perlindungan lingkungan dan tanggung jawab sosial yang berkelanjutan. | Focusing on environmental preservation and sustainable social responsibility.
4. Memberikan nilai tambah terbaik untuk seluruh pemangku kepentingan. | Providing the best added value for all stakeholders.
5. Menjadikan sumber daya manusia sebagai pusat pengembangan perusahaan. | Focusing on human capital as the center of the Company's development.

Go Beyond Next

Bersama SIG, Solusi Bangun Indonesia tengah bertransformasi untuk membangun kondisi kehidupan yang berkelanjutan bagi generasi mendatang. Go Beyond Next mewakili keberanian kami untuk bertindak selangkah lebih maju dan selalu melampaui jangkauan.

Together with SIG, The Company is undergoing a transformation in order to build sustainable living for future generations. Go Beyond Next represents our courage to act one step ahead and always Go Beyond Next.

TINJAUAN ATAS VISI DAN MISI OLEH MANJEMEN

Di tahun 2025, Dewan Komisaris dan Direksi serta manajemen telah melakukan peninjauan terhadap visi dan misi Perusahaan dan menyatakan bahwa visi dan misi masih relevan dan adaptif dengan perkembangan bisnis saat ini, sehingga Perseroan mampu menghadapi tantangan dalam mencapai kinerja yang telah di tetapkan.

VISION AND MISSION REVIEW BY MANAGEMENT

In 2025, the Board of Commissioners, Board of Directors, and management reviewed the Company's vision and mission, stating that its vision and mission are still relevant and adaptive to current business developments, thereby enabling the Company to face challenges in achieving the set performance.

Nilai Budaya Perusahaan

Corporate Cultural Values

AKHLAK

Amanah Trustworthiness	Kompeten Competent	Harmonis Harmonious	Loyal Loyal	Adaptif Adaptive	Kolaboratif Collaborative
Kami memegang teguh kepercayaan yang diberikan We uphold the trust given to us	Kami terus belajar dan mengembangkan kapabilitas We continue to learn and develop our capabilities	Kami saling peduli dan menghargai perbedaan We care about each other and value our diversity	Kami berdedikasi dan mengutamakan kepentingan bangsa dan negara We are dedicated and put forth theinterests of our nation above all	Kami terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan We continue to innovate and are enthusiastic in both driving and facing changes	Kami membangun kerja sama yang sinergis We build synergized cooperations

Nilai Budaya AKHLAK sebagai nilai budaya Perseroan ditetapkan Direksi Perseroan bersandar pada Surat Edaran Menteri BUMN No. SE-7/MBU/07/2020 mengikuti penerapan budaya AKHLAK di lingkungan Badan Usaha Milik Negara (BUMN) yang ditetapkan pada 1 Juli 2020. Dalam surat edaran tersebut nilai budaya (*core values*) AKHLAK diberlakukan kepada Badan Usaha Milik Negara yang salah satunya dalam hal ini SIG selaku Perusahaan Induk Perseroan. Meskipun tidak terdapat peraturan pemberlakuan nilai budaya AKHLAK bagi anak usaha BUMN atas dasar sinergitas maka Perseroan mengadopsi nilai budaya tersebut.

- **Amanah** : Memegang teguh kepercayaan yang diberikan
- **Kompeten** : Terus belajar dan mengembangkan kapabilitas
- **Harmonis** : Saling peduli dan menghargai perbedaan
- **Loyal** : Berdedikasi dan mengutamakan kepentingan bangsa dan negara
- **Adaptif** : Terus berinovasi dan dalam menggerakkan atau pun menghadapi perubahan
- **Kolaboratif** : Membangun kerja sama yang sinergis

The AKHLAK cultural values, adopted as the Company's core values, were established by the Company's Board of Directors in reference to the State-Owned Enterprises Minister's Circular Letter No. SE-7/MBU/07/2020, following the implementation of the AKHLAK culture across State-Owned Enterprises (SOEs), which took effect on July 1, 2020. This circular letter mandates the application of AKHLAK core values to State-Owned Enterprises, including SIG as the Company's Parent Company. Although there is no specific regulation requiring the application of AKHLAK values to SOE subsidiaries, the Company has adopted these values on the basis of synergy.

- **Amanah (Trustworthy)**: Upholding the trust that has been placed in us.
- **Kompeten (Competent)** : Continuously learning and developing capabilities.
- **Harmonis (Harmonious)**: Caring for one another and respecting differences.
- **Loyal (Loyal)** : Demonstrating dedication and prioritizing the interests of the nation and state.
- **Adaptif (Adaptive)** : Continuously innovating and embracing or driving change.
- **Kolaboratif (Collaborative)**: Building synergistic cooperation.

Bidang Usaha

Line of Business

KEGIATAN USAHA SESUAI ANGGARAN DASAR TERAKHIR

Berdasarkan Anggaran Dasar terakhir, kegiatan usaha Perseroan meliputi industri bahan bangunan (pengolahan, konstruksi, dan penunjang lainnya), perdagangan (perdagangan besar, aktivitas profesional, ilmiah dan teknis), pertambangan (pertambangan dan penggalian), transportasi (pengangkutan dan pergudangan), pengelolaan limbah, pengelolaan dan daur ulang sampah, serta pengelolaan limbah B3 (pengecekan, pra-proses, pemanfaatan, pelaporan berkala, dan jasa konsultasi).

BIDANG USAHA YANG DIJALANKAN SELAMA TAHUN 2025

Di tahun 2025, Perseroan menjalankan seluruh kegiatan usaha yang tercantum di dalam Anggaran Dasar terakhir.

BUSINESS ACTIVITIES IN ACCORDANCE WITH THE LATEST ARTICLES OF ASSOCIATION

Based on the latest Articles of Association, the Company's business activities include the building materials industry (processing, construction, and other supporting activities), trade (wholesale trade, professional, scientific and technical activities), mining (mining and excavation), transportation (transportation and warehousing), waste management, waste management and recycling, and toxic and hazardous waste management (checking, pre-processing, utilization, periodic reporting, and consulting services).

LINE OF BUSINESS PERFORMED THROUGHOUT 2025

In 2025, the Company carried out all business activities in accordance with the latest Articles of Association.

Pabrik Tuban, Jawa Timur
Tuban Plant, East Java

Produk dan/atau Layanan Jasa

Products and/or Services

Solusi Bangun Indonesia menawarkan 4 (empat) kategori produk dan layanan utama, yakni Semen dan Terak, Beton Siap Pakai, Agregat, serta Pengelolaan Limbah dengan detail yang dapat dilihat di bawah ini:

Solusi Bangun Indonesia offers 4 (four) main categories of products and services: Cement and Clinker, Ready-Mix Concrete, Aggregates, and Waste Management, with details as outlined below:

SEMEN DAN TERAK • CEMENT AND CLINKER

DYNAMIX

DYNAMIX SERBA GUNA

Semen inovatif serba bisa, hasil akhir kuat, hasil permukaan halus, waktu kering yang tepat. Mengandung Micro Filler Particle, butiran inovatif yang mampu mengisi rongga dengan sempurna. Untuk semua aplikasi pengerjaan untuk hasil permukaan yang halus.

An innovative, versatile cement with a strong finish, smooth surface finish, and precise drying time. It contains Micro Filler Particles, innovative granules that perfectly fill cavities. Suitable for all applications, for a smooth surface.

DYNAMIX EXTRA POWER

Ahli struktur bangunan, beton 30% lebih cepat kering dan 15% lebih kuat. Mengandung Micro Filler Particle + Strength Agent yang membuat struktur bangunan lebih tahan lama. Untuk struktur beton yang lebih kuat dan pengerjaan cor beton yang lebih cepat.

Building structural expert, with concrete drying 30% faster and 15% stronger. It contains Micro Filler Particles + Strength Agent, making building structures more durable. For stronger concrete structures and faster concrete casting.

DYNAMIX MASONRY

Semen Masonry Tipe-S, yaitu semen spesialis finishing untuk aplikasi pasangan, plesteran, dan acian. Jagonya pasang bata dan keramik, plesteran dan acian lebih halus dan irit, adukan pulen, warna lebih terang, lebih ekonomis. Mengandung Controlling Agent, formula pengatur kadar udara sehingga penggunaan lebih hemat.

Type-S Masonry cement, a specialist finishing cement for masonry, plastering, and plastering applications. Expert in brick and ceramic installations, smoother and more economical plastering, fluffier mix, brighter colors, and more economical. Contains a Controlling Agent, a formula that regulates air content for more economical use.

SEMEN ANDALAS MULTIFUNGSI

Semen andalan yang kuatnya melindungi, daya rekat kuat, adukan pulen, hasil permukaan halus. Mengandung Active Micro Particle, butiran aktif yang memberikan kekuatan dari dalam. Untuk semua aplikasi pengerjaan untuk hasil permukaan yang halus.

A reliable cement with strong protection, strong adhesion, a smooth mix, and a smooth surface. Contains Active Micro Particles, active granules that provide strength from within. For all work applications, for a smooth surface.

Produk dan/atau Layanan Jasa

Products and/or Services

SEMEN CURAH • BULK CEMENT

EzPro

Semen ramah lingkungan yang mudah dikerjakan dan memiliki daya rekat tinggi. Hal ini dapat mempermudah proses pengerjaan konstruksi dengan hasil akhir beton yang kuat serta permukaan lebih halus.

An environmentally friendly cement that is easy to work with and has high adhesion. This can simplify the construction process with a strong concrete finish and a smoother surface.

PwrPro

Produk semen dengan kuat tekan awal tinggi yang ramah lingkungan, waktu pengikatan optimal, serta *workability* lebih baik. Dapat digunakan untuk berbagai bangunan gedung maupun infrastruktur dan telah tersertifikasi Green Label.

A cement product with high initial compressive strength that is environmentally friendly, optimal setting time, and better workability. It can be used for various buildings and infrastructure and has been Green Label certified.

DuPro+

Material konstruksi ramah lingkungan dengan panel hidrasi rendah dan ketahanan optimal terhadap sulfat serta penetrasi klorida. Sebagai alternatif produk semen *portland* tipe khusus yang mudah dikerjakan dan tahan lama.

An environmentally friendly construction material with low hydration panels and optimal resistance to sulfate and chloride penetration. As an alternative to a special type of easy to work with and durable Portland cement product.

MaxStrength

Semen *portland slag* ramah lingkungan dengan panas hidrasi rendah serta pengembangan kuat tekan jangka panjang dan tahan lama. Memiliki ketahanan sulfat yang tinggi dan penetrasi klorida yang sangat rendah sesuai dengan kebutuhan pembangunan mega proyek.

An environmentally friendly portland slag cement with low heat of hydration and long-term and durable compressive strength development. High sulfate resistance and very low chloride penetration in accordance with the needs of mega project development.

UltraPro

Memadukan kemudahan pengerjaan dan hasil akhir dengan kekuatan maksimal, cocok untuk konstruksi kokoh yang membutuhkan kuat tekan awal dan akhir yang tinggi.

Combining ease of work and final results with maximum strength, suitable for sturdy construction requiring high initial and final compressive strength.

SprintPro

Menawarkan kecepatan terbaik dalam mencapai kuat tekan awal dengan panas hidrasi yang tetap terjaga.

Offers the best speed in achieving initial compressive strength with maintained hydration heat.

SuperTermo

Diproduksi dengan spesifikasi API 10A Class-G HSR yang dapat memberikan respons yang baik terhadap *lignosulfonate retarder* dan memiliki waktu pengentalan yang sesuai untuk aplikasi *well cementing*.

Produced to API 10A Class-G HSR specifications which can provide a good response to lignosulfonate retarder and has a suitable thickening time for well cementing applications.

Produk dan/atau Layanan Jasa
Products and/or Services

AGREGAT • AGGREGATES

AGREGAT KASAR

Berupa batu pecah belah yang dihasilkan dari pemecah batu, bentuk ukuran antara 4,76-150 mm. Umumnya dipakai untuk bahan baku beton, aspal, dan *precast manufacturing*.

COARSE AGGREGATES

In the form of crushed stone produced from the crushing machine, between 4.76-150 mm in size, generally used for raw materials for concrete, asphall, and precast manufacturing.

AGREGAT HALUS

Berupa material halus yang dihasilkan dari pemecah batu, bentuk ukuran terbesar adalah 0,5 mm dan sering disebut M-sand (abu batu). Umumnya dipakai untuk mengganti pasir silika, serta pembuatan *paving block* dan bata ringan.

FINE AGGREGATES

In the form of fine materials produced from the crushing machine, the largest size is 0.5 mm and often called M-sand (stone ash). Generally used to replace silica sand, as well as make paving blocks and lightweight bricks.

AGREGAT LAINNYA

Berupa bongkahan batu hasil tambang atau mesin pemecah, contohnya batu makadam dan basecourse. Umumnya digunakan untuk konstruksi sub-base jalan dan drainase, serta bantalan rel kereta api (*ballast*).

OTHERS AGGREGATES

In the form of boulders from mining or crushing machine, such as macadam and basecourse stones. Generally used for the subbase construction of road and drainage, as well as railroad ballasts.

Produk dan/atau Layanan Jasa

Products and/or Services

BETON SIAP PAKAI • READY-MIX CONCRETE

SpeedCrete

Solusi beton yang memiliki kekuatan dini dan performa tinggi sehingga dapat kering dalam hitungan jam. Cocok untuk pelabuhan, jalan arteri, lintasan bus dan jalan tol.

A concrete solution with early strength and high performance, allowing it to dry in a matter of hours. Suitable for ports, arterial roads, bus routes, and toll roads.

ThruCrete

Solusi beton yang mampu mengalirkan air hujan secara cepat ke dalam tanah atau penampungan dari permukaan jalan, lahan parkir, garasi, maupun trotoar.

A concrete solution that can quickly drain rainwater into the ground or collect on road surfaces, parking lots, garages, and sidewalks.

StilCrete

Solusi beton berdaya tahan (*durability*) tinggi dan daya serap (*permeability*) rendah. Mampu melindungi struktur beton dari zat sulfat dan klorida. Cocok untuk pelabuhan, dermaga, pembangkit listrik, serta industri migas.

A concrete solution with high durability and low permeability. It protects concrete structures from sulfates and chlorides. Suitable for ports, docks, power plants, and the oil and gas industry.

SupeCrete

Solusi beton untuk pekerjaan jalan beton dalam waktu singkat, memiliki waktu ikat yang cepat dan capaian kuat tekan atau kuat lentur yang tinggi. Cocok untuk perbaikan struktur jalan, pelabuhan dan area bandar udara.

A concrete solution for short-term concrete road work, with a fast-setting time and high compressive or flexural strength. Suitable for repairing road structures, ports, and airports.

LocooCrete

Solusi beton ramah lingkungan yang menggunakan material alternatif sehingga mampu menurunkan tingkat emisi CO_2 dalam beton 30 - 50%.

An environmentally friendly concrete solution that uses alternative materials to reduce CO_2 emissions in concrete by 30-50%.

DekoCrete

Solusi beton yang memiliki berbagai pilihan warna dan pola artistik untuk kebutuhan dekoratif dan estetika, serta dapat dibentuk menyerupai lantai granit, keramik, ataupun batuan alami.

A concrete solution that has a wide choice of colors and artistic patterns for decorative and aesthetic needs, and is easily shaped to resemble granite, ceramic, or natural rock floors.

ComfilPlas

Solusi beton dengan material yang ringan cocok untuk melapisi fondasi bawah struktur jalan atau oprit jembatan. Cocok untuk jalan raya, jalan tol dan oprit jembatan.

A lightweight concrete solution suitable for coating the sub-base of road structures or bridge abutments. Suitable for highways, toll roads, and bridge abutments.

FulerPlas

Solusi beton yang memiliki material yang ringan, mudah dibongkar, dan kandungan udaranya tinggi, mampu mengalir dan mengisi sudut-sudut yang sulit dijangkau.

Concrete solutions that have lightweight materials, are easy to dismantle, and have high air content, are able to flow and filling hard-to-reach corners.

Pavecrete

Solusi beton yang memiliki tingkat penyusutan rendah dan daya tahan tinggi. Keawetan PaveCrete mampu menghemat biaya dan kuantitas perawatan jalan. Cocok untuk jalan pelabuhan, jalan raya, jalan tol, dan bandara.

A concrete solution with a low shrinkage rate and high durability. PaveCrete's durability can save on road maintenance costs and quantity. Suitable for port roads, highways, toll roads, and airports.

Produk dan/atau Layanan Jasa
Products and/or Services

BETON SIAP PAKAI (LANJUTAN) • READY-MIX CONCRETE (CONTINUED)

EzyFloCrete

Solusi beton yang mudah mengalir tanpa segregasi sehingga dapat dituang secara mudah ke dalam bekisting dan menutup tulangan dengan sempurna. Aplikasi EzyFloCrete memastikan penghematan anggaran berkat pengecoran yang lebih halus, akurat secara geometris, serta tahan lebih lama.

A concrete solution that flows easily without segregation, allowing it to be poured easily into formwork and completely covers reinforcement. The application of EzyFloCrete ensures cost savings thanks to smoother, geometrically accurate castings, and longer durability.

AeerCrete

Solusi beton dengan teknologi beton untuk pengecoran struktur beton bawah air yang memiliki performa mampu menahan dan melindungi beton dari terurai.

A concrete solution using concrete technology for casting underwater concrete structures that offers performance that can hold and protect the concrete from decomposition.

OptimaCrete

Adukan OptimaCrete diformulasikan untuk memberikan kekuatan serta daya tahan yang dibutuhkan oleh struktur dan lingkungan proyek-proyek gedung bertingkat. OptimaCrete memiliki kuat tekan minimal 50 MPa dan turut berkontribusi dalam pengurangan ukuran komponen struktural serta penggunaan bahan bangunan.

OptimaCrete mixes are formulated to provide the strength and durability required by the structures and environments of high-rise building projects. OptimaCrete has a minimum compressive strength of 50 MPa and contributes to reducing the size of structural components and the use of building materials.

MarineCrete

MarineCrete adalah beton khusus untuk konstruksi dekat laut dengan kepadatan tinggi dan material terpilih guna mengurangi risiko korosi pada tulangan. Dirancang untuk lingkungan berklorida tinggi, solusi ini membantu menjaga durabilitas dan kinerja struktur infrastruktur pesisir dalam jangka panjang.

MarineCrete is a concrete specifically produced for marine construction with high density and selected materials to reduce the risk of corrosion in reinforcement. Designed for high-chloride environments, this solution helps maintain the durability and long-term performance of coastal infrastructure structures.

ApexCrete

Solusi beton ter aplikasi untuk menjawab tantangan dalam pembangunan lantai gudang atau fasilitas industri. ApexCrete diformulasikan oleh ahli-ahli yang berpengalaman, dengan menggunakan bahan serta peralatan berkualitas tinggi, teknologi *laser screed*, serta 3D *profiler* yang menjadi solusi terpadu bagi konstruksi lantai industrial.

A concrete solution suitable for addressing the challenges of constructing warehouse floors or industrial facilities. ApexCrete is formulated by experienced experts, using high-quality materials and equipment, laser screed technology, and a 3D profiler, providing an integrated solution for industrial floor construction.

Produk dan/atau Layanan Jasa
Products and/or Services

BETON SIAP PAKAI (LANJUTAN) • READY-MIX CONCRETE (CONTINUED)

PileCrete

Solusi beton berperforma tinggi khusus untuk struktur *bored pile*. Dirancang dengan formula khusus dan *admixture* yang memastikan retardasi panjang dengan waktu pengikatan awal yang normal.

A high-performance concrete solution specifically for bored pile structures. Designed with a special formula and admixtures that ensure long-lasting retardation with a normal initial setting time.

PakCrete™

Beton instan yang dikemas dalam kemasan khusus, hanya perlu tambahkan air saat ingin digunakan. Tersedia dalam kemasan jumbo bag dan sack, PakCrete™ terdiri dari semen, agregat, dan aditif khusus. Kualitasnya setara dengan beton siap pakai dari batching plant, namun lebih fleksibel untuk proyek di lokasi terpencil atau area dengan logistik terbatas. PakCrete™ juga telah memperoleh sertifikasi TKDN dari Kementerian Perindustrian Republik Indonesia.

An instant concrete in special packaging that requires only water to be added when ready to use. Available in jumbo bags and sacks, PakCrete™ consists of cement, aggregates, and special additives. Its quality is equivalent to ready-mix concrete from batching plants, but more flexible for projects in remote locations or areas with limited logistics. PakCrete™ has also received Domestic Component Level (TKDN) certification from the Ministry of Industry of the Republic of Indonesia.

MiniMix

Truk pengantar beton berukuran sepertiga lebih kecil dari truk beton standar, mendukung pengantaran ke area sempit, gang perumahan, atau lokasi dengan akses sulit. Solusi ideal untuk rumah, toko, renovasi, maupun proyek kecil di kawasan padat.

A concrete delivery truck that is one-third smaller than standard concrete delivery truck, enabling delivery into tight spaces, residential alleys, or difficult-to-access locations. It is an ideal solution for homes, shops, renovations, and small projects in densely populated areas.

DynaBild

Dikembangkan sebagai solusi untuk pengecoran beton di wilayah yang sulit dijangkau dan jauh dari *batching plant*. Solusi pengecoran dengan menggunakan DynaPump ini merupakan langkah penting dalam mewujudkan pembangunan yang merata dan mendorong ekonomi masyarakat di daerah terpencil.

Developed as a solution for concrete pouring in hard-to-reach areas far from batching plants, this pouring solution using DynaPump is a crucial step in achieving equitable development and boosting the economy in remote areas.

Pembangunan SMKN Tegalwaru - Purwakarta menggunakan DynaBild.
Construction of State Vocational High School Tegalwaru, Purwakarta, utilizing DynaBild.

Produk dan/atau Layanan Jasa

Products and/or Services

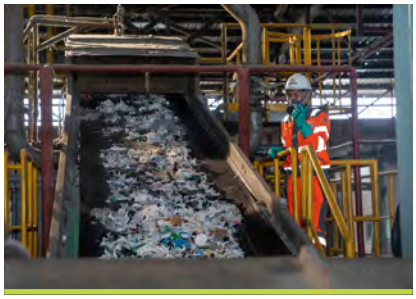
PENGOLAHAN LIMBAH • WASTE MANAGEMENT

Pengelolaan Limbah Berbahaya

Solusi komprehensif pengelolaan limbah B3, mulai dari pemeriksaan hingga penerbitan surat keterangan atau *Certificate of Treatment* (COT) untuk laporan pemusnahan limbah.

Hazardous Waste Management

Comprehensive solutions for toxic and hazardous waste management, from inspection to issuing a certificate or Certificate of Treatment (COT) for waste destruction reports.



Pemusnahan Limbah Terjamin

Solusi pemusnahan produk di luar spesifikasi atau produk kadaluwarsa. Pelanggan diperkenankan menyaksikan proses penanganan limbah di fasilitas kami.

Secure Waste Destruction

Solutions for the destruction of out-of-specification or expired products. Customers are welcome to observe the waste handling process at our facility.

Penanganan Limbah di Lapangan

Solusi penanganan limbah secara langsung di lapangan (*on-site*) untuk berbagai industri, seperti minyak dan gas bumi, pertambangan, industri berat, dan manufaktur.

On-Site Waste Management

On-site waste management solutions for various industries, such as oil and gas, mining, heavy industry, and manufacturing.

Pemusnahan Bahan Perusak Ozon (BPO)

Pelopor solusi pemusnahan Bahan Perusak Ozon (BPO) di Kawasan Asia Tenggara, dengan fasilitas tanur dan semen temperatur tinggi yang memusnahkan BPO secara tuntas dan aman bagi lingkungan.

Ozone Depleting Substances (ODS) Destruction

Pioneering solutions for the elimination of Ozone Depleting Substances (ODS) in the Southeast Asia Region, with high-temperature furnace and cement facilities that destroy ODS completely and safely for the environment.

Pemanfaatan RDF dari Olahan Sampah Perkotaan

Solusi berkelanjutan dan ramah lingkungan bagi pemerintah kota/daerah, dengan mengolah dan memanfaatkan sampah kota atau Municipal Solid Waste (MSW) menjadi bahan bakar alternatif berupa RDF.

Utilization of RDF from Municipal Solid Waste

A sustainable and environmentally friendly solution for city and regional governments, through the processing and utilization of municipal solid waste (MSW) into alternative fuel in the form of Refuse-Derived Fuel (RDF).

Laboratorium Analisis & Jasa Konsultasi Limbah

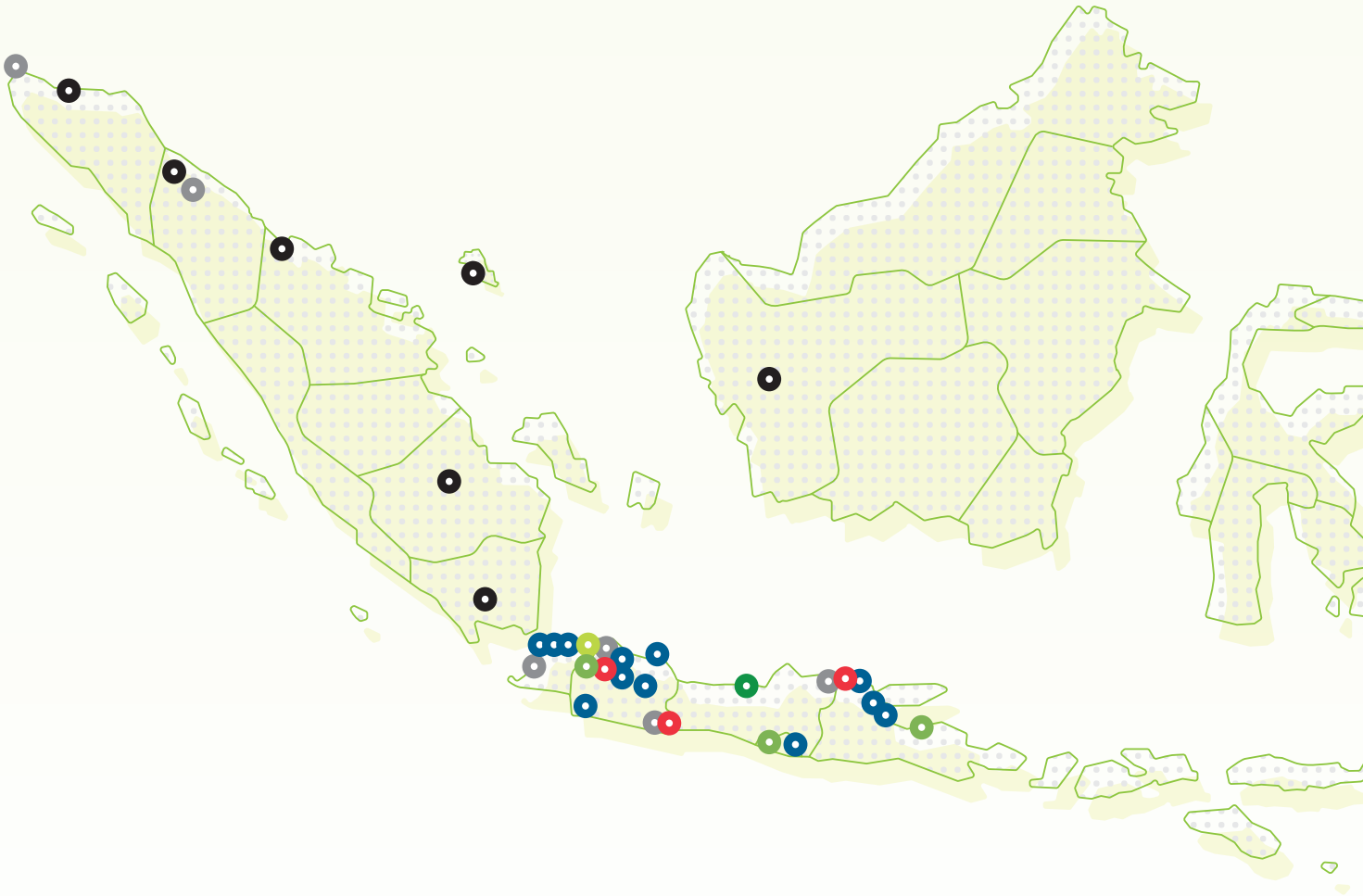
Solusi analisis limbah oleh tim ahli di laboratorium bersertifikat ISO 17025, untuk hasil laporan yang akurat serta rekomendasi penanganan limbah yang aman dan efektif melalui layanan konsultasi dalam hal pengelolaan lingkungan yang berkelanjutan.

Waste Analysis Laboratory & Consulting Services

Waste analysis solutions by a team of experts in an ISO 17025-certified laboratory, for accurate reports and recommendations for safe and effective waste management through consulting services on sustainable environmental management.

Wilayah Operasional

Operational Area



SILO DAN TERMINAL DISTRIBUSI
Silo and Distribution Terminals

- Lhokseumawe
- Belawan
- Dumai
- Batam
- Lampung
- Pontianak

PABRIK DAN FASILITAS PENGGILINGAN
Cement Plants and Grinding Facilities

- Pabrik Lhoknga | Lhoknga Plant
- Pabrik Narogong | Narogong Plant
- Pabrik Cilacap | Cilacap Plant
- Pabrik Tuban | Tuban Plant
- Penggilingan Kuala Indah*) | Kuala Indah grinding facility*)

GUDANG DISTRIBUSI
Distribution Warehouses

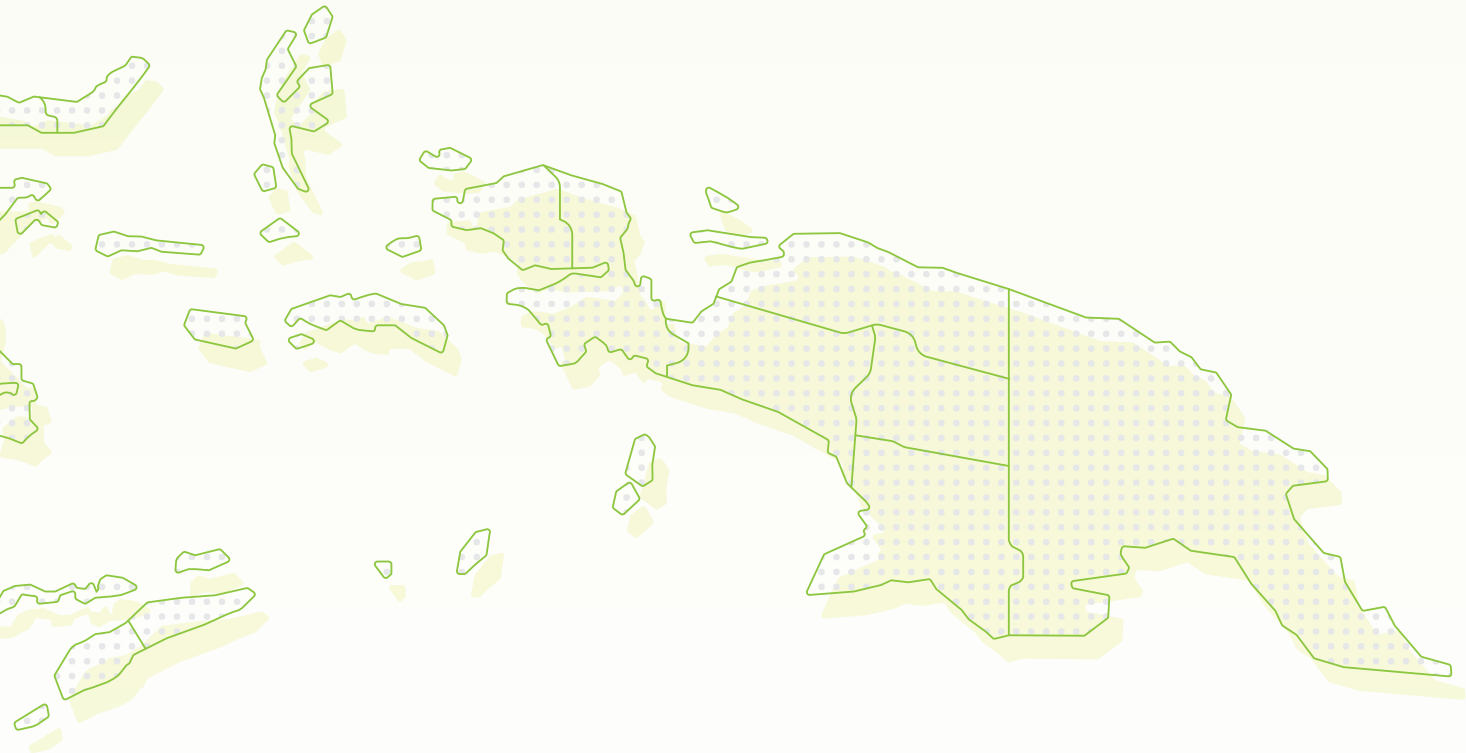
- Palembang
- Solo
- Yogyakarta

TAMBANG AGREGAT
Aggregates Quarry

- Maloko, Jawa Barat
- Jeladri, Jawa Timur

*) Tidak Aktif | Non Productive

Wilayah Operasional
Operational Area



KANTOR PUSAT
Head Office

Jakarta

KANTOR OPERASI SOLUSI BERNILAI TAMBAH
Value-added Solutions Office

PT Pendawa Lestari Perkasa, Jakarta

UNIT PENGELOLAAN LIMBAH (UPL) NATHABUMI
Nathabumi Waste Management Unit (WMU)

- Lhoknga
- Narogong
- Cilacap
- Tuban

PABRIK BETON SIAP PAKAI (TERMASUK *MOBILE PROJECT PLANTS*)
Ready-Mix Concrete Plants (Including Mobile Project Plants)

- Provinsi Banten
  (8 *Plant* | Plants)
- Provinsi Jawa Barat
  (9 *Plant* | Plants)
- Provinsi Jawa Tengah
  (4 *Plant* | Plants)
- Provinsi Jawa Timur
  (4 *Plant* | Plants)
- Provinsi DKI Jakarta
  (5 *Plant* | Plants)

Keanggotaan Asosiasi

Association Membership

ASOSIASI
Association

1971

Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI)
Indonesia Cement Association (ASPERSSI)

Status Keanggotaan Membership Status	Lingkup Asosiasi Association Scope
Anggota Aktif Active Member	**Nasional** National

2008

Corporate Forum for CSR Development (CFCD)

Status Keanggotaan Membership Status	Lingkup Asosiasi Association Scope
Anggota Aktif Active Member	**Nasional** National

2011

Indonesia Business Council for Sustainable Development (IBCSD)

Status Keanggotaan Membership Status	Lingkup Asosiasi Association Scope
Anggota Aktif Active Member	**Nasional** National

2012

Asosiasi Pengusaha Indonesia
Indonesian Employers' Association

Status Keanggotaan Membership Status	Lingkup Asosiasi Association Scope
Anggota Aktif Active Member	**Nasional** National

2022

Kadin Net Zero Hub

Status Keanggotaan Membership Status	Lingkup Asosiasi Association Scope
Anggota Aktif Active Member	**Nasional** National

nathabumi
DYNAMIX
MiniMix
DYNAMIX
Serba Guna
Semen untuk Berbagai Aplikasi
PCC
40kg
DYNAMIX
Masonry
Semen Spesialis Aplikasi Dinding
Pasangan
Plesteran
Acian
Semen Masonry
40kg
DYNAMIX
EXTRA POWER
Semen untuk Cor Beton
15%
30%
PCC
40kg
SEMEN ANDALAS
MULTIFUNGSI
40 kg
SNI

Struktur Organisasi
Organizational Structure

Board of Commissioners

President Directorate
President Director
Rizki Kresno Edhie Hambali

Finance and Risk Management Directorate
Finance and Risk Management Director
Asruddin

- **Legal, Governance, Risk and Compliance**
  LGRC Group Head
  Andika Lukmana
- **Human Capital**
  Human Capital Group Head
  Henny Ristyowati
- **Finance**
  Finance Group Head
  Farid Nugraha**

Operation Directorate
Operation Director
Edi Sarwono

- **Narogong Plant**
  Narogong Plant General Manager
  Muh. Istifaul Amin
- **Cilacap Plant**
  Cilacap Plant General Manager
  Enjang Kusmana
- **Lhoknga Plant**
  Lhoknga Plant General Manager
  Adi Santosa
- **Tuban Plant**
  Tuban Plant General Manager
  Priyatno
- **Alternative Fuel & Raw Material Division**
  Head of Alternative Fuel & Raw Material Division
  Budi Yuliadi Nugraha
- **Operation Performance Excellence**
  Operation Performance Excellence Head
  Mochamad Anwar Bakti
- **Corporate Project Management & Engineering**
  Corporate Project Management & Engineering Div. Manager
  Jatmiko Kurniawan
- **Corporate Environment & Sustainability**
  Corporate Environment & Sustainability Manager
  Laeli Fadloli
- **Corporate Quality Assurance & Product Development**
  Head of Corporate QA & Product Development
  Rudi Hermawan**
- **Management & Operation Support**
  Management & Operation Support Manager
  Bisrul Hasibuan
- **SCM Interplant Department**
  SCM Interplant Department Head
  Poernawan Arief Widagdo
- **Talavera Project Jetty Construction**
  Talavera Project Jetty Construction
  Danu Prijambodo**

*) Pejabat Sementara/Caretaker
Temporary Official/Caretaker
**) Karyawan Penugasan
Employee Assignment

Struktur Organisasi
Organizational Structure

President Directorate
President Director
Rizki Kresno Edhie

- **Aggregates & Construction Material**
  Aggregates & Construction Material Group Head
  Joan (Pgs)*
- **Procurement**
  Procurement Group Head
  Azhar Zunaidi
- **Corporate Asset Management & Strategic Project**
  Corp. Asset Mgt. & Strategic Project Manager
  Budi Setiawan
- **Corporate OH&S**
  Corporate OH&S Division Manager
  Ahmad Azhar
- **Office of The CEO**
  Office of The CEO Manager
  Boedy Darmawan
- **Internal Audit**
  Internal Audit Division Manager
  Nurul Ikhsan
- **Corporate Affair**
  Corporate Affair Group Head
  Trayudi Darma (Pgs)*
- **Sales Department**
  Sales Department Head
  Herman Rinaldi
- **Market Planning & Dev. Department**
  Market Planning & Dev. Department Head
  Irma Oktarini (Pgs)*

Offtake & Pertnership Directorate
Offtake & Partnership Director
Yasuhide Abe

- **Partnership & Taiheiyo Cement Corporation Relation**
  Partnership & Taiheiyo Cement Corporation Relation Manager
  Irma Oktarini

Dewan Komisaris
Board of Commissioners

HUSNEDI
Komisaris Independen
Independent Commissioner

FADLANSYAH LUBIS
Komisaris Utama
President Commissioner

SHINJI FUKAMI
Komisaris
Commissioner

AGNES MARCELLINA TJHIN
Komisaris Independen
Independent Commissioner

PRASETYO SUHARTO
Komisaris
Commissioner

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

FADLANSYAH LUBIS

Komisaris Utama

President Commissioner

58 Tahun | 58 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2030	Until the 2030 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 18 tanggal 12 Agustus 2025	Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta Barat	West Jakarta
Riwayat Pendidikan ***Educational Background***	• Doktor Ilmu Hukum, Universitas Gadjah Mada (2012) • Master of Laws, Victoria University of Wellington, New Zealand (2002) • Sarjana Hukum, Universitas Padjadjaran (1992)	• Doctor of Law, Universitas Gadjah Mada (2012) • Master of Laws, Victoria University of Wellington, New Zealand (2002) • Bachelor of Law, Universitas Padjadjaran (1992)
Riwayat Karier ***Career History***	• Komisaris Utama PT Solusi Bangun Indonesia (2025-sekarang) • Komisaris PT Bank Negara Indonesia (Persero) (2022-2025) • Komisaris Utama PT Pupuk Kujang (2021-2022) • Sekretaris Dukungan Kabinet, Kementerian Sekretariat Negara Republik Indonesia (2025-sekarang) • Staf Ahli Bidang Politik, Pertahanan, dan Keamanan Kementerian Sekretariat Negara Republik Indonesia (2024-2025) • Wakil Sekretaris Kabinet, Kementerian Sekretariat Negara Republik Indonesia (2021 – 2025)	• President Commissioner of PT Solusi Bangun Indonesia (2025-present) • Commissioner of PT Bank Negara Indonesia (Persero) (2022-2025) • President Commissioner of PT Pupuk Kujang (2021-2022) • Cabinet Secretariat, Ministry of State Secretariat of the Republic of Indonesia (2025-present) • Expert Staff for Politics, Defense, and Security, Ministry of State Secretariat of the Republic of Indonesia (2024-2025) • Deputy Cabinet Secretary, Ministry of State Secretariat of the Republic of Indonesia (2021-2025)
Rangkap Jabatan ***Concurrent Positions***	Sekretaris Dukungan Kabinet, Kementerian Sekretariat Negara Republik Indonesia	Secretary of Cabinet Support, Ministry of State Secretariat of the Republic of Indonesia
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

AGNES MARCELLINA TJHIN

Komisaris Independen

Independent Commissioner

59 Tahun | 59 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2030	Until the 2030 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 18 tanggal 12 Agustus 2025	Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta Barat	West Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Sastra Inggris, Universitas Padjadjaran (1989)	Bachelor of English Literature, Universitas Padjadjaran (1989)
Riwayat Karier ***Career History***	• Komisaris Independen PT Solusi Bangun Indonesia Tbk (2025-sekarang) • Deputy Chairman for Business Synergy, Kementerian Kelautan dan Perikanan Republik Indonesia (2020)	• Independent Commissioner of PT Solusi Bangun Indonesia Tbk (2025–present) • Deputy Chairman for Business Synergy, Ministry of Marine Affairs and Fisheries of the Republic of Indonesia (2020)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	No concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders
Sertifikasi (2025) ***Certification (2025)***	• Qualified Risk Governance Professional • Enterprise Risk Specialist – Environmental, Social, and Governance	• Qualified Risk Governance Professional • Enterprise Risk Specialist – Environmental, Social, and Governance

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

HUSNEDI

Komisaris Independen

Independent Commissioner

62 Tahun | 62 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2030	Until the 2030 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 18 tanggal 12 Agustus 2025	Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta Selatan	South Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Manajemen, Universitas Bung Hatta, Padang (1988)	Bachelor of Management, Universitas Bung Hatta, Padang (1988)
Riwayat Karier ***Career History***	• Komisaris Independen PT Solusi Bangun Indonesia Tbk (2025-sekarang) • Senior Business Development, PT Sinar Echo Technology Indonesia (2024-2025) • Direktur, PT AKA Karya Anugerah (2017 – 2020)	• Independent Commissioner of PT Solusi Bangun Indonesia Tbk (2025–present) • Senior Business Development, PT Sinar Echo Technology Indonesia (2024–2025) • Director, PT AKA Karya Anugerah (2017–2020)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	No concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders
Sertifikasi (2025) ***Certification (2025)***	Qualified Risk Governance Professional	Qualified Risk Governance Professional

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

PRASETYO SUHARTO

Komisaris

Commissioner

59 Tahun | 59 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2030	Until the 2030 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 18 tanggal 12 Agustus 2025	Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Bekasi	Bekasi
Riwayat Pendidikan ***Educational Background***	Sarjana Hukum, Universitas Pancasila (1991)	Bachelor of Law, Universitas Pancasila (1991)
Riwayat Karier ***Career History***	• Komisaris PT Solusi Bangun Indonesia Tbk (2025-sekarang) • Komisaris, PT Len Telekomunikasi Indonesia (2024)	• Commissioner of PT Solusi Bangun Indonesia Tbk (2025–present) • Commissioner, PT Len Telekomunikasi Indonesia (2024)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	No concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders
Sertifikasi (2025) ***Certification (2025)***	Qualified Risk Governance Professional	Qualified Risk Governance Professional

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

SHINJI FUKAMI

Komisaris

Commissioner

65 Tahun | 65 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2029	Until the 2029 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 90 tanggal 31 Mei 2024	Deed No. 31 dated May 31, 2024
Kewarganegaraan ***Citizenship***	Jepang	Japanese
Domisili ***Domicile***	Jepang	Japanese
Riwayat Pendidikan ***Educational Background***	Master of Engineering dari Kyoto University, Jepang	Master of Engineering from Kyoto University, Japan
Riwayat Karier ***Career History***	• Komisaris PT Solusi Bangun Indonesia (2024-sekarang) • Vice President and Representative Director, Senior General Manager of Global Business Division Taiheiyo Cement Corporation (2025-sekarang) • Director, Senior Executive Officer, Senior General Manager International Business Division Taiheiyo Cement Corporation (2024-2025) • Managing Executive Officer, Taiheiyo Cement Corporation (2022-2024) • Executive Officer and General Manager Environmental Business Development Department, Taiheiyo Cement Corporation (2019-2022)	• Commissioner of PT Solusi Bangun Indonesia (2024-present) • Vice President and Representative Director, Senior General Manager of Global Business Division Taiheiyo Cement Corporation (2025-present) • Director, Senior Executive Officer, Senior General Manager International Business Division Taiheiyo Cement Corporation (2024-2025) • Managing Executive Officer, Taiheiyo Cement Corporation (2022-2024) • Executive Officer and General Manager Environmental Business Development Department, Taiheiyo Cement Corporation (2019-2022)
Rangkap Jabatan ***Concurrent Positions***	Vice President and Representative Director, Senior General Manager of Global Business Division Taiheiyo Cement Corporation (2025-sekarang)	Vice President and Representative Director, Senior General Manager of Global Business Division Taiheiyo Cement Corporation (2025-present)
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with fellow members of the Board of Commissioners, Audit Committee, Board of Directors, or Shareholders

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

Dewan Komsaris Sebelumnya

Previous Members of the Board of Commissioners

PRIJO SAMBODO

Komisaris Independen

Independent Commissioner

72 Tahun | 72 years old

Masa Jabatan ***Term of Office***	Hingga RUPSLB 2025	Until the 2025 EGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	• Diangkat sebagai Komisaris Utama/ Komisaris Independen berdasarkan Akta No. 45 tanggal 12 Mei 2023 • Pengangkatan kedua berdasarkan Akta No. 90 tanggal 31 Mei 2024 • Diberhentikan dengan hormat berdasarkan Akta No. 18 tanggal 12 Agustus 2025	• Appointed as President Commissioner/Independent Commissioner based on Deed No. 45 dated May 12, 2023 • Second appointment based on Deed No. 90 dated May 31, 2024 • Honorably discharged based on Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Magister Teknik Sumber Daya Air, Engineering University Roorkee, India • Sarjana Teknik Sumber Daya Air, Engineering University Roorkee, India	• Master of Water Resources Engineering, University of Roorkee, India • Bachelor of Water Resources Engineering, University of Roorkee, India
Riwayat Karier ***Career History***	• Komisaris Utama dan Komisaris Independen, PT Solusi Bangun Indonesia Tbk (2023-2025) • Komisaris, PT Tata Guna Patria Engineering (2015-2021) • Kepala Balai Besar Wilayah Sungai Cimanuk Cisanggarung Ditjen Sumber Daya Air Kementerian Pekerjaan Umum (2008-2013)	• President Commissioner and Independent Commissioner, PT Solusi Bangun Indonesia Tbk (2023–2025) • Commissioner, PT Tata Guna Patria Engineering (2015–2021) • Head of the Cimanuk Cisanggarung River Basin Management Center, Directorate General of Water Resources, Ministry of Public Works (2008–2013)
Rangkap Jabatan ***Concurrent Positions***	Komite Eksekutif Komite Nasional Indonesia Bendungan Besar (Sejak 2015)	Executive Committee of the Indonesian National Committee on Large Dams (since 2015)
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

Dewan Komsaris Sebelumnya

Previous Members of the Board of Commissioners

YOHANES SURYA

Komisaris Independen

Independent Commissioner

62 Tahun | 62 years old

Masa Jabatan ***Term of Office***	Hingga RUPSLB 2025	Until the 2025 EGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	• Diangkat sebagai Komisaris Independen berdasarkan Akta No. 90 tanggal 31 Mei 2024 • Dikukuhkan pengunduran dirinya berdasarkan Akta No.18 tanggal 12 Agustus 2025	• Appointed as Independent Commissioner based on Deed No. 90 dated May 31, 2024 • Resignation confirmed based on Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Ph. D of Physics, College of William & Mary, Amerika Serikat • M.Sc of Physics, College of William & Mary, Amerika Serikat • Sarjana Fisika, Universitas Indonesia, Jakarta	• Ph.D. in Physics, College of William & Mary, United States • M.Sc. in Physics, College of William & Mary, United States • Bachelor of Physics, University of Indonesia, Jakarta
Riwayat Karier ***Career History***	• Komisaris Independen, PT Solusi Bangun Indonesia Tbk (2024-2025) • Rektor STKIP Surya (2010-2012) • Rektor Universitas Multimedia Nusantara (2007-2010)	• Independent Commissioner, PT Solusi Bangun Indonesia Tbk (2024–2025) • Rector, STKIP Surya (2010–2012) • Rector, Universitas Multimedia Nusantara (2007–2010)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	No concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with fellow members of the Board of Commissioners, Audit Committee, Board of Directors, or Shareholders

Profil Anggota Dewan Komisaris

Members of the Board of Commissioners Profile

Dewan Komsaris Sebelumnya

Previous Members of the Board of Commissioners

HERUDI KANDAU NUGROHO

Komisaris

Commissioner

41 Tahun | 41 years old

Masa Jabatan ***Term of Office***	Hingga RUPSLB 2025	Until the 2025 EGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	• Diangkat sebagai Komisaris berdasarkan Akta No. 34 tanggal 18 Februari 2022 • Diberhentikan dengan hormat berdasarkan Akta No. 18 tanggal 12 Agustus 2025	• Appointed as Commissioner based on Deed No. 34 dated February 18, 2022 • Honorably discharged based on Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Magister Ekonomi dan Keuangan Syariah, Universitas Indonesia, Jakarta • Sarjana Ekonomi, Universitas Mercu Buana, Jakarta	• Master of Islamic Economics and Finance, Universitas Indonesia, Jakarta • Bachelor of Economics, Universitas Mercu Buana, Jakarta
Riwayat Karier ***Career History***	• Komisaris, PT Solusi Bangun Indonesia Tbk (2022-2025) • Kabid Pengembangan SDM Eksekutif BUMN, Kementerian BUMN RI (2019-2020) • Komisaris dan Ketua Komite GCG PT Berlian Jasa Terminal Indonesia (2017-2020) • Sekretaris Dewan Komisaris PT Perusahaan Pengelola Aset (2013-2017) • Kasub Mutasi SDM Eksekutif BUMN, Kementerian BUMN RI (2013-2016) • Komite Audit PT Perkebunan Nusantara XII (2009-2013)	• Commissioner, PT Solusi Bangun Indonesia Tbk (2022–2025 • Head of Executive Human Resources Development, Ministry of State-Owned Enterprises of the Republic of Indonesia (2019–2020) • Commissioner and Chairman of the GCG Committee, PT Berlian Jasa Terminal Indonesia (2017–2020) • Secretary of the Board of Commissioners, PT Perusahaan Pengelola Aset (2013–2017) • Sub-Head of Executive SOE Human Resources Transfer, Ministry of State-Owned Enterprises of the Republic of Indonesia (2013–2016) • Audit Committee, PT Perkebunan Nusantara XII (2009–2013)
Rangkap Jabatan ***Concurrent Positions***	Koordinator Asisten Deputi Bidang Manajemen SDM BUMN, Kementerian BUMN RI (Sejak 2020)	Coordinator of the Deputy Assistant for SOE Human Resources Management, Ministry of State-Owned Enterprises of the Republic of Indonesia (since 2020)
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Perubahan Komposisi Dewan Komisaris

Changes to the Composition of the Board of Commissioners

Di tahun 2025, terdapat perubahan komposisi Dewan Komisaris. Komposisi Dewan Komisaris Perseroan sampai dengan RUPS Tahunan tahun 2025 adalah sebagai berikut:

In 2025, there were/were no changes to the composition of the Board of Commissioners. The composition of the Company's Board of Commissioners as of the 2025 Annual General Meeting of Shareholders is as follows:

Tabel Komposisi Dewan Komisaris tahun 2025

Table of the Composition of the Board of Commissioners in 2025

Nama | *Name*	Jabatan | *Position*
Fadlansyah Lubis	Komisaris Utama | President Commissioner
Agnes Marcellina Tjhin	Komisaris Independen | Independent Commissioner
Husnedi	Komisaris Independen | Independent Commissioner
Prasetyo Suharto	Komisaris | Commissioner
Shinji Fukami	Komisaris | Commissioner

Perubahan Susunan Dewan Komisaris Setelah 31 Desember 2025 Sampai dengan Penyampaian Laporan Tahunan 2025

Changes in the Composition of the Board of Commissioners After December 31, 2025, Until the Submission of The 2025 Annual Report

Tidak terdapat perubahan susunan Dewan Komisaris setelah tahun buku 2025 berakhir di 31 Desember 2025 sampai dengan batas waktu penyampaian Laporan Tahunan 2025.

There were no changes in the composition of the Board of Commissioners after the 2025 fiscal year ended on December 31, 2025, until the deadline for the 2025 Annual Report submission.

Direksi
Board of Directors

ASRUDDIN
Direktur Keuangan & Manajemen Risiko
Director of Finance & Risk Management

YASUHIDE ABE
Direktur Offtake & Partnership
Director of Offtake & Partnership

EDI SARWONO
Direktur Operasi
Director of Operations

RIZKI KRESNO EDHIE HAMBALI
Direktur Utama
President Director

Profil Anggota Direksi

Members of the Board of Directors Profile

RIZKI KRESNO EDHIE HAMBALI

Direktur Utama
President Director

52 Tahun | 52 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2030	Until the 2030 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 9 tanggal 5 Desember 2025	Deed No. 9 dated December 5, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Leadership & Senior Leadership Program International Institute for Management Development (IMD), Lausanne, Switzerland (2019) • Magister Bisnis Administrasi & Teknologi Institut Teknologi Bandung (ITB), Bandung (2001) • Sarjana Agribisnis Institut Pertanian Bogor (IPB), Bogor (1995)	• Leadership & Senior Leadership Program International Institute for Management Development (IMD), Lausanne, Switzerland (2019) • Master of Business Administration & Technology Institut Teknologi Bandung (ITB), Bandung (2001) • Bachelor's Degree of Agribusiness Institut Pertanian Bogor (IPB), Bogor (1995)
Riwayat Karier ***Career History***	• Direktur Utama, PT Solusi Bangun Indonesia Tbk (2025-sekarang) • Business Coach & Advisor, BizGrowth Clinics, Jakarta-Indonesia (2024-2025) • Direktur Utama, PT Conwood Indonesia (Siam City Cement Group), Jakarta Indonesia (2017-2024) • Direktur, Conwood Company Ltd, Thailand (2022-2024) • Direktur Komerial dan Inovasi, PT Conwood Indonesia (2015-2017) • Exco Member & Commercial Director, Holcim Malaysia Sdn Bhd, Malaysia (2011-2015)	• President Director, PT Solusi Bangun Indonesia Tbk (2025-present) • Business Coach & Advisor, BizGrowth Clinics, Jakarta-Indonesia (2024-2025) • President Director, PT Conwood Indonesia (Siam City Cement Group), Jakarta Indonesia (2017-2024) • Director, Conwood Company Ltd, Thailand (2022-2024) • Commercial and Innovation Director, PT Conwood Indonesia (2015–2017) • Exco Member & Commercial Director, Holcim Malaysia Sdn Bhd, Malaysia (2011-2015)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	Does not hold any concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Direksi

Members of the Board of Directors Profile

ASRUDDIN

Direktur Keuangan & Manajemen Risiko

Director of Finance & Risk Management

55 Tahun | 55 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2030	Until the 2030 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 18 Tanggal 12 Agustus 2025	Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Magister Manajemen Strategis, Universitas Hasanuddin (2014) • Sarjana Akuntansi, Universitas Hasanuddin (1997)	• Master of Strategic Management, Universitas Hasanuddin (2014) • Bachelor of Accounting, Universitas Hasanuddin (1997)
Riwayat Karier ***Career History***	• Direktur Keuangan & Manajemen Risiko, PT Solusi Bangun Indonesia Tbk (2025-sekarang) • Direktur Utama, PT Semen Tonasa (2023 – 2025) • Chief Executive Officer, Thang Long Cement Company (2022 – 2023) • VP Finance Policy & Excellence, PT Semen Indonesia (Persero) Tbk (2021 – 2022) • Chief Financial Officer, Thang Long Cement Company (2015 – 2021)	• Director of Finance & Risk Management, PT Solusi Bangun Indonesia Tbk (2025–present) • President Director, PT Semen Tonasa (2023–2025) • Chief Executive Officer, Thang Long Cement Company (2022 – 2023) • VP Finance Policy & Excellence, PT Semen Indonesia (Persero) Tbk (2021 – 2022) • Chief Financial Officer, Thang Long Cement Company (2015 – 2021)
Rangkap Jabatan ***Concurrent Positions***	Presiden Komisaris PT Solusi Bangun Andalas	President Commissioner of PT Solusi Bangun Andalas
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders
Sertifikasi (2025) ***Certification (2025)***	Chartered accountant, Risk Management	Chartered Accountant, Risk Management

Profil Anggota Direksi
Members of the Board of Directors Profile

EDI SARWONO

Direktur Operasi
Director of Operations

55 Tahun | 55 years old

Masa Jabatan ***Term of Office***	Hingga RUPST 2030	Until the 2030 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 18 Tanggal 12 Agustus 2025	Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Teknik Kimia, Universitas Gadjah Mada (1994)	Bachelor of Chemical Engineering, Universitas Gadjah Mada (1994)
Riwayat Karier ***Career History***	• Direktur Operasi, PT Solusi Bangun Indonesia Tbk (2025-sekarang) • Advisor to the Board of Directors, PT Semen Indonesia (Persero) Tbk (2025) • SVP of Sustainability, PT Semen Indonesia (Persero) Tbk (2024-2025) • General Manager Cilacap Plant, PT Solusi Bangun Indonesia Tbk (2023-2024) • Technical Advisor, PT Solusi Bangun Indonesia Tbk (2022 – 2023) • Chief Executive Officer, Thang Long Cement Joint Stock Company (2021-2022)	• Director of Operations, PT Solusi Bangun Indonesia Tbk (2025–present) • Advisor to the Board of Directors, PT Semen Indonesia (Persero) Tbk (2025) • SVP of Sustainability, PT Semen Indonesia (Persero) Tbk (2024-2025) • General Manager Cilacap Plant, PT Solusi Bangun Indonesia Tbk (2023-2024) • Technical Advisor, PT Solusi Bangun Indonesia Tbk (2022 – 2023) • Chief Executive Officer, Thang Long Cement Joint Stock Company (2021-2022)
Rangkap Jabatan ***Concurrent Positions***	Direktur PT Solusi Bangun Andalas (Anak Usaha)	Director of PT Solusi Bangun Andalas (Subsidiary)
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Memiliki saham Perseroan sebanyak 42.100 lembar saham	Holds 42,100 shares in the Company
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Direksi

Members of the Board of Directors Profile

YASUHIDE ABE

Direktur Offtake & Partnership

Director of Offtake & Partnership

55 Tahun | 55 years old

Masa Jabatan ***Term of Office***	2021 hingga RUPST 2026	2021 until the 2026 AGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	Akta No. 2 tanggal 1 Oktober 2021 jo. Akta No 53 tanggal 13 Oktober 2021	Deed No. 2 dated October 1, 2021 in conjunction with Deed No. 53 dated October 13, 2021
Kewarganegaraan ***Citizenship***	Jepang	Japanese
Domisili ***Domicile***	Jakarta Selatan	South Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Perniagaan, Waseda University, Jepang	Bachelor of Commerce, Waseda University, Japan
Riwayat Karier ***Career History***	• Direktur Offtake & Partnership PT Solusi Bangun Indonesia Tbk (2021-sekarang) • Deputy Chief Representative, Jakarta Representative Office, Taiheiyo Cement Corporation (Juli - Oktober 2021) • Managing Director, Taiheiyo Singapore Pte., Ltd (2017-2021) • Senior Manager, International Marketing & Trading Departement, International Business Division, Taiheiyo Cement Corporation (2014 - 2017) • Manager, Planning & Business Development Departement, International Business Division, Taiheiyo Cement Corporation (2009 - 2014) • Chichibu-Onoda Cement bergabung dengan Nihon Cement menjadi Taiheiyo Cement Corporation (1998) • Onoda Cement bergabung dengan Chichibu Cement menjadi Chichibu-Onoda Cement Corporation (1994) • Bergabung dengan Onoda Cement Co. Ltd. (1994)	• Director of Offtake & Partnership, PT Solusi Bangun Indonesia Tbk (2021-present) • Deputy Chief Representative, Jakarta Representative Office, Taiheiyo Cement Corporation (July-October 2021) • Managing Director, Taiheiyo Singapore Pte., Ltd. (2017-2021) • Senior Manager, International Marketing & Trading Department, International Business Division, Taiheiyo Cement Corporation (2014-2017) • Manager, Planning & Business Development Department, International Business Division, Taiheiyo Cement Corporation (2009-2014) • Chichibu-Onoda Cement merged with Nihon Cement to form Taiheiyo Cement Corporation (1998) • Onoda Cement merged with Chichibu Cement to form Chichibu-Onoda Cement Corporation (1994) • Joined Onoda Cement Co. Ltd. (1994)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	Does not hold any concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Direksi
Members of the Board of Directors Profile

Direksi Sebelumnya
Previous Members of the Board of Directors

ASRI MUKHTAR

Direktur Utama
President Director

59 Tahun | 59 years old

Masa Jabatan ***Term of Office***	Hingga RUPSLB 2025	Until the 2025 EGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	• Diangkat berdasarkan Akta No. 90 tanggal 31 Mei 2024 • Diberhentikan dengan hormat berdasarkan Akta No. 18 tanggal 12 Agustus 2025	• Appointed based on Deed No. 90 dated May 31, 2024 • Honorably discharged based on Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Magister Manajemen, Universitas Gadjah Mada • Sarjana Teknik Elektro, Institut Teknologi Bandung	• Master of Management, Universitas Gadjah Mada • Bachelor of Electrical Engineering, Institut Teknologi Bandung
Riwayat Karier ***Career History***	• Direktur Utama, PT Solusi Bangun Indonesia Tbk (2024-2025) • Direktur Utama PT Semen Padang (2022-2024) • Direktur Operasional PT Semen Padang (2020-2022) • Kepala Internal Audit PT Semen Padang (2018-2020) • Kepala Departemen Legal & GRC PT Semen Padang (2015-2017)	• President Director, PT Solusi Bangun Indonesia Tbk (2024–2025) • President Director, PT Semen Padang (2022–2024) • Operations Director, PT Semen Padang (2020–2022) • Head of Internal Audit, PT Semen Padang (2018–2020) • Head of Legal & GRC Department, PT Semen Padang (2015–2017)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	Does not hold any concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Direksi

Members of the Board of Directors Profile

Direksi Sebelumnya

Previous Members of the Board of Directors

AINUL YAQIN

Direktur Utama

President Director

56 Tahun | 56 years old

Masa Jabatan ***Term of Office***	Hingga RUPSLB 2025	Until the 2025 EGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	• Diangkat sebagai Direktur Utama berdasarkan Akta No. No. 18 tanggal 12 Agustus 2025 • Dikukuhkan pengunduran dirinya berdasarkan Akta No. 9 tanggal 5 Desember 2025	• Appointed as President Director based on Deed No. 18 dated August 12, 2025 • Resignation confirmed based on Deed No. 9 dated December 5, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Ilmu dan Teknologi Pangan,Institut Pertanian Bogor (1993)	Bachelor of Food Science and Technology, Institut Pertanian Bogor (1993)
Riwayat Karier ***Career History***	• Direktur Utama, PT Solusi Bangun Indonesia Tbk (2025-2025) • General Manager Personal Care Unilever Indonesia Unilever Indonesia Pte Ltd (2021 – 2025) • Group Chief Marketing Officer Gojek (2019 – 2021) • VP Strategic Transformation Southeast Asia & ANZ Unilever (2016 – 2019) • Manufacturing, Sales, Marketing and General Management PT Indomilk Unilever Indonesia (1993 – 2016)	• President Director, PT Solusi Bangun Indonesia Tbk (2025–2025) • General Manager Personal Care, Unilever Indonesia Pte. Ltd. (2021–2025) • Group Chief Marketing Officer, Gojek (2019–2021) • VP Strategic Transformation Southeast Asia & ANZ, Unilever (2016–2019 • Manufacturing, Sales, Marketing and General Management, PT Indomilk Unilever Indonesia (1993–2016)
Rangkap Jabatan ***Concurrent Positions***	Tidak memiliki rangkap jabatan	Does not hold any concurrent positions
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Direksi
Members of the Board of Directors Profile

Direksi Sebelumnya
Previous Members of the Board of Directors

ONY SUPRIHARTONO

Direktur
Director

59 Tahun | 59 years old

Masa Jabatan ***Term of Office***	Hingga RUPSLB 2025	Until the 2025 EGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	• Diangkat sebagai Direktur berdasarkan Akta No. 34 tanggal 18 Februari 2022 • Diberhentikan dengan hormat berdasarkan Akta No. 18 tanggal 12 Agustus 2025	• Appointed as Director based on Deed No. 34 dated February 18, 2022 • Honorably discharged based on Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Magister Manajemen, Universitas Gadjah Mada, Indonesia • Sarjana Akuntansi, Universitas Jendral Soedirman, Indonesia	• Master of Management, Universitas Gadjah Mada, Indonesia • Bachelor of Accounting, Universitas Jenderal Soedirman, Indonesia
Riwayat Karier ***Career History***	• Direktur, PT Solusi Bangun Indonesia Tbk (2022-2025) • Direktur Keuangan dan Manajemen Risiko, PT Pelayaran Nasional Indonesia (Persero) (2019-2022) • Komisaris PT Pupuk Indonesia (Persero) (2018-2019) • Kepala Biro Perencanaan, Organisasi, dan Kepegawaian Kementerian BUMN RI (2014-2020) • Anggota Dewan Pengawas Perum Jamkrindo (2013-2016) • Kepala Bagian Perencanaan Kementerian BUMN RI (2012-2013). • Komisaris PT Jasa Raharja Putera (2013-2014) • Ketua Dewan Pengawas Dana Pensiun, PT Pengusahaan Daerah Industri Pulau Batam (2011-2012) • Direktur Keuangan PT Pengusahaan Daerah Industri Pulau Batam (2010-2012)	• Director, PT Solusi Bangun Indonesia Tbk (2022–2025) • Director of Finance and Risk Management, PT Pelayaran Nasional Indonesia (Persero) (2019–2022) • Commissioner, PT Pupuk Indonesia (Persero) (2018–2019) • Head of the Planning, Organization, and Personnel Bureau, Ministry of State-Owned Enterprises of the Republic of Indonesia (2014–2020) • Member of the Supervisory Board, Perum Jamkrindo (2013–2016) • Head of the Planning Division, Ministry of State-Owned Enterprises of the Republic of Indonesia (2012–2013) • Commissioner, PT Jasa Raharja Putera (2013–2014) • Chairman of the Pension Fund Supervisory Board, PT Pengusahaan Daerah Industri Pulau Batam (2011–2012) • Finance Director, PT Pengusahaan Daerah Industri Pulau Batam (2010–2012)
Rangkap Jabatan ***Concurrent Positions***	Direktur, PT Solusi Bangun Andalas	Director, PT Solusi Bangun Andalas
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Profil Anggota Direksi

Members of the Board of Directors Profile

Direksi Sebelumnya

Previous Members of the Board of Directors

SONI ASRUL SANI

Direktur

Director

55 Tahun | 55 years old

Masa Jabatan ***Term of Office***	Hingga RUPSLB 2025	Until the 2025 EGMS
Dasar Hukum Pengangkatan ***Legal Basis of Appointment***	• Diangkat sebagai Direktur berdasarkan Akta No. 34 tanggal 18 Februari 2022 • Diberhentikan dengan hormat berdasarkan Akta No. 18 tanggal 12 Agustus 2025	• Appointed as Director based on Deed No. 34 dated February 18, 2022 • Honorably discharged based on Deed No. 18 dated August 12, 2025
Kewarganegaraan ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Teknik Kimia, Institut Teknologi Bandung, Indonesia	Bachelor of Chemical Engineering, Institut Teknologi Bandung, Indonesia
Riwayat Karier ***Career History***	• Direktur, PT Solusi Bangun Indonesia Tbk (2022-2025) • Direktur Produksi PT Semen Gresik (2020-2022) • General Manager Narogong Plant, PT Solusi Bangun Indonesia Tbk (2019-2020) • Chairman Thang Long Cement JSC (2019-2020) • SVP of Business Development, System and Risk Management PT Semen Indonesia (Persero) Tbk (2019) • SVP of Strategic Planning PT Semen Indonesia (Persero) Tbk (2019) • SVP of Business Portfolio and Asset Management PT Semen Indonesia (Persero) Tbk (2017-2019) • Komisaris PT Sinergi Mitra Investama (2015-2020) • General Manager PT Semen Indonesia (Persero) Tbk (2013-2017) • Komisaris PT SGG Prima Beton (2012-2015)	• Director, PT Solusi Bangun Indonesia Tbk (2022–2025) • Production Director, PT Semen Gresik (2020–2022) • General Manager, Narogong Plant, PT Solusi Bangun Indonesia Tbk (2019–2020) • Chairman, Thang Long Cement JSC (2019–2020) • SVP of Business Development, System and Risk Management, PT Semen Indonesia (Persero) Tbk (2019) • SVP of Strategic Planning, PT Semen Indonesia (Persero) Tbk (2019) • SVP of Business Portfolio and Asset Management, PT Semen Indonesia (Persero) Tbk (2017–2019) • Commissioner, PT Sinergi Mitra Investama (2015–2020) • General Manager, PT Semen Indonesia (Persero) Tbk (2013–2017) • Commissioner, PT SGG Prima Beton (2012–2015)
Rangkap Jabatan ***Concurrent Positions***	• Komisaris PT Aroma Cipta Anugrahtama • Komisaris PT Aroma Sejahtera Indonesia • Presiden Direktur PT Solusi Bangun Andalas • Direktur PT Ciptanugrah Indonesia • Direktur PT SBI Bangun Nusantara	• Commissioner, PT Aroma Cipta Anugrahtama • Commissioner, PT Aroma Sejahtera Indonesia • President Director, PT Solusi Bangun Andalas • Director, PT Ciptanugrah Indonesia • Director, PT SBI Bangun Nusantara
Kepemilikan Saham pada Perseroan ***Ownership of Shares in the Company***	Tidak ada kepemilikan saham	No share ownership
Hubungan Afiliasi ***Affiliations***	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Komite Audit, Direksi, atau Pemegang Saham	He is not affiliated with other members of the Board of Commissioners, the Audit Committee, the Board of Directors, or Shareholders

Perubahan Komposisi Direksi

Changes to the Composition of the Board of Directors

Di tahun 2025, terdapat perubahan komposisi Direksi. Komposisi Direksi Perseroan sampai dengan RUPS Tahunan tahun 2025 adalah sebagai berikut:

In 2025, there were changes to the composition of the Board of Directors. The composition of the Company's Board of Directors as of the 2025 Annual General Meeting of Shareholders is as follows:

Tabel Komposisi Direksi tahun 2025

Table of the Composition of the Board of Directors in 2025

Nama *Name*	Jabatan *Position*
Rizki Kresno Edhie Hambali	Direktur Utama | President Director
Asruddin	Direktur Keuangan & Manajemen Risiko | Director of Finance & Risk Management
Edi Sarwono	Direktur Operasi | Director of Operations
Yasuhide Abe	Direktur Offtake & Partnership | Director of Offtake & Partnership

Perubahan Susunan Direksi Setelah 31 Desember 2025 Sampai dengan Penyampaian Laporan Tahunan 2025

Changes in the Composition of the Board of Directors after December 31, 2025, Until the Submission of the 2025 Annual Report

Tidak terdapat perubahan susunan Direksi setelah tahun buku 2025 berakhir di 31 Desember 2025 sampai dengan batas waktu penyampaian Laporan Tahunan 2025.

There were no changes in the composition of the Board of Directors after the 2025 fiscal year ends on December 31, 2025, until the deadline for the 2025 Annual Report submission.

Demografi Karyawan

Employee Demographics

KARYAWAN BERDASARKAN JENIS KELAMIN

EMPLOYEE COMPOSITION BY GENDER

Tabel Karyawan Berdasarkan Jenis Kelamin

Table of Employee Composition by Gender

Jenis Kelamin *Gender*	2025	2024
Laki-laki | Male	1.558	1.694
Perempuan | Female	192	199
Jumlah | *Total*	**1.750**	**1.893**

KARYAWAN BERDASARKAN TINGKAT MANAJEMEN

EMPLOYEE COMPOSITION BY MANAGEMENT LEVEL

Tabel Karyawan Berdasarkan Tingkat Manajemen

Table of Employee Composition by Management Level

Tingkat Manajemen *Management Level*	2025	2024
Level Manajemen Puncak | Top Management Level	14	16
Level Manajemen Senior | Senior Management Level	40	42
Level Manajemen Menengah | Middle Management Level	434	427
Level Manajemen Dasar | First Management Level	1.146	1.215
Level Non-Manajemen | Non-Management Level	116	193
Jumlah | *Total*	**1.750**	**1.893**

Demografi Karyawan
Employee Demographics

KARYAWAN BERDASARKAN KELOMPOK USIA
EMPLOYEE COMPOSITION BY AGE GROUP

Tabel Karyawan Berdasarkan Kelompok Usia
Table of Employee Composition by Age Group

Kelompok Usia *Age Group*	2025	2024
<30 tahun | <30 years old	56	67
30-50 tahun | 30-50 years old	1.135	1.219
>50 tahun | >50 years old	559	607
Jumlah | *Total*	**1.750**	**1.893**

KARYAWAN BERDASARKAN TINGKAT PENDIDIKAN
EMPLOYEE COMPOSITION BY EDUCATION LEVEL

Tabel Karyawan Berdasarkan Tingkat Pendidikan
Table of Employee Composition by Education Level

Tingkat Pendidikan *Education Level*	2025	2024
Doktor | Doctorate Degree	2	2
Pascasarjana | Postgraduate Degree	108	111
Sarjana | Undergraduate Degree	826	850
Diploma | Associate's Degree	286	388
SMA | High School	481	478
SD/SMP | Elementary School/Junior High School	47	64
Jumlah | *Total*	**1.750**	**1.893**

KARYAWAN BERDASARKAN STATUS KETENAGAKERJAAN
EMPLOYEE COMPOSITION BY EMPLOYMENT STATUS

Tabel Karyawan Berdasarkan Status Ketenagakerjaan
Table of Employee Composition by Employment Status

Status Ketenagakerjaan *Employment Status*	2025	2024
Karyawan Tetap | Permanent	1.714	1.845
Karyawan Kontrak | Contract	36	48
Jumlah | *Total*	**1.750**	**1.893**

Informasi Pemegang Saham

Shareholder Information

PEMEGANG SAHAM DAN PERSENTASE KEPEMILIKAN / SHAREHOLDER AND OWNERSHIP PERCENTAGE

Pemegang Saham *Shareholder*	31 Desember 2025 *December 31, 2025*		31 Desember 2024 *December 31, 2024*	
	Jumlah Saham *Number of Shares*	Persentase (%) *Percentage (%)*	Jumlah Saham *Number of Shares*	Persentase (%) *Percentage (%)*
Pemegang Saham di atas 5% | *Shareholders of above 5%*				
PT Semen Indonesia (Persero) Tbk	7.533.148.888	83,522	7.533.148.888	83,522
Taiheiyo Cement Corporation	1.367.396.991	15,161	1.367.396.991	15,161
Subjumlah | *Subtotal*	**8.900.545.879**	**98,683**	**8.900.545.879**	**98,683**
Pemegang Saham di bawah 5% | *Shareholders of below 5%*				
Masyarakat | Public	118.836.094	1,318	118.836.094	1,318
Jumlah | *Total*	**9.019.381.973**	**100,00**	**9.019.381.973**	**100,00**

PEMEGANG SAHAM DI ATAS 5%

Hingga 31 Desember 2025, pemegang saham di atas 5% Perseroan adalah PT Semen Indonesia (Persero) Tbk dengan kepemilikan 83,522% atau sebanyak 7.533.148.888 lembar saham, dan Taiheiyo Cement Corporation dengan kepemilikan 15,161% atau sebanyak 1.367.396.991 lembar saham.

SHAREHOLDERS OF ABOVE 5%

As of December 31, 2025, the Company's shareholders with a shareholding of more than 5% are PT Semen Indonesia (Persero) Tbk with ownership of 83.522% or 7,533,148,888 shares, and Taiheiyo Cement Corporation with ownership of 15.161% or 1,367,396,991 shares.

PEMEGANG SAHAM DI BAWAH 5%

Hingga 31 Desember 2025, pemegang saham di atas 5% Perseroan adalah Kelompok Masyarakat dengan kepemilikan 1,318% atau sebanyak 118.836.094 lembar saham.

SHAREHOLDERS OF BELOW 5%

As of December 31, 2025, the Company's shareholders with a shareholding of more than 5% are the public group, with ownership of 1.318% or 118,836,094 shares.

KEPEMILIKAN SAHAM OLEH ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Di sepanjang tahun 2025, terdapat kepemilikan saham oleh Dewan Komisaris dan Direksi yang tercatat sebagai pemegang saham Perseroan.

SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS

Throughout 2025, there were share ownerships by members of the Board of Commissioners and Board of Directors who were registered as shareholders of the Company.

Informasi Pemegang Saham
Shareholder Information

Tabel Kepemilikan Saham oleh Dewan Komisaris dan Direksi Perseroan Tahun 2024-2025

Table of Share Ownership by the Company's Board of Commissioners and Directors for 2024-2025

Pemegang Saham *Shareholder*	2025	2024
Dewan Komisaris | *Board of Commissioners*		
Fadlansyah Lubis	Nihil | None	-
Agnes Marcellina Tjhin	Nihil | None	-
Prasetyo Suharto	Nihil | None	-
Husnedi	Nihil | None	-
Shinji Fukami	Nihil | None	Nihil | None
Prijo Sambodo	-	Nihil | None
Yohanes Surya	-	Nihil | None
Herudi Kandau Nugroho	-	Nihil | None
Direksi | *Board of Directors*		
Rizki Kresno Edhie Hambali	Nihil | None	-
Edi Sarwono	42.100 lembar | 42,100 shares	-
Asruddin	Nihil | None	-
Yasuhide Abe	Nihil | None	Nihil | None
Asri Mukhtar	-	Nihil | None
Ony Suprihartono	-	Nihil | None
Soni Asrul Sani	-	Nihil | None

KEPEMILIKAN TIDAK LANGSUNG ATAS SAHAM PERSEROAN OLEH ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Hingga 31 Desember 2025, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki kepemilikan tidak langsung atas saham Perseroan.

INDIRECT OWNERSHIP OF THE COMPANY'S SHARES BY MEMBERS OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS

Until December 31, 2025, all members of the Board of Commissioners and the Board of Directors did not have indirect ownership of the Company's shares.

Informasi Pemegang Saham
Shareholder Information

KOMPOSISI PEMEGANG SAHAM BERDASARKAN KLASIFIKASI DAN KELOMPOK KEPEMILIKAN

SHAREHOLDER COMPOSITION BY CLASSIFICATION AND OWNERSHIP GROUP

Tabel Komposisi Pemegang Saham Berdasarkan Klasifikasi Kepemilikan Tahun 2025

Table of Shareholder Composition by Ownership Classification in 2025

Pemegang Saham *Shareholder*	31 Desember 2025 *December 31, 2025*		31 Desember 2024 *December 31, 2024*	
	Jumlah Saham *Number of Shares*	Persentase (%) *Percentage (%)*	Jumlah Saham *Number of Shares*	Persentase (%) *Percentage (%)*
Institusi Dalam Negeri | Local Institution	7.544.638.397	83,64916	7.544.627.795	83,649
Institusi Luar Negeri | Foreign Institution	1.379.835.371	15,29856	1.381.440.049	15,316
Individu Dalam Negeri | Local Individuals	86.859.183	0,96303	85.261.226	0,945
Individu Luar Negeri | Foreign Individuals	8.049.022	0,08924	8.048.940	0,089
Jumlah | *Total*	**9.019.381.973**	**100,00**	**9.019.378.010**	**100,00**

*) SMCB mendapatkan sanksi penghentian sementara perdagangan efek terkait dengan pemenuhan saham free float per tanggal 31 Januari 2025. | SMCB was subject to a temporary suspension of securities trading in relation to the fulfillment of the free float share requirement, effective January 31, 2025.

Tabel Komposisi Pemegang Saham Berdasarkan Kelompok Kepemilikan Tahun 2025

Table of Shareholder Composition by Ownership Group in 2025

Kelompok Pemegang Saham *Shareholder Group*	Jumlah Saham (Lembar) *Number of Shares (Share)*	Persentase Kepemilikan (%) *Ownership Percentage (%)*
Perusahaan/ Institusi | Corporate/Institutional		
- Badan Usaha Asing | Foreign Business Entity	12.438.380	0,1379072
- Perseroan Terbatas | Limited Liability Company	1.631.125	0,0180850
Individu | Individual		
- Perorangan Indonesia | Indonesian Individual	86.859.183	0,9630158
- Perorangan Asing | Foreign Individual	8.049.022	0,0892413
Dana Pensiun | Pension Fund	5.074.300	0,0562599
Yayasan | Foundation	347.500	0,0038528
Asuransi | Insurance	30.000	0,0003326
Bank	4.311.634	0,0478041
Koperasi | Cooperative	94.950	0,0010527
Jumlah | *Total*	**118.836.094**	**1,3175514**

PEMEGANG SAHAM UTAMA

PT Semen Indonesia (Persero) Tbk (SIG) merupakan BUMN yang bergerak di sektor industri pengolahan semen & turunannya, dengan alamat kantor pusat di South Quarter Tower A, Lantai 19-20 Jalan R.A. Kartini Kav. 8, Cilandak Barat Jakarta Selatan. SIG memiliki saham Perseroan sebanyak 7.533.148.888 lembar atau 83,52%.

MAJORITY SHAREHOLDERS

PT Semen Indonesia (Persero) Tbk (SIG) is a state-owned enterprise engaged in the cement and cement derivatives processing industry. Its head office is located at South Quarter Tower A, 19th-20th Floor, Jalan R.A. Kartini Kav. 8, West Cilandak, South Jakarta. SIG owns 7,533,148,888 shares, representing 83.52% of the Company's shares.

Informasi Pemegang Saham
Shareholder Information

KRONOLOGIS PENCATATAN SAHAM

Pada 6 Agustus 1977, Perseroan memperoleh pernyataan efektif dari Bapepam-LK untuk melakukan Penawaran Umum Saham Perdana (IPO) SMCB kepada publik dengan jumlah saham 178.750 serta nilai nominal sebesar Rp1.000 per saham, dengan harga penawaran Rp10.000 per saham. Saham tersebut tercatat di Bursa Efek Indonesia (BEI) pada 10 Agustus 1977.

Kronologis IPO dan penawaran terbatas Perseroan adalah sebagai berikut:

SHARE LISTING CHRONOLOGY

On August 6, 1977, the Company obtained an effective notice from Bapepam-LK to conduct an Initial Public Offering (IPO) of SMCB to the public, offering 178,750 shares with a par value of Rp1,000 per share, at an offering price of Rp10,000 per share. The shares were listed on the Indonesia Stock Exchange (IDX) on August 10, 1977.

The chronology of the Company's IPO and limited offering is as follows:

Tabel Kronologis Pencatatan Saham / **Table of Share Listing Chronology**

Jenis Pencatatan Saham *Type of Share Listing*	Tanggal *Date*	Jumlah Saham *Total Shares*
Edisi Pertama @ Rp10.000 | First Issue @ Rp10,000	10 Agustus 1977 | August 19, 1977	178.750
Pencatatan Tambahan (1977-1979) | Additional Listing (1977-1979)	-	163.366
Edisi Kedua @ Rp16.450 | Second Issue @ Rp16,450	17 Mei 1982 | May 17, 1982	214.980
Pencatatan Perusahaan | Company Listing	1 November 1989 | November 1, 1989	3.017.904
Dividen Saham | Stock Dividend	20 November 1989 | November 20, 1989	50.050.000
Edisi Ketiga @ Rp10.000 | Third Issue @ Rp10,000	29 Januari 1990 | January 29, 1990	14.000.000
Edisi Keempat @ Rp7.800 | Fourth Issue @ Rp7,800	21 Juli 1993 | July 21, 1993	23.600.000
Right Issue I @ Rp5.000 | Right Issue I @	15 Juli 1994 | July 15, 1994	72.980.000
Stock Split	28 Juli 1997 | July 28, 1997	164.205.000
Saham Bonus | Bonus Shares	10 September 1997 | September 10, 1997	821.025.000
Restrukturisasi Obligasi | Bond Restructuring	19 Desember 2001 | December 19, 2021	6.513.465.000
Hak Memesan Efek Terlebih Dahulu (HMETD) | Pre-emptive Rights (HMETD)	29 Juli 2021 | July 29, 2021	9.019.381.973

KRONOLOGIS PENERBITAN EFEK LAINNYA

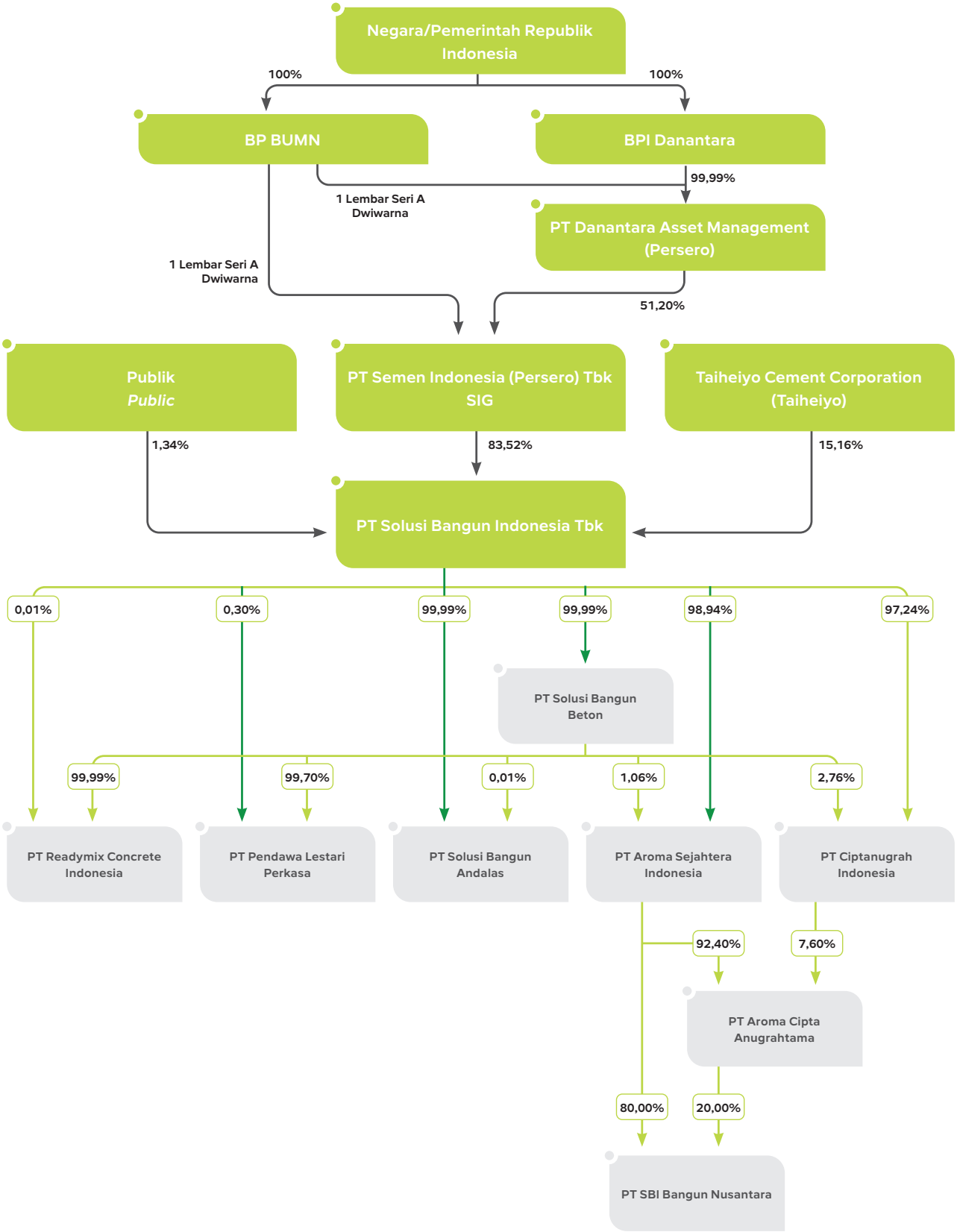
Hingga 31 Desember 2025, tidak terdapat penerbitan dalam bentuk efek lainnya yang dimiliki oleh Perseroan selain pencatatan saham.

CHRONOLOGY OF OTHER SECURITIES ISSUANCE

As of December 31, 2025, the Company has not issued any other securities other than share listings.

Struktur Grup Perusahaan

The Company's Group Structure



Informasi Entitas Anak Perusahaan

Information on Subsidiaries

No	Nama Entitas Anak *Name of Subsidiary*	Jenis Usaha *Type of Business*	Aset (2025) (Rp Juta) *Assets (2025) (Rp million)*	Alamat *Address*	Kontak *Contact*
1	PT Solusi Bangun Beton	Beton siap pakai dan tambang agregat | Ready-mix concrete and aggregates quarry	825.911	Talavera Suite 15th floor Talavera Office Park Jl. TB Simatupang No.22-26 Jakarta 12430 Indonesia.	Tlp: 021-2986-1000 Fax: 021-2986-3333
2	PT Readymix Concrete Indonesia	Beton siap pakai | Ready-mix concrete	41.728	Jl. Tanjung Sari No.52 Asemrowo – Kota Surabaya 60281, Jawa Timur	-
3	PT Pendawa Lestari Perkasa	Tambang agregat dan Konstruksi | Aggregates quarry and Construction	148.266	Talavera Suite 15th floor Talavera Office Park Jl. TB Simatupang No.22-26 Jakarta 12430 Indonesia.	Tlp: 021-2986-1000 Fax: 021-2986-3333
4	PT Solusi Bangun Andalas	Produsen Semen dan Aktivitas tambang | Cement Manufacture and Mining activities	2.949.581	Talavera Suite 15th floor Talavera Office Park Jl. TB Simatupang No.22-26 Jakarta 12430 Indonesia.	Tlp: 021-2986-1000 Fax: 021-2986-3333
5	PT Aroma Cipta Anugrahtama	Jasa konsultasi | Consulting services	36.074	Talavera Suite 15th floor Talavera Office Park Jl. TB Simatupang No.22-26 Jakarta 12430 Indonesia.	Tlp: 021-2986-1000 Fax: 021-2986-3333
6	PT Ciptanugrah Indonesia	Jasa konsultasi | Consulting services	1.958	Talavera Suite 15th floor Talavera Office Park Jl. TB Simatupang No.22-26 Jakarta 12430 Indonesia.	Tlp: 021-2986-1000 Fax: 021-2986-3333
7	PT Aroma Sejahtera Indonesia	Jasa konsultasi | Consulting services	521	Talavera Suite 15th floor Talavera Office Park Jl. TB Simatupang No.22-26 Jakarta 12430 Indonesia.	Tlp: 021-2986-1000 Fax: 021-2986-3333
8	PT SBI Bangun Nusantara	Konstruksi dan perdagangan tambang | Mining construction and trading	24.687	Talavera Suite 15th floor Talavera Office Park Jl. TB Simatupang No.22-26 Jakarta 12430 Indonesia.	Tlp: 021-2986-1000 Fax: 021-2986-3333

Terminal pengepakan Lampung
Lampung Packing Terminal

Informasi Kantor Akuntan Publik

Information on Public Accounting Firm

Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte)	
Periode ***Period***	2025
Alamat ***Address***	The Plaza Office Tower, 32nd Floor Jl. M.H. Thamrin Kav 28-30, Jakarta 10350
Telp ***Phone***	(+62)21-5081-8000
Fax	(+62)21-2992-8300
Jasa Audit ***Audit Services***	Audit umum General Audit
Biaya ***Fee***	Rp5.772.839.805
Jasa Non-Audit ***Non-Audit Services***	Laporan Kegiatan Penerapan Prinsip Kehati-Hatian (KPPK) Prudential Principles Implementation Activity Report
Biaya ***Fee***	Rp139.009.298

Informasi Lembaga Profesi Penunjang Pasar Modal Lainnya

Information on Other Capital Market Supporting Professional Institutions

BIRO ADMINISTRASI EFEK SHARE REGISTRAR

PT Datindo Entrycom	
Periode ***Period***	2025
Alamat ***Address***	Jl. Hayam Wuruk No. 28 Jakarta 10120
Telp ***Phone***	(+62)21-350-80777
Web ***Website***	www.datindo.com
Jasa ***Services***	Pengurusan administrasi efek, pencatatan efek, serta kegiatan lain terkait dengan efek Perseroan Administrative management of securities, listing of securities, and other activities related to the Company's securities

Informasi Lembaga Profesi Penunjang Pasar Modal Lainnya

Information on Other Capital Market Supporting Professional Institutions

NOTARIS / NOTARY

Aulia Taufani, S.H.	
Periode *Period*	2025
Alamat *Address*	Menara Sudirman Lt. 18 D, Jl. Jend. Sudirman Kav. 60, Jakarta Selatan 12190
Telp *Phone*	(+62)21-5289-2366
Fax *Fax*	(+62)21-5204-780
Email	ataufani@gmail.com
Jasa *Services*	Memberikan layanan kenotariatan, terutama terkait dokumen hukum perusahaan, transaksi dan akta otentik Provision of notarial services, especially related to corporate legal documents, transaction documents, and authentic deeds

BURSA EFEK / BURSA EFEK

PT Bursa Efek Indonesia	
Periode *Period*	2025
Alamat *Address*	Gedung Bursa Efek Indonesia,Tower 1, Lantai 6 Jl. Jend. Sudirman Kav 52-53 Jakarta Selatan 12190, Indonesia
Telp *Phone*	(+62)21-515-0515
Fax *Fax*	(+62)21-515-4153
Web *Website*	www.idx.co.id
Email	contactcenter@idx.co.id
Jasa *Services*	Perdagangan instrumen keuangan seperti saham dan obligasi Financial instrument trades, such as stocks and bonds

KONSULTAN HUKUM / LEGAL CONSULTANT

Hanafiah Ponggawa & Partners Law firm	
Periode *Period*	2025
Alamat *Address*	Wisma 46 - Kota BNI Jl. Jenderal Sudirman No.Kav. 1 Lantai 32 & 41 , RT.10/RW.11, Karet Tengsin, Tanah Abang, Jakarta Pusat, Jakarta 10220
Telp *Phone*	(+62)21-5701837
Fax *Fax*	(+62)21-5701835
Web	www.dentons.hprplawyers.com
Jasa *Services*	Pendampingan Pasar Modal Capital Market Advisory

Informasi Situs Web Perusahaan

Information on The Company's Website

www.solusibangunindonesia.com

Berdasarkan ketentuan dalam Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik, Perseroan memiliki situs web resmi dengan alamat www.solusibangunindonesia.com. Perseroan senantiasa berkomitmen dalam implementasi prinsip keterbukaan informasi mengenai Perusahaan dan dapat diakses oleh seluruh pemangku kepentingan.

Situs web Perseroan menyajikan informasi dengan benar, jelas, terkini, serta disajikan dalam Bahasa Indonesia dan Bahasa Inggris. Informasi dalam Bahasa Inggris memuat informasi yang sama dengan informasi yang disajikan dalam Bahasa Indonesia.

In accordance with OJK Regulation No. 8/POJK.04/2015 concerning Websites of Issuers or Public Companies, the Company has an official website at www.solusibangunindonesia.com. The Company remains committed to implementing the principle of transparency regarding the Company's information and ensuring its accessibility to all stakeholders.

The Company's website presents accurate, clear, and up-to-date information in both Indonesian and English. The information in English contains the same information as the information presented in Indonesian.

Informasi Situs Web Perusahaan

Information on The Company's Website

Secara berkala, Perseroan menyempurnakan kualitas penyajian dan memperbarui informasi yang ada di dalam situs web tersebut

The Company periodically improves the quality of presentation and updates the information contained on the website.

Informasi *website* Perseroan meliputi:

The Company's website information includes:

Tabel Informasi Website Perseroan

Table of Information on the Company's Website

Menu	Informasi *Information*	Ketersediaan *Availability*
Tentang Kami | About Us	• Profil Perusahaan | Company Profile • Manajemen | Management • Anak Perusahaan | Sub-Holding • Tata Kelola | Governance	√
Investor	• Hubungan Investor | Investor Relations • Laporan Tahunan | Annual Report • Laporan Keberlanjutan | Sustainability Report • Informasi Pemegang Saham | Shareholder Information - Informasi Saham | Stock Information - Dividen | Dividend - Lembaga Penunjang | Supporting Institution • Laporan Keuangan Konsolidasi | Consolidated Financial Statements	√
Produk & Layanan | Products & Services	• Produk & Layanan | Products & Services • Solusi Bahan Bangunan | Building Material Solutions • Solusi Bernilai Tambah | Value Added Solutions • Layanan | Services	√
Keberlanjutan | Sustainability	• Keberlanjutan | Sustainability • Visi dan Strategi | Vision and Strategy • Proper | PROPER • Solusi Berkelanjutan | Sustainable Solution • Iklim | Climate • Ekonomi Sirkuler | Circular Economy • Air dan Alam | Water and Nature • Karyawan dan Komunitas | People and Community	√
Media	• Siaran Pers | Press Release • Artikel | Article	√
Karier | Career	• Karier | Career • Budaya Perusahaan | Company Culture	√

Tinjauan Pendukung Bisnis

Overview of Business Support Units

04

Sumber Daya Manusia (SDM)

Human Capital (HC)

Sumber Daya Manusia bukan hanya aset penting Perseroan, bahkan merupakan bagian dari sistem dan komponen pemangku kepentingan dalam pertumbuhan dan perkembangan Perseroan di masa mendatang.

Human capital is not merely a vital asset of the Company, but also an integral part of the system and a key stakeholder component in the growth and development of the Company in the years ahead.

KOMITMEN DAN KEBIJAKAN PENGELOLAAN SDM

Perseroan berkomitmen mengelola SDM berdasarkan prinsip tata kelola yang baik dan sesuai kebijakan mengenai pengelolaan SDM di lingkungan Perseroan. Kebijakan pengelolaan SDM ini didasari dengan pertimbangan sesuai dengan kebutuhan internal dan eksternal. Hal ini guna memiliki dan mendorong terwujudnya kualitas SDM yang andal dan unggul. Kebijakan pengelolaan SDM Perusahaan dilaksanakan dengan senantiasa mempertimbangkan aspek pemenuhan terhadap regulasi yang berlaku, meliputi pelaksanaan pemberian remunerasi serta jaminan kesehatan yang memadai, penyediaan lingkungan kerja yang layak, hingga jaminan persamaan hak yang bebas dari praktik diskriminatif.

HC MANAGEMENT COMMITMENT AND POLICY

The Company is committed to managing its human capital in accordance with the principles of good corporate governance and the applicable human capital management policies within the Company. The Company has also established policies governing HC management within its organizational environment. These HC management policies are formulated with due consideration of both internal and external needs, with the aim of cultivating and promoting the development of reliable and high-caliber human resources. The Company's HC management policies are implemented with consistent regard for compliance with applicable regulations, encompassing the provision of adequate remuneration and health insurance, the maintenance of a decent working environment, and the assurance of equal rights free from discriminatory practices.

Sumber Daya Manusia (SDM)

Human Capital (HC)

KEBIJAKAN BERPERILAKU SALING MENGHARGAI

Perseroan berkomitmen untuk mewujudkan lingkungan kerja yang aman, saling menghargai, serta melindungi harkat dan martabat manusia, mengedepankan sikap saling menghormati, bebas dari diskriminasi, pengucilan atau pembatasan, perundungan dan pelecehan serta berbagai bentuk kekerasan lainnya, baik mental maupun fisik bagi seluruh karyawan dan pihak-pihak terkait agar tercipta lingkungan kerja yang inklusif, kondusif dan produktif di Solusi Bangun Indonesia dan anak perusahaan dan/atau afiliasi. Untuk mendorong keberlanjutan perusahaan serta menjunjung tinggi hak asasi manusia, Solusi Bangun Indonesia menerapkan Kebijakan Berperilaku Saling Menghargai (*Respectful Workplace Policy*, yang selanjutnya disebut "RWP") sesuai dengan Surat Edaran Menteri BUMN No. SE-3/MBU/04/2022 tanggal 14 April 2022 dan Kebijakan PT Semen Indonesia (Persero) Tbk tanggal 30 Desember 2022.

RESPECTFUL WORKPLACE POLICY

The Company is committed to fostering a safe and mutually respectful working environment that protects the dignity and humanity of all individuals, promotes mutual respect, and is free from discrimination, exclusion or restriction, bullying and harassment, as well as all other forms of violence, both mental and physical, for all employees and related parties, in order to create an inclusive, conducive, and productive working environment across Solusi Bangun Indonesia and its subsidiaries and/or affiliates. In support of corporate sustainability and the upholding of human rights, Solusi Bangun Indonesia implements the Respectful Workplace Policy (RWP) in accordance with the Circular Letter of the Minister of State-Owned Enterprises No. SE-3/MBU/04/2022 dated April 14, 2022, and the Policy of PT Semen Indonesia (Persero) Tbk dated December 30, 2022.

Dalam kebijakan ini, memuat komitmen antara Perseroan dengan karyawan meliputi:

1. Memberikan kesempatan yang sama kepada laki-laki dan perempuan dalam menduduki seluruh tingkat jabatan di Solusi Bangun Indonesia.
2. Mewujudkan lingkungan kerja yang bebas dari diskriminasi, kekerasan, dan pelecehan, dalam rangka menghasilkan lingkungan yang lebih inklusif dan produktif untuk mendorong keberlanjutan perusahaan.
3. Mengimplementasikan prinsip-prinsip RWP di lingkungan Solusi Bangun Indonesia dan anak perusahaan/afiliasi:
   a. Mengakui dan menghargai perbedaan dalam lingkungan kerja yang beragam dengan berbagai macam latar belakang etnis, ras, kebangsaan, warna kulit, usia, agama, jenis kelamin, disabilitas, sudut pandang atau karakteristik individu lainnya dan sudut pandang untuk mendorong lingkungan kerja yang produktif.
   b. Menjamin setiap karyawan tidak diperlakukan berbeda karena karakteristiknya serta memiliki kesempatan akses sarana dan prasarana yang sama dan adil.
   c. Menciptakan dan membangun lingkungan kerja yang saling menghargai, tidak melakukan diskriminasi, kekerasan dan pelecehan dalam bentuk apa pun.
4. Bagi seluruh karyawan yang mengalami, melihat, dan/atau mendengar terjadinya tindakan diskriminasi, kekerasan, dan pelecehan yang terjadi di lingkungan Solusi Bangun Indonesia dan anak perusahaan/afiliasi, wajib melaporkan melalui *whistleblowing system* yang telah disediakan dengan mengikuti persyaratan dan ketentuan yang telah ditetapkan.
5. Solusi Bangun Indonesia melakukan penindakan terhadap setiap bentuk pelanggaran dan menerapkan sanksi secara konsisten dan konsekuen sesuai dengan mekanisme yang berlaku.

This policy sets forth the mutual commitments between the Company and its employees, encompassing the following:

1. To provide equal opportunities for male and female to occupy all levels of positions within Solusi Bangun Indonesia.
2. To foster a working environment free from discrimination, violence, and harassment, with the aim of creating a more inclusive and productive environment that supports corporate sustainability.
3. To implement the principles of the RWP within the environment of Solusi Bangun Indonesia and its subsidiaries/affiliates:
   a. To recognize and respect differences in a diverse working environment encompassing a wide range of ethnic, racial, national, skin color, age, religious, gender, disability, perspective, or other individual characteristics, in order to promote a productive working environment.
   b. To ensure that no employee is treated differently on account of their individual characteristics, and that all employees have equal and fair access to facilities and infrastructure.
   c. To create and maintain a mutually respectful working environment that is free from discrimination, violence, and harassment in any form.
4. All employees who experience, witness, and/or become aware of acts of discrimination, violence, or harassment occurring within the Solusi Bangun Indonesia environment and its subsidiaries/affiliates are obligated to report such incidents through the designated whistleblowing system, in accordance with the established requirements and provisions.
5. Solusi Bangun Indonesia takes action against all forms of violations and applies sanctions consistently and consequentially in accordance with applicable mechanisms.

PIHAK PENGELOLA SDM

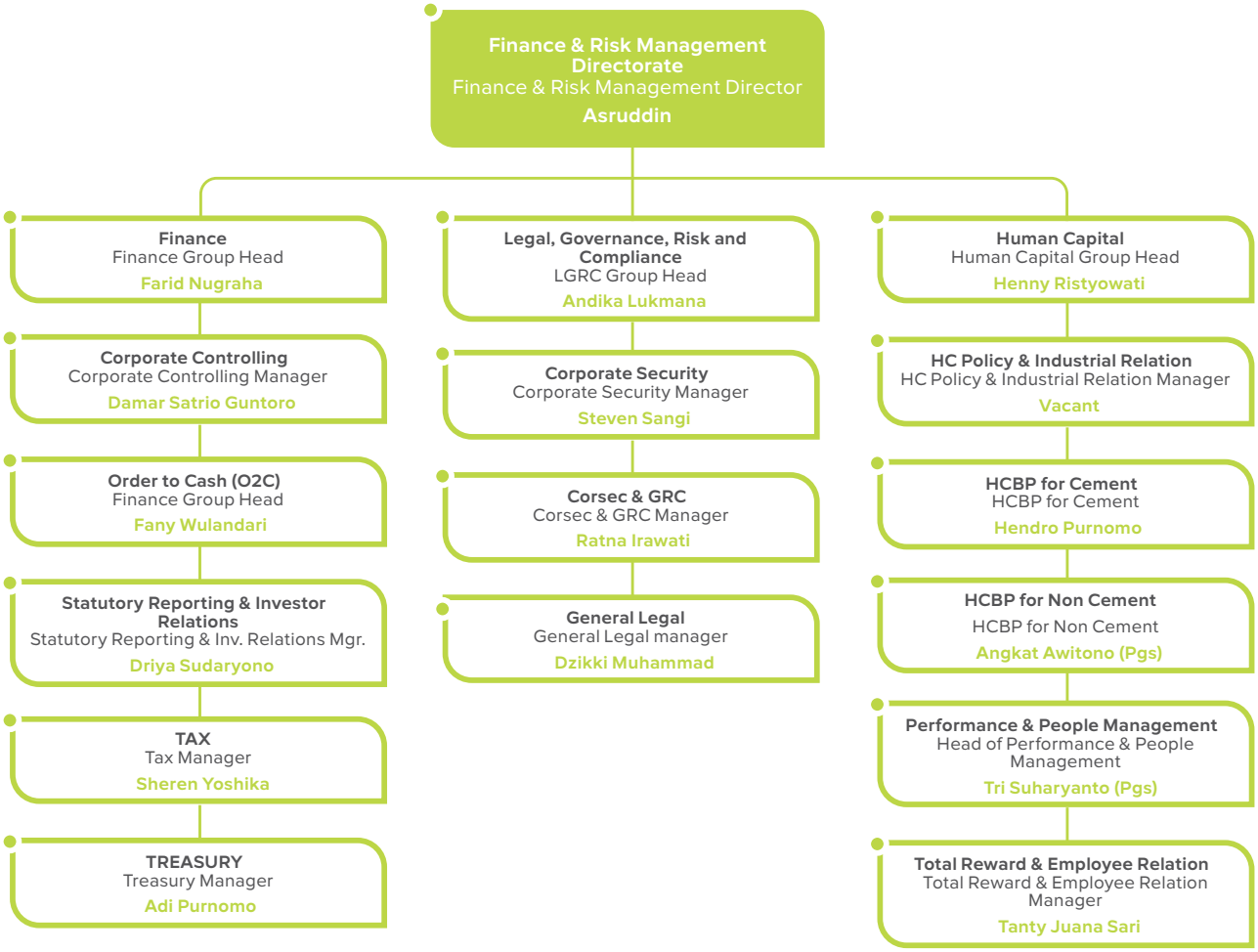
Pihak pengelola SDM Perseroan menjadi tanggung jawab Finance & Risk Management Directorate. Informasi struktur Finance & Risk Management Directorate adalah sebagai berikut:

HC MANAGEMENT

The management of the Company's human capital falls under the responsibility of the Finance & Risk Management Directorate. Information regarding the structure of the Finance & Risk Management Directorate is as follows:

Tabel Struktur Pengelola SDM

Table of HC Management Structure



TUGAS DAN TANGGUNG JAWAB PENGELOLA SDM

Finance & Risk Management Directorate memiliki tugas dan tanggung jawab sebagai berikut:

Membawahi Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Human Capital Group Function, Finance Group Function dan fungsi lainnya yang diperlukan oleh Perseroan yang akan disebutkan kemudian dalam dokumen Perseroan mengenai struktur organisasi Perseroan serta bertanggung jawab dalam mengelola dan mengendalikan strategi, perencanaan, anggaran dan pelaksanaan fungsi Perseroan khususnya:

1. Pengelolaan sistem sumber daya manusia, baik organisasi maupun tenaga kerja, mulai dari proses struktur organisasi, pengelolaan pekerjaan dan grading, rekrutmen tenaga kerja, promosi, mutasi, demosi hingga pengakhiran tenaga kerja.
2. Pengembangan kompetensi dan talenta sumber daya manusia untuk meningkatkan daya saing Perseroan.
3. Pengelolaan kepatuhan Perseroan terhadap standar-standar dan peraturan yang berlaku terhadap keberlangsungan operasional Perseroan.
4. Rencana kerja dan anggaran pada Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Corporate Security, Human Capital Group Function, Finance Group Function serta mengevaluasi capaiannya.
5. Melaksanakan identifikasi dan mitigasi risiko-risiko yang berdampak terhadap pencapaian target operasional pengelolaan sumber daya manusia, kepatuhan dan tata kelola Perseroan.
6. Pengelolaan aktivitas penjagaan, pengawasan dan pengamanan asset fisik Perseroan dan manusia.
7. Strategi, kebijakan, prosedur dan kegiatan yang berkaitan dengan pengelolaan keuangan, pencatatan akuntansi dan manajemen risiko keuangan (termasuk ICOFR).
8. Mitigasi risiko-risiko yang berdampak terhadap pencapaian target rasio keuangan dan pengelolaan anggaran.

DUTIES AND RESPONSIBILITIES OF THE HC MANAGEMENT FUNCTION

The Finance & Risk Management Directorate carries the following duties and responsibilities:

To oversee the Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Human Capital Group Function, Finance Group Function, and other functions as required by the Company, which shall be specified in the Company's organizational structure documentation, and to be responsible for managing and controlling the strategies, planning, budgeting, and implementation of the Company's functions, specifically:

1. Management of the human capital system, encompassing both organizational and workforce aspects, from organizational structure processes, job and grading management, workforce recruitment, promotion, transfer, and demotion, through to workforce separation.
2. Development of human capital competencies and talent to enhance the Company's competitiveness.
3. Management of the Company's compliance with applicable standards and regulations pertaining to the continuity of the Company's operations.
4. Work plans and budgets for the Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Corporate Security, Human Capital Group Function, and Finance Group Function, as well as the evaluation of their respective achievements.
5. Conducting identification and mitigation of risks that impact the achievement of operational targets in Human Capital management, compliance, and corporate governance.
6. Management of activities related to the safeguarding, supervision, and security of the Company's physical assets and personnel.
7. Strategies, policies, procedures, and activities related to financial management, accounting records, and financial risk management (including ICOFR).
8. Mitigation of risks that impact the achievement of financial ratio targets and budget management.

PETA JALAN PENGELOLAAN SDM

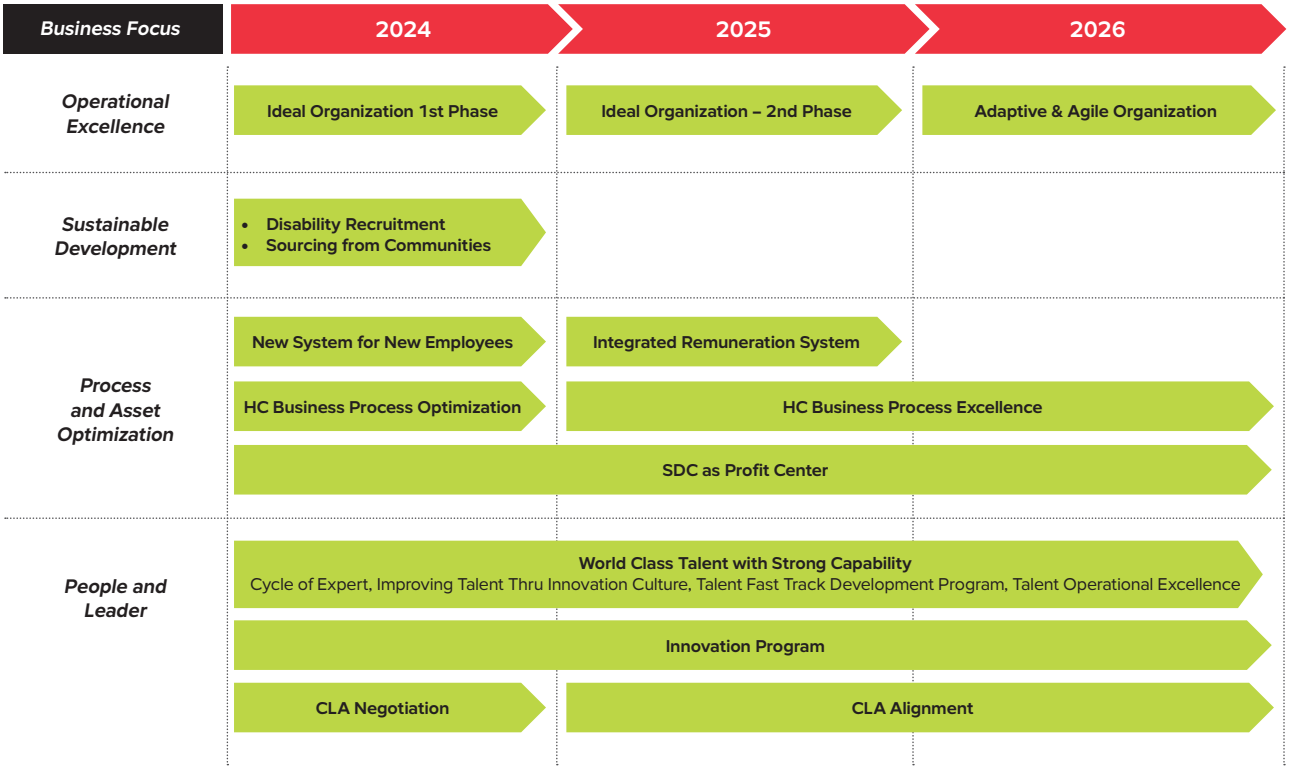
Berdasarkan Rencana Jangka Panjang Perusahaan (RJPP), di dalamnya mengatur mengenai skema pengelolaan SDM Perseroan. Perseroan telah menyusun peta jalan pengelolaan SDM untuk tahun 2024-2026 sebagai berikut:

HC MANAGEMENT ROADMAP

In accordance with the Company's Long-Term Plan (Rencana Jangka Panjang Perusahaan/RJPP), which governs the framework for the Company's Human Capital management, the Company has developed a Human Capital Management Roadmap for the period 2024-2026, as follows:

Peta Jalan Pengelolaan SDM

HC Management Roadmap



DEMOGRAFI KARYAWAN

Informasi komposisi karyawan berdasarkan jenis kelamin, tingkat manajemen, kelompok usia, tingkat pendidikan dan status ketenagakerjaan telah disajikan dalam bab Profil Perusahaan pada pembahasan Demografi Karyawan.

EMPLOYEE DEMOGRAPHICS

Information on employee composition by gender, management level, age group, educational level, and employment status has been presented in the Company Profile chapter under the Employee Demographics section.

REKRUTMEN KARYAWAN DAN TINGKAT *TURNOVER*

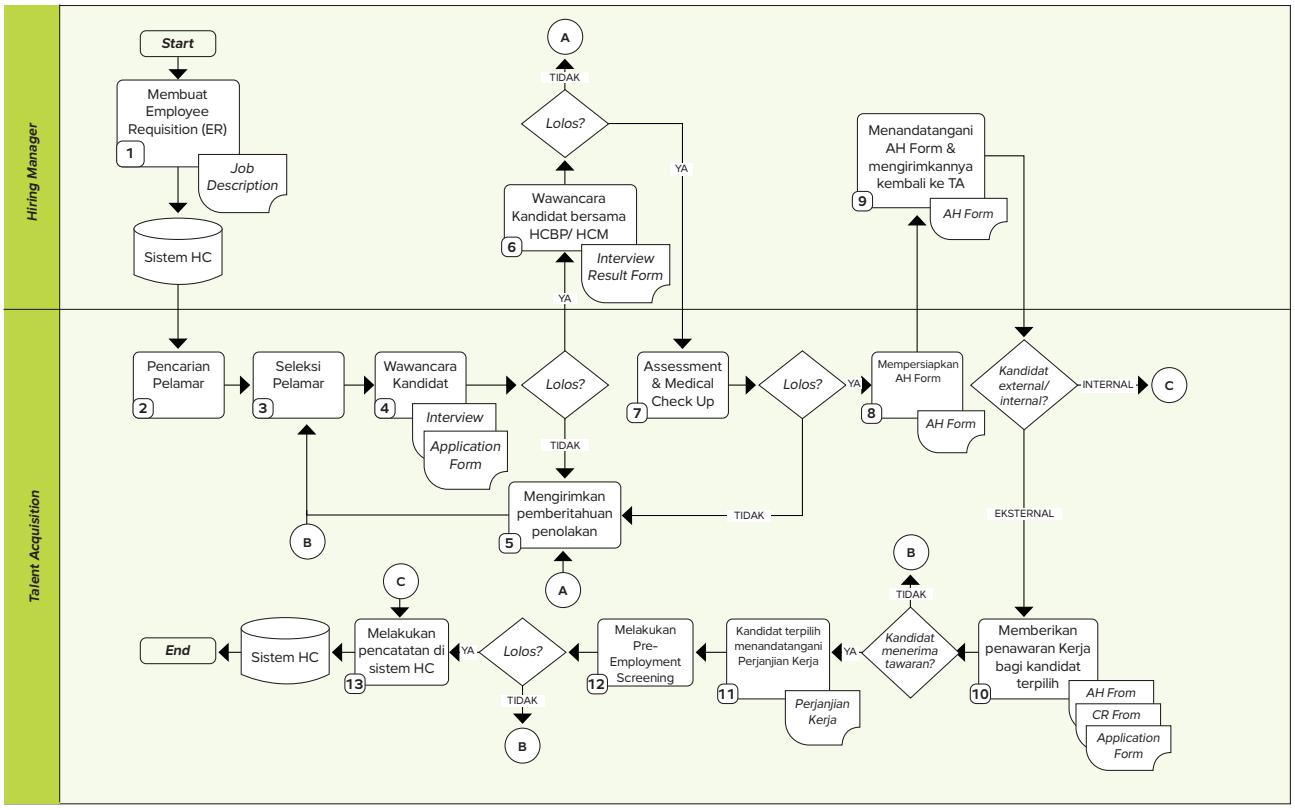
Rekrutmen Karyawan

Perseroan telah memiliki kebijakan mengenai mekanisme rekrutmen karyawan baru. Dalam kebijakan tersebut proses rekrutmen dilakukan dengan mekanisme sebagai berikut:

EMPLOYEE RECRUITMENT AND TURNOVER RATE

Employee Recruitment

The Company has established a policy governing the mechanism for new employee recruitment. Under this policy, the recruitment process is carried out through the following mechanism:



Prosedur Penerimaan Karyawan

1) Seleksi penerimaan untuk posisi yang berada di Non-Management Level (NML) akan diprioritaskan kepada lulusan Program Pendidikan Kejuruan Perusahaan dan/atau lulusan Diploma 3 yang telah memenuhi persyaratan.
2) Seleksi penerimaan untuk posisi yang berada di First Management Level (FML) akan diprioritaskan kepada lulusan saringan Rekrutmen Bersama BUMN (RBB) yang telah dididik sesuai standar Perusahaan dan/atau lulusan Sarjana yang telah memenuhi persyaratan.

Employee Recruitment Procedure

1) Selection for Non-Management Level (NML) positions will prioritize graduates of the Company's Vocational Education Program and/or Diploma 3 graduates who have met the requirements.
2) The recruitment selection for positions at the First Management Level (FML) shall prioritize graduates of the Joint State-Owned Enterprise Recruitment (Rekrutmen Bersama BUMN/RBB) screening process who have been trained in accordance with the Company's standards and/or Bachelor's degree graduates who have fulfilled the applicable requirements.

3) Semua kandidat yang memenuhi kualifikasi wajib mengikuti proses seleksi. Mekanisme seleksi penerimaan karyawan diatur dalam Prosedur Penerimaan Karyawan.
4) Kandidat internal yang dapat mengikuti proses seleksi adalah karyawan yang sudah menjabat di posisinya selama minimal 1 (satu) tahun dan menyerahkan persetujuan tertulis dari Atasan langsung (Surat Pernyataan Persetujuan Atasan, Lampiran 1), dimana persetujuan tersebut diberikan dengan mempertimbangkan kebutuhan operasional Perusahaan.
5) Jika Atasan membutuhkan waktu lebih lama dari 1 (satu) bulan untuk melepaskan kandidat terpilih, maka Direktur terkait akan membuat keputusan mengenai perpindahan kandidat tersebut ke posisi barunya beserta tanggal efektif kepindahan.

Proses seleksi mempertimbangkan:
a. Past performance, kinerja dan kontribusi karyawan (atau kandidat potensial) dalam menyelesaikan target secara konsisten (*sustain performance*).
b. *Present readiness*, kesesuaian antara persyaratan pekerjaan (*job requirement*) dengan kompetensi dan pengalaman karyawan (atau kandidat potensial).
c. *Future potential*, kapasitas dan kemampuan karyawan (atau kandidat potensial) untuk dikembangkan di masa depan

Di tahun 2025, Perseroan telah berhasil melakukan rekrutmen terhadap sebanyak 26 (dua puluh enam) karyawan. Proses rekrutmen dilakukan secara terbuka dan disesuaikan dengan kebutuhan Perseroan. Rekrutmen juga dilakukan dengan mengedepankan kepatuhan terhadap ketentuan dan kebijakan peraturan perundang-undangan yang berlaku.

3) All qualified candidates are required to participate in the selection process. The employee recruitment selection mechanism is regulated in the Employee Recruitment Procedure.
4) Internal candidates who are eligible to participate in the selection process are employees who have served in their position for at least 1 (one) year and have submitted written approval from their immediate supervisor (Supervisor's Approval Statement Letter, Attachment 1), which approval is given taking into account the Company's operational needs.
5) If the supervisor requires more than 1 (one) month to release the selected candidate, the relevant Director will decide based on the candidate's transfer to their new position, along with an effective date for the transfer.

The selection process takes into consideration the following:
a. Past Performance: the employee's (or prospective candidate's) performance and contribution in consistently achieving targets (sustained performance).
b. Present Readiness: the alignment between the job requirements and the employee's (or prospective candidate's) competencies and experience.
c. Future Potential: the capacity and ability of the employee (or prospective candidate) to be developed in the future.

In 2025, the Company successfully recruited a total of 26 (twenty-six) employees. The recruitment process was conducted openly and in accordance with the Company's needs. Recruitment was also carried out with due regard for compliance with applicable statutory and regulatory provisions.

Tabel Rekrutmen Karyawan Baru Tahun 2025	**Table of New Employee Recruitment in 2025**
2021	51 orang | employees
2022	61 orang | employees
2023	43 orang | employees
2024	41 orang | employees
2025	**26 orang | employees**

Tingkat *Turnover*

Di sepanjang tahun 2025, Perseroan mencatatkan tingkat perputaran karyawan sebesar 9,4%. Tingkat perputaran karyawan Perseroan adalah sebagai berikut:

Employee Turnover Rate

Throughout 2025, the Company recorded an employee turnover rate of 9.4%. The Company's employee turnover rate is as follows:

Tabel Tingkat Perputaran Karyawan Tahun 2025

Table of Employee Turnover Rate in 2025

2021	4.68%
2022	4.93%
2023	7.13%
2024	14.05%
2025	**9,4%**

PENGEMBANGAN KOMPETENSI SDM

Kebijakan Pengembangan SDM

Perseroan melaksanakan pelatihan dan pengembangan terhadap karyawan dengan menyediakan fasilitas, infrastruktur dan hal lain yang diperlukan dalam proses tersebut. Perseroan memberikan kesempatan yang sama kepada setiap karyawan untuk mengikuti pelatihan dan pengembangan dalam hal Leadership Development maupun Technical & Skill Development.

Perseroan melalui manajer lini atau atasan membuat kesepakatan dengan karyawan yang akan mendapatkan pelatihan khusus untuk tetap pada unit kerjanya dalam periode sekurang-kurangnya 3 (tiga) bulan setelah pelatihan dilaksanakan guna memastikan terjadinya alih-keterampilan dan alih-pengetahuan di departemen terkait.

Perseroan senantiasa melakukan peningkatan terhadap kompetensi karyawan melalui berbagai program pengembangan dalam bentuk pendidikan dan pelatihan. Upaya ini dilakukan untuk menciptakan SDM yang andal, kompeten, serta mampu beradaptasi dengan dinamika industri. Program pengembangan kompetensi karyawan dilaksanakan sesuai kebutuhan organisasi Perusahaan terhadap kapabilitas dan kompetensi karyawan, melalui penyelenggaraan baik yang dilakukan secara internal maupun melalui kerja sama dengan pihak eksternal.

HC COMPETENCY DEVELOPMENT

HC Development Policy

The Company carries out training and development for its employees by providing the necessary facilities, infrastructure, and other resources required in the process. The Company provides equal opportunities to all employees to participate in training and development programs, encompassing both Leadership Development and Technical & Skill Development.

Through line managers or direct supervisors, the Company enters into agreements with employees who are to receive specialized training, requiring them to remain in their respective work units for a period of no less than 3 (three) months following the completion of the training, in order to ensure the effective transfer of skills and knowledge within the relevant department.

The Company consistently enhances employee competencies through various development programs in the form of education and training. These efforts are undertaken to cultivate reliable and competent Human Capital that is capable of adapting to the dynamics of the industry. Employee competency development programs are implemented in accordance with the organization's needs with respect to employee capabilities and competencies, through initiatives conducted both internally and in collaboration with external parties.

Model Pelatihan SDM

Perseroan menerapkan model pelatihan kompetensi karyawan yang telah disesuaikan dengan model pembelajaran SIG.

HC Training Model

The Company applies an employee competency training model that has been adapted to the SIG learning model.

Model Pelatihan* *Training Model**	Implementasi (%) *Implementation (%)*
Pembelajaran Digital | Digital Learning	49%
Pembelajaran di Kelas | Classroom Learning	33%
Belajar dan Berbagi | Learn and Share	11%
Sertifikasi | Certification	4%
Lokakarya | Workshop	1%
Daring – LinkedIn | Online - LinkedIn	1%
Mentoring	1%

*Model Pelatihan mengacu kepada model pembelajaran SIG | The Training Model is based on the SIG learning model

Tujuan Program Pelatihan SDM

Dalam implementasinya, Perseroan menjalankan program pelatihan dengan tujuan sebagai berikut:

Objectives of the HC Training Program

In its implementation, the Company carries out training programs with the following objectives:

Tujuan Pelatihan *Training Objective*	Implementasi (%) *Implementation (%)*
Fungsional - Memenuhi kompetensi teknikal (Technical Competencies) | Functional – To fulfill Technical Competencies	55%
Korporat - Memenuhi kepatuhan atas pelatihan korporat | Corporate – To fulfill compliance with corporate training requirements	31%
Kepemimpinan - Memenuhi kompetensi perilaku (Behaviour Competencies) | Leadership – To fulfill Behavioral Competencies	14%

Program Pengembangan SDM

Di tahun 2025, Perseroan telah menyelenggarakan program pengembangan kompetensi SDM di antaranya:

Human Capital Development Programs

In 2025, the Company implemented the following Human Capital competency development programs, among others:

Tabel Data Pelatihan SDM Tahun 2025

Table of HC Training Data in 2025

No	Kompetensi *Competency*	Pelatihan *Training*	ID Pengguna *User ID*
1	Korporat | Corporate	Pembelajaran di Kelas | Classroom Learning	177
		Pembelajaran Digital | Digital Learning	4.171
		Mentoring	58
		Belajar dan Berbagi | Learn and Share	400

No	Kompetensi *Competency*	Pelatihan *Training*	ID Pengguna *User ID*
2	Fungsional | Functional	Pembelajaran di Kelas | Classroom Learning	2.597
		Pembelajaran Digital | Digital Learning	689
		Daring – LinkedIn | Online – LinkedIn	100
		Mentoring	2
		Lokakarya | Workshop	139
		Sertifikasi | Certification	400
		Belajar dan Berbagi | Learn and Share	655
3	Kepemimpinan | Leadership	Pembelajaran di Kelas | Classroom Learning	447
		Mentoring	38
		Lokakarya | Workshop	1
Total			**9.874**

Jam Pelatihan 2025

Secara berkala, Perseroan memberikan waktu pelatihan yang proporsional dan disesuaikan dengan kebutuhan karyawan. Informasi jam pelatihan karyawan di tahun 2025 adalah sebagai berikut:

2025 Training Hours

On a regular basis, the Company allocates proportional training hours tailored to the needs of its employees. Information on employee training hours in 2025 is as follows:

Uraian *Description*	2025		
	Jam Pelatihan *Training Hour*	Jumlah Pekerja yang memperoleh Pelatihan *Number of Employees Who Received Training*	Rata-rata Jam Pelatihan Setiap Pekerja *Average Training Hours per Employee*
	(a)	(b)	(c = a/b)
Keseluruhan | Overall	54.311,82	1.568	34,64
In-house	52.287,32	1.523	34,33
Public	2.024,5	45	44,99
Berdasarkan Usia | *By Age Group*			
<25 tahun | <25 years old	147	6	24,50
25-30 tahun | 25-30 years old	3.599,78	77	46,75
31-35 tahun | 31-35 years old	7.440,5	186	40,00
36-40 tahun | 36-40 years old	13.544,53	331	40,92
41-45 tahun | 41-45 years old	9.517,37	264	36,05
46-50 tahun | 46-50 years old	9.633,74	336	28,67
> 51 tahun | > 51 years old	10.428,9	368	28,34

Uraian *Description*	2025		
	Jam Pelatihan *Training Hour*	Jumlah Pekerja yang memperoleh Pelatihan *Number of Employees Who Received Training*	Rata-rata Jam Pelatihan Setiap Pekerja *Average Training Hours per Employee*
	(a)	(b)	(c = a/b)
Berdasarkan Jenis Kelamin | *By Gender*			
Laki-Laki | Male	48.951,09	1409	34,74
Perempuan | Female	5.360,73	159	33,72
Berdasarkan Level Jabatan | *By Position Level*			
Band 1	371,33	15	24,76
Band 2	1175	36	32,64
Band 3	15.655,06	377	41,53
Band 4	35.378,93	1.032	34,28
Band 5	1731,5	108	16,03

Pelatihan bagi Pra-Pensiun

Perseroan memberikan pelatihan pra-pensiun sebagai proses pembekalan pengetahuan dan ketrampilan tertentu, serta persiapan psikologis kepada karyawan sebelum memasuki masa pensiun. Pelatihan pra-pensiun dimulai saat 5 (lima) tahun menjelang pensiun, dan dilaksanakan minimal 1 (satu) tahun sekali oleh Perusahaan. Setiap karyawan dapat mengikuti 3 (tiga) kali kesempatan, sehingga saat pensiun karyawan diharapkan:

1. Tetap dapat melakukan kegiatan yang produktif.
2. Dapat mengembangkan kualitas dan bakatnya.
3. Dapat memberikan nilai lebih bagi keluarga dan masyarakat sekitarnya.

Pre-Retirement Training

The Company provides pre-retirement training as a process of equipping employees with specific knowledge and skills, as well as psychological preparation, prior to their entry into retirement. Pre-retirement training commences 5 (five) years before the retirement date and is conducted at least once a year by the Company. Each employee may participate in up to 3 (three) sessions, so that upon retirement, employees are expected to:

1. Continue to engage in productive activities.
2. Be able to develop their qualities and talents.
3. Be able to add value to their families and surrounding communities.

Pelatihan dan pembekalan pra-pensiun diberikan kepada karyawan beserta suami/istri. Seluruh program pelatihan pra-pensiun dikoordinasikan oleh bagian *Learning and Development* Perusahaan dengan memperhatikan kebutuhan peserta.

BIAYA PENGEMBANGAN SDM 2025

Di tahun 2025, Perseroan telah merealisasikan anggaran untuk pengembangan SDM sejumlah Rp4,27 miliar. Perseroan berkomitmen untuk senantiasa meningkatkan nilai dan kualitas SDM yang dimiliki. Upaya ini dilakukan untuk mewujudkan masa depan bisnis yang berkelanjutan.

KEBIJAKAN KESETARAAN GENDER

Perseroan berkomitmen menerapkan kebijakan kesetaraan gender kepada seluruh karyawan. Dalam implementasinya, tidak terdapat perbedaan pelaksanaan tugas dan tanggung jawab kepada karyawan laki-laki atau pun karyawan perempuan. Perusahaan telah memastikan bahwa tiap-tiap karyawan telah memperoleh kesempatan kerja serta peluang karier yang setara, tanpa pembedaan terkait latar belakang identitas karyawan, mencakup identitas jenis kelamin, etnis, agama, hingga keterbatasan fisik.

Pre-retirement training and preparation are provided to employees together with their spouses. All pre-retirement training programs are coordinated by the Company's Learning and Development division, with due regard for the needs of the participants.

HC DEVELOPMENT EXPENDITURE IN 2025

In 2025, the Company realized a budget allocation for Human Capital development in the amount of Rp4.27 billion. The Company is committed to continuously enhancing the value and quality of its Human Capital, in pursuit of a sustainable business future.

GENDER EQUALITY POLICY

The Company is committed to implementing a gender equality policy for all employees. In practice, there is no differentiation in the assignment of duties and responsibilities between male and female employees. The Company ensures that each employee is afforded equal employment opportunities and career prospects, without distinction based on employee identity, including gender, ethnicity, religion, or physical disability.

KEBIJAKAN PEKERJA DI BAWAH UMUR DAN PEKERJA PAKSA

Perseroan memastikan bahwa tidak terdapat karyawan yang bekerja di bawah umur. Hal ini diwujudkan melalui penetapan standar minimum usia untuk bekerja di Perseroan. Perseroan juga tidak mempekerjakan karyawan secara paksa.

CHILD LABOR AND FORCED LABOR POLICY

The Company ensures that no underage employees are employed within its organization. This is upheld through the establishment of a minimum age standard for employment at the Company. The Company likewise does not engage in any form of forced labor.

KEBIJAKAN UPAH MINIMUM KARYAWAN

Dalam implementasinya, Perseroan menjalankan pengelolaan SDM melalui pemenuhan kesejahteraan karyawan. Perseroan memastikan tiap-tiap karyawan telah mendapat besaran remunerasi secara layak, sesuai ketentuan yang berlaku mencakup ketentuan terkait besaran upah minimum.

MINIMUM WAGE POLICY

In its implementation, the Company manages its Human Capital through the fulfillment of employee welfare. The Company ensures that each employee receives fair and adequate remuneration in accordance with applicable provisions, including those pertaining to the minimum wage requirements.

Tabel Upah Minimum Regional

Table of Regional Minimum Wage

Daerah *Region*	UMR 2025 *2025 Regional Minimum Wage*	Persentase Overall *Overall Percentage*	Persentase Entry Level *Entry Level Percentage*
Jakarta	5.396.761	745%	451%
Aceh Besar	3.685.615	1090%	660%
Cilacap	2.640.248	1522%	922%
Tuban	3.050.400	1317%	798%
Kabupaten Bogor | Bogor Regency	4.877.211	824%	499%

Rincian terkait bentuk kesejahteraan bagi karyawan telah dijelaskan di dalam sub-bab Laporan Keberlanjutan bagian Upah Minimum Regional.

Further details regarding the forms of employee welfare have been elaborated in the Regional Minimum Wage section of the Sustainability Report.

RENCANA PENGEMBANGAN SDM 2026

Perseroan telah merencanakan program pengembangan kompetensi SDM berdasarkan *roadmap* pengelolaan SDM untuk tahun 2026-2030.

HC DEVELOPMENT PLAN FOR 2026

The Company has planned a Human Capital competency development program in accordance with the established Human Capital Management Roadmap for the period 2026–2030.

Teknologi Informasi

Information Technology

Perseroan menyadari bahwa pengelolaan Teknologi Informasi (TI) menjadi hal penting untuk terus dikembangkan dengan selaras melihat laju digitalisasi dan perkembangan zaman yang semakin cepat.

The Company recognizes that the management of Information Technology (IT) is a critical area that must be continuously developed in alignment with the accelerating pace of digitalization and the ever-evolving technological landscape.

KOMITMEN DAN KEBIJAKAN PENGELOLAAN TI

Pengelolaan terhadap Teknologi Informasi diharapkan mampu terlaksana secara adaptif guna merespon tantangan, dan diharapkan mampu menghadirkan daya saing yang kuat untuk Perseroan.

Perseroan berkomitmen melakukan pengelolaan dan pengembangan Teknologi Informasi dengan maksimal. Melalui pemanfaatan fungsi dengan bijak, diharapkan mampu meningkatkan kinerja Perseroan di masa mendatang. Perseroan secara berkala memperhatikan kelayakan baik dari segi infrastruktur, aplikasi, keamanan sistem jaringan, hingga Sumber Daya Manusia pengelola TI. Perseroan senantiasa memastikan bahwa fungsi TI yang dijalankan memiliki kesiapan, keandalan, dan berjalan dengan baik.

IT MANAGEMENT COMMITMENT AND POLICY

IT management is expected to be carried out adaptively in order to respond to emerging challenges, and to deliver strong competitiveness for the Company.

The Company is committed to managing and developing Information Technology by maximizing its potential. Through the prudent utilization of IT functions, the Company aims to enhance its performance in the future. The Company regularly assesses the adequacy of its IT infrastructure, applications, network system security, and IT Human Capital. The Company consistently ensures that its IT functions are maintained in a state of readiness and reliability, and that they operate effectively.

Teknologi Informasi
Information Technology

PIHAK PENGELOLA TI

Pihak pengelola TI Perseroan menjadi tanggung jawab Departemen MOS (Management Operation and Support). Departemen MOS (Management Operation and Support) bertanggung jawab mengelola TI di seluruh lokasi kerja Perseroan.

Informasi struktur Departemen MOS (Management Operation and Support) adalah sebagai berikut:

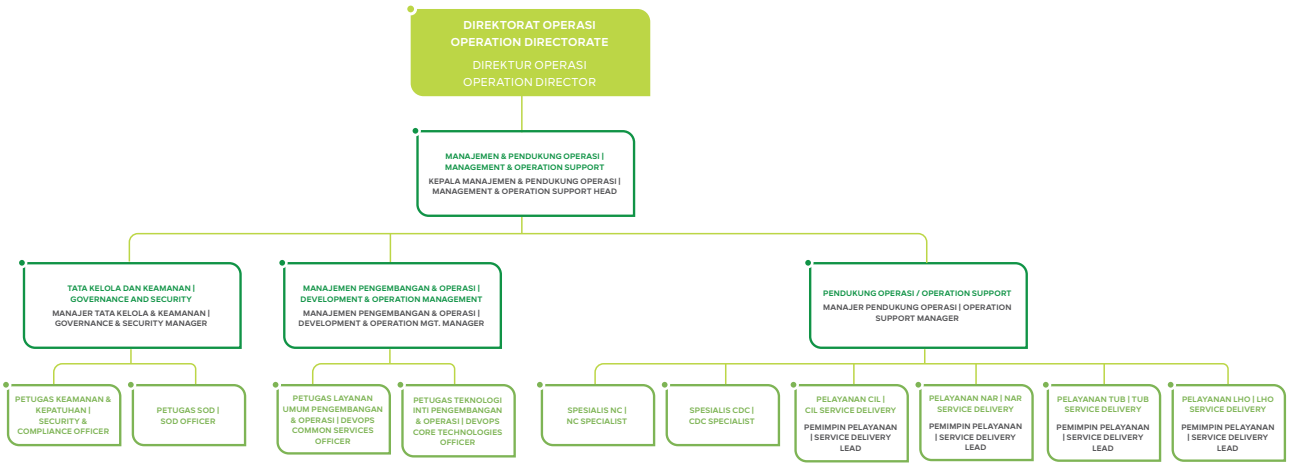
IT MANAGEMENT AUTHORITY

The management of the Company's IT falls under the responsibility of the MOS (Management Operation and Support) Department. The MOS (Management Operation and Support) Department is responsible for managing IT across all of the Company's work locations.

Information regarding the structure of the MOS (Management Operation and Support) Department is as follows:

Tabel Struktur Departemen MOS (Management Operation and Support)

Tabel Struktur Departemen MOS (Management Operation and Support)



TUGAS DAN TANGGUNG JAWAB PENGELOLA TI

Departemen MOS (Management Operation and Support) memiliki tugas dan tanggung jawab sebagai berikut:

1. Dept MOS melakukan risk assessment terhadap kegiatan pengelolaan TI, membuat kebijakan dan prosedur TI, mengelola TI secara mandiri dan berkoordinasi dengan pihak ICT SIG agar selalu *align* dengan kebijakan SIG selaku induk perusahaan.
2. Dept MOS dengan partner mengelola TI untuk Sistem SAP Solusi Bangun Indonesia, End user Support, BSC (*Business Service Centre for Finance*), dan *Service Desk* (ITSC & BSC).
3. Dept MOS dengan partner mengelola *link* dan *network firewall* (SD WAN) Solusi Bangun Indonesia termasuk jaringan internal mulai dari main *switch* sampai dengan *end point user*.

TUJUAN PENGELOLAAN TI

Tujuan pengelolaan TI adalah untuk melayani kegiatan bisnis Solusi Bangun Indonesia agar dapat lebih efisien dan efektif dengan tetap menjaga keamanan data perusahaan dari sisi kerahasiaan (*confidentiality*), keutuhan (*integrity*) dan ketersediaannya (*availability*).

DUTIES AND RESPONSIBILITIES OF THE IT MANAGEMENT FUNCTION

The MOS (Management Operation and Support) Department carries the following duties and responsibilities:

1. The MOS Department conducts risk assessments of IT management activities, formulates IT policies and procedures, manages IT independently, and coordinates with SIG's ICT division to ensure continuous alignment with the policies of SIG as the parent company.
2. The MOS Department, together with its partners, manages IT for Solusi Bangun Indonesia's SAP System, End User Support, BSC (Business Service Centre for Finance), and Service Desk (ITSC & BSC).
3. The MOS Department, together with its partners, manages Solusi Bangun Indonesia's links and network firewall (SD-WAN), including the internal network from the main switch through to end-point users.

IT MANAGEMENT OBJECTIVES

The objective of IT management is to serve Solusi Bangun Indonesia's business activities in a more efficient and effective manner, while maintaining the security of the Company's data in terms of confidentiality, integrity, and availability.

PEDOMAN PENGELOLAAN TI

Dalam mengelola TI Perseroan, Dept. MOS mengikuti Surat keputusan Direksi PT Semen Indonesia (Persero) Tbk No. 041/kpts/Dir/2023 tentang prinsip Penyelenggaraan ICT (*Information & Communication technology*). Dept. MOS Solusi Bangun Indonesia juga memiliki dan menjalankan Kebijakan TI Solusi Bangun Indonesia, Pedoman/Panduan TI Solusi Bangun Indonesia dan Prosedur TI Solusi Bangun Indonesia dalam mengelola Pengembangan TI.

IT MANAGEMENT GUIDELINES

In managing the Company's IT, the MOS Department adheres to the Board of Directors' Decree of PT Semen Indonesia (Persero) Tbk No. 041/kpts/Dir/2023 concerning the Principles of ICT (Information & Communication Technology) Implementation. The Solusi Bangun Indonesia MOS Department also maintains and implements the Solusi Bangun Indonesia IT Policy, Solusi Bangun Indonesia IT Guidelines, and Solusi Bangun Indonesia IT Procedures in the management of IT Development.

PETA JALAN PENGELOLAAN TI

Berdasarkan Rencana Jangka Panjang Perusahaan (RJPP), di dalamnya mengatur mengenai skema pengelolaan TI Perseroan. Perseroan telah menyusun peta jalan pengelolaan TI untuk tahun 2023-2025 sebagai berikut:

IT MANAGEMENT ROADMAP

In accordance with the Company's Long-Term Plan (Rencana Jangka Panjang Perusahaan/RJPP), which governs the framework for the Company's IT management, the Company has developed an IT Management Roadmap for the period 2023-2025, as follows:

Peta Jalan Pengelolaan TI Tahun 2023-2025

IT Management Roadmap in 2023-2025

Business Focus	2023	2024	2025
Operational Excellence			
Sustainable Development			
Process and Asset Optimization	Continue Digital Transformation & Dimex Project (ML Initiatives, Automation, APC N2, Cil, TQ etc)		
	Complete IT Governance Policy and Procedure	IT maturity level assessment	ISMS Implementation
	IT Procedure Internal Audit	Enhancement IT control ICS	Identity and Access Management Tool (SSO & MFA)
	Implement SDWAN technology	Wireless connection improvement	Integrated monitoring system
	Moving critical server to cloud	Managed services infrastructure	
		OT & IT Security review	
	Vulnerability & Penetration test major apps		
	Continue e-form deployment – approval process via electronic base form		
	Utilize new tech e.g containeraized Docker) for major app to improve reliability		
	End user device improvement		
	BPT, SAP HANA & Big Data Implementation (align with holding)		
People and Leader	Develop talent related Data Analytics & Machine Learning. Talent is available per directorate.		
	Training for Office365 features (PowerApp, PowerAutomate, etc) to improve biz process.		

PENGEMBANGAN TI 2025

Di sepanjang tahun 2025, Dept. MOS telah melakukan pengembangan TI sebagai berikut:

- Aplikasi *e-form* yang ditambah fitur dan menunya (*e-form Enhancement*):
  - *Procurement* – Instruksi Kepada Peserta Pemilihan (IKPP).
  - *Procurement* Kerja Kerja Evaluasi (KKE).
  - *Procurement* - Berita Acara Pembukaan Dokumen Penawaran.
  - *Procurement* - Persetujuan Hasil Pemilihan Penyedia – Harga di atas HPS.
  - *Procurement* - Laporan Hasil Pemilihan Penyedia (LHPP).
  - *Procurement* - Surat Penetapan Pemenang, Pengumuman Pemenang, Pemberitahuan Pemenang.
  - SAP *Access Control for external employee*.
  - Faktur Pajak *Cancellation*.
  - *Management of Change* (MoC) – *Corp Env & Management System*.
- Penetration *Test* untuk aplikasi eMR SHE, WOTM Nathabumi, TPM Lhoknga, Linda Lhoknga.
- Membuat IT Policy dan *Procedure* untuk MOS IT.
- Go Live SENARAI (Solusi Bangun Indonesia Generative AI).
- Training dan Pendampingan *Dashboard Finance* dengan Aplikasi Power BI dan *Sharepoint Portal*.
- Solusi Bangun Indonesia Corporate Dashboard dengan Aplikasi Power BI dan *Sharepoint Portal*.
- Procurement dan PMO *Dashboard* dengan Aplikasi Power BI dan *Sharepoint Portal*.
- Dimex *Cafe Learn & Share via online* MS Teams for Employee.
- Mengembangkan aplikasi KENARI for Juara Inovasi.
- Mengembangkan *Solusi Bangun Indonesia Digital center and SIGMA Solusi Bangun Indonesia General Management Archive*.
- Mengembangkan TARA CORETAX mempercepat proses input data.
- *Integrated Dashboard* CAMPS & Aplikasi ATICA.

2025 IT DEVELOPMENT

Throughout 2025, the MOS Department carried out the following IT development initiatives:

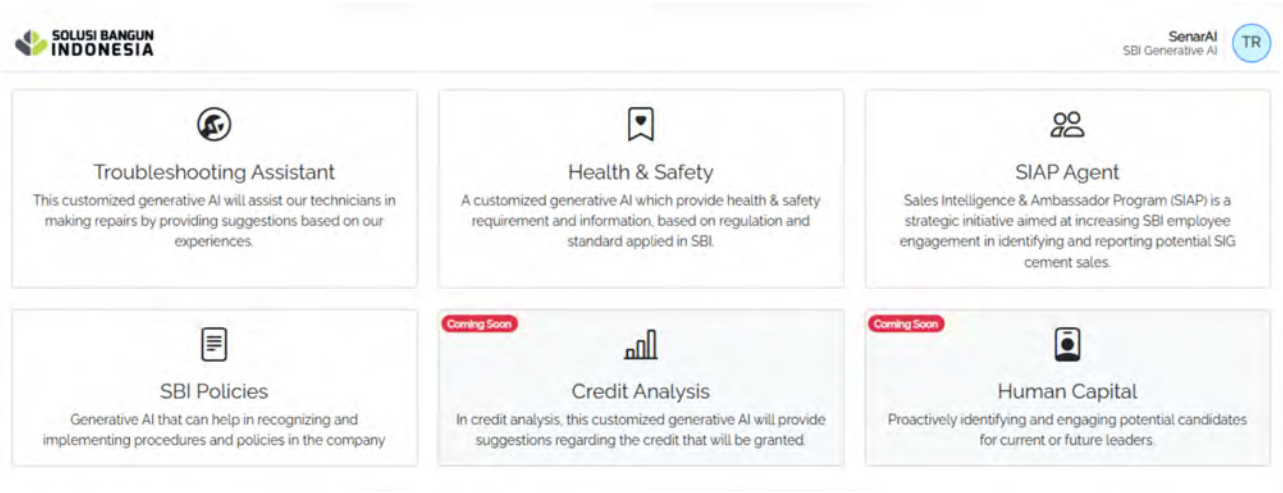
- e-Form application feature and menu enhancements (e-Form Enhancement):
  - Procurement – Instructions to Selection Participants (IKPP).
  - Procurement – Work Evaluation Sheet (Kerja Kerja Evaluasi/KKE).
  - Procurement – Minutes of Bid Document Opening.
  - Procurement – Approval of Vendor Selection Results – Price Above the Owner's Estimate (HPS).
  - Procurement – Vendor Selection Results Report (LHPP).
  - Procurement – Winner Determination Letter, Winner Announcement, and Winner Notification.
  - SAP Access Control for External Employees.
  - Tax Invoice Cancellation.
  - Management of Change (MoC) – Corporate Environment & Management System.
- Penetration Testing for the eMR SHE, WOTM Nathabumi, TPM Lhoknga, and Linda Lhoknga applications.
- Development of IT Policy and Procedures for MOS IT.
- Go-Live of SENARAI (Solusi Bangun Indonesia Generative AI).
- Training and Mentoring on the Finance Dashboard using Power BI and SharePoint Portal applications.
- Solusi Bangun Indonesia Corporate Dashboard using Power BI and SharePoint Portal applications.
- Procurement and PMO Dashboard using Power BI and SharePoint Portal applications.
- Dimex Cafe Learn & Share sessions conducted online via MS Teams for employees.
- Development of the KENARI application for Juara Inovasi (Innovation Champion).
- Development of the Solusi Bangun Indonesia Digital Center and SIGMA Solusi Bangun Indonesia General Management Archive.
- Development of TARA CORETAX to accelerate data input processes.
- Integrated Dashboard for CAMPS and the ATICA application.

- Pelatihan Power BI untuk Dept Quarry, Nathabumi, *Sustainability, Legal, Finance, Perf Mgmt & Procurement*. Dengan total peserta sejak 2024 lebih dari 300 orang.
- *Dashboard Development* untuk Procurement, Nathabumi, Finance, Legal, dan lain-lain. Termasuk *enhancement Integrated Corp Performance Dashboard* (ICPD).
- *Other Dimex Initiatives* misal NOx *Prediction Nar plant, Self Checking Broken Bag Detector, ACM Strength Prediction*, dan lain-lain.
- Memenuhi SLA operasional (Tiket *Incident/Request/ Demand* dan *Uptime*) sesuai dengan target.
- Menjaga tingkat kepuasan dibuktikan dengan *feedback* yang positif melalui *Manage Engine*.
- Efisiensi Operasional dan Manajemen Biaya:
  - Penarikan kabel FO di Cilacap.
  - Penambahan MikroTik di Talavera.
  - Pergantian Switch di Narogong.
  - Penambahan tautan baru di beberapa situs Solusi Bangun Beton.
  - Pergantian *Fortigate* untuk *plant automation*.

- Power BI Training for the Quarry, Nathabumi, Sustainability, Legal, Finance, Performance Management, and Procurement Departments, with a total of more than 300 training participants since 2024.
- Dashboard Development for Procurement, Nathabumi, Finance, Legal, and other departments, including enhancements to the Integrated Corporate Performance Dashboard (ICPD).
- Other Dimex Initiatives, including NOx Prediction at the Narogong Plant, Self-Checking Broken Bag Detector, ACM Strength Prediction, and others.
- Fulfillment of operational SLA targets (Incident/Request/ Demand Tickets and Uptime) in accordance with established targets.
- Maintaining satisfaction levels is evidenced by positive feedback received through Manage Engine.
- Operational Efficiency and Cost Management:
  - Fiber optic cable installation at Cilacap.
  - Addition of MikroTik devices at Talavera.
  - Switch replacement at Narogong.
  - Addition of new links at several Solusi Bangun Beton sites.
  - Replacement of Fortigate units for plant automation.

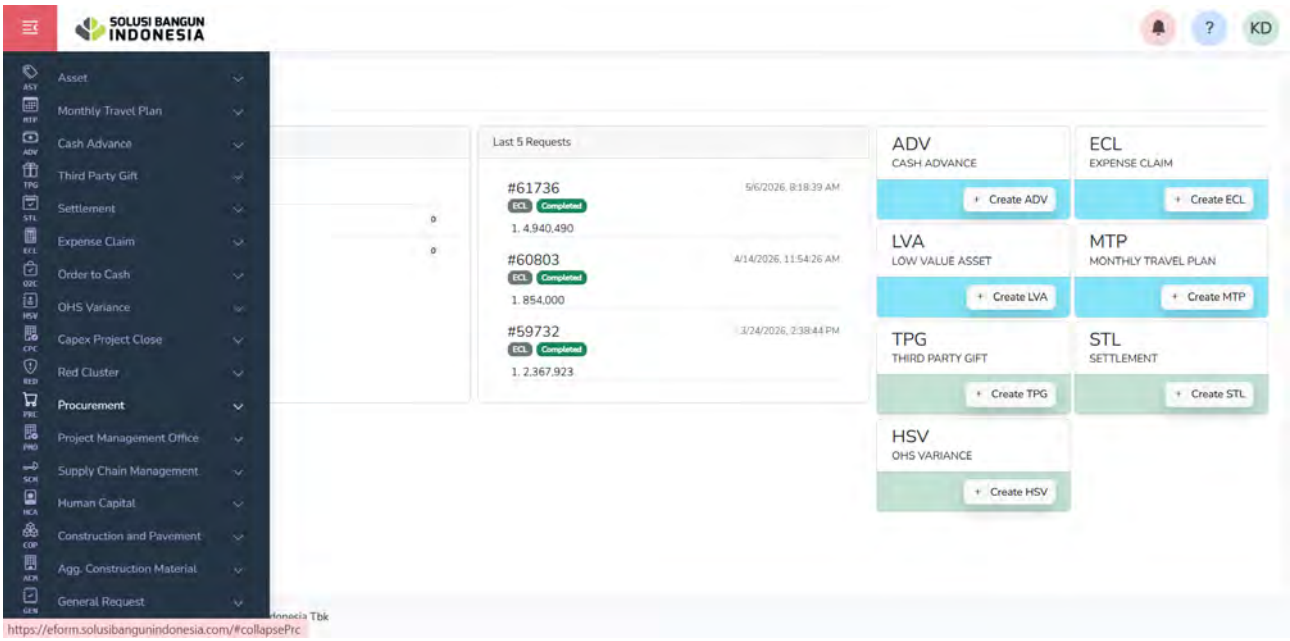
PENGAPLIKASIAN TEKNOLOGI PERSEROAN
SENARAI Solusi Bangun Indonesia Generative AI

THE COMPANY'S TECHNOLOGY APPLICATIONS
SENARAI Solusi Bangun Indonesia Generative AI



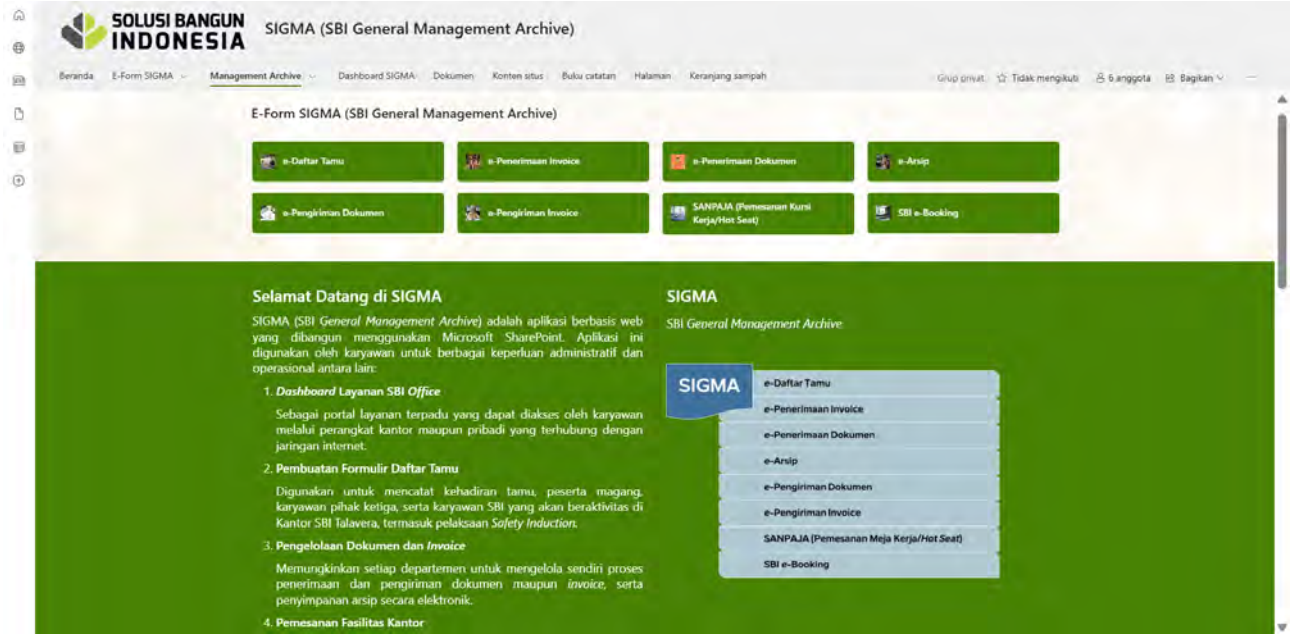
Peningkatan E-Form

E-form Enhancement



SIGMA Solusi Bangun Indonesia General Management Archive

SIGMA Solusi Bangun Indonesia General Management Archive



DIMEX CAFE

DIMEX CAFE

1. *Sharing* ***Good initiatives*** yang sudah berjalan dengan karyawan lainnya. Termasuk mendapatkan masukan untuk continues improvement.
2. Sebagai wadah apresiasi champion yang terlibat.

Go Beyond Next

DIMEX CAFE

No.	Agenda	Waktu	PIC	
1	Learn & Share DIMEX about Improving Network Reliability by SD WAN SBI	14 February 2025	Pak Teuku Yulius	Done
2	Learn & Share DIMEX about Generate AI (Artificial Intelligent)	07 March 2025	Pak Rahmad Murjito	Done
3	Learn & Share DIMEX about Plant Automation TIS SBI	29 April 2025	Pak Yudi Harmain	Done
4	Learn & Share DIMEX about Cement Manufacturing	28 May 2025	Pak Abdul Aziz	Not Yet

BIAYA PENGEMBANGAN TI 2025

Di tahun 2025, Perseroan telah merealisasikan anggaran untuk pengembangan TI sejumlah Rp45,45 miliar. Perseroan berkomitmen untuk senantiasa meningkatkan nilai dan kualitas TI. Upaya ini dilakukan untuk mewujudkan masa depan bisnis yang berkelanjutan dengan pemanfaatan teknologi yang andal dan memadai.

2025 IT DEVELOPMENT EXPENDITURE

In 2025, the Company realized a budget allocation for IT development in the amount of Rp45.45 billion. The Company is committed to continuously enhancing the value and quality of its IT, in pursuit of a sustainable business future through the utilization of reliable and adequate technology.

RENCANA PENGEMBANGAN TI 2026

Dept. MOS telah merencanakan program pengembangan TI berdasarkan *roadmap* yang telah ditentukan. Rencana pengembangan TI Perseroan di tahun mendatang meliputi:

- Menerapkan alat Kampanye Kesadaran Keamanan TI, pengujian, dan Pelatihan.
- Menerapkan Sistem Manajemen Keamanan TI ISO 27001.
- Terus menjalankan inisiatif manufaktur digital dan merangkul Industri 4.0, menerapkan pembelajaran mesin/AI, memperluas APC (*Advanced Process Control*) ke lini produksi semen lainnya dan memperluasnya ke pabrik lain.

2026 IT DEVELOPMENT PLAN

The MOS Department has planned an IT development program in accordance with the established roadmap. The Company's IT development plans for the coming year include the following:

- Implementation of IT Security Awareness Campaign tools, testing, and training.
- Implementation of the ISO 27001 IT Security Management System.
- Continuation of digital manufacturing initiatives and the embrace of Industry 4.0, including the application of machine learning/AI, expansion of Advanced Process Control (APC) to other cement production lines, and extension to other plants.

- Membangun Pusat Penyimpanan Data (*Data Warehouse*) dan Laporan/Dasbor Intelijen Bisnis seperti Power BI dan data dapat dianalisis oleh AI Generatif.
- Menerapkan sensor IoT (*Internet of Things*) yang mengirimkan data untuk dianalisis dan menggunakan *data warehouse* dan ilmu data untuk dapat memiliki data prediksi sehingga dapat menjalankan koreksi otomatis jika diperlukan.
- Implementasi AI dalam rantai pasokan untuk mengoptimalkan biaya pengiriman dan biaya operasional lainnya.
- Memindahkan aplikasi penting ke penyimpanan *cloud*.
- Peningkatan perangkat wifi di semua lokasi.
- Peningkatan/pembaruan perangkat pengguna akhir jika diperlukan.
- Memasang kabel fiber optik baru dan mengganti perangkat jaringan di area kritis.
- Peningkatan sistem ERP dan perbaikan keandalan karena SAP sudah mencapai akhir masa pakainya.
- Pengujian dan pembaruan kebijakan dan prosedur TI.

- Development of a Data Warehouse and Business Intelligence Reports/Dashboards such as Power BI, enabling data to be analyzed by Generative AI.
- Implementation of IoT (Internet of Things) sensors to transmit data for analysis, and utilization of the data warehouse and data science to generate predictive data, enabling automatic corrections to be applied where necessary.
- Implementation of AI in the supply chain to optimize delivery costs and other operational costs.
- Migration of critical applications to cloud storage.
- Upgrade of Wi-Fi devices across all locations.
- Upgrade/refresh of end-user devices as required.
- Installation of new fiber optic cabling and replacement of network devices in critical areas.
- Enhancement of the ERP system and improvement of its reliability, as SAP has reached its end-of-life.
- Testing and updating of IT Policies and Procedures.

SOLUSI BANGUN INDONESIA
SIG
MSA

Analisis dan Pembahasan Manajemen

Management Discussion & Analysis

05

Analisis dan Pembahasan Manajemen

Management Discussion & Analysis

Melalui 4 (empat) pabrik yang dimiliki, Perseroan mempunyai keunggulan dalam menjaga efisiensi dan efektivitas produksi, sehingga bisa menghasilkan *cost-to-serve* terbaik. Perseroan menargetkan untuk mencapai indeks klinker 50%, meningkatkan *Thermal Substitution Rate* (TSR) dengan mengoptimalkan penggunaan bahan bakar alternatif hingga mencapai rata-rata 15,11%, serta menjaga keandalan pabrik dengan mengurangi *unplanned shutdown*.

Through its four (4) plants, the Company holds a competitive advantage in maintaining production efficiency and effectiveness, enabling it to achieve the best possible cost-to-serve. The Company targets a clinker index of 50%, an increase in the Thermal Substitution Rate (TSR) through the optimization of alternative fuel utilization to an average of 15.11%, and the maintenance of plant reliability by minimizing unplanned shutdowns.

TINJAUAN PEREKONOMIAN GLOBAL DAN NASIONAL

MAKROEKONOMI GLOBAL TAHUN 2025

Memasuki akhir 2025, tekanan biaya energi global cenderung mereda, namun volatilitas masih berisiko dikarenakan oleh ketidakpastian geopolitik. Berdasarkan data dari Bank Dunia harga Brent rata-rata di tahun 2025 tercatat di harga USD69/bbl (per barrel) turun sekitar 14,5% dibandingkan tahun 2024, dan di tahun 2026 diprediksi di harga USD60/bbl turun sekitar 13,4% dibandingkan rata rata 2025. Sedangkan untuk batu bara termal Australia, berdasarkan data dari Bank Dunia harga rata rata di tahun 2025 tercatat sebesar USD108,4/Mt, turun sekitar 20,4% dibandingkan tahun 2024 dan di tahun 2026 diprediksi di harga USD 100/Mt, turun sekitar 7.75% dibandingkan rata rata tahun 2025.

GLOBAL AND NATIONAL ECONOMIC REVIEW

GLOBAL MACROECONOMY IN 2025

As of the end of 2025, global energy cost pressures tended to ease, despite volatility remained a risk due to geopolitical uncertainty. According to the World Bank data, the average Brent crude price in 2025 was recorded at USD69/bbl (per barrel), a decline of approximately 14.5% compared to 2024, with prices in 2026 predicted at USD60/bbl, a further decline of 13.4% compared to the 2025 average. Furthermore, the World Bank projected a price of USD108.4/Mt for Australian thermal coal in 2025, a decline of approximately 20.4% compared to 2024, with prices in 2026 predicted at USD100/Mt, a further decline of approximately 7.75% compared to the 2025 average.

Analisis dan Pembahasan Manajemen
Management Discussion & Analysis

Pelatihan dan peningkatan kompetensi untuk ahli bangunan
Training and Competency Enhancement for Building Specialists

Selain itu, dari sisi kebijakan perdagangan iklim, Uni Eropa mulai memberlakukan *Carbon Border Adjustment Mechanism* (CBAM) pada Januari 2026 (fase transisi 2023–2025) yang mencakup semen. Hal ini berpotensi dan memengaruhi arus perdagangan semen atau klinker dan meningkatkan tekanan dekarbonisasi bagi eksportir ke pasar Uni Eropa (UE). Sedangkan untuk Kawasan Asia dan Australia, kebijakan CBAM berpotensi berdampak pada peningkatan biaya ekspor di mana produk semen akan dikenakan sertifikat emisi yang harganya mengikuti EU *Emissions Trading System* (ETS).

MAKROEKONOMI NASIONAL 2025

Di tengah ketidakpastian makroekonomi global akibat tensi geopolitik yang menjaga volatilitas energi serta risiko disrupsi logistik/perdagangan, fundamental makroekonomi Indonesia pada 2025 tetap relatif resilien. Pertumbuhan ekonomi Indonesia sepanjang 2025 relatif bertahan di sekitar 5%. BPS mencatat PDB Kuartal II tahun (Q2) tahun 2025 tumbuh

Furthermore, from a climate trade policy perspective, the European Union began enforcing the Carbon Border Adjustment Mechanism (CBAM) in January 2026 (transitional phase 2023–2025), which covers cement. This has the potential to affect cement or clinker trade flows and to increase decarbonization pressure on exporters to the European Union (EU) market. As for Australia and Asia, the CBAM policies may potentially impact on the increasing export costs, in which cement products will require emission certifications that follow the EU's Emission Trading System (ETS) prices.

NATIONAL MACROECONOMY IN 2025

Amid global macroeconomic uncertainty driven by geopolitical tensions sustaining energy volatility and logistics/trade disruption risks, Indonesia's macroeconomic fundamentals in 2025 remained relatively resilient. Indonesia's economic growth throughout 2025 held relatively stable at approximately 5%. BPS recorded GDP

5,12% (YoY) dan PDB Kuartal III tahun (Q3) 2025 tumbuh 5,04% (YoY). Hingga 31 Desember 2025, perekonomian nasional tumbuh solid di angka 5,39% (YoY). Kondisi tersebut dikarenakan oleh adanya ketahanan permintaan domestik, peningkatan aktivitas investasi, serta kinerja ekspor yang positif menjadi faktor utama yang menopang pertumbuhan ekonomi nasional di sepanjang Tahun 2025. Indonesia mencatatkan nilai Produk Domestik Bruto (PDB) mencapai sekitar Rp23.821,1 triliun, dengan PDB per kapita sebesar Rp83,7 juta.

Dari sisi lapangan usaha, sebagian besar sektor ekonomi mencatatkan pertumbuhan positif. Sektor jasa mencatatkan pertumbuhan tertinggi, khususnya jasa lainnya yang tumbuh 9,93%, diikuti oleh sektor jasa perusahaan, sektor transportasi dan pergudangan serta sektor industri pengolahan yang tetap menjadi kontributor utama terhadap struktur ekonomi nasional. Sejalan dengan itu sisi aktivitas sektor yang terkait langsung dengan konstruksi juga masih berkembang, dan menunjukkan pertumbuhan sektor konstruksi pada Q2 2025 sekitar 4,98% (YoY), merujuk pada data turunan berbasis BPS.

Dari sisi harga, kondisi di tahun 2025 masih stabil dan tetap terjaga. Berdasarkan data Badan Pusat Statistik (BPS), tingkat inflasi IHK/*Headline* per Desember 2025 sebesar 2,92% (YoY) dan masih berada dalam sasaran inflasi Bank Indonesia (BI) sebesar 2,5% ± 1% untuk 2025-2027. Sejalan dengan terkendalinya inflasi, kebijakan moneter cenderung lebih akomodatif pada paruh kedua 2025. BI menurunkan suku bunga kebijakan dan mempertahankan BI-Rate di level 4,75% hingga akhir tahun 2025, termasuk pada RDG 17 Desember 2025 dan 21 Januari 2026, sebagai bagian dari upaya menjaga stabilitas makro di tengah dinamika global. Selain itu, BI juga menerapkan kebijakan makroprudensial yang akomodatif guna mendorong pertumbuhan kredit perbankan serta menjaga stabilitas sistem keuangan.

Dari sisi logistik domestik, industri semen juga menghadapi transisi kebijakan penertiban kendaraan *Over Dimension Over Loading* (ODOL) yang didorong dengan target pemerintah untuk *Zero* ODOL di tahun 2027. Tahap awal implementasi difokuskan pada sosialisasi dan penyesuaian operasional sebelum penegakan penuh. Dalam jangka menengah, kebijakan ini berpotensi meningkatkan biaya distribusi per ton akibat penurunan muatan efektif per armada, namun di

growth of 5.12% (YoY) in Q2 2025 and 5.04% (YoY) in Q3 2025. Through December 31, 2025, the national economy grew solidly at 5.39% (YoY). These conditions were driven by the resilience of domestic demand, increased investment activity, and positive export performance as the primary factors underpinning national economic growth throughout 2025. Indonesia recorded a Gross Domestic Product (GDP) of approximately Rp23,821.1 trillion, with a per capita GDP of Rp83.7 million.

By business sector, the majority of economic sectors recorded positive growth. The services sector recorded the highest growth, particularly other services, which grew by 9.93%, followed by the business services sector, the transportation and warehousing sector, and the manufacturing sector, which remained the primary contributors to the national economic structure. In line with this, activity in sectors directly related to construction remained developing, with the construction sector recording growth of approximately 4.98% (YoY) in Q2 2025, based on BPS-derived data.

On the price front, conditions in 2025 remained stable and well-contained. Based on Statistics Indonesia (BPS) data, the CPI/Headline inflation rate as of December 2025 stood at 2.92% (YoY), remaining within Bank Indonesia's (BI) inflation target of 2.5% ± 1% for 2025–2027. In line with controlled inflation, monetary policy tended to be more accommodative in the second half of 2025. BI reduced its policy interest rate and maintained the BI-Rate at 4.75% through the end of 2025, including at the Board of Governors' Meeting (RDG) on December 17, 2025 and January 21, 2026, as part of efforts to maintain macroeconomic stability amid global dynamics. In addition, BI also implemented accommodative macroprudential policies to stimulate bank credit growth and maintain financial system stability.

On the domestic logistics front, the cement industry also faced a policy transition regarding the enforcement of regulations on Over-Dimension and Over-Loading (ODOL) vehicles, driven by the government's Zero ODOL target for 2027. The initial implementation phase was focused on dissemination and operational adjustments prior to full enforcement. In the medium term, this policy has the potential to increase distribution costs per ton due to a

sisi lain mendorong peningkatan kepatuhan keselamatan, serta perbaikan keberlanjutan infrastruktur jalan. Penertiban praktik muatan berlebih diharapkan mengurangi distorsi biaya tidak sehat antar pelaku usaha serta menekan risiko keselamatan dan kerusakan infrastruktur. Bagi industri semen yang memiliki porsi distribusi darat signifikan dan dominasi pasar ritel, penyesuaian strategi *cost-to-serve* dan optimasi jaringan distribusi menjadi semakin krusial.

reduction in effective load capacity per fleet; however, it also promotes safety compliance, and better road infrastructure sustainability. The enforcement of overloading practices is expected to reduce unhealthy cost distortions among industry players and mitigate safety risks and infrastructure damage. For the cement industry, which has a significant share of land-based distribution and retail market dominance, adjustments to cost-to-serve strategies and distribution network optimization are becoming increasingly critical.

TINJAUAN INDUSTRI

Sepanjang 2025, industri semen nasional masih berada dalam tekanan *overcapacity* meski ekonomi relatif stabil. Mengacu pada ASPERSSI (Asosiasi Perusahaan Semen Seluruh Indonesia), penjualan semen domestik 2025 turun sebesar 1,5% (YoY) menjadi 63,9 juta ton. Sementara itu produksi semen nasional tercatat sebesar 64,7 juta ton, kondisi ini menunjukkan permintaan domestik belum cukup kuat untuk menyerap kapasitas terpasang, sehingga persaingan harga dan biaya distribusi tetap menekan profitabilitas industri.

Secara umum, kapasitas terpasang industri semen nasional diperkirakan berada di kisaran 122 juta ton/tahun dengan utilisasi 54% (di luar ekspor). Kondisi ini menggambarkan ketidakcocokan struktural antara kapasitas dan permintaan domestik. ASPERSSI juga menyoroti faktor penahan permintaan di tahun 2025, terutama kondisi ekonomi, pelemahan daya beli, pemangkasan anggaran infrastruktur, serta program 3 juta rumah yang belum terimplementasikan sesuai target. Lebih lanjut, komposisi pasar semen domestik juga masih didominasi ritel dengan kontribusi sebesar 71%. Sehingga mengakibatkan sensitivitas terhadap daya beli dan distribusi menjadi tinggi.

Meski permintaan domestik melemah, industri memanfaatkan ekspor semen sebagai katup penyeimbang. Di tahun 2025 ekspor semen mengalami peningkatan sebesar 32,2% menjadi 1,32 juta ton, dengan tujuan utama Timor Leste (39%), Australia (27%), Maldives (14%), Papua Nugini (12%), Filipina (8%).

INDUSTRIAL OVERVIEW

Throughout 2025, the national cement industry remained under pressure from overcapacity conditions, despite a relatively stable economy. Referring to ASPERSSI (Indonesian Cement Industry Association), domestic cement sales in 2025 declined by 1.5% (YoY) to 63.9 million tons. Meanwhile, national cement production was recorded at 64.7 million tons, indicating that domestic demand has not been sufficiently strong to absorb installed capacity, resulting in price competition and distribution costs continuing to exert pressure on industry profitability.

In general, the installed capacity of the national cement industry is estimated to be in the range of 122 million tonnes/year, with a utilization rate of 54% (excluding exports). This condition reflects a structural mismatch between capacity and domestic demand. ASPERSSI also highlighted demand-constraining factors in 2025, particularly economic conditions, weakening purchasing power, infrastructure budget cuts, and the 3 million housing program which has yet to be implemented in accordance with its targets. Furthermore, the composition of the domestic cement market continues to be dominated by the retail segment, contributing 71%, resulting in high sensitivity to purchasing power and distribution.

Despite weakening domestic demand, the industry leveraged cement exports as a balancing mechanism. In 2025, cement exports increased by 32.2% to 1.32 million tons, with primary destinations being Timor-Leste (39%), Australia (27%), the Maldives (14%), Papua New Guinea (12%), and the Philippines (8%).

Memasuki 2026, diperkirakan penjualan semen domestik tumbuh sebesar 1–2%, dengan prasyarat pertumbuhan ekonomi membaik, anggaran infrastruktur meningkat, dan program 3 juta rumah berjalan sesuai rencana. Jika target program ini tercapai, program ini diproyeksikan dapat menambah permintaan semen hingga 6,7 juta ton di tahun mendatang.

Dari sisi belanja pemerintah, pagu anggaran Kementerian Pekerjaan Umum (PU) untuk tahun 2026 berkisar pada angka Rp118,5 triliun, dengan prioritas program antara lain untuk irigasi/ketahanan pangan, konektivitas/akses (termasuk Inpres Jalan Daerah), dan Sekolah Rakyat, yang menjadi katalis konstruksi - meski realisasi dan sebaran proyek akan menentukan dampak ke permintaan semen.

TINJAUAN OPERASIONAL DAN SEGMEN USAHA

Industri semen domestik sepanjang 2025 masih dibayangi kondisi kelebihan kapasitas terpasang nasional mencapai sekitar ±120 juta ton atau jauh di atas realisasi permintaan domestik sebesar 63,9 juta ton. Kesenjangan *supply–demand* tersebut menempatkan tingkat utilisasi industri berada di kisaran ±53–55% dan mendorong kompetisi harga serta tekanan margin di hampir seluruh wilayah pemasaran. Dalam konteks tersebut, kinerja permintaan semen domestik mencerminkan kontraksi moderat dengan pemulihan yang berlangsung bertahap dan tidak merata antar segmen maupun wilayah.

Berdasarkan data Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI), sepanjang tahun 2025, volume produksi semen nasional tercatat turun sekitar 4,5% dari 67,8 juta ton menjadi 64,7 juta ton. Sejalan dengan itu, penjualan semen domestik juga menurun sekitar 1,5%.

Pulau Jawa tetap menjadi pasar utama dengan kontribusi sekitar 56% terhadap total nasional, Pulau Sumatera mencatatkan kinerja yang relatif lebih stabil dengan pangsa sekitar 21%, Pulau Kalimantan dengan pangsa sekitar 9%, Pulau Sulawesi sekitar 7%, dan Indonesia bagian Timur yang meliputi Papua dan Maluku sekitar 4–5%.

Entering 2026, domestic cement sales are projected to grow by 1–2%, contingent on improved economic growth, increased infrastructure budgets, and the 3 million housing program proceeding as planned. If the program targets are achieved, this program is projected to be able to add up to 6.7 million tons of cement demand in the coming year.

On the government expenditure front, the Ministry of Public Works (PU) budget ceiling for 2026 stands at approximately Rp118.5 trillion, with prioritized programs include irrigation/food security, connectivity/access (including the Regional Road Presidential Instruction/Inpres Jalan Daerah), and People's Schools (Sekolah Rakyat), all serving as construction catalysts, although the realization and distribution of projects will determine their impact on cement demand.

OPERATIONAL AND BUSINESS SEGMENTS OVERVIEW

The domestic cement industry throughout 2025 continued to be overshadowed by a condition of excess national installed capacity reaching approximately ±120 million tons, far exceeding the realization of domestic demand of 63.9 million tons. This supply-demand gap placed the industry's utilization rate at approximately ±53–55%, driving price competition and margin pressure across nearly all marketing regions. In this context, domestic cement demand performance reflected a moderate contraction, with recovery proceeding gradually and unevenly across segments and regions.

Based on data from the Association of Indonesian Cement Companies (Asosiasi Perusahaan Semen Seluruh Indonesia/ASPERSSI), throughout 2025, national cement production volume was recorded to have declined by approximately 4.5%, from 67.8 million tons to 64.7 million tons. In line with this, domestic cement sales also declined by approximately 1.5%.

Java remained the primary market, contributing approximately 56% of the national total, while Sumatra recorded a relatively more stable performance with a market share of approximately 21%, Kalimantan at approximately 9%, Sulawesi at approximately 7%, and Eastern Indonesia, comprising Papua and Maluku, at approximately 4–5%.

Dari sisi segmentasi, tekanan terutama berasal dari curah yang turun sebesar 1,5% dari tahun sebelumnya. Hal ini diakibatkan oleh seiring adanya perlambatan pada proyek infrastruktur dan konstruksi besar. Sementara itu, segmen kantong relatif mencatatkan kontribusi yang stabil meskipun mengalami penurunan yang tidak signifikan sebesar 0,3% dari periode tahun sebelumnya. Penurunan terjadi akibat dari berubahnya konsumsi ritel dan pembangunan skala kecil yang terjadi di sepanjang tahun 2025.

In terms of segmentation, pressure was primarily driven by the bulk segment, which declined by 1.5% from the prior year, as a result of the slowdown in infrastructure and large-scale construction projects. Meanwhile, the bag segment recorded a relatively stable contribution, despite a marginal decline of 0.3% from the previous year period, owing to changes in retail consumption and small-scale construction activity throughout 2025.

Dengan demikian, kontribusi semen di Pulau Jawa berperan dominan terhadap permintaan semen nasional. Dimana stabilitas yang terjadi di Pulau Jawa cukup relatif dan mampu menahan pelemahan pasar pada industri semen agar tidak lebih dalam.

Accordingly, cement from Java played a dominant role in national cement demand. The relative stability in Java was sufficient to prevent the cement industry's market weakness from deepening further.

STRATEGI DAN INISIATIF

Mewujudkan pertumbuhan bisnis yang berkelanjutan, Perseroan terus berinovasi untuk mencari peluang-peluang baru. Melalui 4 (empat) pabrik yang dimiliki, Perseroan mempunyai keunggulan dalam menjaga efisiensi dan efektivitas produksi, sehingga bisa menghasilkan *cost-to-serve* terbaik. Perseroan menargetkan untuk mencapai indeks klinker 50%, meningkatkan *Thermal Substitution Rate* (TSR) dengan mengoptimalkan penggunaan bahan bakar alternatif hingga mencapai rata-rata 15,11%, serta menjaga keandalan pabrik dengan mengurangi *unplanned shutdown*.

Perseroan memahami bahwa fondasi bisnis dan sinergi berperan penting dalam memperkuat operasi dan kinerja keuangan. Oleh karena itu, Perseroan fokus pada penguatan fondasi bisnis dan sinergi dengan SIG dan Taiheiyo. Penguatan sinergi dengan SIG dilakukan sebagai upaya dalam mencapai target, domestik serta memperluas pasar ekspor melalui kemitraan strategis dengan Taiheiyo. Melalui sinergi dengan SIG, Perseroan berhasil mempertahankan peran strategis di pasar yang kompetitif dengan memasok semen curah untuk beberapa Proyek Strategis Nasional (PSN) termasuk proyek Jalan Tol Cileunyi-Sumedang-Dawuan dan MRT Jakarta Fase 2. Selain itu, Perseroan juga terlibat dalam penyediaan beton siap pakai untuk proyek pengembangan milik Summarecon di Jawa Barat.

STRATEGIES AND INITIATIVES

In realizing sustainable business growth, the Company continues to innovate in search of new opportunities. Through its 4 (four) plants, the Company has a competitive advantage in maintaining production efficiency and effectiveness, enabling it to achieve the best cost-to-serve. The Company targets achieving a clinker index of 50%, increasing the Thermal Substitution Rate (TSR) by optimizing the use of alternative fuels to reach an average of 15.11%, and maintaining plant reliability by reducing unplanned shutdowns.

The Company recognizes that a strong business foundation and synergies play an important role in strengthening operations and financial performance. Accordingly, the Company focuses on strengthening its business foundation and synergies with SIG and Taiheiyo. Strengthening synergies with SIG is undertaken as an effort to achieve domestic targets and expand export markets through a strategic partnership with Taiheiyo. Through synergies with SIG, the Company successfully maintained its strategic role in the competitive market by supplying bulk cement for several National Strategic Projects (PSN), including the Cileunyi-Sumedang-Dawuan Toll Road project and the MRT Jakarta Phase 2 project. In addition, the Company was also involved in the supply of ready-mix concrete for a Summarecon development project in West Java.

Perseroan mendukung upaya pemerintah untuk menyediakan infrastruktur dan perumahan bagi masyarakat, serta membuka peluang pertumbuhan sektor bahan bangunan. Perseroan berinovasi dalam portofolio produk semen non-OPC, termasuk semen merek Dynamix, Semen Andalas, serta beton bernilai tambah seperti SpeedCrete (beton cepat kering dalam hitungan jam untuk perbaikan jalan) dan ThruCrete (beton berpori untuk meminimalkan genangan air).

The Company supports the government's efforts to provide infrastructure and housing for the community, while opening up growth opportunities in the building materials sector. The Company innovates in its portfolio of non-OPC cement products, including the Dynamix and Semen Andalas brands, as well as value-added concrete products such as SpeedCrete (fast-setting concrete that sets within hours for road repairs) and ThruCrete (porous concrete designed to minimize water pooling).

Untuk memperluas pemakaian semen ramah lingkungan, Perseroan berkolaborasi dengan berbagai pihak seperti Dinas Bina Marga DKI Jakarta untuk perbaikan ruas jalan utama dan proyek pembangunan trotoar di DKI Jakarta, dan perbaikan ruas jalan tol di Surabaya.

To expand the use of environmentally friendly cement, the Company collaborates with various parties, including the DKI Jakarta Public Works Agency for the repair of major road sections and sidewalk construction projects in DKI Jakarta, as well as toll road repairs in Surabaya.

Pada tahun 2025, pendapatan yang diperoleh dari solusi beton siap pakai bernilai tambah seperti SpeedCrete dan semen rendah karbon yang digunakan pada proyek infrastruktur berhasil dipertahankan sebesar 46% dari total pendapatan Perseroan.

In 2025, revenue derived from value-added ready-mix concrete solutions such as SpeedCrete and low-carbon cement used in infrastructure projects was maintained at 46% of the Company's total revenue.

PROYEK PENGEMBANGAN DERMAGA DAN FASILITAS PRODUKSI

Perseroan terus melanjutkan proyek pengembangan dermaga dengan *advanced loading facility* dan fasilitas produksi di Tuban, Jawa Timur. Proyek kerja sama strategis antara Perseroan dengan Taiheiyo yang dimulai sejak tahun 2022 ini bertujuan untuk memenuhi estimasi permintaan ekspor hingga 1 juta ton semen tipe khusus (tipe V) untuk pasar Amerika Serikat

JETTY AND PRODUCTION FACILITY DEVELOPMENT PROJECT

The Company continues to advance the jetty development project with an advanced loading facility and production facilities in Tuban, East Java. This strategic cooperation project between the Company and Taiheiyo, which commenced in 2022, aims to meet estimated export demand of up to 1 million tons of special-type cement (Type V) for the United States market.

Proyek dengan nilai investasi sebesar Rp1,47 triliun ini meliputi sejumlah pengembangan fasilitas dermaga dan pabrik:

- Peningkatan kapasitas Terminal Khusus dari 15.000 *Deadweight Ton* (DWT) menjadi 50.000 DWT dengan membangun *jetty trestle* dan *jetty platform* baru yang terhubung dengan *existing jetty*,
- Pembangunan fasilitas *blending silo system* dengan kapasitas 8.000 ton, clinker silo system berkapasitas 15.000 ton, dan 2 *cement silo system* masing-masing berkapasitas 18.000 ton,
- Pemasangan fasilitas *transport* berupa *tube conveyor* sepanjang 4,1 km, *tripper conveyor*, dan *ship loader* dengan kapasitas 1.000 *tons per hour* (tph) yang berfungsi mengirim semen curah dari pabrik menuju kapal yang bersandar di dermaga.

Proyek ini akan menjadi tonggak penting tidak hanya dalam memperkuat kapasitas dan distribusi, tetapi juga berkontribusi terhadap daya saing pasar ekspor dan memperkuat jaringan distribusi global Perseroan.

This project, with a total investment value of Rp1.47 trillion, encompasses a number of jetty and plant facility development works:

- Expansion of the Special Terminal capacity from 15,000 Deadweight Tons (DWT) to 50,000 DWT through the construction of a new jetty trestle and jetty platform connected to the existing jetty.
- Construction of a blending silo system with a capacity of 8,000 tons, a clinker silo system with a capacity of 15,000 tons, and 2 cement silo systems each with a capacity of 18,000 tons.
- Installation of transport facilities comprising a 4.1 km tube conveyor, a tripper conveyor, and a ship loader with a capacity of 1,000 tons per hour (tph), functioning to convey bulk cement from the plant to vessels berthed at the jetty.

This project will serve as an important milestone not only in strengthening capacity and distribution, but also in contributing to export market competitiveness and strengthening the Company's global distribution network.

INOVASI PRODUK BERKELANJUTAN

SEMEN HIJAU

Dalam hal mewujudkan masa depan bisnis yang berkelanjutan, Perseroan senantiasa melakukan inovasi produk yang ramah lingkungan. Langkah ini dilakukan dengan tujuan untuk memperluas pasar yang disesuaikan dengan kebutuhan pelanggan.

Perseroan mendorong pemanfaatan produk semen *non*-OPC yang lebih ramah lingkungan dalam berbagai jenis yang telah dikembangkan dan dapat disesuaikan dengan tipe bangunan/konstruksi dan kebutuhan pelanggan. Hal ini sejalan dengan inisiatif Perseroan dalam meningkatkan porsi produk rendah karbon. Dibandingkan dengan semen OPC atau semen yang diproduksi secara konvensional, semen non-OPC dapat dikategorikan sebagai “semen hijau” karena menggunakan material dan proses produksi ramah lingkungan dengan kinerja produk yang sesuai peruntukkan konstruksi.

SUSTAINABLE PRODUCT INNOVATION

GREEN CEMENT

In realizing a sustainable business future, the Company consistently innovates in the development of environmentally friendly products. This step is taken with the aim of expanding the market in alignment with customer needs.

The Company promotes the use of more environmentally friendly non-OPC cement products across various types that have been developed and can be tailored to the type of building/construction and customer requirements. This is in line with the Company's initiative to increase the proportion of low-carbon products. Compared to OPC cement or conventionally produced cement, non-OPC cement can be categorized as "green cement," as it utilizes environmentally friendly materials and production processes with product performance suited to construction applications.

Semen hijau dibuat dengan menggunakan bahan baku yang ramah lingkungan dan diproduksi menggunakan teknologi terkini yang lebih efisien dalam penggunaan energi dan ramah lingkungan. Proses produksi semen hijau menghasilkan emisi karbon yang lebih rendah yaitu bervariasi sampai dengan 38% dibandingkan semen yang diproduksi secara konvensional. Selain itu, semen hijau memiliki Tingkat Komponen Dalam Negeri (TKDN) di atas 90%.

Emisi karbon semen hijau telah terverifikasi oleh EY (Ernst & Young) sesuai metode perhitungan dari World Business Council for Sustainable Development (WBCSD) dan mendapatkan *Sustainability Linked Loan* (SLL).

Di tahun 2026, Perseroan berencana akan melakukan pengembangan terhadap segmen semen hijau. Langkah inovasi dilakukan untuk menghadirkan masa depan bisnis yang berkelanjutan.

SISTEM PEMBAYARAN DYNAPAY

Lini bisnis beton siap pakai Perseroan telah memperkenalkan solusi sistem pembayaran non tunai yang lebih mudah menggunakan QRIS, *Virtual Account*, dan kartu kredit melalui *host-to-host payment system* "DynaPay" yang sudah *go live* sejak September 2024.

DynaPay merupakan solusi integritas yang menghubungkan sistem bank dengan sistem SAP sehingga pembayaran langsung bisa diverifikasi oleh sistem guna menghindari proses manual, membantu proses administrasi lebih cepat, tepat, dan efisien. Hingga 31 Desember 2025, transaksi melalui DynaPay mencapai 3.300 transaksi dengan total nilai penjualan sebesar Rp70 miliar, berkontribusi sebesar 12% terhadap penjualan tunai.

BATA *INTERLOCK* PRESISI

Bata *interlock* presisi merupakan inovasi solusi bahan bangunan ramah lingkungan dari SIG. Bata *interlock* presisi dari SIG telah lulus Sertifikasi Kliring Teknologi *Interlocking Brick* dari Direktorat Jenderal Cipta Karya Kementerian PUPR No.PA 0104/CT/1207 dan telah memasuki tahap komersialisasi. Bata *interlock* presisi mulai diproduksi melalui anak usaha Perseroan, yaitu PT Solusi Bangun Beton.

Green cement is produced using environmentally friendly raw materials and manufactured using the latest technology that is more energy-efficient and environmentally friendly. The green cement production process generates lower carbon emissions, varying by up to 38% compared to conventionally produced cement. In addition, green cement has a Domestic Component Level (TKDN) of above 90%.

The carbon emissions of green cement have been verified by EY (Ernst & Young) in accordance with the calculation methodology of the World Business Council for Sustainable Development (WBCSD), and has obtained a Sustainability Linked Loan (SLL).

In 2026, the Company plans to further develop the green cement segment. Innovation steps are being taken to deliver a sustainable business future.

DYNAPAY PAYMENT SYSTEM

The Company's ready-mix concrete business line has introduced a more convenient non-cash payment system solution utilizing QRIS, Virtual Account, and credit card payments through the host-to-host payment system "DynaPay," which has been live since September 2024.

DynaPay is an integrity solution that connects the banking system with the SAP system, enabling payments to be directly verified by the system to avoid manual processes, and facilitating faster, more accurate, and more efficient administrative processes. Through December 31, 2025, transactions via DynaPay reached 3,300 transactions with a total sales value of Rp70 billion, contributing 12% to cash sales.

PRECISE INTERLOCK BRICK

Precise interlock brick represents an environmentally friendly building materials solution innovation from SIG. SIG's precise interlock brick has passed the Interlocking Brick Technology Clearance Certification from the Directorate General of Human Settlements of the Ministry of Public Works and Housing (PUPR) No. PA 0104/CT/1207 and has entered the commercialization stage. Precise interlock brick has been produced through the Company's subsidiary, PT Solusi Bangun Beton.

Rumah contoh yang dibangun menggunakan bata interlock presisi di Jakarta.
A model house built using precision interlocking bricks in Jakarta.

Bata *interlock* presisi dirancang khusus dengan sistem penguncian satu sama lain, digunakan untuk membangun struktur bangunan dengan lebih cepat, lebih presisi, mudah diaplikasikan, lebih hemat, penggunaan bahan bangunan yang lebih efisien, kokoh, dan ramah gempa. Hal ini sudah dibuktikan melalui uji siklik modular 2D oleh Puslitbang Permukiman (PUSKIM) Kementerian PUPR dengan kuat tekan minimal 70 kg/cm² memenuhi standar gempa SNI 1726-2012.

Precise interlock brick is specially designed with an interlocking system, used to construct building structures more quickly, more precisely, easily applied, more cost-effective, with more efficient use of building materials, sturdy, and earthquake-resistant. This has been proven through 2D modular cyclic testing by the Settlement Research and Development Center (PUSKIM) of the Ministry of Public Works and Housing (PUPR), with a minimum compressive strength of 70 kg/cm² meeting the earthquake standard SNI 1726-2012.

PABRIK TERINTEGRASI

Perseroan mengoperasikan empat pabrik semen yang terletak di Narogong, Jawa Barat; Cilacap, Jawa Tengah; Tuban, Jawa Timur; dan Lhoknga, Aceh. Kapasitas produksi gabungan per tahun mencapai 14,86 juta ton dengan cakupan penjualan untuk pasar domestik serta ekspor.

INTEGRATED PLANTS

The Company operates four cement plants located in Narogong, West Java; Cilacap, Central Java; Tuban, East Java; and Lhoknga, Aceh. The combined annual production capacity reaches 14.86 million tons, with sales coverage encompassing both the domestic and export markets.

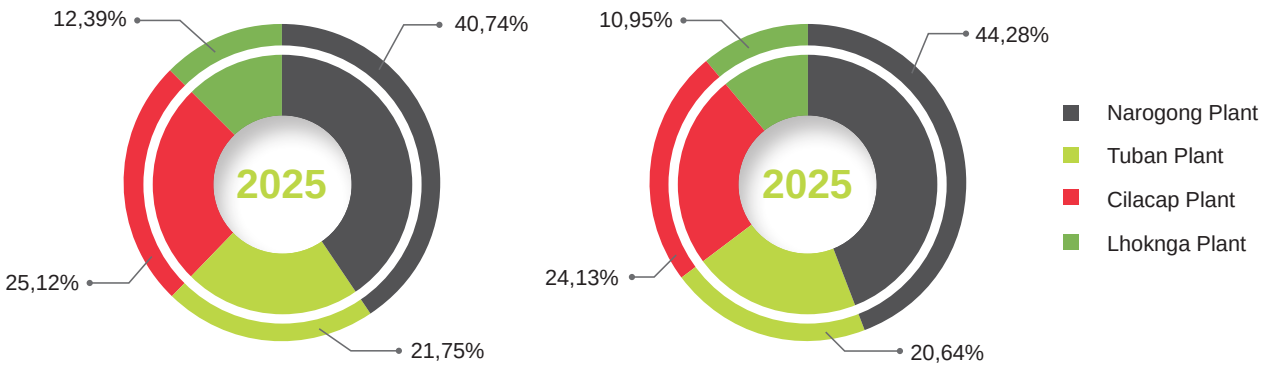
Tabel Kapasitas Produksi Pabrik Terintegrasi

Table of Integrated Plants Production Capacity

Nama Proyek *Project Name*	Kapasitas Terpasang Semen tahun 2025 (dalam juta ton) *Installed Cement Capacity in 2025 (in million tons)*	Total Volume Produksi Semen (dalam juta ton) *Total Cement Production Volume (in million tons)*		
		2025	2024	2023
Narogong Plant	6,05	4,57	4,94	5,17
Cilacap Plant	3,23	2,13	2,20	2,10
Tuban Plant	3,73	2,49	2,32	2,41
Lhoknga Plant	1,84	1,13	1,30	1,20
Jumlah | *Total*	**14,86**	**10,31**	**10,76**	**10,88**

Persentase Kapasitas Terpasang dan Persentase Volume Produksi Semen Tahun 2025

Installed Capacity Percentage and Cement Production Volume Percentage in 2025



Kapasitas Terpasang
Installed Capacity

Volume Produksi
Percentage of Production

SEGMEN USAHA SEMEN DAN TERAK

Produksi

Produk semen dan terak dihasilkan dari keempat pabrik Perseroan di Narogong, Jawa Barat; Cilacap, Jawa Tengah; Tuban, Jawa Timur; dan Lhoknga, Aceh.

Hingga 31 Desember 2025, Perseroan mencatat volume produksi semen gabungan sebesar 10,31 juta ton, menurun sebesar 4,13% jika dibandingkan dengan volume produksi tahun sebelumnya sebesar 10,76 juta ton. Sementara volume produksi terak gabungan tercatat sebesar 8,64 juta ton, menurun 0,5% dibandingkan dengan tahun sebelumnya sebesar 8,68 juta ton.

Penjualan

Di sepanjang tahun 2025, Perseroan mencatatkan total volume penjualan semen dan terak sebesar 12,13 juta ton, mengalami penurunan sebesar 8,04% jika dibandingkan realisasi tahun 2024 sebesar 13,19 juta ton. Pendapatan penjualan semen dan terak sebesar Rp9,72 triliun, menurun 7,34% dari tahun 2024 sebesar Rp10,49 triliun. Penjualan semen dan terak berkontribusi sebesar 90,56% terhadap total pendapatan Perseroan tahun 2025.

BUSINESS SEGMENTS CEMENT AND CLINKER

Production

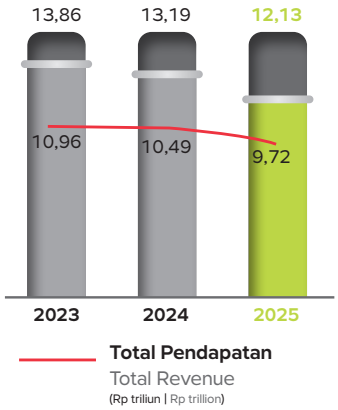
Cement and clinker products are produced at the Company's four plants in Narogong, West Java; Cilacap, Central Java; Tuban, East Java; and Lhoknga, Aceh.

As of December 31, 2025, the Company recorded a combined cement production volume of 10.31 million tons, a decrease of 4.13% compared to the previous year's production volume of 10.76 million tons. Meanwhile, the combined clinker production volume was recorded at 8.64 million tons, a decrease of 0.5% compared to the previous year's figure of 8.68 million tons.

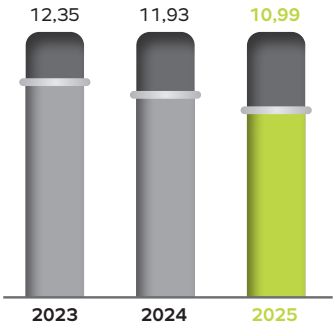
Sales

Throughout 2025, the Company recorded a total cement and clinker sales volume of 12.13 million tons, a decrease of 8.04% compared to the 2024 realization of 13.19 million tons. Cement and clinker sales revenue amounted to Rp9.72 trillion, a decline of 7.34% from 2024's figure of Rp10.49 trillion. Cement and clinker sales contributed 90.56% of the Company's total revenue in 2025.

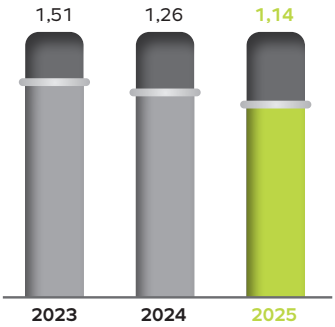
Total Penjualan Semen dan Terak
Total Cement and Clinker Sales
(juta ton | million tons)

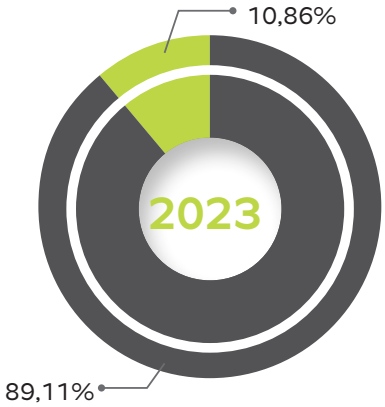


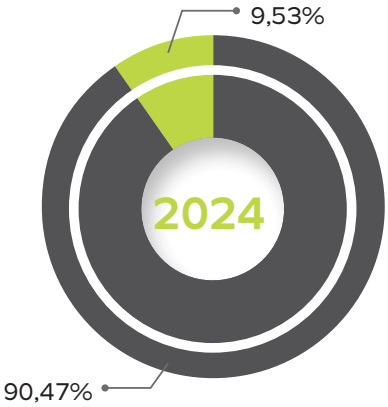
Penjualan Domestik Semen dan Terak
Cement and Clinker Domestik Sales
(juta ton | million tons)

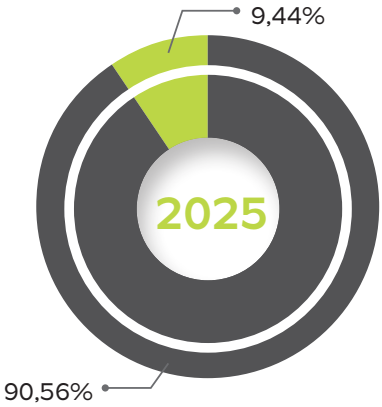


Penjualan Ekspor Semen dan Terak
Cement and Clinker Export Sales
(juta ton | million tons)









- Persentase Penjualan Domestik | Domestic Sales Percentage
- Persentase Ekspor Domestik | Export Sales Percentage

Pabrik mobil listrik BYD di Subang, Jawa Barat.
BYD Electric Car Plant in Subang, West Java.

Tabel Proyek Skala Besar yang Menggunakan Produk Semen dan Terak Perseroan Tahun 2025

Table of Large-Scale Projects Using the Company's Cement and Clinker Products in 2025

Produk Semen *Cement Product*	Nama Proyek *Project Name*
PwrPro Curah	Pabrik Perakitan Mobil Listrik (EV) BYD - Subang, Jawa Barat
PwrPro Curah	Jalan Kota Bekasi
SprintPro Curah	Dermaga Kalibaru
SprintPro Curah	Summarecon Crown Gading
SprintPro Curah	Pry RS Harapan Kita
SprintPro Curah	Inland Waterways Cikarang-Bekasi-Laut Jawa (CBL)
SprintPro Curah	Pry Tol Kataraja
SprintPro Curah	Pembangunan Jakarta International Stadium
SprintPro Curah	Pry PLTU Jawa 9 -10
SprintPro Curah	Mass Rapid Transit (MRT) Jakarta Koridor Utara-Selatan
UltraPro Curah	PLTA Cisokan
UltraPro Curah	Jalan Tol Jakarta Cikampek II Sisi Selatan (36,4 Km)
UltraPro Curah	Tol BOCIMI
UltraPro Curah	Jakarta Sewerage
UltraPro Curah	Jalan Tol Yogyakarta-Bawen (71 Km)

BETON SIAP PAKAI

Produksi

Perseroan menyediakan layanan komprehensif dalam bidang beton siap pakai yang inovatif dan ramah lingkungan. Layanan beton siap pakai didukung oleh jaringan terintegrasi yang tersebar di Pulau Jawa, sehingga siap memenuhi kebutuhan berbagai proyek pembangunan di Indonesia. Perseroan memiliki *commercial plant* dan memfasilitasi *on-site plant* melalui pembangunan *batching plant* di lokasi proyek untuk mendorong kecepatan dan keandalan pasokan.

Hingga 31 Desember 2025 Perusahaan mencatat volume produksi beton siap pakai sebesar 1,05 juta m³, mengalami penurunan sebesar 27,6% jika dibandingkan dengan volume produksi tahun sebelumnya sebesar 1,45 juta m³.

Penjualan

Di sepanjang tahun 2025, Perseroan mencatatkan total volume penjualan beton siap pakai sebesar 1,04 juta m³, mengalami penurunan sebesar 28,28% dibandingkan realisasi tahun 2024 sebesar 1,45 juta m³. Pendapatan penjualan beton siap pakai sebesar Rp0,85 triliun, menurun 26,1% dari tahun 2024 sebesar Rp1,15 triliun. Penjualan beton siap pakai berkontribusi sebesar 7,91% terhadap total pendapatan Perseroan tahun 2025.

READY-MIX CONCRETE

Production

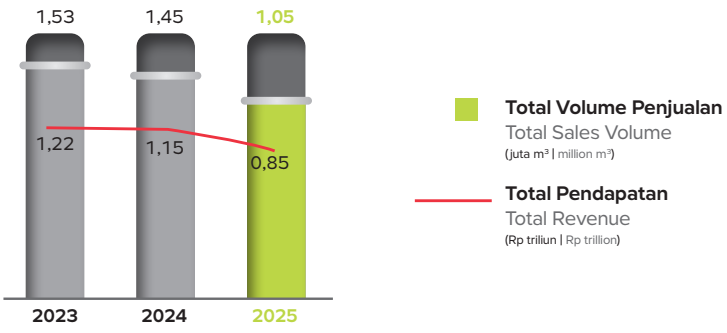
The Company provides comprehensive services in the field of innovative and environmentally friendly ready-mix concrete. Ready-mix concrete services are supported by an integrated network spread across the island of Java, ready to meet the needs of various construction projects throughout Indonesia. The Company operates commercial plants and facilitates on-site plants through the construction of batching plants at project locations to promote speed and reliability of supply.

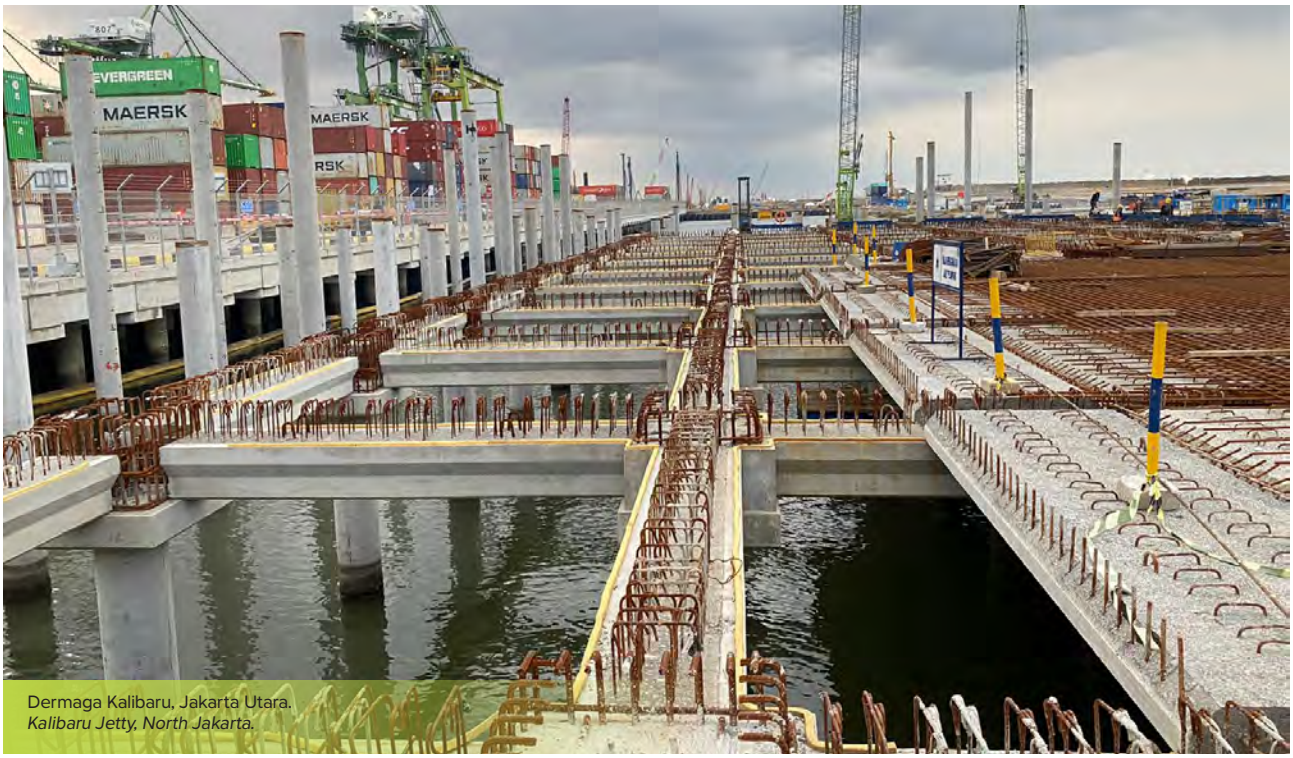
As of December 31, 2025, the Company recorded a ready-mix concrete production volume of 1.05 million m³, a decrease of 27.6% compared to the previous year's production volume of 1.45 million m³.

Sales

Throughout 2025, the Company recorded a total ready-mix concrete sales volume of 1.04 million m³, a decrease of 28.28% compared to the 2024 realization of 1.45 million m³. Ready-mix concrete sales revenue amounted to Rp0.85 trillion, a decline of 26.1% from 2024's figure of Rp1.15 trillion. Ready-mix concrete sales contributed 7.91% of the Company's total revenue in 2025.

Penjualan Beton Siap Pakai
Ready-mix Concrete Sales





Dermaga Kalibaru, Jakarta Utara.
Kalibaru Jetty, North Jakarta.

Tabel Proyek Skala Besar yang Menggunakan Produk Beton Siap Pakai Perseroan Tahun 2025

Table of Large-Scale Projects Using the Company's Ready-Mix Concrete Products in 2025

No	Nama Proyek *Project Name*	Pelanggan *Customer*	Lokasi Proyek *Project Location*
1	Kalibaru Tahap 1B | Kalibaru Phase 1B	PT Pembangunan Perumahan	Jakarta Utara | North Jakarta
2	Pabrik TFJ Pandeglang | TFJ Pandeglang Plant	PT Total Persada Indonesia	Pandeglang, Banten
3	Edgnex Jakarta 02	PT Acset Pondasi Indonesia	Cikarang, Jawa Barat | Cikarang, West Jawa
4	Jalan Jatirogo | Jatirogo Road	CV Briliant Tujuh Tujuh	Tuban, Jawa Timur | Tuban, East Jawa
5	Citi Mall Tuban	PT Majumapan Bangunindo	Tuban, Jawa Timur | Tuban, East Jawa

AGREGAT

Produksi

Proses produksi agregat dilakukan melalui kegiatan pertambangan terbuka (*quarry*) material dasar batu agregat untuk kemudian dilakukan proses pemecahan batu sesuai pada kategorisasinya melalui *crushing plant* untuk mendapatkan agregat kasar dengan ukuran 5-25 mm, agregat halus dengan ukuran 0-5 mm serta agregat lainnya.

AGGREGATES

Production

The aggregate production process is carried out through open-pit quarrying of base aggregate stone material, which is then subjected to a stone-crushing process according to its categorization through a crushing plant to obtain coarse aggregate with a size of 5–25 mm, fine aggregate with a size of 0–5 mm, and other aggregates.

Produksi agregat Perseroan dilakukan di 2 lokasi tambang yaitu Maloko (Kabupaten Bogor) serta Jeladri (Kabupaten Pasuruan) dengan kapasitas produksi per tahun sebesar 3,2 juta

Hingga akhir tahun 2025 Perusahaan mencatat volume produksi agregat sebesar 1,76 juta ton, meningkat 57,14% jika dibandingkan dengan volume produksi tahun sebelumnya sebesar 1,12 juta ton.

The Company's aggregate production is carried out at 2 quarry locations, namely Maloko (Bogor Regency) and Jeladri (Pasuruan Regency), with an annual production capacity of 3.2 million tons.

As of the end of 2025, the Company recorded an aggregate production volume of 1.76 million tons, an increase of 57.14% compared to the previous year's production volume of 1.12 million tons.

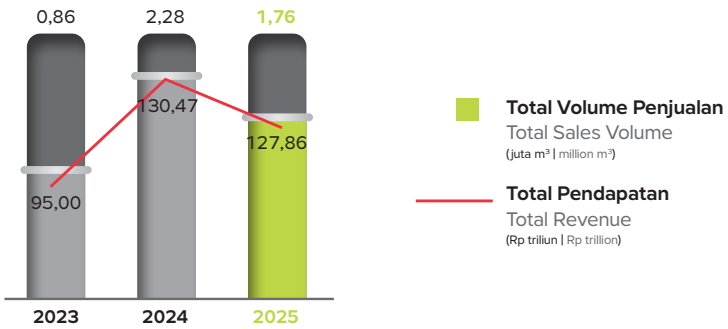
Penjualan

Sepanjang tahun 2025, total volume penjualan agregat sebesar 0,99 juta ton, menurun 11,61% dibandingkan realisasi tahun 2024 sebesar 1,12 juta m³. Pendapatan penjualan agregat sebesar Rp127,86 miliar, menurun 2,00% dari tahun 2024 sebesar Rp130,47 miliar. Penjualan agregat berkontribusi sebesar 1,19% terhadap total pendapatan Perseroan tahun 2025.

Sales

Throughout 2025, the total aggregate sales volume was 0.99 million tons, an decreased of 11.61% compared to the 2024 realization of 1.12 million m³. Aggregate sales revenue amounted to Rp127.86 billion, a decrease of 2.00% from 2024's figure of Rp130.47 billion. Aggregate sales contributed 1.19% of the Company's total revenue in 2025.

Penjualan Agregat
Aggregates Sales



Jalan Tol Cikampek, Jawa Barat.
Cikampek Toll Road, West Java.

Proyek Skala Besar yang Menggunakan Produk Agregat Perseroan Tahun 2025

Large-Scale Projects Using the Company's Aggregate Products in 2025

No	Nama Proyek *Project Name*	Pelanggan *Customer*	Lokasi Proyek *Project Location*
1	Pengaspalan Jalan DKI | DKI Road Paving	Dinas Bina Marga DKI | DKI Bina Marga Agency	DKI Jakarta
2	Perbaikan Tol Cikampek – Cipali | Cikampek–Cipali Toll Road Rehabilitation	Jasa Marga	Jawa Barat | West Java
3	Pengaspalan Tol Jakarta – Merak | Jakarta–Merak Toll Road Paving	Marga Mandala Sakti Toll	Tangerang, Banten
4	Precast Tiang Pancang	PT Jaya Beton	Jawa Barat | West Java
5	Infrastruktur Jalan dan Saluran | Road and Drainage Infrastructure	PT Hutama Prima	Jawa Barat | West Java

PENGOLAHAN LIMBAH

Perseroan memiliki Divisi Pengelolaan Limbah bernama Nathabumi yang menyediakan solusi pengelolaan limbah ramah lingkungan dengan fasilitas pengelolaan limbah terbesar di Asia Tenggara dan juga pionir penerapan bahan bakar alternatif menggunakan teknologi *refuse-derived fuel* ("RDF") di Indonesia.

Nathabumi menyediakan jasa pengelolaan limbah B3 & non-B3, *secured destruction*, laboratorium limbah, pengelolaan sampah kota menjadi RDF, pemusnahan Bahan Perusak Ozon (BPO), transportasi limbah, dan konsultasi pengelolaan lingkungan. Nathabumi terintegrasi dengan

WASTE MANAGEMENT

The Company has a Waste Management Division called Nathabumi, which provides environmentally friendly waste management solutions with the largest waste management facility in Southeast Asia, and is also a pioneer in the application of alternative fuel using refuse-derived fuel (RDF) technology in Indonesia.

Nathabumi provides hazardous and non-hazardous waste (B3 & non-B3) management services, secured destruction, waste laboratory services, municipal solid waste processing into RDF, Ozone-Depleting Substance (ODS) destruction, waste transportation, and environmental management

pabrik semen Perseroan di empat lokasi: Narogong, Cilacap, Tuban, dan Lhoknga. Perseroan melalui Nathabumi telah menjalin kemitraan dengan sejumlah pemerintah daerah untuk pemanfaatan RDF sebagai bahan bakar alternatif dalam proses produksi semen. Sejak tahun 2020, Perseroan telah memanfaatkan 172.532 ton RDF untuk substitusi bahan bakar fosil, mendukung produksi yang lebih ramah lingkungan dan memberikan solusi nyata dalam pengelolaan sampah perkotaan.

consulting. Nathabumi is integrated with the Company's cement plants at four locations: Narogong, Cilacap, Tuban, and Lhoknga. Through Nathabumi, the Company has established partnerships with a number of local governments for the utilization of RDF as an alternative fuel in the cement production process. Since 2020, the Company has utilized 172.532 tons of RDF to substitute fossil fuels, supporting more environmentally friendly production and providing tangible solutions in municipal solid waste management.

Kinerja 2025

Jumlah pelanggan yang dilayani Nathabumi pada tahun 2025 adalah sebanyak 821 perusahaan. Jumlah ini meningkat dari tahun sebelumnya sebanyak 814 perusahaan. Industri yang dilayani beragam, mulai dari migas, pertambangan, FMCG, otomotif, manufaktur sepatu, bahan kimia, serta bubur kertas dan kertas. Total volume limbah yang diolah pada tahun 2025 sebesar 830.572 MT, dengan nilai tambah bruto (*gross added value*) sebesar Rp328,99 miliar.

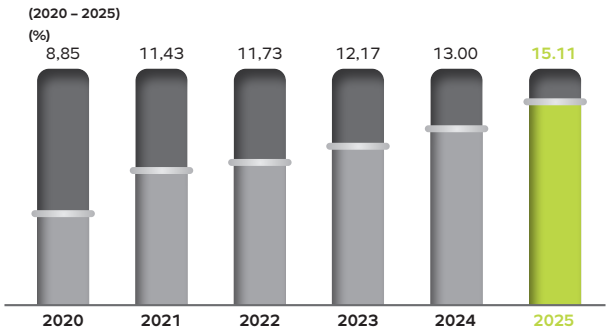
2025 Performance

The number of customers served by Nathabumi in 2025 was 821 companies, an increase from the previous year's figure of 814 companies. The industries served are diverse, ranging from oil and gas, mining, FMCG, automotive, footwear manufacturing, chemicals, as well as pulp and paper. The total volume of waste processed in 2025 was 830,572 MT, with a gross added value of Rp328.99 billion.

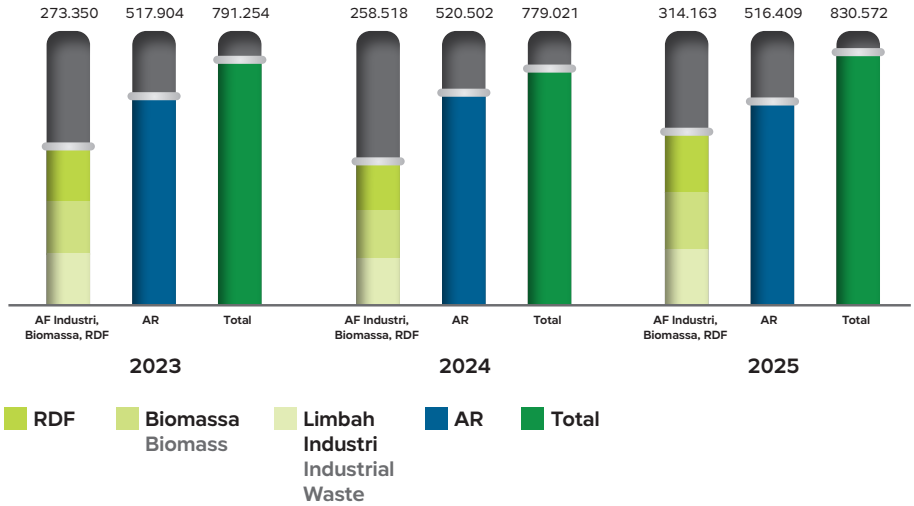
Volume bahan bakar alternatif (limbah industrial, biomasa dan RDF) yang dimanfaatkan pada tahun 2025 sebesar 314,163 MT. Tiap tahunnya Perseroan melakukan peningkatan pemanfaatan limbah, untuk diolah menjadi bahan bakar alternatif. Sepanjang tahun 2025, substitusi AF mencapai 15,11% Substitusi Energi Panas atau *Thermal Substitution Rate* (TSR) dari seluruh energi panas yang dibutuhkan, meningkat dari tahun 2024 sebesar 13%. Berikut adalah tren peningkatan TSR dari tahun 2020 hingga 2025.

The volume of alternative fuels (industrial waste, biomass and RDF) utilized in 2025 was 314.163 MT. Each year, the Company continues to increase its utilization of waste for processing into alternative fuel. Throughout 2025, AF substitution reached 15.11% of Thermal Substitution Rate (TSR) of total thermal energy required, an increase from 13% in 2024. The following shows the trend of TSR improvement from 2020 to 2025.

Persentase Bahan Bakar Alternatif terhadap Seluruh Energi Panas yang Dibutuhkan Dalam Proses Produksi (TSR)
Percentage of Alternative Fuel Substitution to Total energy Substitution Rate (TSR) in the Production Process in the Production Process (TSR)



Komposisi Bahan Bakar Alternatif dan Bahan Baku Alternatif
Composition of Alternative Fuels and Alternative Raw Materials
(metrik ton | metric tons)



Layanan Jasa dan Konsultasi

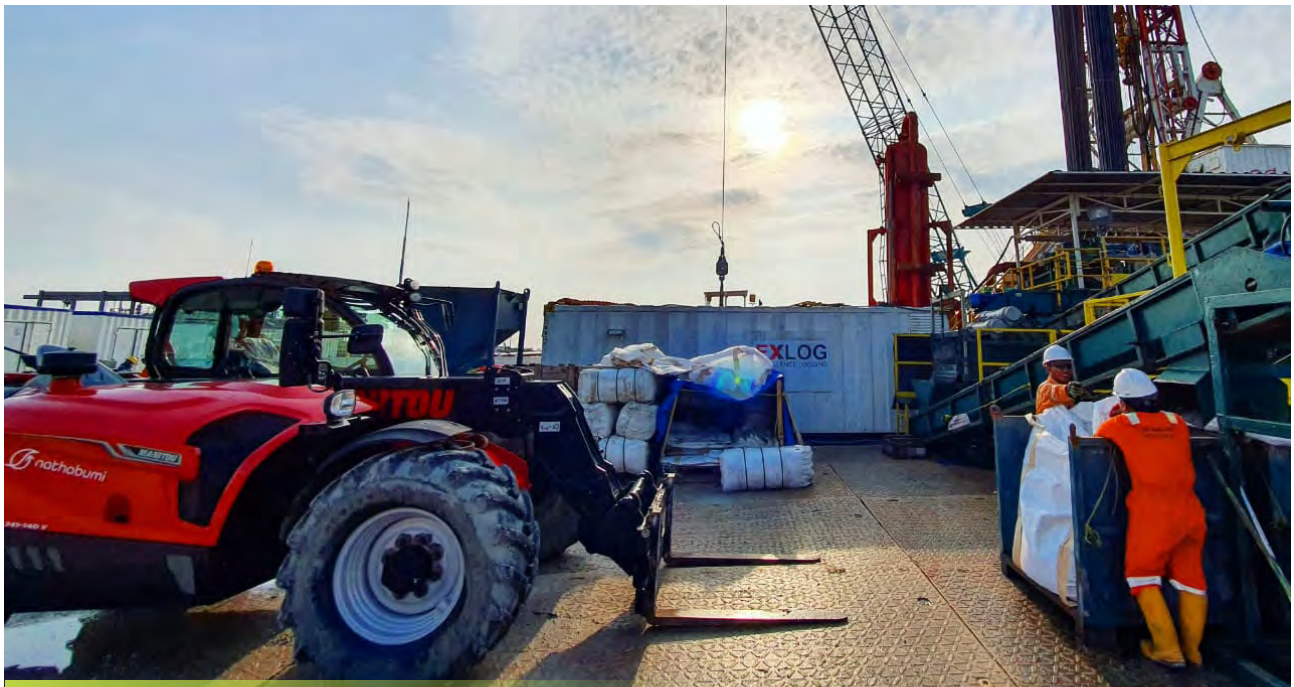
Nathabumi menyediakan layanan jasa analisa dan laboratorium limbah serta konsultasi pengelolaan lingkungan. Layanan analisa dan Laboratorium Limbah AFR didukung fasilitas lengkap dan modern yang terakreditasi ISO/IEC 17025:2017. Lab AFR telah menambah ruang lingkup sebagai Laboratorium Lingkungan yang terdaftar di Kementerian Lingkungan Hidup dan Kehutanan (KLHK) dengan nomor registrasi 00209/LPJ/LABLING/-1/LRK/KLHK. Penambahan ruang lingkup tersebut meningkatkan kemampuan Laboratorium AFR untuk melakukan analisa uji lingkungan didukung personil kompeten yang tersertifikasi BNSP baik penyelia, analis laboratorium, maupun teknisi pengambil contoh uji.

Seiring dengan meningkatnya permintaan terhadap layanan laboratorium limbah, pada tahun 2025 Lab AFR Nathabumi mencatatkan pendapatan sebesar Rp1,87 miliar dengan jumlah pelanggan yang terus bertambah mencapai 227 pelanggan.

Services and Consulting

Nathabumi provides waste analysis and laboratory services as well as environmental management consulting. The AFR Waste Analysis and Laboratory service is supported by complete and modern facilities accredited to ISO/IEC 17025:2017. The AFR Lab has expanded its scope as an Environmental Laboratory registered with the Ministry of Environment and Forestry (KLHK) under registration number 00209/LPJ/LABLING/-1/LRK/KLHK. This expansion of scope enhances the AFR Laboratory's capability to conduct environmental testing analyses, supported by competent personnel certified by the National Professional Certification Agency (BNSP), including supervisors, laboratory analysts, and sampling technicians.

In line with growing demand for waste laboratory services, in 2025 Nathabumi's AFR Lab recorded revenue of Rp1.87 billion, with the number of customers continuing to grow, reaching 227 customers.



Pengelolaan limbah migas di Balikpapan
Oil and gas waste management in Balikpapan.

Pengelolaan Limbah Migas dan Nonmigas

Nathabumi juga menyediakan layanan pengelolaan limbah pengeboran (*drilling waste management*), baik layanan pengeboran di lokasi *offshore* maupun *onshore*.

Di sektor migas, Nathabumi melakukan proyek pembersihan lokasi dan proyek pengelolaan limbah berbahaya. Sedangkan di sektor nonmigas, Nathabumi menyediakan layanan *on-site* serta layanan pengelolaan limbah terjamin untuk perusahaan-perusahan pertambangan minyak bumi dan gas alam.

Hingga tahun 2025, jumlah pelanggan layanan pengelolaan limbah migas berjumlah 12 pelanggan. Sekitar 59% pendapatan Nathabumi berasal dari layanan *on-site* sektor migas dengan peningkatan kemampuan pengelolaan limbah dan keahlian di sektor migas.

Oil and Gas and Non-Oil and Gas Waste Management

Nathabumi also provides drilling waste management services, covering both offshore and onshore drilling locations.

In the oil and gas sector, Nathabumi carries out site remediation projects and hazardous waste management projects. In the non-oil and gas sector, Nathabumi provides on-site services as well as secured waste management services for oil and natural gas mining companies.

As of 2025, the number of customers for oil and gas waste management services totaled 12 customers. Approximately 59% of Nathabumi's revenue is derived from on-site services in the oil and gas sector, with enhanced waste management capabilities and expertise in the sector.

Pada Desember 2025, PT Solusi Bangun Indonesia Tbk melakukan penambahan kegiatan usaha baru di bidang Aktivitas Penunjang Pertambangan Minyak Bumi dan Gas Alam. Berdasarkan hasil studi kelayakan yang telah dilakukan, Perseroan akan memperluas cakupan layanan pengelolaan limbah B3 dan non-B3 secara terpadu, mulai dari pengambilan limbah di lokasi pelanggan hingga pemanfaatannya sebagai bahan baku dan bahan bakar alternatif, khususnya dari industri pertambangan minyak dan gas.

Melalui komitmen Nathabumi dalam mendukung kegiatan operasional pelanggan di sektor pengelolaan limbah industri dan migas dengan standar kepatuhan K3 yang tinggi, Nathabumi berhasil meraih beberapa penghargaan diantaranya The Best CSMS Implementation for Drilling Operation in Zone 10 dari PT Pertamina Hulu Indonesia (PHI) dalam ajang ORBIT (*Operation, Risk, Behavior, Integrity and Technology*) Drilling HSSE Workshop Semester 1 tahun 2025, atas keberhasilan Nathabumi dalam mengimplementasikan *Contractor Safety Management System* (CSMS) secara menyeluruh dengan mematuhi standar keselamatan, kesehatan kerja, dan perlindungan lingkungan (HSSE) yang berkelajutan. Nathabumi juga berhasil meraih Best Sustainability Effort 2025 serta Penghargaan Mitra Kerja HSSE dari Pertamina Hulu Indonesia dalam aspek lingkungan dan aspek Kesehatan untuk kategori resiko tinggi, termasuk meraih *booth* terbaik di ajang Indonesian Petroleum Association (IPA) Convention & Exhibitions di ICE BSD City. Melalui berbagai penghargaan yang diraih oleh Nathabumi di bidang Oil and Gas, diharapkan mampu meningkatkan nilai tambah dan memperkuat posisi Nathabumi di mata pelanggan.

Partisipasi Nathabumi dalam Indonesian Petroleum Association (IPA Convex) menjadi bagian dari upaya memperkuat kolaborasi lintas sektor sekaligus memperluas penerapan praktik pengelolaan limbah yang bertanggung jawab di sektor energi

In December 2025, PT Solusi Bangun Indonesia Tbk added a new line of business in the field of Supporting Activities for Oil and Natural Gas Mining. Based on the results of a feasibility study conducted, the Company will expand the scope of its integrated hazardous and non-hazardous (B3 and non-B3) waste management services, covering the full chain from waste collection at customer sites through to its utilization as alternative raw materials and fuels, particularly from the oil and gas mining industry.

Through Nathabumi's commitment to supporting customer operations in the industrial and oil and gas waste management sector with high OHS compliance standards, Nathabumi has received several awards, including The Best CSMS Implementation for Drilling Operation in Zone 10 from PT Pertamina Hulu Indonesia (PHI) at the ORBIT (Operation, Risk, Behavior, Integrity and Technology) Drilling HSSE Workshop Semester 1 2025, in recognition of Nathabumi's success in comprehensively implementing the Contractor Safety Management System (CSMS) in full compliance with sustainable health, safety, and environmental protection (HSSE) standards. Nathabumi also received the Best Sustainability Effort 2025 award and the HSSE Work Partner Award from Pertamina Hulu Indonesia in both the environmental and occupational health aspects for the high-risk category, as well as the Best Booth award at the Indonesian Petroleum Association (IPA) Convention & Exhibition at ICE BSD City. Through the various awards received by Nathabumi in the oil and gas sector, it is hoped that these achievements will enhance added value and strengthen Nathabumi's positioning in the eyes of its customers.

Nathabumi's participation in the Indonesian Petroleum Association (IPA Convex) forms part of its efforts to strengthen cross-sector collaboration while expanding the application of responsible waste management practices in the energy sector.

Pengiriman perdana Refuse-Derived Fuel (RDF) dari Kabupaten Sumenep ke Pabrik Solusi Bangun Indonesia di Tuban, Jawa Timur.
First delivery of Refuse-Derived Fuel (RDF) from Sumenep Regency to the Solusi Bangun Indonesia Plant in Tuban, East Java.

Kolaborasi Pemanfaatan Sampah menjadi RDF dengan Pemerintah Daerah

Seiring dengan meningkatnya populasi dan aktivitas ekonomi, tantangan dalam pengelolaan sampah semakin kompleks, menuntut solusi yang lebih efisien dan berkelanjutan. Kolaborasi antara pemerintah, sektor swasta, dan masyarakat menjadi kunci dalam menciptakan solusi berkelanjutan yang efektif untuk mengurangi sampah, mendukung ekonomi sirkuler, dan menjaga keseimbangan lingkungan.

Sistem Informasi Pengelolaan Sampah Nasional (SIPSN) mencatat total timbulan sampah di Indonesia hingga tahun 2025 mencapai lebih dari 50 juta ton, menjadi tantangan besar dalam sistem pengelolaannya. Untuk mengatasi hal ini, diperlukan strategi yang lebih inovatif dan berbasis kolaborasi guna mengurangi jumlah sampah yang berakhir di tempat pembuangan akhir (TPA), serta meningkatkan pemanfaatannya menjadi sumber daya yang lebih produktif

Nathabumi terus memperkuat kemitraan strategis dengan berbagai pihak. Salah satunya dengan pemerintah daerah melalui pemanfaatan RDF sebagai bahan bakar alternatif, serta penguatan program pemberdayaan masyarakat guna mendukung pengembangan ekonomi sirkuler secara berkelanjutan.

Collaboration on Converting Waste into RDF with Local Governments

As the population and economic activity continue to grow, the challenges of waste management have become increasingly complex, demanding more efficient and sustainable solutions. Collaboration between the government, the private sector, and the community is key to creating effective and sustainable solutions to reduce waste, support the circular economy, and maintain environmental balance.

The National Waste Management Information System (SIPSN) recorded total waste generation in Indonesia through 2025, reaching more than 50 million tons, posing a major challenge to the waste management system. To address this, more innovative and collaboration-based strategies are needed to reduce the amount of waste ending up in landfills (TPA), and to increase its utilization as a more productive resource.

Nathabumi continues to strengthen strategic partnerships with various parties, including with local governments through the utilization of RDF as an alternative fuel, as well as the strengthening of community empowerment programs to support the sustainable development of the circular economy.

Perkembangan kerja sama pengolahan sampah tahun 2025 meningkat 40% dari tahun sebelumnya dan meliputi wilayah sekitar lokasi perusahaan sehingga ke depannya selain aspek pemanfaatan energi alternatif yang meningkat juga akan meningkatkan kontribusi pengelolaan sampah di wilayah setempat. Pada tahun 2025 perusahaan telah menerima dan memanfaatkan lebih dari 30.000 ton RDF yang setara dengan kontribusi mengurangi 71.000 ton sampah rumah tangga yang sebelumnya dikelola dangan cara penimbunan di Tempat Penimbunan Akhir sampah.

Hingga tahun 2025, Perseroan telah bekerja sama dengan 21 pemerintah kota/kabupaten dalam pemanfaatan sampah kota (*Municipal Solid Waste*/MSW) menjadi RDF. Pemerintah kota/kabupaten tersebut adalah:

1. Kab. Cilacap
2. DKI Jakarta
3. Kab. Banyumas
4. Kab. Sleman
5. Kab. Bantul
6. Kota Yogyakarta
7. Prov. Aceh
8. Kab. Magelang
9. Kab. Temanggung
10. Kab. Wonosobo
11. Kab. Banyuwangi
12. Kab. Jembrana
13. Kab. Sumenep
14. Kab. Gunungkidul
15. Kab. Purwakarta
16. Kota Tangerang
17. Kota Tegal
18. Kab. Kebumen
19. Kab. Karawang
20. Kota Malang
21. Kab. Bangkalan

Transformasi Sistem Pelaporan Digital

Nathabumi turut mendukung program digitalisasi yang dilakukan oleh Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup (KLH/BPLH) yaitu melalui penerapan Manifest Elektronik dan Sistem Pelaporan dan Evaluasi Digital (SPEED) dan pelaporan *online* lainnya (SIMPEL). Sistem tersebut digunakan oleh pemerintah untuk memonitor langsung ketaatan perusahaan penghasil, pengangkut maupun pemanfaatan limbah B3 terhadap peraturan yang berlaku.

The development of waste processing collaborations in 2025 increased by 40% compared to the previous year, covering areas surrounding the Company's plant locations. Going forward, in addition to the increase in alternative energy utilization, this is expected to further enhance the Company's contribution to waste management in the surrounding regions. In 2025, the Company received and utilized more than 30,000 tons of RDF, equivalent to a contribution of reducing 71,000 tons of household waste that had previously been managed through landfill disposal.

As of 2025, the Company has collaborated with 21 city/regency governments in the utilization of Municipal Solid Waste (MSW) into RDF. These city/regency governments are:

1. Cilacap Regency
2. DKI Jakarta
3. Banyumas Regency
4. Sleman Regency
5. Bantul Regency
6. Yogyakarta City
7. Aceh Province
8. Magelang Regency
9. Temanggung Regency
10. Wonosobo Regency
11. Banyuwangi Regency
12. Jembrana Regency
13. Sumenep Regency
14. Gunungkidul Regency
15. Purwakarta Regency
16. Tangerang City
17. Tegal City
18. Kebumen Regency
19. Karawang Regency
20. Malang City
21. Bangkalan Regency

Transformation of the Digital Reporting System

Nathabumi also supports the digitalization program carried out by the Ministry of Environment/Environmental Control Agency (KLH/BPLH) through the implementation of the Electronic Manifest and the Digital Reporting and Evaluation System (SPEED) and other online reporting platforms (SIMPEL). These systems are used by the government to directly monitor the compliance of waste-generating, transporting, and utilizing companies with applicable regulations.

Platform Media Sosial

Selain memiliki situs web resmi, Nathabumi memiliki *platform* media sosial seperti LinkedIn dan Instagram yang menjadi media komunikasi resmi dan informasi bagi mitra pelanggan maupun masyarakat luas.

Social Media Platforms

In addition to its official website, Nathabumi has social media platforms such as LinkedIn and Instagram, which serve as official communication and information channels for customer partners and the general public.

Webiste	www.nathabumi.com
LinkedIn	@nathabumiofficial
Instagram	@nathabumiofficial

PROFITABILITAS SEGMEN

Untuk tujuan pelaporan keuangan, kegiatan utama Perseroan dibagi dalam tiga segmen operasi: operasi semen, beton siap pakai dan tambang agregat, serta jasa konstruksi lainnya.

SEGMENT PROFITABILITY

For financial reporting purposes, the Company's principal activities are divided into three operating segments: cement operations, ready-mix concrete and aggregate mining, and other construction services.

Tabel Profitabilitas Segmen Usaha

(Dalam jutaan Rupiah)

Table of Business Segment Profitability

(In millions of Rupiah)

Segmen *Segment*	Pendapatan *Revenue*		Pendapatan Antar Segmen *Inter-Segment Revenue*		Jumlah Pendapatan *Total Revenue*		Laba (Rugi) Sebelum Pajak Penghasilan *Profit (Loss) Before Income Tax*	
	2025	2024	2025	2024	2025	2024	2025	2024
Semen | Cement	9.723.649	10.494.354	224.838	364.425	9.948.487	10.858.779	1.029.989	1.109.397
Beton Siap Pakai dan Tambang Agregat | Ready-Mix Concrete and Aggregate Mining	976.844	1.281.055	9.153	7.349	985.997	1.288.404	(62.664)	(65.322)
Jasa Konstruksi Lainnya | Other Construction Services	40.751	47.556	18,458	7.600	59.209	55.156	(15.022)	(13.891)
Jumlah | Total	**10.741.244**	**11.822.965**	**252,449**	**379.374**	**10.993.693**	**12.202.339**	**952.303**	**1.030.184**
Eliminasi | Elimination	**(3.994)**	**(3.987)**	**(252.449)**	**(379.374)**	**(256.443)**	**(383.361)**	**(13.178)**	**(13.502)**
Neto | Net	**10.737.250**	**11.818.978**	**0**	**0**	**10.737.250**	**11.818.978**	**939.125**	**1.016.682**

TINJAUAN PEMASARAN

Persaingan yang semakin ketat di industri semen menuntut Perseroan untuk secara berkelanjutan merumuskan, mengevaluasi, dan menyesuaikan strategi pemasaran agar mampu bersaing secara optimal. Dalam hal ini, sebagai bagian dari SIG, strategi dan kegiatan pemasaran Perseroan mengacu pada strategi SIG yang menitikberatkan pada penetrasi pasar domestik yang disesuaikan dengan dinamika pasar dan dinilai efektif dalam menghadapi persaingan di industri bahan bangunan.

MARKETING OVERVIEW

Increasingly intense competition in the cement industry requires the Company to continuously formulate, evaluate, and adapt its marketing strategies in order to compete optimally. In this regard, as part of SIG, the Company's marketing strategy and activities are aligned with SIG's strategy, which focuses on domestic market penetration tailored to market dynamics and deemed effective in facing competition in the building materials industry.

STRATEGI *MULTIBRAND*

Di tengah lanskap industri yang masih tertekan oleh kondisi kelebihan kapasitas dan marjin, Perseroan mendukung strategi multi brand portofolio yang lebih adaptif dan terarah pada segmen semen kantong. Fokus utama dilakukan dengan memperkuat posisi merek premium SIG di pasar inti, sekaligus mengelola portofolio merek secara selektif di wilayah dengan tingkat persaingan tinggi. Pendekatan ini tidak hanya menjaga keseimbangan harga di pasar, tetapi juga mempertahankan daya saing di berbagai segmen.

MULTI-BRAND STRATEGY

Amid an industry landscape that continues to be pressured by conditions of excess capacity and margin compression, the Company supports a more adaptive and targeted multi-brand portfolio strategy in the bagged cement segment. The primary focus has been on reinforcing the positioning of SIG's premium brands in core markets, while selectively managing the brand portfolio in regions with high levels of competition. This approach not only maintains price equilibrium in the market, but also preserves the Company's competitiveness across various segments.

PENGEMBANGAN EKOSISTEM DIGITAL

Ekosistem digital merupakan lingkungan terintegrasi yang menghubungkan teknologi, data, pengguna, dan layanan guna menciptakan nilai tambah. Sejalan dengan hal tersebut, Perseroan telah meluncurkan *platform* Jago Bangunan, sebuah aplikasi yang dirancang untuk pelaku konstruksi, khususnya ahli bangunan (tukang), sekaligus memperkuat konektivitas dan *awareness* terhadap Perseroan. Melalui platform ini, Perseroan menghadirkan berbagai manfaat, mulai dari program loyalti, fitur konsultasi dengan ahli, hingga ruang interaksi yang mendorong kolaborasi antar sesama tukang.

DIGITAL ECOSYSTEM DEVELOPMENT

A digital ecosystem is an integrated environment that connects technology, data, users, and services to create added value. In line with this, the Company has launched the Jago Bangunan platform, an application designed for construction practitioners, particularly skilled tradespeople, to strengthen connectivity and brand awareness. Through this platform, the Company delivers a range of benefits, including loyalty programs, expert consultation features, and an interactive space that encourages collaboration among tradespeople.

Hingga saat ini, komunitas Jago Bangunan telah berkembang dengan lebih dari 16.000 anggota, dengan tingkat partisipasi yang tinggi melalui aktivitas aktif di grup WhatsApp sebagai ruang komunikasi, kuis, dan berbagai bentuk *engagement*

To date, the Jago Bangunan community has grown to more than 16,000 members, with high levels of participation through active engagement in WhatsApp groups as a communication space, quizzes, and various other forms of

lainnya. Hal ini mencerminkan terbentuknya ekosistem komunitas yang dinamis dan terus berkembang.

Untuk memperluas dampak dan jangkauan, Jago Bangunan juga hadir di berbagai platform media sosial sebagai sarana edukasi, inspirasi, dan *engagement* bagi pelaku konstruksi. Kehadiran ini semakin memperkuat peran Perseroan dalam membangun ekosistem digital yang tidak hanya terhubung, tetapi juga memberikan nilai berkelanjutan bagi seluruh pelaku konstruksi.

KOMUNIKASI PEMASARAN

Perseroan membangun komunikasi yang tidak hanya menyampaikan pesan, tetapi juga menumbuhkan makna. Berlandaskan keberlanjutan, nasionalisme, dan inovasi, kampanye "Bangga Bangun Indonesia" dihadirkan untuk membangun kedekatan emosional dengan publik sekaligus memperkuat relevansi merek dalam pembangunan nasional. Kampanye ini diimplementasikan secara konsisten melalui kanal digital, media ruang luar, aktivitas lapangan, serta keterlibatan aktif karyawan sebagai *brand ambassador*.

Pendekatan komunikasi yang menyeluruh ini efektif dalam meningkatkan visibilitas merek, memperluas jangkauan audiens, serta memperkuat citra Perseroan sebagai mitra terpercaya dalam pembangunan.

KETERLIBATAN PELANGGAN

Distributor dan toko bahan bangunan merupakan ujung tombak dalam rantai distribusi. Oleh karena itu, Perseroan secara konsisten memperkuat hubungan kemitraan melalui berbagai program seperti *Retail Gathering* dan *Spot Selling* yang dilakukan secara masif dan terarah. Inisiatif ini tidak hanya mendorong penjualan, tetapi juga mempererat kolaborasi serta meningkatkan kepercayaan mitra terhadap produk Perseroan di tengah persaingan pasar yang ketat.

Di sisi lain, Perseroan juga menghadirkan pengalaman yang lebih bermakna bagi pengguna akhir melalui kunjungan pabrik, pelatihan, hingga program apresiasi seperti "Tukang Unjuk Bakat". Seluruhnya diperkuat oleh pemanfaatan teknologi digital yang memungkinkan interaksi lebih luas dan berkelanjutan.

Pendekatan ini memungkinkan Perseroan membangun hubungan jangka panjang yang lebih kuat dengan pelanggan, sekaligus menciptakan nilai tambah yang berkelanjutan bagi seluruh ekosistem.

engagement. This reflects the formation of a dynamic and continuously growing community ecosystem.

To expand its impact and reach, Jago Bangunan is also present across various social media platforms as a channel for education, inspiration, and engagement for construction practitioners. This presence further reinforces the Company's role in building a digital ecosystem that is not only well-connected, but also delivers sustained value to all members of the construction community.

MARKETING COMMUNICATIONS

The Company builds communication that not only conveys a message, but also cultivates meaning. Grounded in the pillars of sustainability, nationalism, and innovation, the "Bangga Bangun Indonesia" (Proud to Build Indonesia) campaign was created to forge emotional connections with the public while reinforcing the brand's relevance in national development. This campaign is implemented consistently across digital channels, outdoor media, field activations, and the active involvement of employees as brand ambassadors.

This comprehensive communication approach has been effective in enhancing brand visibility, expanding audience reach, and strengthening the Company's image as a trusted partner in national development.

CUSTOMER ENGAGEMENT

Distributors and building materials stores are at the forefront of the distribution chain. Accordingly, the Company consistently strengthens its partnership relationships through various programs such as Retail Gatherings and targeted, large-scale Spot Selling activities. These initiatives not only drive sales, but also deepen collaboration and reinforce partner confidence in the Company's products amid intense market competition.

At the same time, the Company delivers more meaningful experiences for end users through factory visits, training sessions, and appreciation programs such as "Tukang Unjuk Bakat" (Builder Talent Showcase). All of these efforts are further enhanced by the use of digital technology, enabling broader and more sustained interaction.

This approach enables the Company to build stronger long-term relationships with its customers, while creating sustainable added value for the entire ecosystem.

Perseroan telah meluncurkan akun media sosial resmi perusahaan yang dapat diakses melalui:

The Company has launched official corporate social media accounts, accessible through:

Instagram	• @solusibangunid • @dynamixidn • @semenandalasid
LinkedIn	Solusi Bangun Indonesia
Facebook	• PT Solusi Bangun Indonesia Tbk • DynamixIDN • SemenAndalasID
X	@solusibangunid
YouTube	• DynamixIDN • SemenAndalasID9862
TikTok	• DynamixIDN • SemenAndalasID

PANGSA PASAR

Di tahun 2025, Perseroan telah menetapkan pangsa pasar sebesar 14,52% atau sebanyak 9.425.209 ton dari jumlah kebutuhan nasional sebanyak 64.895.446 ton. Pangsa pasar Perseroan mengalami peningkatan dari tahun 2024 sebesar 14,27%.

Hingga 31 Desember 2025, Dari sisi segmentasi, penjualan masih didominasi retail sebesar 77,7% dibanding curah sebesar 22,3%. Secara keseluruhan, merefleksikan arah perbaikan yang positif dengan fondasi bisnis yang semakin kuat, eksekusi yang lebih disiplin, serta kesiapan organisasi yang lebih baik dalam menangkap peluang permintaan semen ke depan.

MARKET SHARE

In 2025, the Company achieved a market share of 14.52%, representing 9,425,209 tons out of total national demand of 64,895,446 tons. The Company's market share increased from 14.27% in 2024.

As of December 31, 2025, in terms of segmentation, sales remain dominated by retail at 77.7% compared to bulk at 22.3%. Overall, this reflects a positive direction of improvement, with an increasingly strong business foundation, more disciplined execution, and better organizational readiness to capture future cement demand opportunities.

SOLUSI RAMAH LINGKUNGAN UNTUK INDONESIA

Perseroan menghadirkan rangkaian solusi teraplikasi yang tidak hanya membangun infrastruktur, tetapi juga memperkuat kualitas hidup perkotaan. Pemprov DKI Jakarta mempercayakan aplikasi solusi inovatif dari Solusi Bangun Indonesia, yaitu beton dekoratif atau DekoCrete di Jalan Soepomo, Tebet, Jakarta Selatan, serta beton berpori atau ThruCrete di trotoar Jl. TB Simatupang dan Jl. Panglima Polim, Jakarta Selatan, yang menunjukkan bagaimana inovasi material dapat menjawab kebutuhan fungsional sekaligus estetis.

Dengan penggunaan semen ramah lingkungan yang dirancang memiliki panas hidrasi lebih rendah dibandingkan semen pada umumnya. Perseroan dalam menghadirkan infrastruktur yang lebih adaptif, lebih hijau, dan lebih bernilai bagi masa depan kota.

ECO-FRIENDLY SOLUTIONS FOR INDONESIA

The Company offers a range of applied solutions that not only build infrastructure, but also enhance the quality of urban life. The DKI Jakarta Provincial Government has entrusted Solusi Bangun Indonesia with the application of its innovative solutions, including decorative concrete (DekoCrete) on Jalan Soepomo, Tebet, South Jakarta, and permeable concrete (ThruCrete) on the sidewalks of Jl. TB Simatupang and Jl. Panglima Polim, South Jakarta, demonstrating how material innovation can address both functional and aesthetic needs.

Through the use of environmentally friendly cement designed to have lower hydration heat than conventional cement, the Company delivers infrastructure that is more adaptive, greener, and of greater value for the future of cities.

Melalui solusi teraplikasi DekoCrete, ThruCrete, SpeedCrete, dan ApexCrete, Solusi Bangun Indonesia hadir sebagai penyedia solusi pembangunan yang berorientasi pada keberlanjutan, memperkuat daya saing bisnis sekaligus meningkatkan kepercayaan investor dalam jangka panjang.

IMPLEMENTASI INISIATIF STRATEGIS

Inisiatif strategis yang dilakukan Perseroan di tahun 2025 meliputi:

1. ***Operational Excellence***

   Sepanjang 2025, Perseroan melaksanakan berbagai inisiatif yang difokuskan pada peningkatan efisiensi biaya, efektivitas operasi, serta penguatan efisiensi aset dan infrastruktur operasional. Secara operasional, perusahaan berhasil mempertahankan efisiensi biaya produksi dengan COGM per ton 4% lebih rendah dari RKAP, didorong oleh penurunan penggunaan biaya bahan baku, *fixed cost*, serta optimalisasi komposisi produksi *clinker*. Hal ini turut membantu menekan COGS per ton hingga 2% di bawah RKAP.

   Di sisi operasi pabrik, *kiln utilization* mencapai 84,8%, melampaui target RKAP meskipun terjadi sejumlah gangguan seperti *power disruption* di Lhoknga dan beberapa *unplanned shutdown* yang menurunkan Kiln NOEE menjadi 82,7% YTD, di bawah target.

   Perusahaan juga meningkatkan disiplin biaya di tingkat korporasi. SG&A tercatat 17% di bawah RKAP, terutama dari efisiensi biaya *general* dan *personnel*, yang membantu menjaga profitabilitas.

2. ***Sustainability-Driven Growth***

   Dalam mendukung pertumbuhan berkelanjutan, Perseroan secara konsisten menjalankan berbagai inisiatif yang berfokus pada pengurangan emisi, peningkatan pemanfaatan bahan bakar alternatif, pengembangan energi bersih, serta penguatan kontribusi sosial. Peran tersebut diperkuat oleh Nathabumi sebagai unit usaha Solusi Bangun Indonesia yang menjadi penggerak utama melalui pengelolaan limbah terintegrasi, guna meningkatkan substitusi bahan bakar dan menurunkan intensitas emisi.

Through its applied solutions, DekoCrete, ThruCrete, SpeedCrete, and ApexCrete, Solusi Bangun Indonesia positions itself as a sustainability-oriented construction solutions provider, strengthening business competitiveness while enhancing long-term investor confidence.

IMPLEMENTATION OF STRATEGIC INITIATIVES

The strategic initiatives undertaken by the Company in 2025 include:

1. **Operational Excellence**

   Throughout 2025, the Company implemented a range of initiatives focused on cost efficiency, operational effectiveness, and the strengthening of asset efficiency and operational infrastructure. On the operational front, the Company successfully maintained production cost efficiency, with COGM per ton coming in 4% below the target, driven by reductions in the use of raw material costs, fixed costs, and the optimization of clinker production composition. This also contributed to keeping COGS per ton 2% below the target.

   On the plant operations side, kiln utilization reached 84.8%, exceeding the target despite a number of disruptions, including a power disruption at Lhoknga and several unplanned shutdowns that brought Kiln NOEE to 82.7% year-to-date, below the target.

   The Company also strengthened cost discipline at the corporate level. SG&A was recorded at 17% below the Company Work Plan and Budget (Rencana Kerja dan Anggaran Perusahaan/RKAP), primarily driven by efficiencies in general and personnel costs, which contributed to maintaining profitability.

2. **Sustainability-Driven Growth**

   In supporting sustainable growth, the Company consistently undertakes several initiatives focusing on emission reduction, clean energy development, and social contribution strengthening. Such role is strengthened by Nathabumi as Solusi Bangun Indonesia's business units as the primary driver through integrated waste management, in order to increase fuel substitution and decrease emission intensity.s

Sepanjang tahun 2025, pemanfaatan *Alternative Fuel (AF)* meningkat, tercermin dari capaian *Thermal Substitution Rate (TSR)* sebesar 15,11%, melampaui target dan meningkat dibandingkan 2024. Hal ini berkontribusi pada penurunan intensitas emisi menjadi 567 kg CO_2/ton semen ekivalen, lebih baik dari target RKAP sebesar 572 kg CO_2/ton semen ekivalen per ton.

Di sisi energi bersih, Perseroan telah memanfaatkan energi dari instalasi panel surya atap dengan total kapasitas 6,39 MWp di Pabrik Tuban dan akan diimplementasikan di Pabrik Narogong dengan kapasitas 2 MWp. Perseroan juga memperkuat infrastruktur bahan bakar alternatif melalui pengembangan *storage facility* guna meningkatkan fleksibilitas operasional.

Selain aspek lingkungan, Perseroan terus memperkuat komitmen terhadap tanggung jawab sosial melalui pelaksanaan berbagai inisiatif sosial, termasuk program inovasi sosial, pelaksanaan *social mapping* di sejumlah pabrik, serta pengukuran *Social License Index* di seluruh pabrik untuk menilai tingkat penerimaan operasional Perseroan di wilayah sekitar, dan pengendalian realisasi program CSR sepanjang tahun 2025.

3. ***Leverage Innovation and Digital Transformation***

Perseroan memanfaatkan inovasi dan transformasi digital untuk meningkatkan efisiensi operasional, memperkuat kapabilitas analitik, serta mendorong pengembangan solusi bisnis baru.

Sepanjang tahun 2025, Perseroan mengembangkan *Integrated Corporate Performance Dashboard* (ICPD) yang memungkinkan pemantauan kinerja operasional dan keuangan secara lebih terintegrasi dan *real-time*, sehingga mendukung pengambilan keputusan yang lebih cepat dan berbasis data.

Selain itu, Perseroan mulai mengembangkan pemanfaatan *AI-based analytics* dan *digital analytics platform* untuk meningkatkan kualitas analisis data operasional serta efektivitas pengelolaan kinerja.

Di sisi inovasi bisnis, Perseroan mengembangkan produk *soil stabilizer* bersama Taiheiyo Cement Corporation sebagai mitra strategis, sebagai bagian dari upaya memperluas portofolio solusi di luar produk semen konvensional.

Throughout 2025, Alternative Fuel (AF) utilization increased, as reflected in a TSR of 15.11%, which exceeded the target and improved from the 2024 level. This contributed to a reduction in emission intensity to 567 kg CO_2/ton of cement equivalent, an improvement against the Company Work Plan and Budget (RKAP) target of 572 kg CO_2/ton of cement equivalent.

On the clean energy front, the Company has utilized energy from rooftop solar panel installations, with a total capacity of 6.39 MWp at Tuban Plant, and will be implemented at Narogong Plant with a capacity of 2 MWp. The Company also strengthened its alternative fuel infrastructure through the development of storage facilities to enhance operational flexibility.

Beyond environmental initiatives, the Company continued to reinforce its commitment to social responsibility through the implementation of various social initiatives, including social innovation programs, social mapping exercises at a number of plants, the measurement of the Social License Index across all plants to assess community acceptance of the Company's operations, and the monitoring of CSR program realization throughout 2025.

3. **Leveraging Innovation and Digital Transformation**

The Company harnessed innovation and digital transformation to enhance operational efficiency, strengthen analytical capabilities, and drive the development of new business solutions.

Throughout 2025, the Company developed an Integrated Corporate Performance Dashboard (ICPD), enabling more integrated and real-time monitoring of operational and financial performance, thereby supporting faster and data-driven decision-making.

In addition, the Company began developing the use of AI-based analytics and a digital analytics platform to improve the quality of operational data analysis and the effectiveness of performance management.

On the business innovation front, the Company developed a soil stabilizer product in collaboration with Taiheiyo Cement Corporation as a strategic partner, as part of efforts to expand its solution portfolio beyond conventional cement products.

Melalui inisiatif tersebut, Perseroan mendorong peningkatan efisiensi, kualitas pengambilan keputusan, serta pengembangan sumber pertumbuhan baru.

Through these initiatives, the Company is driving improvements in efficiency, decision-making quality, and the development of new growth sources.

4. ***Market Adaptability and Expansion***

Perseroan memperkuat posisi pasar melalui peningkatan fleksibilitas dalam merespons dinamika permintaan, serta perluasan peluang penjualan dan sumber pertumbuhan baru.

Sepanjang tahun 2025, Perseroan melakukan transformasi pemasaran dan penjualan, khususnya sejak paruh kedua tahun, yang berdampak pada meningkatnya kemampuan adaptasi terhadap perubahan permintaan pasar. Transformasi ini berfokus pada penguatan merek dan optimalisasi saluran distribusi terutama di area-area dengan potensi marjin tinggi.

Di sisi pengembangan pasar, selain memperkuat penetrasi domestik, Perseroan juga secara aktif mengembangkan pasar ekspor, termasuk ke Australia, serta memperkuat kanal ekspor untuk produk klinker. Perseroan juga mempersiapkan skema ekspor semen bersama Taiheiyo sebagai langkah strategis untuk menjangkau pasar internasional dengan skala dan potensi permintaan yang lebih besar.

Selanjutnya, dalam rangka diversifikasi sumber pendapatan, Perseroan terus meningkatkan kontribusi bisnis non-semen melalui pengembangan *aggregate and construction material (ACM)*, *soil stabilizer*, bata interlock presisi, bisnis mineral, dan solusi pengelolaan limbah berkelanjutan. Inisiatif ini menjadi bagian dari upaya memperluas portofolio usaha sekaligus mengurangi ketergantungan terhadap bisnis semen konvensional.

4. **Market Adaptability and Expansion**

The Company strengthened its market position by enhancing its flexibility in responding to demand dynamics, while expanding sales opportunities and identifying new sources of growth.

Throughout 2025, the Company undertook a transformation of its sales and marketing, particularly from the second half of the year onward, resulting in a greater capacity to adapt to shifting market demand. This transformation focuses on brand strengthening and the optimization of distribution channels, particularly in areas with high margin potential.

In terms of market development, in addition to strengthening domestic market penetration, the Company also actively developed export markets, including to Australia, and reinforced export channels for clinker products. The Company also prepared a cement export scheme with Taiheiyo as a strategic step to access the international market, which offers a larger scale and greater demand potential.

Furthermore, in pursuit of revenue diversification, the Company continued to increase the contribution of its non-cement businesses through the development of aggregate and construction materials (ACM), soil stabilizer, precision interlocking bricks, mineral business, and sustainable waste management solutions. These initiatives form part of the Company's efforts to broaden its business portfolio while reducing dependence on conventional cement business.

5. ***Cultivate Agile Talent and Leadership***

Penguatan kapabilitas organisasi dilakukan melalui peningkatan produktivitas tenaga kerja, pengembangan kepemimpinan, serta pengelolaan talenta yang lebih terarah.

Sepanjang tahun 2025, Perseroan mengoptimalkan struktur organisasi dan *headcount* untuk meningkatkan efisiensi, disertai evaluasi kompetensi dan penguatan *talent management* guna memastikan ketersediaan talenta sesuai kebutuhan bisnis.

5. **Cultivating Agile Talent and Leadership**

Organizational capability was strengthened through improvements in workforce productivity, leadership development, and more targeted talent management.

Throughout 2025, the Company optimized its organizational structure and headcount to enhance efficiency, complemented by competency assessments and the strengthening of talent management to ensure the availability of talent aligned with business needs.

Di sisi kepemimpinan, Perseroan menjalankan *leadership development program* serta mendorong budaya inovasi melalui program Juara Inovasi. Pengelolaan talenta juga didukung oleh implementasi *Integrated Workforce System* untuk meningkatkan integrasi dan efektivitas pengembangan SDM.

Selain itu, peningkatan kapabilitas diperkuat melalui berbagai program pembelajaran seperti *short course training* dan *circle of expert*, serta didukung oleh hubungan industrial yang kondusif.

Melalui inisiatif tersebut, Perseroan membangun organisasi yang lebih adaptif, produktif, dan siap mendukung pertumbuhan bisnis.

6. ***Governance Management***

Di sisi tata kelola, Perseroan berfokus pada penguatan tata kelola perusahaan melalui peningkatan manajemen risiko, kepatuhan terhadap regulasi, serta penyelesaian isu legal dan penguatan sistem pengendalian internal.

Sepanjang tahun 2025, Perseroan secara aktif melakukan pemantauan dan pembaruan *corporate risk profile* sebagai dasar dalam pengambilan keputusan dan mitigasi risiko strategis. Penguatan ini juga tercermin melalui pelaksanaan *Risk Maturity Index (RMI)* yang dilakukan oleh konsultan independen, dengan capaian skor 2,7 atau berada pada fase *Emerging+*, yang menunjukkan peningkatan tingkat kematangan pengelolaan risiko meskipun masih memerlukan penguatan lebih lanjut.

Di sisi kepatuhan, Perseroan memastikan pemenuhan berbagai regulasi, termasuk pengelolaan pemenuhan ketentuan saham publik (*free float*) serta pemenuhan perizinan operasional di berbagai entitas dan lokasi operasi. Upaya ini dilakukan untuk menjaga keberlangsungan operasional serta meminimalkan eksposur terhadap risiko hukum dan sanksi administratif.

Melalui berbagai inisiatif tersebut, Perseroan terus memperkuat fondasi tata kelola yang transparan, akuntabel, dan mendukung keberlanjutan operasional serta pengelolaan risiko secara lebih proaktif.

On the leadership front, the Company ran a leadership development program and fostered a culture of innovation through the Juara Inovasi (Innovation Champion) program. Talent management was further supported by the implementation of an Integrated Workforce System to improve the integration and effectiveness of Human Capital development.

Capability enhancement was also reinforced through various learning programs, including short-course training and circles of experts, alongside the maintenance of a conducive industrial relations environment.

Through these initiatives, the Company is building a more adaptive and productive organization, well-positioned to support business growth.

6. **Governance Management**

On the governance front, the Company focused on strengthening corporate governance through enhanced risk management, regulatory compliance, and the resolution of legal matters and the reinforcement of the internal control system.

Throughout 2025, the Company actively monitored and updated its corporate risk profile as a basis for decision-making and strategic risk mitigation. This strengthening was also reflected in the execution of the Risk Maturity Index (RMI) assessment conducted by an independent consultant, which yielded a score of 2.7, placing the Company in the Emerging+ phase, indicating an improvement in risk management maturity, though further development remains necessary.

On the compliance front, the Company ensured adherence to various regulatory requirements, including the management of free float compliance and the fulfillment of operational licenses across various entities and operating locations. These efforts were undertaken to safeguard operational continuity and minimize exposure to legal risk and administrative sanctions.

Through these various initiatives, the Company continues to strengthen the foundations of transparent and accountable governance, supporting both operational sustainability and a more proactive approach to risk management.

TINJAUAN KINERJA KEUANGAN

Pembahasan kinerja keuangan disusun dengan mengacu pada Laporan Keuangan PT Solusi Bangun Indonesia Tbk untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 yang telah diaudit sesuai dengan Standar Akuntansi Keuangan di Indonesia oleh Kantor Akuntan Publik Liana Ramon Xenia & Rekan dengan opini wajar dalam semua hal yang material.

Pembahasan kinerja keuangan Perseroan juga disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini.

FINANCIAL PERFORMANCE REVIEW

The discussion of financial performance is prepared with reference to the Financial Statements of PT Solusi Bangun Indonesia Tbk for the years ended December 31, 2025, and 2024, which have been audited in accordance with Indonesian Financial Accounting Standards by the Public Accounting Firm of Liana Ramon Xenia & Rekan, with a fair opinion in all material respects.

The discussion of the Company's financial performance is also presented with regard to the explanations in the Notes to the Financial Statements, which form an integral part of this Annual Report.

LAPORAN POSISI KEUANGAN

(Dalam jutaan Rupiah)

STATEMENT OF FINANCIAL POSITION

(In millions of Rupiah)

Uraian *Description*	2025	2024	Perubahan *Changes*	
			Nominal	%
Aset | *Assets*				
Aset Lancar | Current Assets	4.395.799	4.703.796	(307.997)	(6,55)
Aset Tidak Lancar | Non-Current Assets	15.983.702	16.342.556	(358.854)	(2,20)
Jumlah Aset | Total Assets	**20.379.501**	**21.046.352**	**(666.851)**	**(3,17)**
Liabilitas | *Liabilities*				
Liabilitas Jangka Pendek | Current Liabilities	4.375.369	4.464.643	(89.274)	(1,99)
Liabilitas Jangka Panjang | Non-Current Liabilities	2.799.513	3.667.599	(868.086)	(23,67)
Jumlah Liabilitas | Total Liabilities	**7.174.882**	**8.132.242**	**(957.360)**	**(11,77)**
Ekuitas | Equity				
Jumlah Ekuitas | Total Equity	**13.204.619**	**12.914.110**	**290.509**	**2,25**
Jumlah Liabilitas dan Ekuitas | *Total Liabilities and Equity*	**20.379.501**	**21.046.352**	**(666.851)**	**(3,17)**

ASET

Hingga akhir Desember 2025, Perseroan membukukan aset sebesar Rp20,38 triliun, menurun 3,17% jika dibandingkan tahun sebelumnya sebesar Rp21,05 triliun. Penurunan ini terjadi karena terdapat penurunan pada aset lancar yang utamanya dipicu oleh penurunan piutang usaha, dan penurunan pada aset tidak lancar yang disebabkan oleh penurunan pada aset tetap.

ASSETS

As of the end of December 2025, the Company recorded total assets of Rp20.38 trillion, a decrease of 3.17% compared to the previous year's figure of Rp21.05 trillion. This decrease was due to a decline in current assets, primarily driven by a reduction in trade receivables, and a decline in non-current assets attributable to a decrease in fixed assets.

Aset Lancar

Perseroan mencatatkan aset lancar pada akhir 2025 sebesar Rp4,39 triliun, menurun 6,55% jika dibandingkan dengan tahun 2024 sebesar Rp4,70 triliun. Penurunan ini terjadi karena penurunan pada piutang usaha dari pihak berelasi dan pihak ketiga karena terdapat pembayaran dari pelanggan.

Aset Tidak Lancar

Perseroan mencatatkan aset tidak lancar pada akhir 2025 sebesar Rp15,98 triliun, menurun 2,20% jika dibandingkan dengan tahun 2024 sebesar Rp16,34 triliun. Penurunan ini terjadi karena tidak terdapat penambah aset tetap yang signifikan jika dibandingkan dengan depresiasi tahun berjalan.

LIABILITAS

Hingga akhir Desember 2025, Perseroan membukukan liabilitas sebesar Rp7,17 triliun, menurun 11,77% jika dibandingkan tahun sebelumnya sebesar Rp8,13 triliun. Penurunan ini terjadi utamanya dipicu oleh penurunan pada liabilitas jangka panjang.

Liabilitas Jangka Pendek

Perseroan mencatatkan liabilitas jangka pendek pada akhir 2025 sebesar Rp4,38 triliun, menurun 1,99% jika dibandingkan dengan tahun 2024 sebesar Rp4,46 triliun. Penurunan ini didorong oleh penurunan utang usaha atas pembayaran kepada pemasok.

Liabilitas Jangka Panjang

Perseroan mencatatkan liabilitas jangka panjang pada akhir 2025 sebesar Rp2,80 triliun, menurun 23,67% jika dibandingkan dengan tahun 2024 sebesar Rp3,67 triliun. Penurunan ini terjadi karena penurunan pada pinjaman bank jangka panjang, karena terdapat reklasifikasi atas bagian yang jatuh tempo dalam satu tahun dan sudah dilakukan pembayaran.

EKUITAS

Hingga akhir Desember 2025, Perseroan membukukan ekuitas sebesar Rp13,20 triliun, meningkat 2,25% dibandingkan tahun sebelumnya sebesar Rp12,91 triliun. Peningkatan ini didorong oleh penambahan dari laba periode berjalan.

Current Assets

The Company recorded current assets at the end of 2025 of Rp4.39 trillion, a decrease of 6.55% compared to 2024's figure of Rp4.70 trillion. This decrease was due to a reduction in trade receivables from related parties and third parties as a result of customer payments received.

Non-Current Assets

The Company recorded non-current assets at the end of 2025 of Rp15.98 trillion, a decrease of 2.20% compared to 2024's figure of Rp16.34 trillion. This decrease was due to the absence of significant additions to fixed assets relative to current-year depreciation.

LIABILITIES

As of the end of December 2025, the Company recorded total liabilities of Rp7.17 trillion, a decrease of 11.77% compared to the previous year's figure of Rp8.13 trillion. This decrease was primarily driven by a decline in non-current liabilities.

Current Liabilities

The Company recorded current liabilities at the end of 2025 of Rp4.38 trillion, a decrease of 1.99% compared to Rp4.46 trillion in 2024. This decline was attributed to a reduction in trade payables related to payments made to suppliers.

Non-Current Liabilities

The Company recorded non-current liabilities at the end of 2025 of Rp2.80 trillion, a decrease of 23.67% compared to 2024's figure of Rp3.67 trillion. This decrease was due to a reduction in long-term bank loans, as a result of the reclassification of the portion due within one year and the corresponding repayments made.

EQUITY

As of the end of December 2025, the Company recorded total equity of Rp13.20 trillion, an increase of 2.25% compared to the previous year's figure of Rp12.91 trillion. This increase was driven by the addition of profit for the current period.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Dalam jutaan Rupiah)

(In millions of Rupiah)

Uraian *Description*	2025	2024	Perubahan *Changes*	
			Nominal	%
Pendapatan | Revenue	10.737.250	11.818.978	(1.081.728)	(9,15)
Beban Pokok Pendapatan | Cost of Revenue	8.320.614	9.263.093	(942.479)	(10,17)
Laba Kotor | Gross Profit	2.416.636	2.555.885	(139.248)	(5,45)
Laba Sebelum Bunga dan Pajak Penghasilan | Profit Before Interest and Income Tax	1.092.308	1.251.641	(159.333)	(12,73)
Laba Sebelum Pajak Penghasilan | Profit Before Income Tax	939.125	1.016.682	(77.557)	(7,63)
Laba Tahun Berjalan | Profit for the Year	658.742	745.090	(86.348)	(11,59)
Penghasilan/(rugi) Komprehensif Lain | Other Comprehensive Income/(Loss)	4.304	(67.200)	71.504	(106,40)
Jumlah Laba Komperehensif Tahun Berjalan | Total Comprehensive Income for the Year	663.046	677.890	(14.844)	(2,19)
Laba per Saham – Dasar dan Dilusian (nilai penuh) | Earnings per Share – Basic and Diluted (full amount)	73	83	(10)	(12,05)

Pendapatan

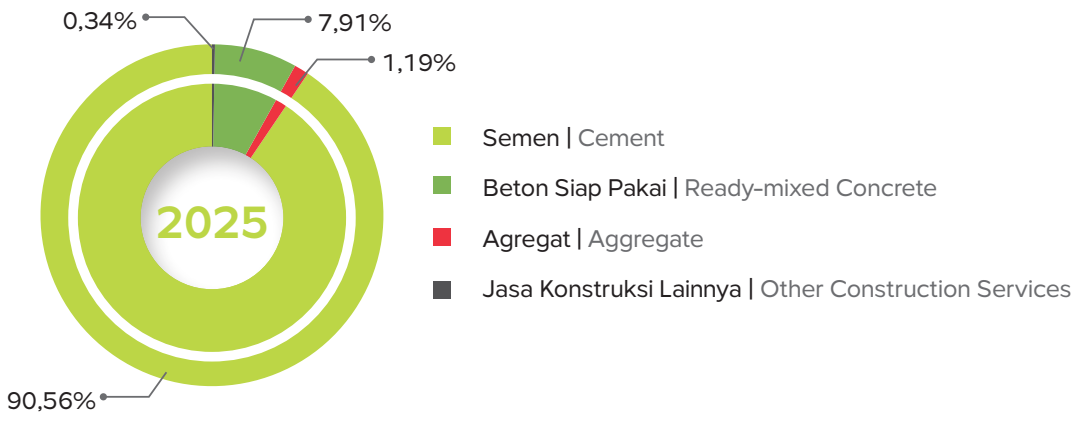
Perseroan mencatatkan nilai pendapatan di tahun 2025 sebesar Rp10,74 triliun, menurun 9,15% jika dibandingkan dengan tahun sebelumnya sebesar Rp11,82 triliun. Kontribusi nilai pendapatan ini terdiri dari pendapatan atas semen sebesar 90,56% beton siap pakai sebesar 7,91% jasa konstruksi lainnya sebesar 0,34% dan agregat sebesar 1,19%.

Revenue

The Company recorded revenue in 2025 of Rp10.74 trillion, a decrease of 9.15% compared to the previous year's figure of Rp11.82 trillion. The composition of this revenue consisted of cement at 90.56%, ready-mix concrete at 7.91%, other construction services at 0.34%, and aggregates at 1.19%.

Komposisi Kontribusi Pendapatan

Revenue Contribution Composition



Beban Pokok Pendapatan

Beban pokok pendapatan Perseroan pada tahun 2025 adalah sebesar Rp8,32 triliun, menurun 10,17% jika dibandingkan dengan tahun sebelumnya sebesar Rp9,26 triliun. Penurunan ini terjadi karena volume produksi semen dan biaya produksi yang lebih rendah.

Cost of Revenue

The Company's cost of revenue in 2025 amounted to Rp8.32 trillion, a decrease of 10.17% compared to the previous year's figure of Rp9.26 trillion. This decrease was due to lower cement production volume and lower production costs.

Laba Kotor

Perseroan mencatatkan laba kotor pada akhir 2025 sebesar Rp2,42 triliun, menurun 5,45% jika dibandingkan dengan tahun 2024 sebesar Rp2,56 triliun. Penurunan ini terjadi karena penurunan pendapatan yang cukup siginifkan jika dibandingkan dengan tahun lalu. Dipicu oleh lebih rendahnya volume penjualan dan penyesuaian harga jual.

Gross Profit

The Company recorded gross profit at the end of 2025 of Rp2.42 trillion, a decrease of 5.45% compared to 2024's figure of Rp2.56 trillion. This decrease was due to a significant decline in revenue compared to the previous year, driven by lower sales volume and selling price adjustments.

Laba Sebelum Bunga dan Pajak Penghasilan

Pada tahun 2025, Perseroan membukukan laba sebelum bunga dan pajak penghasilan sebesar Rp1,092 triliun, menurun 12,73% dibandingkan dengan tahun sebelumnya sebesar Rp1,25 triliun. Penurunan ini juga terjadi karena menurunnya pendapatan dan terdapat kenaikan pada beban distribusi dan penjualan atas biaya operasional *sales & marketing.*

Profit Before Interest and Income Tax

In 2025, the Company recorded profit before interest and income tax of Rp1.092 trillion, a decrease of 12.73% compared to the previous year's figure of Rp1.25 trillion. This decrease was also due to the decline in revenue and an increase in distribution and selling expenses related to sales and marketing operational costs.

Laba Tahun Berjalan

Di tahun 2025, Perseroan mencatatkan laba tahun berjalan Perseroan sebesar Rp658,74 miliar, menurun 11,59% dibandingkan dengan tahun sebelumnya sebesar Rp745,09 miliar. Penurunan ini terjadi karena lebih rendahnya pendapatan karena menurunnya volume penjualan dan kenaikan pada biaya distribusi dan penjualan karena biaya *sales & marketing.*

Profit for the Year

In 2025, the Company recorded profit for the year of Rp658.74 billion, a decrease of 11.59% compared to the previous year's figure of Rp745.09 billion. This decrease was due to lower revenue resulting from a decline in sales volume and an increase in distribution and selling expenses attributable to sales and marketing costs.

Penghasilan Komprehensif Lain dan Laba Komprehensif Tahun Berjalan

Di tahun 2025, Perseroan mencatatkan penghasilan komprehensif lain sebesar Rp4,30 miliar, sehingga laba komprehensif tahun berjalan tercatat sebesar RpRp663,05 miliar. Realisasi ini menurun jika dibandingkan dengan perolehan tahun sebelumnya sebesar Rp677,89 miliar.

Other Comprehensive Income and Total Comprehensive Income for the Year

In 2025, the Company recorded other comprehensive income of Rp4.30 billion, bringing total comprehensive income for the year to Rp663.05 billion. This represents a decrease compared to the previous year's figure of Rp677.89 billion.

Laba per Saham Dasar

Pada tahun 2025, Perseroan membukukan laba per saham dasar sebesar Rp73, menurun 12,05% dibandingkan dengan tahun sebelumnya sebesar Rp83.

Basic Earnings per Share

In 2025, the Company recorded basic earnings per share of Rp73, a decrease of 12.05% compared to the previous year's figure of Rp83.

LAPORAN ARUS KAS

(Dalam jutaan Rupiah)

STATEMENT OF CASH FLOWS

(In millions of Rupiah)

Uraian *Description*	2025	2024	Perubahan *Changes*	
			Nominal	%
Arus Kas Bersih yang Diperoleh dari Aktivitas Operasi | Net Cash Flows Generated from Operating Activities	1.205.012	1.876.799	(671.787)	(35,79)
Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi | Net Cash Flows Used in Investing Activities	(391.009)	(767.005)	375.996	(49,02)
Arus Kas Bersih yang Digunakan untuk Aktivitas Pendanaan | Net Cash Flows Used in Financing Activities	(748.519)	(1.299.895)	551.376	(42,42)
Kenaikan Bersih Kas dan Setara Kas | Net Increase in Cash and Cash Equivalents	65.484	(190.101)	255.585	(134,45)
Kas dan Setara Kas Pada Awal Periode | Cash and Cash Equivalents at Beginning of Period	150.342	339.455	(189.113)	(55,71)
Pengaruh Perubahan Kurs Mata Uang Asing | Effect of Changes in Foreign Currency Exchange Rates	(606)	988	(1.594)	(161,34)
Kas dan Setara Kas pada Akhir Periode | Cash and Cash Equivlanets at End of Period	215.220	150.342	64.878	(43,15)

Arus Kas dari Aktivitas Operasi

Hingga 31 Desember 2025, Perseroan mencatatkan kas yang berasal dari aktivitas operasi sebesar Rp1,21 triliun, menurun 35,79% dibandingkan dengan tahun sebelumnya sebesar Rp1,88 triliun. arus kas dari aktivitas operasi didominasi oleh penerimaan dari pelanggan sebesar Rp11,26 triliun, diikuti oleh penerimaan dari kantor pajak sebesar Rp745,27 miliar dan penerimaan dari penghasilan bunga sebesar Rp5,84 miliar.

Sementara itu, dari segi pembayaran, didominasi oleh pembayaran kepada pemasok sebesar Rp8,80 triliun, diikuti oleh pembayaran kepada karyawan sebesar Rp894,78 miliar, pembayaran pajak penghasilan dan pajak lainnya sebesar Rp953,49 miliar dan pembayaran beban keuangan sebesar Rp162,49 miliar.

Cash Flows Generated from Operating Activities

As of December 31, 2025, the Company recorded cash flows generated from operating activities of Rp1.21 trillion, a decrease of 35.79% compared to the previous year's figure of Rp1.88 trillion. Cash flows generated from operating activities were dominated by receipts from customers of Rp11.26 trillion, followed by receipts from the tax office of Rp745.27 billion and receipts from interest income of Rp5.84 billion.

Meanwhile, in terms of payments, these were dominated by payments to suppliers of Rp8.80 trillion, followed by payments to employees of Rp894.78 billion, income tax and other tax payments of Rp953.49 billion, and finance charge payments of Rp162.49 billion.

Arus Kas dari Aktivitas Investasi

Hingga 31 Desember 2025, kas Perseroan yang berasal dari aktivitas investasi tercatat sebesar Rp391,01 miliar, meningkat 49,02% dibandingkan dengan tahun sebelumnya sebesar Rp767,01 miliar. Arus kas dari aktivitas investasi didominasi oleh perolehan aset tetap sebesar Rp370,26 miliar, diikuti oleh penambahan aset hak guna sebesar Rp18,16 miliar dan penempatan kas dan setara kas yang dibatasi penggunaannya sebesar Rp2,59 miliar.

Cash Flows from Investing Activities

As of December 31, 2025, the Company's cash flows from investing activities were recorded at Rp391.01 billion, a decrease of 49.02% compared to the previous year's figure of Rp767.01 billion. Cash flows from investing activities were dominated by the acquisition of fixed assets of Rp370.26 billion, followed by additions to right-of-use assets of Rp18.16 billion and placements of restricted cash and cash equivalents of Rp2.59 billion.

Arus Kas dari Aktivitas Pendanaan

Pada tahun 2025, kas Perseroan yang berasal dari aktivitas pendanaan tercatat sebesar Rp748,52 miliar, meningkat 42,42% dibandingkan dengan tahun sebelumnya sebesar Rp1,30 triliun. Arus kas dari aktivitas pendanaan didominasi oleh pembayaran pinjaman bank jangka panjang sebesar Rp700 miliar, diikuti oleh penerimaan pinjaman bank jangka pendek sebesar Rp400 miliar, pembayaran dividen sebesar Rp363,17 miliar, dan pembayaran pokok liabilitas sewa sebesar Rp85,35 miliar.

Cash Flows from Financing Activities

In 2025, the Company's cash used in financing activities was recorded at Rp748.52 billion, a decrease of 42.42% compared to the previous year's figure of Rp1.30 trillion. Cash flows from financing activities were dominated by repayment of long-term bank loans of Rp700 billion, followed by proceeds from short-term bank loans of Rp400 billion, dividend payments of Rp363.17 billion, and repayment of lease liability principal of Rp85.35 billion.

RASIO KEUANGAN / FINANCIAL RATIOS

Uraian *Description*	2025	2024	2023
Rasio Likuiditas | *Liquidity Ratio*			
Rasio Lancar (x) | Current Ratio (x)	1,00	1,05	1,10
Rasio Solvabilitas | *Solvency Ratio*			
Rasio Pinjaman terhadap Jumlah Aset (x) | Debt to Assets Ratio (x)	0,09	0,10	0,13
Rasio Pinjaman terhadap Jumlah Ekuitas (x) | Debt to Equity Ratio (x)	0,14	0,17	0,23
Rasio Perputaran Aset (x) | Asset Turnover Ratio (x)	0,52	0,55	0,57
Rasio Profitabilitas | *Profitability Ratio*			
Rasio Laba terhadap Jumlah Aset (%) | Return on Assets (%)	3,23	3,54	4,03
Rasio Laba terhadap Jumlah Ekuitas (%) | Return on Equity (%)	4,99	5,77	7,15
Marjin Laba Kotor (%) | Gross Profit Margin (%)	22,51	21,63	22,42
Marjin Laba Usaha (%) | Operating Profit Margin (%)	10,24	10,67	11,89
Marjin Laba Bersih (%) | Net Profit Margin (%)	6,14	6,30	7,23

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTABILITAS PIUTANG

Rasio Likuiditas

Untuk mengetahui kemampuan dalam memenuhi kewajiban jangka pendeknya, Perseroan melakukan perhitungan rasio likuiditas. Rasio likuiditas dilakukan dengan menghitung rasio lancar. Pada tahun 2025, rasio lancar Perseroan sebesar 1,00, mengalami penurunan dibandingkan dengan tahun sebelumnya sebesar 1,05. Meskipun terjadi penurunan, rasio lancar masih berada di atas 1, menunjukkan bahwa Perseroan mampu memenuhi kewajiban jangka pendeknya.

SOLVENCY AND COLLECTABILITY

Liquidity Ratio

To assess its ability to meet short-term obligations, the Company calculates its liquidity ratio. The liquidity ratio is measured using the current ratio. In 2025, the Company's current ratio was 1.00, a decrease compared to the previous year's figure of 1.05. Despite this decline, the current ratio remains above 1, indicating that the Company is capable of meeting its short-term obligations.

Rasio Solvabilitas

Perseroan melakukan perhitungan rasio solvabilitas untuk mengetahui kemampuan Perseroan dalam memenuhi kewajiban jangka panjangnya. Rasio solvabilitas dilakukan dengan mengukur besaran liabilitas terhadap aset dan liabilitas terhadap jumlah ekuitas.

Pada tahun 2025, rasio liabilitas terhadap aset tercatat sebesar 0,09%, lebih rendah dibandingkan tahun sebelumnya sebesar 0,10%. Rasio liabilitas terhadap ekuitas tercatat sebesar 0,14%, lebih rendah dibandingkan tahun 2024 sebesar 0,17%. Menurunnya rasio solvabilitas menunjukkan bahwa Perseroan mampu memenuhi kewajiban jangka panjangnya dengan menggunakan ekuitas yang tersedia ataupun aset yang dimiliki.

Solvency Ratio

The Company calculates its solvency ratio to assess its ability to meet long-term obligations. The solvency ratio is measured by calculating the ratio of liabilities to assets and liabilities to total equity.

In 2025, the liabilities-to-assets ratio was recorded at 0.09%, lower than the previous year's figure of 0.10%. The liabilities-to-equity ratio was recorded at 0.14%, lower than 2024's figure of 0.17%. The decline in solvency ratios indicates that the Company is capable of meeting its long-term obligations using available equity or owned assets.

Tingkat Kolektibilitas Piutang

Pada tahun 2025, periode rata-rata kolektibilitas piutang adalah 76 hari, meningkat dibandingkan tahun 2024 yaitu selama 97 hari. Kondisi ini membuktikan bahwa Perseroan tepat waktu atau lebih cepat.

Receivables Collectability

In 2025, the average receivables collection period was 76 days, an improvement compared to 2024's figure of 97 days. This demonstrates that the Company collects receivables on time or faster than the prior year.

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Struktur Modal

Struktur modal Perseroan terdiri dari pendanaan yang bersumber dari pinjaman bank, liabilitas sewa, dan ekuitas. Sepanjang tahun 2025, struktur modal Perseroan didominasi oleh ekuitas dengan kontribusi sebesar 87,63% atau Rp13,20 triliun, diikuti oleh pinjaman bank dengan kontribusi sebesar 10,90% atau Rp1,64 triliun, dan liabilitas sewa dengan kontribusi sebesar 1,47% atau Rp221,77 miliar.

CAPITAL STRUCTURE AND MANAGEMENT'S CAPITAL STRUCTURE POLICY

Capital Structure

The Company's capital structure consists of funding sourced from bank loans, lease liabilities, and equity. Throughout 2025, the Company's capital structure was dominated by equity, contributing 87.63% or Rp13.20 trillion, followed by bank loans contributing 10.90% or Rp1.64 trillion, and lease liabilities contributing 1.47% or Rp221.77 billion.

Tabel Struktur Modal / **Table of Capital Structure**

Struktur Modal *Capital Structure*	2025		2024	
Pinjaman Bank | Bank Loan	1.642.056	10,90%	1.939.857	12,90%
Liabilitas Sewa | Lease Liabilities	221.770	1,47%	202.806	1,30%
Jumlah Ekuitas | Total Equity	13.204.619	87,63%	12.914.110	85,80%
Jumlah Modal | *Total Capital*	**15.068.445**	**100,00%**	**15.056.773**	**100,00%**

Jika dilihat berdasarkan komposisinya, terdapat penurunan pada pinjaman bank. Sementara terjadi peningkatan pada liabilitas sewa dan jumlah ekuitas Perseroan. Dengan demikian, di tahun 2025 Perseroan memiliki struktur modal yang sehat dan kuat.

When viewed by composition, there was a decrease in bank loans, while an increase was recorded in lease liabilities and the Company's total equity. Accordingly, in 2025 the Company maintained a healthy and strong capital structure.

Kebijakan Manajemen atas Struktur Modal

Perseroan memastikan pengelolaan modal berjalan dengan sehat sehingga mampu mendukung usaha dan memaksimalkan imbalan bagi pemegang saham. Mengacu pada Undang-Undang Perseroan Terbatas Tahun 2007, Perseroan disyaratkan untuk menetapkan setidaknya 20% dari modal yang diterbitkan dan disetor sebagai cadangan wajib. Perseroan telah membuat saldo laba dicadangkan sebesar Rp901.938 pada tanggal 31 Desember 2025 dan 2024.

Perseroan menerapkan kebijakan untuk menjaga tingkat *leverage* pada rentang yang optimal dengan melakukan perbandingan terhadap perusahaan sejenis di Indonesia. Upaya ini dilakukan guna memastikan kondisi keuangan Perseroan tetap sehat sehingga mampu mempertahankan akses terhadap sumber pendanaan yang kompetitif.

Perseroan menjaga tingkat kesehatan struktur modal dengan menggunakan rasio pengungkit bersih (*net gearing ratio*), dengan membagi total pinjaman berdampak bunga setelah dikurangi kas dan setara kas dengan total ekuitas yang dapat diatribusikan kepada pemilik entitas induk. Rasio pengungkit bersih pada tahun 2025 sebesar 0,12 kali lebih rendah jika dibandingkan tahun sebelumnya sebesar 0,15 kali.

Management's Capital Structure Policy

The Company ensures that capital management is conducted soundly so as to support business operations and maximize returns for shareholders. In accordance with the Limited Liability Company Law of 2007, the Company is required to set aside at least 20% of its issued and paid-up capital as a mandatory reserve. The Company has established an appropriated retained earnings balance of Rp901,938 as of December 31, 2025 and 2024.

The Company applies a policy of maintaining its leverage level within an optimal range by benchmarking against comparable companies in Indonesia. This is done to ensure that the Company's financial condition remains sound, thereby maintaining access to competitive sources of funding.

The Company monitors the soundness of its capital structure using the net gearing ratio, calculated by dividing total interest-bearing loans net of cash and cash equivalents by total equity attributable to owners of the parent entity. The net gearing ratio in 2025 was 0.12 times, lower than the previous year's figure of 0.15 times.

Uraian *Description*	2025	2024
Pinjaman Bank | Bank Loans	1.642.056	1.939.857
Liabilitas Sewa | Lease Liabilities	221.770	202.806
Dikurangi Kas dan Setara Kas | Net Cash and Cash Equivalent	(215.220)	(150.342)
Jumlah Utang Bersih | Total Net Loans	1.648.606	1.992.321
Jumlah Ekuitas yang dapat Diatribusikan Kepada Pemilik Entitas Induk | Total Equity Attributable to Owners of the Parent Entity	13.204.619	12.914.110
Rasio Pengungkit (x) | Net Gearing Ratio (x)	0,12	0,15

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Hingga 31 Desember 2025, Perseroan tidak memiliki ikatan investasi barang modal yang bernilai material/bernilai lebih dari 20% ekuitas.

MATERIAL COMMITMENTS FOR CAPITAL EXPENDITURE

As of December 31, 2025, the Company has no capital expenditure commitments of a material value or of a value exceeding 20% of equity.

INVESTASI BARANG MODAL YANG DIREALISASIKAN PADA TAHUN BUKU

Tujuan Investasi

Investasi barang modal dilakukan dengan membeli sejumlah aset tetap dan aset tak berwujud. Perseroan melaksanakan investasi barang modal dengan tujuan dapat memberikan manfaat di masa yang akan datang.

Nilai Investasi

Perseroan telah merealisasikan investasi barang modal sebesar Rp379,26 miliar, mengalami penurunan 49,30% jika dibandingkan tahun 2024 sebesar Rp730,23 miliar. Seluruh pendanaan investasi barang modal berasal dari sumber dana internal.

Jenis Investasi

Berdasarkan laporan keuangan, informasi terkait jenis investasi barang modal dan nilai investasi yang dikeluarkan selama 2 (dua) tahun terakhir adalah sebagai berikut:

CAPITAL EXPENDITURE REALIZED DURING THE FISCAL YEAR

Purpose of Investment

Capital expenditure is carried out through the purchase of a number of fixed assets and intangible assets. The Company undertakes capital expenditure with the aim of generating future economic benefits.

Investment Value

The Company has realized capital expenditure of Rp379.26 billion, a decrease of 49.30% compared to 2024's figure of Rp730.23 billion. All capital expenditure funding was sourced from internal funds.

Type of Investment

Based on the financial statements, information regarding the types of capital expenditure and investment values incurred over the last two (2) years is as follows:

Tabel Investasi Barang Modal / **Table of Capital Expenditure**

Uraian *Description*	2025	2024
Bangunan dan Prasarana | Buildings and Infrastructure	3.561	441
Mesin dan Peralatan | Machinery and Equipment	21.873	22.342
Alat Pengangkutan | Transportation Equipment	80	-
Peralatan Kantor | Office Equipment	302	1.099
Aset tetap Dalam Pembangunan | Fixed Assets Under Construction	344.445	706.347
Jumlah Investasi | *Total Investment*	**370.261**	**730.229**

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Tidak terdapat informasi maupun fakta material yang terjadi setelah tanggal laporan akuntan.

MATERIAL INFORMATION AND FACTS OCCURRING AFTER THE ACCOUNTANT'S REPORT DATE

There are no material information or facts that occurred after the date of the accountant's report.

PROSPEK USAHA

Permintaan semen untuk tahun 2026–2027, cenderung stabil menuju perbaikan, kondisi ini sebagai langkah pemulihan terbatas. Dengan *baseline* ekonomi 2025 yang tumbuh 5% dan Bank Dunia memproyeksikan pertumbuhan relatif moderat untuk Indonesia, sekitar 4,8% pada tahun 2025 dan 2026 serta 5,0% di tahun 2027.

BUSINESS OUTLOOK

Cement demand for 2026–2027 is expected to remain stable with a tendency toward improvement, reflecting a limited recovery. With a 2025 economic baseline growth of 5% and the World Bank projecting relatively moderate growth for Indonesia, approximately 4.8% in 2025 and 2026 and 5.0% in 2027, the outlook remains cautiously optimistic.

Pasar konstruksi berpotensi tetap bertumbuh tetapi tidak otomatis mengangkat permintaan semen secara agresif karena faktor *overcapacity*. Di level asosiasi/industri, terdapat ekspektasi penjualan domestik 2026 tumbuh diangka 1%–2% (rebound terbatas dari tahun 2025).

Dalam konteks pemulihan permintaan yang "relatif stagnan" dan persaingan yang ketat, prospek kinerja Solusi Bangun Indonesia akan mengambil langkah-langkah strategis sebagai berikut:

1. Pengendalian *cost-to-serve*,
2. Substitusi energi & efisiensi termal (AF/RDF/biomassa) untuk menurunkan biaya dan mengurangi ketergantungan terhadap bahan bakar fosil,
3. Pergeseran portofolio ke produk bernilai tambah/lebih hijau sesuai arah pasar dan regulasi, serta
4. Opsi penyeimbangan *supply-demand* melalui saluran distribusi non-domestik (ekspor/antar wilayah) untuk mengatasi persaingan harga akibat kondisi kelebihan pasokan, dengan tetap mewaspadai faktor-faktor eksternal seperti biaya freight dan kondisi pasar ekspor.

PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN BUKU 2025 SERTA PROYEKSI TAHUN 2026

Manajemen senantiasa melakukan evaluasi secara berkala terhadap pencapaian kinerja Perseroan sebagai bagian dari upaya menjaga efektivitas pengelolaan usaha dan keberlanjutan pertumbuhan Perseroan.

Di tahun 2025, Perseroan mencatatkan total pendapatan sebesar Rp10,74 triliun, mencapai 91,16% dari target yang telah ditentukan sebesar Rp11,78 triliun. Laba bersih tahun berjalan sejumlah Rp658,74 miliar, berhasil mencapai target sebesar 100,60% yaitu Rp654,82 miliar.

Di sisi lain, Perseroan memperoleh total aset sebesar Rp20,38 triliun mencapai 99,39% dari target, liabilitas sebesar Rp7,17 tiliun mencapai 98,18 dari target, dan peningkatan pada ekuitas sebesar Rp13,20 triliun mencapai 100% dari target.

The construction market has the potential to continue growing, but this will not automatically translate into an aggressive increase in cement demand due to the overcapacity factor. At the industry/association level, domestic sales in 2026 are expected to grow at 1%–2% (a limited rebound from 2025).

In the context of "relatively stagnant" demand recovery and intense competition, Solusi Bangun Indonesia's performance outlook will involve the following strategic steps:

1. Cost-to-serve control,
2. Energy substitution and thermal efficiency (AF/RDF/biomass) to decrease dependence on fossil fuels,
3. Portfolio shift toward value-added/greener products in line with market trends and regulatory direction, and
4. Supply-demand balancing options through non-domestic distribution channels (export/inter-regional) to address price competition arising from oversupply conditions, while remaining vigilant of external factors such as freight costs and export market conditions.

COMPARISON BETWEEN TARGETS AND REALIZATION FOR THE 2025 FISCAL YEAR AND PROJECTIONS FOR 2026

Management regularly conducts periodic evaluations of the Company's performance achievements as part of its efforts to maintain effective business management and the sustainability of the Company's growth.

In 2025, the Company recorded total revenue of Rp10.74 trillion, achieving 91.16% of the established target of Rp11.78 trillion. Net profit for the current year amounted to Rp658.74 billion, successfully achieving 100.60% of the target of Rp654.82 billion.

On the other hand, the Company recorded total assets of Rp20.38 trillion, achieving 99.39% of the target; liabilities of Rp7.17 trillion, achieving 98.18% of the target; and an increase in equity of Rp13.20 trillion, achieving 100% of the target.

PROYEKSI SATU TAHUN KE DEPAN

Asosiasi Perusahaan Semen Seluruh Indonesia (ASPERSSI) memproyeksikan pasar semen berpotensi tumbuh 1-2%. Perseroan memandang prospek kinerja ini secara optimis dengan tetap mengedepankan pendekatan yang terukur dan disiplin. Untuk itu, Perseroan terus berupaya mengoptimalkan peluang pasar serta meningkatkan sinergi, inovasi, dan efisiensi operasi guna menjaga kinerja yang berkelanjutan.

Dalam menghadapi potensi peningkatan biaya produksi, Perseroan telah menyusun dan menjalankan berbagai inisiatif strategis yang berfokus pada efisiensi operasional, optimalisasi biaya, serta peningkatan produktivitas. Melalui langkah-langkah tersebut, Di tahun 2026 Perseroan memproyeksikan untuk menjaga EBITDA margin pada kisaran 17%–18%, serta mempertahankan Gross Profit Margin pada kisaran 22%–23%, sebagai upaya menjaga profitabilitas yang sehat dan berkelanjutan.

Dari sisi struktur permodalan, Perseroan senantiasa menjaga pengelolaan *leverage* secara *prudent* dan berkelanjutan. Dengan realisasi *Debt to Equity Ratio* (DER) sebesar 0,14x pada tahun 2025, Perseroan memproyeksikan rasio tersebut akan terus mengalami perbaikan hingga berada pada level di bawah 0,1x pada tahun 2026. Hal ini mencerminkan komitmen Perseroan dalam memperkuat struktur permodalan serta menjaga profil keuangan yang sehat secara berkesinambungan.

ONE-YEAR OUTLOOK

The Association of Indonesian Cement Companies (Asosiasi Perusahaan Semen Seluruh Indonesia/ASPERSSI) projects that the cement market has the potential to grow by 1–2%. The Company views this performance outlook with optimism, while maintaining a measured and disciplined approach. To this end, the Company continues to strive to optimize market opportunities and enhance synergy, innovation, and operational efficiency in order to sustain consistent performance.

To address potential increases in production costs, the Company has developed and implemented several strategic initiatives aimed at improving operational efficiency, reducing costs, and boosting productivity. Through these measures, the Company projects to maintain an EBITDA margin in the range of 17%–18% in 2026 and a Gross Profit Margin in the range of 22%–23%, in an effort to maintain healthy and sustainable profitability.

From a capital structure perspective, the Company consistently maintains prudent and sustainable leverage management. With a realized Debt to Equity Ratio (DER) of 0.14x in 2025, the Company projects that this ratio will continue to improve, reaching below 0.1x in 2026. This reflects the Company's commitment to strengthening its capital structure and maintaining a sound financial profile on an ongoing basis.

ASPEK PEMASARAN

Informasi terkait aspek pemasaran disajikan pada bagian Tinjauan Operasional dan Segmen Usaha bagian Tinjauan Pemasaran dalam laporan di atas.

MARKETING ASPECTS

Information related to marketing aspects is presented in the Operational Review and Business Segments section under the Marketing Review in the report above.

KEBIJAKAN DAN PEMBAGIAN DIVIDEN

Kebijakan Dividen

Perseroan memiliki komitmen untuk mengoptimalkan nilai bagi para pemegang saham melalui kebijakan pembagian dividen, dengan mempertimbangkan kondisi keuangan Perseroan. Penetapan pembagian dividen dilakukan dengan mempertimbangkan laba bersih yang diperoleh pada tahun buku berjalan, kewajiban penyisihan dana cadangan sesuai peraturan yang berlaku, kondisi keuangan Perseroan, serta tingkat pertumbuhan ke depan dan rencana ekspansi Perseroan.

DIVIDEND POLICY AND DISTRIBUTION

Dividend Policy

The Company is committed to optimizing value for its shareholders through its dividend distribution policy, taking into account the Company's financial condition. The determination of dividend distribution is made with consideration of the net profit earned in the current financial year, the obligation to set aside reserve funds in accordance with applicable regulations, the Company's financial condition, as well as its future growth rate and expansion plans.

Pembagian dividen Perseroan dilakukan atas persetujuan dari pemegang saham dalam Rapat Umum Pemegang Saham Tahunan (RUPST). Mengacu pada Peraturan OJK, Perseroan wajib melaksanakan pembayaran dividen tunai kepada pemegang saham yang berhak paling lambat 30 hari setelah diumumkannya ringkasan risalah RUPS yang memutuskan pembagian dividen tunai.

The Company's dividend distribution is subject to approval by shareholders at the Annual General Meeting of Shareholders (AGMS). In accordance with OJK regulations, the Company is required to carry out cash dividend payments to entitled shareholders no later than 30 days after the announcement of the summary of the minutes of the GMS that resolved the cash dividend distribution.

Informasi Pembagian Dividen 3 Tahun Buku Terakhir

Informasi pembagian dividen Perseroan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Dividend Distribution Information for the Last 3 Fiscal Years

Information on the Company's dividend distribution for the last three (3) financial years is as follows:

Tabel Pembagian Dividen Tahun 2022-2024

Table of Dividend Distribution in 2022-2024

Uraian *Description*	2024	2023	2022
Laba Bersih (Rp) | Net Profit (Rp)	745.090.082.693	894.645.079.934	839.276.194.824
Dividen Final (Rp) | Final Dividend (Rp)	372.545.041.347	268.393.523.980	251.782.858.447
Rasio Pembayaran Dividen (%) | Dividend Payout Rasio (%)	50	30	30
Dividen per Saham (Rp) | Dividend per Share (Rp)	41,30	29,76	27,92
Dividen Dibayarkan (Rp) | Dividend Paid (Rp)	372.545.041.347	262.225.516.199	245.482.833.276
Tanggal Pembayaran Dividen Final | Final Dividend Payment Date	25 Juli 2025 | July 25, 2025	26 Juni 2024 | June 26, 2024	8 Juni 2023 | June 8, 2025

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Pada tanggal 12 Juli 2022, Perseroan menyampaikan Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum PT Solusi Bangun Indonesia Tbk per 30 Juni 2022.

Hal ini sesuai dengan Peraturan Otoritas Jasa Keuangan No.30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, serta merujuk kepada hasil RUPSLB Perseroan pada 30 Maret 2021 dan Prospektus Penawaran Umum Terbatas II yang dikeluarkan oleh Perseroan kepada para pemegang saham Perseroan dalam rangka Penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD).

REALIZATION OF THE USE OF PROCEEDS FROM THE PUBLIC OFFERING

On July 12, 2022, the Company submitted the Report on the Realization of the Use of Proceeds from the Public Offering of PT Solusi Bangun Indonesia Tbk as of June 30, 2022.

This is in accordance with Financial Services Authority (OJK) Regulation No. 30/POJK.04/2015 concerning the Report on the Realization of the Use of Proceeds from Public Offerings, and with reference to the results of the Company's Extraordinary General Meeting of Shareholders (EGMS) on March 30, 2021, and the Limited Public Offering II Prospectus issued by the Company to the Company's shareholders in connection with the Issuance of Pre-emptive Rights (Rights Issue).

Realisasi Penggunaan Dana Hasil Penawaran Umum tersebut adalah sebagai berikut:

The Realization of the Use of Proceeds from the Public Offering is as follows:

Tabel Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of the Use of Proceeds from the Public Offering Table

Jenis Penawaran Umum ***Type of Public Offering***	Penawaran Umum dengan Memberikan Hak Memesan Efek Terlebih Dahulu (HMETD) Public Offering with Pre-emptive Rights (Rights Issue)
Tanggal Efektif ***Effective Date***	25 Juni 2021 June 25, 2021
Nilai Realisasi Hasil Penawaran Umum ***Realized Value of Public Offering Proceeds***	
a. Jumlah Hasil Penawaran Umum Total Public Offering Proceeds	Rp3.119.908.537.900
b. Biaya Penawaran Umum Public Offering Costs	Rp14.702.356.905
c. Hasil Bersih Net Proceeds	Rp3.105.206.180.995
Rencana Penggunaan Dana ***Planned Use of Proceeds***	
a. Pelunasan Sukarela Sebagian Pokok Pinjaman Sindikasi Voluntary Partial Repayment of Syndicated Loan Principal	Rp3.000.000.000.000
b. Belanja Modal Capital Expenditure	Rp105.206.190.995
c. Jumlah Total	Rp3.105.206.180.995
Realisasi Penggunaan Dana ***Realization of Use of Proceeds***	
a. Pelunasan Sukarela Sebagian Pokok Pinjaman Sindikasi Voluntary Partial Repayment of Syndicated Loan Principal	Rp3.000.000.000.000
b. Belanja Modal Capital Expenditure	Rp105.206.190.995
c. Jumlah Total	Rp3.000.000.000.000
Sisa Dana Hasil Penawaran Umum ***Remaining Proceeds from Public Offering***	Rp0

Sisa Dana Hasil Penawaran Umum

Dengan demikian, hingga akhir Desember 2025, keseluruhan dana hasil Penawaran Umum dengan Memberikan Hak Memesan Efek Terlebih Dahulu (HMETD) tahun 2021 telah habis digunakan sesuai dengan rencana penggunaannya dan telah dilaporkan kepada pemegang saham dalam RUPS Tahunan tanggal 12 Mei 2023.

Remaining Proceeds from the Public Offering

Accordingly, as of the end of December 2025, the entirety of the proceeds from the Public Offering with Pre-emptive Rights (Rights Issue) of 2021 has been fully utilized in accordance with the planned use of proceeds and has been reported to shareholders at the Annual General Meeting of Shareholders on May 12, 2023.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/ PELEBURAN USAHA, AKUISISI, RESTRUKTURISASI UTANG/ MODAL

Hingga 31 Desember 2025, Perseroan tidak terdapat aksi korporasi baik berupa investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi maupun restrukturisasi utang/modal.

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, MERGER/CONSOLIDATION, ACQUISITION, AND DEBT/CAPITAL RESTRUCTURING

As of December 31, 2025, the Company has not undertaken any corporate actions in the form of investment, expansion, divestment, merger/consolidation, acquisition, or debt/capital restructuring.

TRANSAKSI YANG MENGANDUNG BENTURAN KEPENTINGAN

Transaksi yang Mengandung Benturan Kepentingan

Sepanjang tahun 2025, tidak terdapat transaksi material yang mengandung benturan kepentingan

TRANSAKSI AFILIASI PADA TAHUN BUKU

Transaksi Afiliasi

Di tahun 2025, terdapat transaksi afiliasi dilakukan oleh Perseroan dengan SIG. Transaksi dilakukam dalam rangka optimalisasi dan sentralisasi pengelolaan fungsi pengadaan di lingkungan SIG Grup, Perseroan bersama dengan salah satu anak perusahaan yang seluruh sahamnya dimiliki secara langsung dan tidak langsung oleh Perseroan, yaitu PT Solusi Bangun Andalas, berencana memanfaatkan layanan pengelolaan fungsi pengadaan yang disediakan oleh SIG. Transaksi afiliasi tersebut pada prinsipnya berupa penunjukan SIG sebagai penyedia jasa pengelolaan fungsi pengadaan (*procurement shared service/managed service*) bagi Perseroan, yang akan diatur dan dituangkan dalam suatu Perjanjian Jasa Pengelolaan Fungsi Pengadaan (*Managed Service Agreement*/MSA). Berdasarkan MSA tersebut, SIG akan melaksanakan secara terpusat berbagai kegiatan pengadaan untuk kepentingan Perseroan, termasuk namun tidak terbatas pada perencanaan kategori pengadaan, pelaksanaan proses tender dan negosiasi, pengelolaan kontrak dan pemasok, pemantauan kinerja, serta penyusunan pelaporan dan analitik, dengan imbalan jasa yang dibayarkan oleh Perseroan kepada SIG.

- **Obyek Transaksi**

  Saham Mayoritas, maka obyek transaksi yang dimaksudkan dalam hal ini yakni untuk melakukan optimalisasi dan sentralisasi pengelolaan fungsi pengadaan, dimana SIG akan menyediakan jasa pengelolaan fungsi pengadaan bagi Perseroan.

  Obyek Transaksi dalam Pendapat Kewajaran atas Transaksi adalah transaksi di mana Perseroan dan Solusi Bangun Andalas akan menggunakan jasa pengelolaan fungsi pengadaan yang disediakan oleh SIG.

TRANSACTIONS INVOLVING CONFLICTS OF INTEREST

Transactions Involving Conflicts of Interest

Throughout 2025, there were no material transactions involving conflicts of interest.

AFFILIATE TRANSACTIONS DURING THE FISCAL YEAR

Affiliate Transactions

In 2025, the Company entered into an affiliate transaction with SIG. The transaction was carried out in the context of optimizing and centralizing the management of the procurement function within the SIG Group. The Company, together with one of its subsidiaries whose shares are wholly owned directly and indirectly by the Company, namely PT Solusi Bangun Andalas, plans to utilize the procurement function management services provided by SIG. The affiliate transaction essentially involves the appointment of SIG as the provider of procurement function management services (procurement shared service/managed service) for the Company, which will be governed and set forth in a Procurement Function Management Services Agreement (Managed Service Agreement/MSA). Under the MSA, SIG will centrally carry out various procurement activities on behalf of the Company, including but not limited to procurement category planning, execution of tender processes and negotiations, contract and supplier management, performance monitoring, and the preparation of reporting and analytics, in exchange for a service fee paid by the Company to SIG.

- **Transaction Object**

  Majority Shares; accordingly, the object of the transaction referred to herein is the optimization and centralization of procurement function management, whereby SIG will provide procurement function management services to the Company.

  The Transaction Object in the Fairness Opinion on the Transaction is the transaction whereby the Company and Solusi Bangun Andalas will utilize the procurement function management services provided by SIG.

- **Nilai Transaksi**
  Nilai Transaksi adalah total biaya jasa yang dibayarkan oleh Solusi Bangun Indonesia dan Solusi Bangun Andalas kepada SIG atas pemberian jasa pengadaan, yang meliputi biaya SDM dan biaya operasional. Estimasi nilai transaksi per tahun adalah sebesar Rp36 miliar, yaitu 0,3% dari Total ekuitas Perseroan berdasarkan laporan keuangan tahunan terakhir Perseroan yang telah diaudit per 30 Juni 2025 sehingga bukan merupakan Transaksi Material sebagaimana didefinisikan dalam POJK 17.

- **Pihak-Pihak Dalam Transaksi**
  Pihak-pihak yang terkait dalam Transaksi adalah:
  1. Perseroan, dalam hal ini bertindak sebagai pengguna layanan.
  2. Solusi Bangun Andalas, dalam hal ini bertindak sebagai pengguna layanan.
  3. SIG, dalam hal ini bertindak sebagai penyedia layanan.

- **Tujuan Pendapat Kewajaran**
  Maksud dan tujuan penyusunan laporan pendapat kewajaran atas Transaksi adalah untuk memberikan gambaran kepada Direksi Perseroan mengenai kewajaran Transaksi dari aspek keuangan serta untuk memenuhi ketentuan yang berlaku, yaitu POJK No. 42 tahun 2020.

- **Transaction Value**
  The Transaction Value is the total service fee paid by Solusi Bangun Indonesia and Solusi Bangun Andalas to SIG for the provision of procurement services, covering Human Capital costs and operational costs. The estimated transaction value per year is Rp36 billion, representing 0.3% of the Company's total equity based on the Company's most recent audited annual financial statements as of June 30, 2025, and therefore does not constitute a Material Transaction as defined under POJK 17.

- **Parties to the Transaction**
  The parties involved in the Transaction are:
  1. The Company, acting in this capacity as the service user.
  2. Solusi Bangun Andalas, acting in this capacity as the service user.
  3. SIG, acting in this capacity as the service provider.

- **Purpose of the Fairness Opinion**
  The purpose and objective of preparing the fairness opinion report on the Transaction is to provide the Company's Board of Directors with an overview of the fairness of the Transaction from a financial perspective, and to comply with applicable regulations, namely OJK Regulation No. 42 of 2020.

Sifat dan Transaksi Pihak Berelasi

Informasi mengenai transaksi afiliasi yang dilakukan dalam rangka kegiatan usaha Perseroan untuk menghasilkan pendapatan serta dilakukan secara rutin, berulang, dan/atau berkelanjutan, termasuk transaksi dengan pihak berelasi, disajikan pada Catatan 35 “Sifat dan Transaksi Pihak Berelasi” dalam Laporan Keuangan Konsolidasian Perseroan Tahun 2025.

Pernyataan Direksi atas Kewajaran Transaksi Afiliasi

Dalam menjalankan kegiatan usaha, seluruh transaksi afiliasi yang dilakukan Perseroan sepanjang tahun 2025 dilakukan secara wajar (*arm’s length*) dan sesuai dengan komersial normal. Direksi Perseroan menyatakan bahwa seluruh transaksi afiliasi yang dilakukan telah melalui prosedur yang

Nature of Relationships and Transactions with Related Party

Information regarding affiliate transactions carried out in the context of the Company's business activities to generate revenue, and conducted on a routine, recurring, and/or ongoing basis, including transactions with related parties, is presented in Note 35 "Nature of Relationships and Transactions with Related Party " in the Company's 2025 Consolidated Financial Statements.

Board of Directors' Statement on the Fairness of Affiliate Transactions

In conducting its business activities, all affiliate transactions entered into by the Company throughout 2025 were conducted on an arm's length basis and in accordance with normal commercial terms. The Company's Board of Directors states that all affiliate transactions carried out

memadai untuk memastikan pelaksanaannya sesuai dengan praktik bisnis yang berlaku umum dan ketentuan POJK No. 42/2020. Perseroan juga memastikan bahwa setiap transaksi afiliasi dilakukan dengan menerapkan prinsip kewajaran transaksi (*arm's length principle*).

have undergone adequate procedures to ensure their implementation is in accordance with generally accepted business practices and the provisions of OJK Regulation No. 42/2020. The Company also ensures that every affiliate transaction is conducted by applying the arm's length principle.

Kebijakan Perseroan Terkait Mekanisme *Review* atas Transaksi

Transaksi afiliasi Perseroan dilakukan dengan berpedoman pada Keputusan Direksi mengenai Kebijakan Transaksi Afiliasi PT Solusi Bangun Indonesia Tbk Nomor 494/Kpts/Dir/2021 tertanggal 30 September 2021. Termasuk di dalamnya adalah pembentukan Komite Penelaahan Transaksi Afiliasi.

Company Policy on the Transaction Review Mechanism

The Company's affiliate transactions are conducted in accordance with the Board of Directors' Decree on the Affiliate Transaction Policy of PT Solusi Bangun Indonesia Tbk No. 494/Kpts/Dir/2021 dated September 30, 2021, which includes the establishment of an Affiliate Transaction Review Committee.

Kepatuhan terhadap Peraturan dan Ketentuan yang Terkait

Dalam penyampaian informasi transaksi terafiliasi, Perseroan telah melakukan telaah atas pemenuhan Peraturan OJK No.31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik sebagaimana terakhir kali diubah sebagian oleh Peraturan OJK No. 45 Tahun 2024 tentang Pengembangan dan Penguatan Emiten dan Perusahaan Publik dan POJK No.42/2020 tentang Transaksi Afiliasi dan Benturan Kepentingan.

Penelaahan tersebut juga sejalan dengan POJK No.17/2020 tentang Transaksi Material dan Perubahan Usaha, serta Keputusan Direksi PT Bursa Efek Indonesia No. Kep-00015/BEI/01-2021 tanggal 29 Januari 2021 tentang Peraturan No. I-E tentang Perubahan Peraturan No. I-E Tentang Kewajiban Penyampaian Informasi.

Keterbukaan Informasi atas Transaksi Afiliasi tersebut telah dipublikasikan melalui web SPE OJK pada tanggal 5 Januari 2026.

Compliance with Applicable Regulations and Provisions

In disclosing information on affiliate transactions, the Company has conducted a review of compliance with OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies, as most recently partially amended by OJK Regulation No. 45 of 2024 concerning the Development and Strengthening of Issuers and Public Companies, and POJK No. 42/2020 concerning Affiliate Transactions and Conflicts of Interest.

This review is also aligned with POJK No. 17/2020 concerning Material Transactions and Changes in Business Activities, as well as the Decree of the Board of Directors of PT Bursa Efek Indonesia No. Kep-00015/BEI/01-2021 dated January 29, 2021 concerning Regulation No. I-E on the Amendment of Regulation No. I-E concerning the Obligation to Submit Information.

Information Disclosure on the Affiliated Transaction was published on SPE OJK website on January 5, 2026.

PERUBAHAN PERATURAN PERUNDANGUNDANGAN PADA TAHUN 2025 DAN DAMPAKNYA TERHADAP PERSEROAN

Dalam menjalankan kegiatan usaha di sepanjang tahun 2025, Perseroan tidak menghadapi perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perseroan.

CHANGES IN LAWS AND REGULATIONS IN 2025 AND THEIR IMPACT ON THE COMPANY

In conducting its business activities throughout 2025, the Company did not face any changes in laws and regulations that had a significant impact on the Company.

PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP PERSEROAN

Mulai dari 1 Januari 2025, referensi terhadap masing-masing PSAK dan ISAK telah diubah sesuai dengan penerbitan oleh DSAK-IAI adalah sebagai berikut:

a. **Amendemen/Penyesuaian Standar yang Berlaku Efektif pada Tahun Berjalan**

Sepanjang tahun 2025, Perseroan telah menerapkan standar dan sejumlah amendemen/penyesuaian PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2025. Penerapan atas amendemen/penyesuaian atas PSAK tersebut tidak mengakibatkan perubahan atas kebijakan akuntansi Perseroan dan tidak memiliki dampak material terhadap jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

b. **Amendemen/Penyesuaian dan Interpretasi Standar Telah Diterbitkan Tapi Belum Diterapkan**

Pada tanggal persetujuan laporan keuangan konsolidasian, amandemen atas PSAK yang relevan bagi Perseroan, yang telah diterbitkan namun belum berlaku efektif, dengan penerapan dini diizinkan, adalah sebagai berikut:

untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2026

- Amandemen dan Penyesuaian Tahunan PSAK 109 Instrumen Keuangan
- Amandemen PSAK 107 Instrumen Keuangan: Pengungkapan
- Penyesuaian Tahunan PSAK 110 Laporan Keuangan Konsolidasian
- Penyesuaian Tahunan PSAK 207 Laporan Arus Kas

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2027

- PSAK 118: Penyajian dan Pengungkapan dalam Laporan Keuangan

CHANGES IN ACCOUNTING POLICIES AND THEIR IMPACT ON THE COMPANY

Effective January 1, 2025, references to individual PSAK and ISAK standards have been revised in accordance with publications by the Indonesian Financial Accounting Standards Board (DSAK-IAI), as follows:

a. **Amendments/Improvements to Standards Effective in the Current Year**

Throughout 2025, the Company has applied the standards and a number of PSAK amendments/improvements relevant to its operations and effective for accounting periods beginning on or after January 1, 2025. The application of these PSAK amendments/improvements did not result in any changes to the Company's accounting policies and had no material impact on the amounts reported in the consolidated financial statements.

b. **Amendments/Improvements and Interpretations of Standards Issued but Not Yet Applied**

As of the approval date of the consolidated financial statements, amendments to PSAK relevant to the Company that have been issued but are not yet effective, with early adoption permitted, are as follows:

Effective for periods beginning on or after January 1, 2026:

- Amendments and Annual Improvements to PSAK 109 Financial Instruments
- Amendments to PSAK 107 Financial Instruments: Disclosures
- Annual Improvements to PSAK 110 Consolidated Financial Statements
- Annual Improvements to PSAK 207 Statement of Cash Flows

Effective for periods beginning on or after January 1, 2027:

- PSAK 118: Presentation and Disclosure in Financial Statements

Pembangkit Listrik Tenaga Bayu (PLTB) di Terminal Lampung.
Wind Power Plant (PLTB) at Lampung Terminal.

Tata Kelola Perusahaan

Good Corporate Governance

06

Tata Kelola Perusahaan

Good Corporate Governance

Komitmen Perseroan untuk menerapkan GCG secara konsisten, diwujudkan melalui berbagai tindakan dan kegiatan Perseroan yang senantiasa didasarkan pada prinsip-prinsip GCG. Perseroan menyusun dan menetapkan pedoman etika bagi seluruh insan Perseroan yang dituangkan dalam dokumen Pedoman Perilaku Etika Bisnis.

The Company's commitment to consistently implementing GCG is manifested through its various actions and activities, which are at all times grounded in GCG principles. The Company formulates and establishes a code of conduct for all of its personnel, as set out in the Code of Business Conduct.

KOMITMEN PENERAPAN TATA KELOLA PERUSAHAAN

Perseroan berkomitmen penuh untuk menerapkan prinsip-prinsip GCG sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan bagi kepentingan para pemegang saham, masyarakat secara luas, dan berbagai pemangku kepentingan lainnya (karyawan, konsumen, regulator, mitra kerja, dan lain-lain) baik dalam jangka pendek maupun jangka panjang.

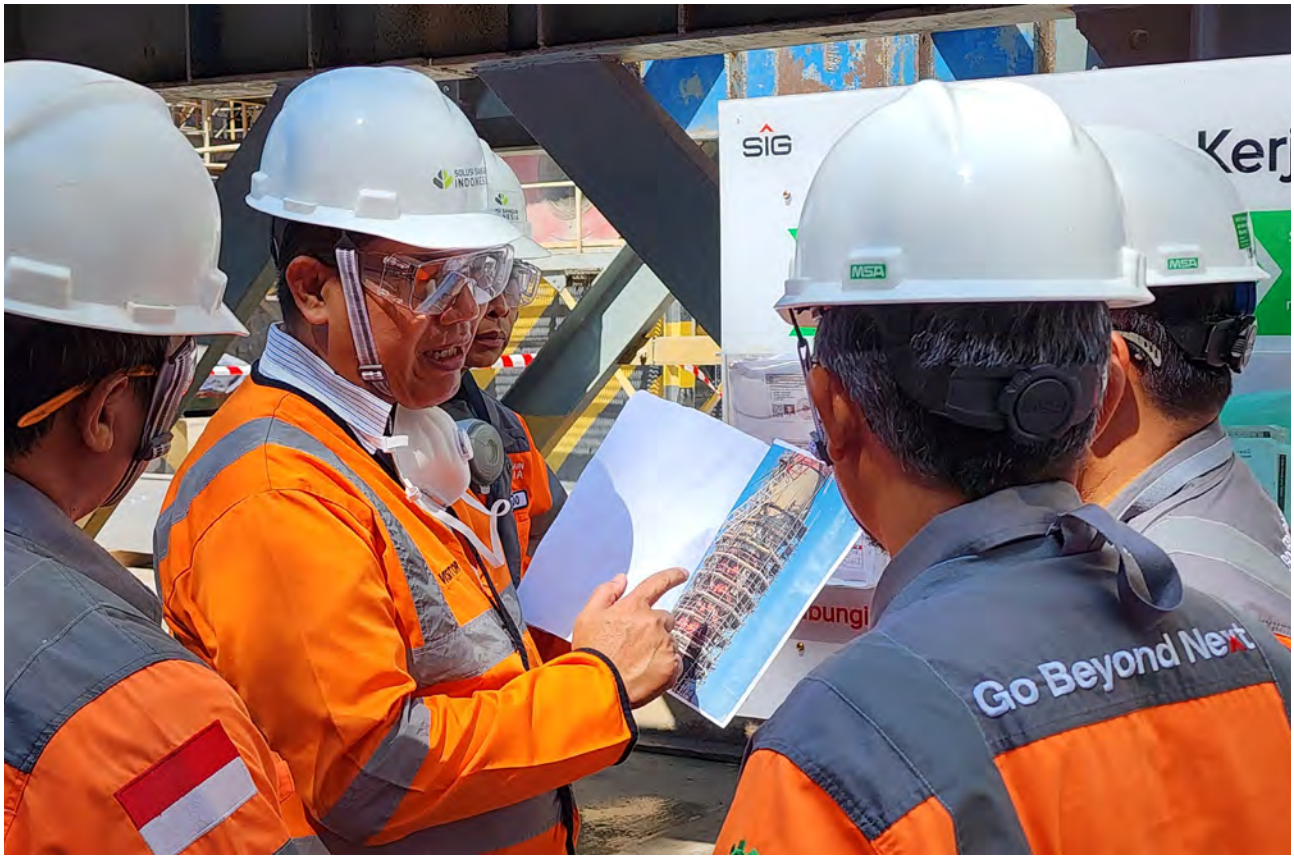
Komitmen Perseroan untuk menerapkan GCG secara konsisten, diwujudkan melalui berbagai tindakan dan kegiatan Perseroan yang senantiasa didasarkan pada prinsip-prinsip GCG. Perseroan menyusun dan menetapkan pedoman etika bagi seluruh insan Perseroan yang dituangkan dalam dokumen Pedoman Perilaku Etika Bisnis. Pedoman Perilaku Etika Bisnis merupakan komitmen yang disusun untuk mempengaruhi, membentuk, mengatur, dan melakukan kesesuaian perilaku

COMMITMENT TO GOOD CORPORATE GOVERNANCE IMPLEMENTATION

The Company is fully committed to implementing the principles of Good Corporate Governance (GCG) as the foundation for creating sustainable added value for the benefit of its shareholders, the broader community, and its various other stakeholders (employees, consumers, regulators, business partners, and others), both in the short and long term.

The Company's commitment to consistently implementing GCG is manifested through its various actions and activities, which are at all times grounded in GCG principles. The Company formulates and establishes a code of conduct for all of its personnel, as set out in the Code of Business Conduct. The Code of Business Conduct is a commitment document developed to influence, shape, regulate, and align conduct based on the principles of ethical sensibility, ethical reasoning,

Tata Kelola Perusahaan
Good Corporate Governance



berdasarkan prinsip-prinsip berkesadaran (*ethical sensibility*), berpikir etis (*ethical reasoning*), dan berperilaku etis (*ethical conduct*), sehingga tercapai hasil yang konsisten dan sesuai dengan budaya kerja perusahaan dalam mencapai visi dan misinya.

and ethical conduct, in order to achieve results that are consistent with and in accordance with the Company's work culture in the pursuit of its vision and mission.

PEDOMAN TATA KELOLA PERUSAHAAN

Perseroan senantiasa memastikan bahwa tata kelola telah dijalankan dengan efektif dan optimal. Perseroan memiliki kebijakan dan prosedur GCG yang memadai baik di tingkat Perseroan maupun entitas anak sebagai pedoman bagi seluruh insan Perseroan dalam melaksanakan proses bisnis sehari-hari. Tata kelola Perusahaan berpedoman pada ketentuan sebagai berikut:

1. Pedoman Perilaku Etika Bisnis yang ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris.
2. Pedoman Kerja Direksi, diterbitkan pada 14 Juli 2021.
3. Pedoman Kerja Dewan Komisaris, diterbitkan pada 14 Juli 2021.

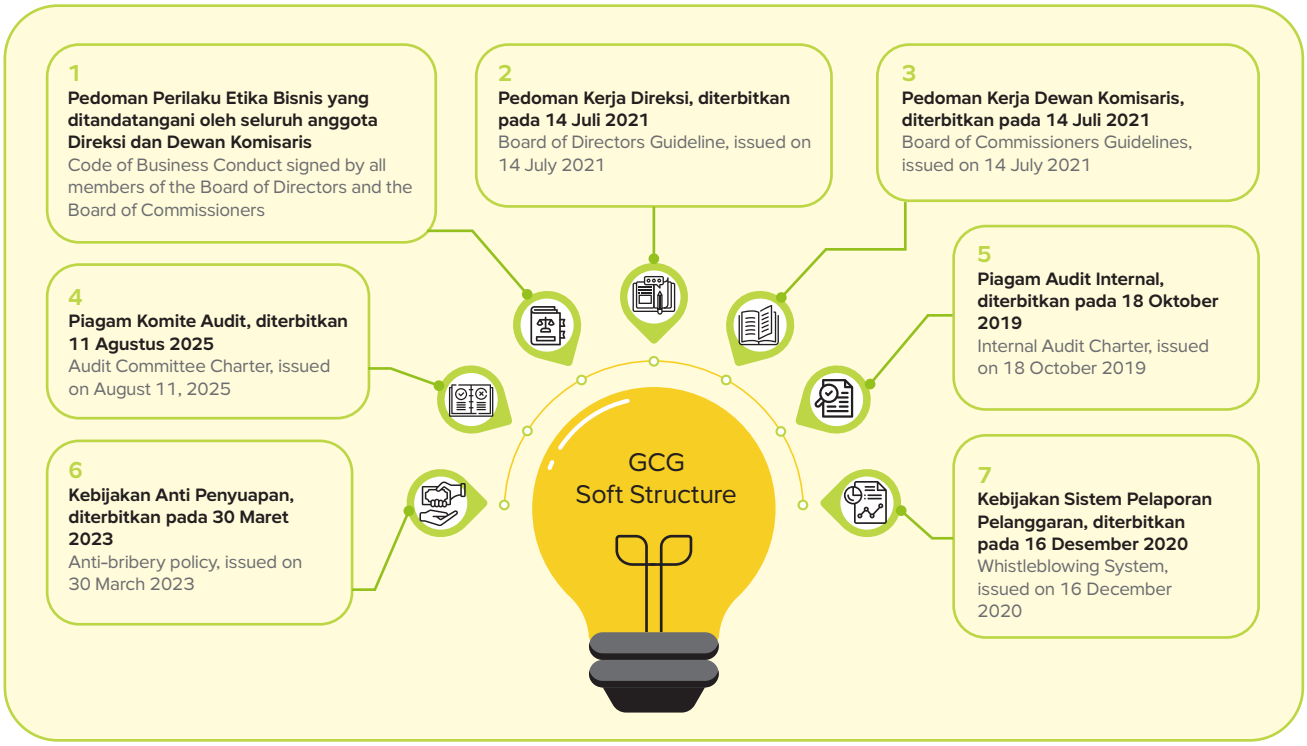
GOOD CORPORATE GOVERNANCE SOFT STRUCTURE

The Company consistently ensures that governance is implemented effectively and optimally. The Company maintains adequate GCG policies and procedures at both the Company and subsidiary levels, serving as guidelines for all Company personnel in carrying out day-to-day business processes. The Company's governance is guided by the following provisions:

1. Code of Business Conduct, signed by all members of the Board of Directors and Board of Commissioners.
2. Board of Directors Charter, issued on July 14, 2021.
3. Board of Commissioners Charter, issued on July 14, 2021.

4. Piagam Komite Audit, diterbitkan 11 Agustus 2025.
5. Piagam Audit Internal, diterbitkan pada 18 Oktober 2019.
6. Kebijakan Anti Penyuapan, diterbitkan pada 30 Maret 2023.
7. Kebijakan Sistem Pelaporan Pelanggaran, diterbitkan pada 16 Desember 2020

4. Audit Committee Charter, issued on August 11, 2025.
5. Internal Audit Charter, issued on October 18, 2019.
6. Anti-Bribery Policy, issued on March 30, 2023.
7. Whistleblowing System Policy, issued on December 16, 2020.



PRINSIP TATA KELOLA PERUSAHAAN

Perseroan menerapkan prinsip-prinsip GCG secara konsisten dan berkesinambungan guna menciptakan nilai tambah Perseroan dalam jangka panjang. Prinsip GCG Perseroan meliputi:

GOOD CORPORATE GOVERNANCE PRINCIPLES

The Company implements GCG principles consistently and continuously in order to create long-term added value for the Company. The Company's GCG principles encompass the following:

Transparansi | Transparency	Perseroan menyediakan informasi kepada pemegang saham dan pemangku kepentingan, antara lain laporan keuangan, laporan tahunan, presentasi korporasi, dan informasi penting lainnya yang terkait. Informasi dapat diakses pada *website* Perseroan www.solusibangunindonesia.com. | The Company provides information to its shareholders and stakeholders, including financial reports, annual reports, corporate presentations, and other relevant material information. Information is accessible on the Company's website at www.solusibangunindonesia.com.
Akuntabilitas | Accountability	Perseroan telah menetapkan fungsi atas pelaksanaan tugas dan tanggung jawab setiap organ Perseroan, dan diselaraskan dengan visi misi yang telah ditetapkan. | The Company has established functions governing the execution of duties and responsibilities of each of the Company's organs, aligned with the vision and mission that have been established.
Pertanggungjawaban | Responsibility	Perseroan menjalankan operasional dengan penuh tanggung jawab dan patuh terhadap ketentuan peraturan perundang-undangan yang berlaku. | The Company conducts its operations with full responsibility and in compliance with applicable statutory and regulatory provisions.

Kemandirian | Independence	Perseroan senantiasa menjalankan setiap aktivitas dan keputusannya secara mandiri, tanpa paksaan atau tekanan, dan sesuai dengan ketentuan yang berlaku. | The Company consistently carries out all of its activities and decisions independently, without coercion or undue pressure, and in accordance with applicable provisions.
Kewajaran | Fairness	Perseroan berkomitmen menjalin hubungan dan komunikasi baik dengan pemegang saham dan pemangku kepentingan berdasarkan asas kesetaraan dan kewajaran. | The Company is committed to maintaining relationships and communication with its shareholders and stakeholders on the basis of equality and fairness.

PENILAIAN TATA KELOLA PERUSAHAAN

GOOD CORPORATE GOVERNANCE ASSESSMENT

Secara berkala, Perseroan melakukan penilaian penerapan GCG yang dilakukan oleh pihak eksternal independen. Penilaian GCG bertujuan meningkatkan standar penerapan tata kelola korporasi di Perseroan. Aspek penilaian mengacu pada parameter ASEAN *Corporate Governance Scorecard* (ACGS) 2023 dengan komponen scorecard yang meliputi prinsip-prinsip:

1) Hak-hak pemegang saham.
2) Perlakuan setara terhadap pemegang saham.
3) Peran pemangku kepentingan.
4) Pengungkapan dan transparansi.
5) Tanggung jawab Dewan Komisaris.

Instrumen penilaian dikembangkan berdasarkan prinsip-prinsip *corporate governance* yang dikeluarkan oleh OECD dan International Corporate Governance Network (ICGN).

The Company periodically conducts GCG implementation assessments carried out by independent external parties. The GCG assessment aims to enhance the standard of corporate governance implementation within the Company. The assessment aspects are based on the parameters of the 2023 ASEAN Corporate Governance Scorecard (ACGS), with scorecard components encompassing the following principles:

1) Rights of shareholders.
2) Equitable treatment of shareholders.
3) Role of stakeholders.
4) Disclosure and transparency.
5) Responsibilities of the Board of Commissioners.

The assessment instruments are developed based on corporate governance principles issued by the OECD and the International Corporate Governance Network (ICGN).

Di tahun 2025, penilaian GCG dilakukan oleh tim penilai dari Indonesian Institute for Corporate Directorship (IICD) dan memperoleh skor 94,59 poin dengan interpretasi "Very Good". Hasil penilaian memperoleh peningkatan jika dibandingkan dengan penilaian di tahun 2024 dengan skor 89,73 poin.

In 2025, the GCG assessment was conducted by an assessment team from the Indonesian Institute for Corporate Directorship (IICD), and the Company obtained a score of 94.59 points with an interpretation of "Very Good." The assessment result represents an improvement compared to the 2024 assessment, in which the Company obtained a score of 89.73 points.

Tabel Penilaian GCG / **GCG Assessment Table**

No	Komponen Penilaian *Assessment Component*	Bobot *Weight*	Skor tertimbang per Prinsip *Weighted Score per Principle*
1	Hak-hak dan Perlakuan Setara Terhadap Pemegang Saham | Rights and Equitable Treatment of Shareholders	89,20 x 20%	17,85
2	Keberlanjutan dan Ketangguhan | Sustainability and Resilience	86,36 x 15%	12,95
3	Keterbukaan dan Transparansi | Disclosure and Transparency	87,87 x 25%	21,96
4	Tanggung Jawab Dewan Komisaris | Responsibilities of the Board of Commissioners	87,03 x 40%	34,81
Total Skor Tertimbang (Level 1) | Total Weighted Score (Level 1)			**87,59**
5	Bonus	-	9
6	Penalti | Penalty	-	(2)
Total Skor Tertimbang | Total Weighted Score			**94,59**

SOSIALISASI KEBIJAKAN TATA KELOLA PERUSAHAAN

Kepatuhan atas kebijakan GCG yang sudah disepakati merupakan tanggung jawab bersama seluruh pemangku kepentingan baik di internal Perseroan maupun pihak eksternal yang menjalin hubungan kerja dengan Perseroan. Pada tahun 2024, Perseroan melaksanakan sosialisasi/ penyegaran Pedoman Perilaku Etika Bisnis dengan program pembelajaran mandiri Kode Etik-Solusi Bangun Indonesia melalui *Learning Management System SuccessFactors.* Sosialisasi berlangsung sejak Oktober 2025 sampai dengan 31 Desember 2025 yang diikuti 1.554 peserta. Pedoman Perilaku Etika Bisnis telah disebarluaskan ke semua karyawan dan juga dapat diakses melalui situs web dan intranet Perseroan. Karyawan diminta untuk membaca dan menandatangani surat konfirmasi yang menyatakan mereka memahami Pedoman Perilaku Etika Bisnis.

DISSEMINATION OF GOOD CORPORATE GOVERNANCE POLICY

Compliance with the agreed GCG policies is a shared responsibility of all stakeholders, both within the Company and among external parties that maintain working relationships with the Company. In 2025, the Company conducted a dissemination/refresher program on the Code of Business Conduct through a self-learning program on the Solusi Bangun Indonesia Code of Conduct via the Learning Management System SuccessFactors. The dissemination was held from October 2025 through December 31, 2025, and was attended by 1,554 participants. The Code of Business Conduct has been disseminated to all employees and is also accessible through the Company's website and intranet. Employees are required to read and sign a confirmation letter stating that they have understood the Code of Business Conduct.

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham ("RUPS") merupakan organ Perseroan dengan otoritas tertinggi. Melalui RUPS, para pemegang saham menggunakan hak mereka antara lain untuk menunjuk dan memberhentikan Dewan Komisaris dan Direksi Perseroan, menentukan paket kompensasi Dewan Komisaris dan Direksi, serta memberikan suara dalam hal aksi korporasi penting yang berdampak secara material terhadap Perseroan.

PEMEGANG SAHAM

Per tanggal 31 Desember 2025, Susunan Pemegang saham Perseroan terdiri dari:

1. PT Semen Indonesia (Persero) Tbk sebesar 83,522% atau sebanyak 7.533.148.888 lembar saham
2. Taiheiyo Cement Corporation sebesar 15,161% atau sebanyak 1.367.396.991 lembar saham dan
3. Masyarakat sebesar 1,318% atau sebanyak 118.836.094 lembar saham.

Informasi lengkap mengenai pemegang saham Perseroan telah disajikan dalam pembahasan Informasi Pemegang Saham pada Bab Profil Perusahaan di Laporan Tahunan ini.

HAK PEMEGANG SAHAM

Pemegang saham memiliki hak antara lain sebagai berikut:

1. Menghadiri dan memberikan suara dalam suatu RUPS.
2. Memperoleh informasi material mengenai Perusahaan, secara tepat waktu, terukur, dan teratur.
3. Menerima pembagian dari keuntungan Perusahaan yang diperuntukkan bagi pemegang saham.
4. Hak lain berdasarkan Anggaran Dasar dan ketentuan peraturan perundang-undangan.
5. Setiap pemegang saham berhak memperoleh penjelasan lengkap dan informasi akurat berkenaan dengan penyelenggaraan RUPS.

JENIS RUPS

Berdasarkan Anggaran Dasar Perusahaan, RUPS Perseroan terdiri dari:

1. RUPS Tahunan (RUPST) diselenggarakan setiap tahun buku selambat-lambatnya 6 (enam) bulan setelah tahun buku perusahaan berakhir.
2. RUPS Luar Biasa (RUPSLB) diadakan sewaktu-waktu berdasarkan kebutuhan untuk kepentingan perusahaan apabila diperlukan oleh Pemegang Saham atau atas usulan Dewan Komisaris dan/atau Direksi.

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders ("GMS") is the Company's organ with the highest authority. Through the GMS, shareholders exercise their rights, including the appointment and dismissal of the Company's Board of Commissioners and Board of Directors, the determination of the compensation packages for the Board of Commissioners and Board of Directors, and voting on significant corporate actions that have a material impact on the Company.

SHAREHOLDERS

As of December 31, 2025, the composition of the Company's shareholders consists of:

1. PT Semen Indonesia (Persero) Tbk at 83.522%, representing 7,533,148,888 shares;
2. Taiheiyo Cement Corporation at 15.161%, representing 1,367,396,991 shares; and
3. Public shareholders at 1.318%, representing 118,836,094 shares.

Complete information regarding the Company's shareholders is presented in the Shareholder Information section of the Company Profile chapter of this Annual Report.

Shareholders' Rights

Shareholders hold the following rights:

1. To attend and vote at a GMS.
2. To receive material information regarding the Company in a timely, measurable, and regular manner.
3. To receive distributions from the Company's profits allocated to shareholders.
4. Other rights pursuant to the Articles of Association and applicable statutory and regulatory provisions.
5. Each shareholder is entitled to receive complete explanations and accurate information with respect to the conduct of the GMS.

TYPES OF GMS

Pursuant to the Company's Articles of Association, the Company's GMS consists of the following:

1. Annual General Meeting of Shareholders (AGMS), held each fiscal year no later than 6 (six) months after the close of the Company's fiscal year.
2. Extraordinary General Meeting of Shareholders (EGMS), convened at any time based on the needs of the Company when required by the Shareholders or upon the proposal of the Board of Commissioners and/or Board of Directors.

RUPS 2025

Pada tahun 2025, Perseroan menyelenggarakan 1 (satu) kali Rapat Umum Pemegang Saham Tahunan ("RUPST") dan 2 (dua) kali Rapat Umum Pemegang Saham Luar Biasa ("RUPSLB").

2025 GMS

In 2025, the Company held 1 (one) time Annual General Meeting of Shareholders ("AGMS") and 2 (two) times Extraordinary General Meetings of Shareholders ("EGMS").

RUPST 2025

AGMS 2025

PELAKSANAAN RUPST 2025

IMPLEMENTATION OF AGMS 2025

Tanggal | Date: 25 Juni | June 2025 **Waktu | Time:** 14.28-16.03 WIB	Space Ballroom Aloft Hotel Jl TB Simatupang Kav. 8-9 Cilandak Timur, Jakarta Selatan, DKI Jakarta 12560
Kuorum | Quorum	RUPST telah dihadiri oleh para Pemegang Saham atau Kuasa Pemegang Saham Perseroan yang sah berjumlah 8.917.844.529 saham atau sebesar 98,8742306% dari seluruh saham yang telah ditempatkan dan disetor penuh dalam Perseroan yaitu sebanyak 9.019.381.973 saham. | The AGMS were attended by the Shareholders or Authorized Shareholders of the Company amounting to 8,917,844,529 shares or equal to 98.8742306% of all shares that have been issued and fully paid in the Company, namely 9,019,381,973 shares.
Mata Acara | Agenda	Mata Acara **RUPS Tahunan**, sebagai berikut: 1. Persetujuan atas Laporan Tahunan Perseroan dan pengesahan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024. 2. Penetapan penggunaan Laba Bersih pada tahun buku yang berakhir pada tanggal 31 Desember 2024. 3. Penunjukan Kantor Akuntan Publik sebagai Auditor Independen Perseroan untuk melakukan audit atas pembukuan Perseroan untuk Tahun Buku 2025. 4. Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk menentukan tantiem tahun buku 2024 dan remunerasi (gaji, fasilitas dan tunjangan) tahun buku 2025 untuk Direksi. 5. Persetujuan penetapan tantiem tahun buku 2024 dan remunerasi (honorarium, fasilitas dan tunjangan) untuk tahun buku 2025 untuk Dewan Komisaris. Agenda of the Annual GMS, as follows: 1. Approval of the Company's Annual Report and ratification of the Company's Financial Statements for the financial year ending 31 December 2024. 2. Determination of the use of net profit in the financial year ending 31 December 2024. 3. Appointment of a Public Accounting Firm as the Company's Independent Auditor to conduct an audit of the Company's books for the 2025 Fiscal Year. 4. Approval of the delegation of authority to the Board of Commissioners to determine tantiem for the 2024 financial year and remuneration (salaries, facilities and benefits) for the 2025 financial year for the Directors. 5. Approval of the determination of tantiem for the 2024 financial year and remuneration (honorarium, facilities and allowances) for the 2025 financial year for the Board of Commisisoners.
Kehadiran Direksi dan Dewan Komisaris | Attendance of the Board of Directors and the Board of Commissioners	**Dewan Komisaris | Board of Commissioners** - Komisaris Independen | Independent Commissioner: Prijo Sambodo - Komisaris | Commissioner: Herudi Kandau Nugroho - Komisaris | Commissioner: Shinji Fukami **Direksi | *Directors*** - Direktur Utama | President Director: Asri Mukhtar - Direktur | Director: Ony Suprihartono - Direktur | Director: Soni Asrul Sani - Direktur | Director: Yasuhide Abe Catatan | Note: Bapak Yohanes Surya (Komisaris Independen) tidak dapat hadir dalam Rapat dikarenakan efektif sejak tanggal 27 Mei 2025 beliau diangkat sebagai Komisaris Independen PT Telkom Indonesia (Persero) Tbk. | Mr. Yohanes Surya (Independen Commissioner) cannot attend because effective as of 27 May 2025, he was appointed as an Independent Commissioner of PT Telkom Indonesia (Persero) Tbk. Sejalan dengan ketentuan Pasal 27B Undang-Undang Republik Indonesia Nomor 1 tahun 2025 tentang Perubahan Ketiga Atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara, beliau tidak dapat merangkap jabatan di Perseroan dan beliau telah mengajukan pengunduran diri berdasarkan surat tertanggal 19 Juni 2025, yang berlaku efektif sejak tanggal 27 Mei 2025. | In line with the Provisions of Article 27B of Law of the Republic of Indonesia Number 1 of 2025 concerning the Third Amendment to Law Number 19 of 2003 concening positions in the Company and he has submitted his resignation based on a Letter dated June 19, 2025, which is effective as of 27 May 2025.
Pihak Independen dalam Perhitungan Suara | Independent Party in Vote Counting	Dalam pelaksanaan RUPS, Perseroan dibantu oleh Notaris Aulia Taufani, SH dan dalam perhitungan suara, Perseroan dibantu oleh PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan. | In carrying out the GMS, the Company was assisted by Notary Aulia Taufani, SH, while in calculating the votes, the Company was assisted by PT Datindo Entrycom as the Company's Securities Administration Bureau

KEPUTUSAN RUPST 2025 DAN REALISASI

2025 AGM RESOLUTION AND IMPLEMENTATION

Mata Acara Pertama *First Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Persetujuan atas Laporan Tahunan Perseroan dan pengesahan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024. | Approval of the Company's Annual Report and ratification of the Company's Financial Statements for the financial year ending 31 December 2024.	1. Menyetujui Laporan Tahunan Perseroan, termasuk Laporan Tugas Pengawasan Dewan Komisaris, untuk Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024; 2. Mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) sesuai laporannya No: 00096/2.1460/AU.1/04/1672-2/1/III/2025 tanggal 26 Maret 2025 dengan opini "Wajar, dalam semua hal yang material"; 3. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh anggota Direksi atas tindakan pengurusan dan seluruh anggota Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tindakan tersebut tercermin dalam laporan tersebut di atas. 1. Approve the Company's Annual Report, including the Board of Commissioners' Supervisory Duties Report, for the 2024 Financial Year ending on December 31, 2024; 2. Ratify the Company's Consolidated Financial Statements for the 2024 Financial Year ending on December 31, 2024, which have been audited by the Public Accounting Firm (KAP) Liana Ramon Xenia & Rekan (part of the Deloitte network) in accordance with its report No: 00096/2.1460/AU.1/04/1672-2/1/III/2025 dated March 26, 2025 with the opinion "Fair, in all material respects"; 3. Grant full release and discharge (*volledig acquit et de charge*) to all members of the Board of Directors for their management actions and all members of the Board of Commissioners for their supervisory actions of the Company that have been carried out during the 2024 Financial Year ending on December 31, 2024, as long as such actions do not constitute criminal acts and such actions are reflected in the report above.	Terealisasi Realized

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.916.915.029 saham atau sebesar 99,9895771% | 8,916,915,029 shares or 99.9895771%	209.500 saham atau sebesar 0,0023492% | 209,500 shares or 0.0023492%	720.000 saham atau sebesar 0,0080737% | 720,000 shares or 0.0080737%	8.917.124.529 saham atau 99,9919% | 8,917,124,529 shares or 99.9919%

Mata Acara Kedua *Second Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Penetapan penggunaan Laba Bersih pada tahun buku yang berakhir pada tanggal 31 Desember 2024. | Determination of the use of net profit in the financial year ending 31 December 2024.	Menyetujui penggunaan Laba Tahun Berjalan Perseroan sebesar Rp745.090.082.693 (tujuh ratus empat puluh lima miliar sembilan puluh juta delapan puluh dua ribu enam ratus sembilan puluh tiga rupiah), dengan ketentuan sebagai berikut: 1. Sebesar 50% atau sejumlah Rp 372.545.041.347 (tiga ratus tujuh puluh dua milyar lima ratus empat puluh lima juta empat puluh satu ribu tiga ratus empat puluh tujuh Rupiah) atau sebesar Rp 41,30494 (empat puluh satu koma tiga nol empat sembilan empat Rupiah) per lembar saham, ditetapkan sebagai dividen tunai. Pembayaran dilaksanakan dengan ketentuan sebagai berikut: a. Dividen untuk Tahun Buku 2024 dibayarkan secara proporsional kepada setiap Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham pada tanggal pencatatan (*recording date*). b. Direksi diberi wewenang dan kuasa dengan hak substitusi untuk melakukan: i. Penetapan jadwal dan tata cara pembagian yang berkaitan dengan pembayaran dividen untuk Tahun Buku 2024 sesuai dengan ketentuan perundang-undangan yang berlaku; ii. Pemotongan pajak dividen sesuai peraturan perpajakan yang berlaku; iii. Hal-hal terkait teknis lainnya sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham. 2. Sebesar 50% atau sekitar Rp 372.545.041.347 (tiga ratus tujuh puluh dua milyar lima ratus empat puluh lima juta empat puluh satu ribu tiga ratus empat puluh tujuh Rupiah) akan digunakan untuk mendanai kegiatan operasional Perseroan. Approve the use of the Company's Current Year Profit of Rp745,090,082,693 (seven hundred forty five billion ninety million eighty two thousand and six hundred ninety three rupiah), with the following condition: 1. On 50% or an amount of Rp 372.545.041.347 (three hundred seventy two billion five hundred forty five million forty one thousand and three hundred forty seven rupiah) or approximately Rp 41,30494 (fourty one point three zero four nine four rupiah) per share, determined as cash dividends. Payment is carried out with the following condition: a. Dividends for the 2024 Financial Year are paid proportionally to each Shareholder whose name is registered in the Shareholders Register on the recording date. b. The Board of Directors is authorized and empowered with the right of substitution to carry out: i. Determination of the schedule and procedures for distribution relating to the payment of dividends for the 2024 Financial Year in accordance with applicable laws and regulations; ii. Dividend tax deductions in accordance with applicable tax regulations; iii. Other technical matters in accordance with the provisions of applicable laws and regulations, including rounding up for dividend payments per share. 2. On 50% or an amount of Rp 372.545.041.347 (three hundred seventy two billion five hundred forty five million forty one thousand and three hundred forty seven rupiah) will be used to fund the Company's operational activities.	Terealisasi Realized

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.916.915.029 saham atau sebesar 99,9895771% | 8,916,915,029 shares or 99.9895771%	209.500 saham atau sebesar 0,0023492% | 209,500 shares or 0.0023492%	720.000 saham atau sebesar 0,0080737% | 720,000 shares or 0.0080737%	8.917.124.529 saham atau 99,9919% | 8,917,124,529 shares or 99.9919%

Mata Acara Ketiga *Third Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Penunjukan Kantor Akuntan Publik sebagai Auditor Independen Perseroan untuk melakukan audit atas pembukuan Perseroan untuk Tahun Buku 2025. | Appointment of a Public Accounting Firm as the Company's Independent Auditor to conduct an audit of the Company's books for the 2025 Fiscal Year.	1. Menyetujui penunjukan Akuntan Publik Bapak Juan Ramon Junius Siahaan dari Kantor Akuntan Publik Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) sebagai Auditor Independen Perseroan untuk melakukan audit atas pembukuan Perseroan untuk tahun buku 2025 dan/atau periode lainnya selama Tahun Buku 2025; 2. Menyetujui pemberian kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik dalam hal Akuntan Publik dan/atau Kantor Akuntan Publik tersebut berhalangan ataupun tidak bersedia melakukan audit karena sesuatu dan lain hal atau sebab apa pun termasuk alasan hukum dan peraturan perundang-undangan yang berlaku dan menetapkan penambahan ruang lingkup pekerjaan bagi Akuntan Publik yang telah ditunjuk, sepanjang diperlukan untuk tindakan khusus Perseroan; 3. Menyetujui pemberian kuasa kepada Direksi Perseroan untuk menetapkan besaran imbalan jasa audit yang wajar serta persyaratan lain sehubungan dengan penunjukan Akuntan Publik dan Kantor Akuntan Publik tersebut. 1. Approve the appointment of Public Accountant Mr. Juan Ramon Junius Siahaan from Liana Ramon Xenia & Rekan Public Accounting Firm (part of the Deloitte network) as the Company's Independent Auditor to conduct an audit of the Company's books for the 2025 financial year and/or other periods during the 2025 Financial Year; 2. Approve the granting of power and authority to the Company's Board of Commissioners to appoint a Public Accountant and/or Public Accounting Firm in the event that the Public Accountant and/or Public Accounting Firm is prevented or unwilling to conduct an audit due to one reason or another or any reason whatsoever including legal reasons and applicable laws and regulations and determine the additional scope of work for the appointed Public Accountant, as long as it is necessary for the Company's special actions; 3. Approve the granting of power to the Company's Board of Directors to determine the amount of reasonable audit service fees and other requirements in connection with the appointment of the Public Accountant and Public Accounting Firm.	Terealisasi Realized

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.916.915.029 saham atau sebesar 99,9895771% | 8,916,915,029 shares or 99.9895771%	209.500 saham atau sebesar 0,0023492% | 209,500 shares or 0.0023492%	720.000 saham atau sebesar 0,0080737% | 720,000 shares or 0.0080737%	8.917.124.529 saham atau 99,9919% | 8,917,124,529 shares or 99.9919%

Mata Acara Keempat *Fourth Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk menentukan tantiem tahun buku 2024 dan remunerasi (gaji, fasilitas dan tunjangan) tahun buku 2025 untuk Direksi. | Approval of the delegation of authority to the Board of Commissioners to determine tantiem for the 2024 financial year and remuneration (salaries, facilities and benefits) for the 2025 financial year for the Directors.	Menyetujui pemberian wewenang dan kuasa kepada Dewan Komisaris Perseroan yang menjalankan fungsi remunerasi dan nominasi berdasarkan pada arahan dari Pemegang Saham Mayoritas, untuk menetapkan bagi anggota Direksi Perseroan: a. Tantiem atas kinerja tahun buku 2024; dan b. Gaji, tunjangan dan fasilitas untuk tahun buku 2025. Approve to grant authority and power to the Company's Board of Commissioners, which carries out remuneration and nomination functions based on the direction of the Majority Shareholders, to determine for members of the Company's Board of Directors: a. Tantiem for performance for the 2024 financial year; and b. Salary, allowances and facilities for the 2025 financial year.	Terealisasi Realized

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.916.915.029 saham atau sebesar 99,9895771% | 8,916,915,029 shares or 99.9895771%	209.500 saham atau sebesar 0,0023492% | 209,500 shares or 0.0023492%	720.000 saham atau sebesar 0,0080737% | 720,000 shares or 0.0080737%	8.917.124.529 saham atau 99,9919% | 8,917,124,529 shares or 99.9919%

Mata Acara Kelima *Fifth Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Persetujuan penetapan tantiem tahun buku 2024 dan remunerasi (honorarium, fasilitas dan tunjangan) untuk tahun buku 2025 untuk Dewan Komisaris. | Approval of the determination of tantiem for the 2024 financial year and remuneration (honorarium, facilities and allowances) for the 2025 financial year for the Board of Commissioners.	Menyetujui pemberian wewenang dan kuasa kepada Pemegang Saham Mayoritas untuk menetapkan bagi anggota Dewan Komisaris Perseroan: a. Tantiem atas kinerja tahun buku 2024; dan b. Honorarium, tunjangan dan fasilitas untuk tahun buku 2025. Approve to grant authority and power to the Majority Shareholders to determine for members of the Company's Board of Commissioners: a. Tantiem for performance for the fiscal year 2024; and b. Honorarium, allowances and facilities for the financial year 2025.	Terealisasi Realized

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.916.892.329 saham atau sebesar 99,9893225% | 8,916,892,329 shares or 99.9893225%	209.500 saham atau sebesar 0,0023492% | 209,500 shares or 0.0023492%	742.700 saham atau sebesar 0,0083282% | 742,700 shares or 0.0083282%	8.917.101.829 saham atau 99,9917% | 8,917,101,829 shares or 99.9917%

PIHAK INDEPENDEN DALAM PERHITUNGAN SUARA

Dalam pelaksanaan RUPS, Perseroan dibantu oleh Notaris Aulia Taufani, SH dan dalam perhitungan suara, Perseroan dibantu oleh PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan.

INDEPENDENT PARTY IN VOTE CALCULATION

In carrying out the GMS, the Company was assisted by Notary Aulia Taufani, SH, while in calculating the votes, the Company was assisted by PT Datindo Entrycom as the Company's Securities Administration Bureau.

RUPSLB 12 AGUSTUS 2025 EGMS DATED AUGUST 12, 2025

Tanggal | Date: 12 Agustus | August 2025 **Waktu | Time:** 17.06 - 17.39 WIB	Space Ballroom Aloft Hotel Jl. TB Simatupang Kav. 8-9, Cilandak Timur, Jakarta Selatan DKI Jakarta 12560 & Video Conference
Kuorum | Quorum	RUPSLB telah dihadiri oleh para Pemegang Saham atau Kuasa Pemegang Saham Perseroan yang sah berjumlah 8.901.396.101 saham atau sebesar 98,6919% dari seluruh saham yang telah ditempatkan dan disetor penuh dalam Perseroan yaitu sebanyak 9.019.381.973 saham. | The EGMS were attended by the Shareholders or Authorized Shareholders of the Company amounting to 8,901,396,101 shares or equal to 98.6919% of all shares that have been issued and fully paid in the Company namely 9,019,381,973 shares.
Mata Acara | Agenda	Mata Acara Tunggal **RUPS Luar Biasa**, sebagai berikut: • Persetujuan Perubahan Pengurus Perseroan. Single Meeting Agenda of EGMS, as follow: • Approval of Changes the Company's management.
Kehadiran Direksi dan Dewan Komisaris | Attendance of the Board of Directors and the Board of Commissioners	**Dewan Komisaris | Board of Commissioners** Komisaris Utama/ Komisaris Independen | President Commissioner/ Independen Commissioner: Prijo Sambodo Komisaris | Commissioner: Herudi Kandau Nugroho Catatan/ Note: • Bapak Shinji Fukami, Komisaris Perseroan berhalangan hadir dikarenakan terdapat komitmen penting di Jepang. • Bapak Yohanes Surya, Komisaris Independen Perseroan tidak dapat hadir dalam Rapat ini dikarenakan efektif sejak tanggal 27 Mei 2025 Beliau diangkat sebagai Komisaris Independen PT Telkom Indonesia (Persero) Tbk. Sejalan dengan Ketentuan Pasal 27B Undang-Undang Republik Indonesia Nomor 1 tahun 2025 tentang Perubahan Ketiga Atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara, Beliau tidak dapat merangkap jabatan di Perseroan dan Beliau telah mengajukan pengunduran diri berdasarkan Surat tertanggal 19 Juni 2025, yang berlaku efektif sejak tanggal 27 Mei 2025. • Mr. Shinji Fukami, Commissioner of the Company, was unable to attend due to important commitments in Japan. • Mr. Yohanes Surya, the Company's Independent Commissioner, cannot attend this Meeting because effective as of May 27, 2025, he was appointed as an Independent Commissioner of PT Telkom Indonesia (Persero) Tbk. In line with the Provisions of Article 27B of Law of the Republic of Indonesia Number 1 of 2025 concerning the Third Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises, he cannot hold concurrent positions in the Company and he has submitted his resignation based on a Letter dated June 19, 2025, which is effective as of 27 May 2025. **Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
Pihak Independen dalam Perhitungan Suara | Independent Party in Vote Counting	Dalam pelaksanaan RUPS, Perseroan dibantu oleh Notaris Aulia Taufani, S.H. dan dalam perhitungan suara, Perseroan dibantu oleh PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan. | In carrying out the GMS, the Company was assisted by Notary Aulia Taufani, SH, while in calculating the votes, the Company was assisted by PT Datindo Entrycom as the Company's Securities Administration Bureau.

KEPUTUSAN RUPSLB 12 AGUSTUS 2025 DAN REALISASI

RESOLUTIONS AND REALIZATIONS OF EGMS DATED AUGUST 12, 2025

Mata Acara Tunggal *Single Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Persetujuan Perubahan Pengurus Perseroan. | Approval of Changes the Company's management.	1. Mengukuhkan pengunduran diri Bapak Yohanes Surya, selaku Komisaris Independen Perseroan, yang berlaku efektif sejak tanggal 27 Mei 2025. 2. Menyetujui pengangkatan nama-nama di bawah ini: a. Saudara Ainul Yaqin sebagai Direktur Utama. b. Saudara Edi Sarwono sebagai Direktur. c. Saudara Asruddin sebagai Direktur. d. Saudara Fadlansyah Lubis sebagai Komisaris Utama. e. Saudari Agnes Marcellina Tjhin sebagai Komisaris Independen. f. Saudara Prasetyo Suharto sebagai Komisaris. g. Saudara Husnedi sebagai Komisaris Independen. kesemuanya terhitung sejak ditutupnya Rapat sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. 3. Sehubungan dengan keputusan tersebut, susunan Direksi dan Komisaris Perseroan terhitung sejak ditutupnya Rapat ini, adalah sebagai berikut: **Direksi:** • Direktur Utama: **Ainul Yaqin** • Direktur: **Edi Sarwono** • Direktur: **Asruddin** Ketiganya dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. • Direktur: **Yasuhide Abe** dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2026 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. **Dewan Komisaris:** • Komisaris Utama: **Fadlansyah Lubis** • Komisaris Independen: **Agnes Marcellina Tjhin** • Komisaris: **Prasetyo Suharto** • Komisaris Independen: **Husnedi** Keempatnya dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. • Komisaris: **Shinji Fukami** dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2029 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. 4. Memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan, baik sendiri-sendiri atau bersama-sama, untuk menyatakan keputusan ini dalam Akta Notaris dan melakukan tindakan-tindakan yang diperlukan untuk memberitahukan perubahan susunan Direksi dan Dewan Komisaris ke instansi yang berwenang. Dengan tetap memperhatikan surat dari PT Semen Indonesia (Persero) Tbk selaku pemegang saham mayoritas Perseroan. Bahwa dalam surat PT Semen Indonesia (Persero) Tbk tersebut disampaikan juga bahwa Rapat: • Menyetujui pemberhentian dengan hormat anggota-anggota Direksi dan Dewan Komisaris Perseroan, sebagai berikut: a. Saudara Asri Mukhtar sebagai Direktur Utama. b. Saudara Ony Suprihartono sebagai Direktur. c. Saudara Soni Asrul Sani sebagai Direktur. d. Saudara Prijo Sambodo sebagai Komisaris Utama | Komisaris Independen. e. Saudara Herudi Kandau Nugroho sebagai Komisaris. terhitung sejak ditutupnya Rapat, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai pengurus Perseroan.	Terealisasi Realized

Mata Acara Tunggal *Single Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
	1. Ratify the resignation of Mr. Yohanes Surya, as Independent Commissioner of the Company effective 27 May 2025. 2. Approved the appointment of the names below : a. Mr. Ainul Yaqin as President Director. b. Mr. Edi Sarwono as Director. c. Mr. Asruddin as Director. d. Mr. Fadliasnsyah as President Commisioner. e. Mrs. Agnes Marcellina Tjhin as Independent Commisioner. f. Mr. Prasetyo Suharto as Commisioner. g. Mr. Husnedi as Independent Commisioner. All starting from the closing of this Meeting until the close of the Annual General Meeting of Shareholders held in 2030, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time. 3. In connection with this decision, the composition of the Board of Directors and Board of Commissioners of the Company as of the closing of this Meeting is as follows: Board of Directors: • President Director: Ainul Yaqin • Director: Edi Sarwono • Director: Asruddin All Three with a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2030 without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time. • Director: Yasuhide Abe with a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2026 without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time. Board of Commissioners: • President Commissioner: Fadlansyah Lubis • Independent Commissioner: Agnes Marcellina Tjhin • Commissioner: Prasetyo Suharto • Independent Commissioner: Husnedi All four with a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2030 without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time. • Commissioner : Shinji Fukami with a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2029 without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time. 4. Grant power of attorney and authority with substitution rights to the Board of Directors of the Company, either individually or jointly, to state this decision in a Notary Deed and take necessary actions to notify the changes in the composition of the Board of Directors and Board of Commissioners to the competent authorities. While still referring to the letter from PT Semen Indonesia (Persero) Tbk as the majority shareholder of the Company. The letter from PT Semen Indonesia (Persero) Tbk also stated that the Meeting: • Approved the honorable dismissal of the following members of the Company's Board of Directors and Board of Commissioners: a. Asri Mukhtar as President Director. b. Ony Suprihartono as Director. c. Soni Asrul Sani as Director. d. Prijo Sambodo as President Commissioner/Independent Commissioner. e. Herudi Kandau Nugroho as Commissioner. effective as of the closing of the Meeting, with gratitude for the contributions of energy and thought during their tenure as Company administrators.	

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.901.186.601 saham atau sebesar 99,9976% | 8,901,186,601 shares or 99.9976%	209.500 saham atau 0,0024% | 209,500 shares or 0.0024%	0	8.901.396.101 saham atau 100% | 8,901,396,101 shares or 100%

RUPBLB 5 DESEMBER 2025 EGMS DATED DECEMBER 5, 2025

Tanggal | Date: 5 Desember | December 2025 **Waktu | Time:** 14.31 – 15.42 WIB	The Ballroom, Hotel Mercure Jakarta Simatupang Jl. RA Kartini No. 18, Jakarta, 12430 - Indonesia & Video Conference
Kuorum | Quorum	RUPSLB telah dihadiri oleh para Pemegang Saham atau Kuasa Pemegang Saham Perseroan yang sah berjumlah 8.902.138.187 saham atau sebesar 98,7001% dari seluruh saham yang telah ditempatkan dan disetor penuh dalam Perseroan yaitu sebanyak 9.019.381.973 saham. | The EGMS were attended by the Shareholders or Authorized Shareholders of the Company amounting to 8,902,138,187 shares or equal to 98.7001% of all shares that have been issued and fully paid in the Company namely 9,019,381,973 shares.
Mata Acara | Agenda	Mata Acara RUPSLB, adalah sebagai berikut: 1. Pembahasan Studi Kelayakan sebagai pemenuhan POJK No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha dalam rangka: a. penambahan kegiatan usaha Aktivitas Penunjang Pertambangan Minyak Bumi dan Gas Alam (09100); dan b. menjalankan kegiatan usaha Aktivitas Konsultasi Manajemen Lainnya (70209). 2. Perubahan Pasal 3 Anggaran Dasar tentang Maksud dan Tujuan serta Kegiatan Usaha. 3. Persetujuan Perubahan Pengurus Perseroan. The Meeting Agenda of EGMS, as follows: 1. Discussion of the Business Feasibility Study as fulfillment of the Financial Services Authority Regulation (POJK) No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, in relation to: a. Addition of business activities in Oil and Natural Gas Mining Support Activities (KBLI 09100); and b. Conducting business activities in Other Management Consultancy Activities (KBLI 70209). 2. Amendment to Article 3 of the Articles of Association concerning the Purpose, Objectives, and Business Activities. 3. Approval of Changes to the Company's Management.
Kehadiran Direksi dan Dewan Komisaris | Attendance of the Board of Directors and the Board of Commissioners	**Dewan Komisaris | Board of Commissioners** Komisaris Utama | President Commissioner: Fadlansyah Lubis Komisaris Independen | Independent Commissioner: Agnes Marcellina Tjhin Komisaris Independen | Independent Commissioner: Husnedi Komisaris | Commissioner: Prasetyo Suharto Catatan | Note: Bapak Shinji Fukami, Komisaris Perseroan berhalangan hadir dikarenakan terdapat komitmen penting di Jepang. Mr. Shinji Fukami, Commissioner of the Company, was unable to attend due to important commitments in Japan. **Direksi | Directors** Plt Direktur Utama | Direktur | Acting President Director | Director: Asruddin Direktur | Director: Edi Sarwono Direktur | Director: Yasuhide Abe
Pihak Independen dalam Perhitungan Suara | Independent Party in Vote Counting	Dalam pelaksanaan RUPS, Perseroan dibantu oleh Notaris Aulia Taufani, SH dan dalam perhitungan suara, Perseroan dibantu oleh PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan. | In carrying out the GMS, the Company was assisted by Notary Aulia Taufani, SH, while in calculating the votes, the Company was assisted by PT Datindo Entrycom as the Company's Securities Administration Bureau

Tinjauan lapangan kegiatan penglolaan limbah migas di Balikpapan.
Field inspection of oil and gas waste management activities in Balikpapan.

KEPUTUSAN RUPSLB 5 DESEMBER 2025 DAN REALISASI

RESOLUTIONS AND REALIZATION OF THE EGMS DATED DECEMBER 5, 2025

Mata Acara Pertama *First Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
1. Pembahasan Studi Kelayakan sebagai pemenuhan POJK No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha dalam rangka: a. penambahan kegiatan usaha Aktivitas Penunjang Pertambangan Minyak Bumi Dan Gas Alam (09100); dan b. menjalankan kegiatan usaha Aktivitas Konsultasi Manajemen Lainnya (70209). 1. Discussion of the Business Feasibility Study as fulfillment of the Financial Services Authority Regulation (POJK) No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, in relation to: a. Addition of business activities in Oil and Natural Gas Mining Support Activities (KBLI 09100); and b. Conducting business activities in Other Management Consultancy Activities (KBLI 70209).	1. Menerima pembahasan studi kelayakan dan menyetujui rencana penambahan kegiatan usaha berdasarkan laporan dari Kantor Jasa Penilai Publik Guntur, Eki, Andri, dan Rekan ("GEAR") Nomor 00075/2.0116-06/BS/04/0511/1/X/2025 tanggal 27 Oktober 2025 dan Perubahannya No. 00083/2.0116-06/BS/04/0511/1/XII/2025 tanggal 2 Desember 2025 terkait usulan rencana perubahan bidang usaha Perseroan berupa Penambahan Kegiatan Usaha Aktivitas Penunjang Pertambangan Minyak Bumi dan Gas Alam (KBLI 09100) dengan memperhatikan peraturan perundang-undangan yang berlaku. 2. Menerima pembahasan studi kelayakan dan menyetujui rencana menjalankan kegiatan usaha berdasarkan laporan dari Kantor Jasa Penilai Publik Ruky, Safrudin dan Rekan ("RSR") No. RSR/R/B.281025.01 tanggal 28 Oktober 2025 dan Perubahannya No. RSR/R/B.031225.01 tanggal 3 Desember 2025 terkait usulan rencana perubahan bidang usaha Perseroan berupa pengaktifan Kegiatan usaha Aktivitas Konsultasi Manajemen (KBLI 70209) dengan memperhatikan peraturan perundang-undangan yang berlaku. 1. Accept the feasibility study discussion and approve the plan to add business fields based on the report from the Guntur, Eki, Andri, and Partners Public Appraisal Services Office ("GEAR") No. 00075/2.0116-06/BS/04/0511/1/X/2025 dated 27 October 2025 and its amendment No. 00083/2.0116-06/BS/04/0511/1/XII/2025 dated 2 Desember 2025 regarding the proposed plan to change the Company's business fields in the form of Addition of Oil and Natural Gas Mining Supporting Business Activities (09100) with due regard to the prevailing laws and regulations. 2. Accept the feasibility study discussion and approve the plan to activate business fields based on the report from the Ruky, Safrudin and Partners Public Appraisal Services Office ("RSR") No. RSR/R/B.281025.01 dated 28 October 2025 and its amendment No. RSR/R/B.031225.01 dated 3 Desember 2025 regarding the proposed plan to change the Company's business fields in the form of activating Management Consulting Business Activities (70209) with due regard to the prevailing laws and regulations.	Terealisasi Realized

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.901.893.587 saham atau sebesar 99,9973% | 8,901,893,587 shares or 99.9973%	244.600 saham atau sebesar 0,0027% | 244,600 shares or 0.0027%	0	8.902.138.187 saham atau 100% | 8,902,138,187 shares or 100%

Mata Acara Kedua *Second Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Perubahan Pasal 3 Anggaran Dasar tentang Maksud dan Tujuan serta Kegiatan Usaha. | Amendment to Article 3 of the Articles of Association concerning the Purpose, Objectives, and Business Activities.	1. Menyetujui perubahan Pasal 3 Anggaran Dasar Perseroan. 2. Menyetujui memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan untuk menyusun dan menyatakan kembali Anggaran Dasar, serta untuk melakukan segala tindakan yang diperlukan dalam rangka perubahan Anggaran Dasar tersebut termasuk tetapi tidak terbatas untuk, menandatangani dokumen-dokumen dan/atau surat-surat, menyatakan dan/atau menuangkan keputusan Rapat ini dalam akta yang dibuat di hadapan Notaris, menghadap instansi pemerintahan terkait dalam rangka memperoleh persetujuan dan/atau pemberitahuan, melakukan pendaftaran/pencatatan dalam rangka memenuhi ketentuan peraturan perundang-undangan yang berlaku. 1. Approved changes of the Article 3 of the Company's Articles of Association. 2. Agree to grant power and authority with the right of substitution to the Company's Directors to prepare and restate the Articles of Association, as well as to carry out all necessary actions in order to amend the Articles of Association including but not limited to, signing documents and/or letters , declare and/or express the decisions of this Meeting in a deed made before a Notary, appear before the relevant government agency in order to obtain approval and/or notification, carry out registration/recording in order to comply with the provisions of the applicable laws and regulations.	Terealisasi Realized

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.901.893.587 saham atau sebesar 99,9973% | 8,901,893,587 shares or 99.9973%	244.600 saham atau sebesar 0,0027% | 244,600 shares or 0.0027%	0	8.902.138.187 saham atau 100% | 8,902,138,187 shares or 100%

Mata Acara Tiga *Third Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
Persetujuan Perubahan Pengurus Perseroan. | Approval of Changes to the Company's Management.	1. Mengukuhkan pengunduran diri Bapak Ainul Yaqin, selaku Direktur Utama Perseroan, yang berlaku efektif sejak tanggal 17 Oktober 2025. 2. Menguatkan Pemberhentian Sementara Bapak Ainul Yaqin, selaku Direktur Utama sejak tanggal 17 Oktober 2025, dengan alasan yang mendesak bagi Perusahaan sehubungan dengan surat pengunduran diri Bapak Ainul Yaqin dan untuk memastikan keberlangsungan operasional dan memberikan kepastian kepemimpinan. 3. Menyetujui pengangkatan nama-nama di bawah ini: • Saudara **Rizki Kresno Edhie Hambali** sebagai Direktur Utama. terhitung sejak ditutupnya Rapat sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. Bagi anggota-anggota Direksi dan Dewan Komisaris PT Solusi Bangun Indonesia, Tbk. yang diangkat sebagaimana dimaksud pada poin di atas dan masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi dan Dewan Komisaris Anak Perusahaan Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatan-jabatan tersebut. 4. Sehubungan dengan keputusan tersebut, susunan Direksi dan Komisaris Perseroan terhitung sejak ditutupnya Rapat ini, adalah sebagai berikut: **Direksi:** • Direktur Utama : **Rizki Kresno Edhie Hambali** • Direktur : **Edi Sarwono** • Direktur : **Asruddin** Ketiganya dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030. • Direktur : **Yasuhide Abe** dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2026. **Dewan Komisaris:** • Komisaris Utama : **Fadlansyah Lubis** • Komisaris Independen : **Agnes Marcellina Tjhin** • Komisaris : **Prasetyo Suharto** • Komisaris Independen : **Husnedi** dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030 • Komisaris : **Shinji Fukami** dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2029. 5. Memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan, baik sendiri-sendiri atau bersama-sama, untuk menyatakan keputusan ini dalam Akta Notaris dan melakukan tindakan-tindakan yang diperlukan untuk memberitahukan perubahan susunan Direksi dan Dewan Komisaris ke instansi yang berwenang. Perlu diperhatikan bahwa usulan dan keputusan Rapat dengan tetap memperhatikan surat dari PT Semen Indonesia (Persero) Tbk selaku pemegang saham mayoritas Perseroan.	Terealisasi Realized

Mata Acara Tiga *Third Meeting Agenda*	Keputusan *Resolutions*	Realisasi *Realization*
	1. Confirming the resignation of Mr. Ainul Yaqin, as President Director of the Company, effective as of 17 October 2025. 2. Confirming the Temporary Dismissal of Mr. Ainul Yaqin, as President Director effective 17 October 2025, due to urgent reasons for the Company in connection with Mr. Ainul Yaqin's resignation letter and to ensure operational continuity and provide certainty of leadership. 3. Approve the appointment of the names below: • **Mr Rizki Kresno Edhie Hambali** as President Director. effective from the closing of the Meeting until the closing of the Annual General Meeting of Shareholders held in 2030, and without reducing the right of the GMS to dismiss at any time. For members of the Board of Directors and Board of Commissioners of PT Solusi Bangun Indonesia, Tbk. who were appointed as referred to point above and are still holding other positions which are prohibited by laws and regulations from being held concurrently with the positions of Directors and Board of Commissioners of State-Owned Enterprise Subsidiaries, then the person concerned must resign or be dismissed from these positions. 4. In connection with this decision, the composition of the Board of Directors and Board of Commissioners of the Company as of the closing of this Meeting is as follows: Board of Directors: • President Director: **Rizki Kresno Edhie Hambali** • Director: **Edi Sarwono** • Director: **Asruddin** All Three With a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2030. • Director: **Yasuhide Abe** with a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2026. **Board of Commissioners:** • President Commissioner: **Fadlansyah Lubis** • Independent Commissioner: **Agnes Marcellina Tjhin** • Commissioner: **Prasetyo Suharto** • Independent Commissioner: **Husnedi** All with a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2030. • Commissioner: **Shinji Fukami** with a term of office until the closing of the Annual General Meeting of Shareholders to be held in 2029. 5. Grant power of attorney and authority with substitution rights to the Board of Directors of the Company, either individually or jointly, to state this decision in a Notary Deed and take necessary actions to notify the changes in the composition of the Board of Directors and Board of Commissioners to the competent authorities. It should be noted that the proposals and decisions of the Meeting still take into account the letter from PT Semen Indonesia (Persero) Tbk as the majority shareholder of the Company.	

Setuju *Agree*	Abstain	Tidak Setuju *Disagree*	Total Suara Setuju *Total Agree Vote*
8.901.893.587 saham atau sebesar 99,9973% | 8,901,893,587 shares or 99.9973%	244.600 saham atau sebesar 0,0027% | 244,600 shares or 0.0027%	0	8.902.138.187 saham atau 100% | 8,902,138,187 shares or 100%

INFORMASI MENGENAI PELAKSANAAN RUPS 1 (SATU) TAHUN SEBELUM TAHUN BUKU

INFORMATION ON THE CONDUCT OF THE GMS 1 (ONE) YEAR PRIOR TO THE FISCAL YEAR

RUPST 2024

2024 AGMS

PELAKSANAAN RUPST 2024

THE 2024 AGMS CONVENTION

Pelaksanaan RUPST | Date of AGMS	31 Mei 2024 | May 31, 2025
Mata Acara | Agenda	1. Persetujuan atas Laporan Tahunan Perseroan dan pengesahan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023. 2. Penetapan penggunaan Laba Bersih pada tahun buku yang berakhir pada tanggal 31 Desember 2023. 3. Penunjukan Kantor Akuntan Publik sebagai auditor independen Perseroan untuk melakukan audit atas pembukuan Perseroan untuk tahun buku 2024. 4. Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk menentukan tantiem tahun buku 2023 dan remunerasi (gaji, fasilitas dan tunjangan) tahun buku 2024 untuk Direksi. 5. Persetujuan penetapan tantiem tahun buku 2023 dan remunerasi (gaji/ honorarium, fasilitas dan tunjangan) tahun buku 2024 untuk Dewan Komisaris. 6. Perubahan Pasal 3 Anggaran Dasar tentang Maksud dan Tujuan serta Kegiatan Usaha, dalam rangka (i) penyesuaian dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI 2020) dan (ii) penambahan bidang usaha Perseroan, termasuk pembahasan Studi Kelayakan dalam rangka pemenuhan persyaratan dan ketentuan POJK No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha. 7. Perubahan Anggaran Dasar Perseroan. 8. Persetujuan Perubahan Pengurus Perseroan. 1. Approval of the Company's Annual Report and ratification of the Company's Financial Statements for the fiscal year ending on December 31, 2023. 2. Determination of the appropriation of Net Profit for the fiscal year ending on December 31, 2023. 3. Appointment of a Public Accounting Firm as the Company's independent auditor to conduct an audit of the Company's books for the 2024 fiscal year. 4. Approval of the delegation of authority to the Board of Commissioners to determine the tantiem (performance bonus) for the 2023 financial year and remuneration (salary, facilities, and allowances) for the 2024 fiscal year for the Board of Directors. 5. Approval of the determination of the tantiem for the 2023 financial year and remuneration (salary/honorarium, facilities, and allowances) for the 2024 financial year for the Board of Commissioners. 6. Amendment to Article 3 of the Articles of Association concerning the Purposes, Objectives, and Business Activities, in connection with (i) alignment with the Indonesian Standard Business Classification (KBLI 2020) and (ii) the addition of the Company's business fields, including discussion of the Feasibility Study in fulfillment of the requirements and provisions of OJK Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities. 7. Amendment to the Company's Articles of Association. 8. Approval of Changes to the Company's Management.
Kuorum | Quorum	RUPST dihadiri oleh para pemegang saham atau kuasa pemegang saham Perseroan yang sah berjumlah 8.900.115.479 saham atau sebesar 98,6777% dari seluruh saham yang telah ditempatkan dan disetor penuh dalam Perseroan yaitu sebanyak 9.019.381.973 saham. | The AGMS was attended by the Company's shareholders or their duly authorized proxies representing 8,900,115,479 shares, or 98.6777% of the total issued and fully paid-up shares of the Company, amounting to 9,019,381,973 shares.
Kehadiran | Attendance	**Dewan Komisaris: | Board of Commissioners** 1. Komisaris Independen | Independent Commissioner: Prijo Sambodo 2. Komisaris | Commissioner: Herudi Kandau Nugroho Tidak hadir | Absent: • Yoshifumi Taura (Komisaris) tidak hadir karena berdomisili di Jepang dan ada keperluan penting di Jepang. | Yoshifumi Taura (Commissioner) was absent as he is domiciled in Japan and had important matters to attend to in Japan. **Direksi: | Board of Directors:** 1. Direktur Utama | President Director: Lilik Unggul Raharjo 2. Direktur | Director: Ony Suprihartono 3. Direktur | Director: Soni Asrul Sani 4. Direktur | Director: Yasuhide Abe
Pihak Independen | Independent Parties	Notaris | Notary: Aulia Taufani, S.H. BAE | Share Registrar: PT Datindo Entrycom

KEPUTUSAN RUPST 2024 DAN REALISASI

Seluruh keputusan RUPST tahun 2024 telah direalisasikan.

RESOLUTIONS AND REALIZATION OF THE 2024 AGMS

All resolutions of the 2024 AGMS have been fully realized.

PIHAK INDEPENDEN DALAM RUPS 2025

Dalam pelaksanaan RUPS di tahun 2025, Perseroan dibantu oleh Notaris Aulia Taufani, SH dan dalam perhitungan suara, Perseroan dibantu oleh PT Datindo Entrycom sebagai Biro Administrasi Efek Perseroan.

INDEPENDENT PARTIES AT THE 2025 GMS

In the conduct of the GMS in 2025, the Company was assisted by Notary Aulia Taufani, S.H., and in the vote counting process, the Company was assisted by PT Datindo Entrycom as the Company's Share Registrar.

DIREKSI

Direksi adalah organ Perseroan yang berwenang dan bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar pengadilan sesuai dengan batasan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

KOMPOSISI DIREKSI

Berdasarkan keputusan RUPSLB tanggal 5 Desember 2025 terkait perubahan pengurus Perseroan sebagai berikut:

1. Mengukuhkan pengunduran diri Bapak Ainul Yaqin, selaku Direktur Utama Perseroan, yang berlaku efektif sejak tanggal 17 Oktober 2025.
2. Menguatkan Pemberhentian Sementara Bapak Ainul Yaqin, selaku Direktur Utama sejak tanggal 17 Oktober 2025, dengan alasan yang mendesak bagi Perusahaan sehubungan dengan surat pengunduran diri Bapak Ainul Yaqin dan untuk memastikan keberlangsungan operasional dan memberikan kepastian kepemimpinan.
3. Menyetujui pengangkatan nama di bawah ini:
   - Saudara **Rizki Kresno Edhie Hambali** sebagai Direktur Utama.

   terhitung sejak ditutupnya Rapat sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

   Bagi anggota-anggota Direksi dan Dewan Komisaris PT Solusi Bangun Indonesia Tbk. yang diangkat sebagaimana dimaksud pada poin di atas dan masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi dan Dewan Komisaris Anak Perusahaan Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatan-jabatan tersebut.

BOARD OF DIRECTORS

The Board of Directors is the Company's organ vested with full authority and responsibility for the management of the Company in the interests of the Company, in accordance with the Company's purposes and objectives, and representing the Company both inside and outside of court, subject to the limitations set forth in the Articles of Association and applicable statutory and regulatory provisions.

COMPOSITION OF THE BOARD OF DIRECTORS

Pursuant to the resolutions of the EGMS dated December 5, 2025, concerning changes to the Company's management, the following was resolved:

1. To confirm the resignation of Mr. Ainul Yaqin as President Director of the Company, effective October 17, 2025.
2. To affirm the temporary dismissal of Mr. Ainul Yaqin as President Director effective October 17, 2025, on grounds deemed urgent for the Company in connection with Mr. Ainul Yaqin's resignation letter and to ensure operational continuity and provide certainty of leadership.
3. To approve the appointment of the following individual:
   - **Mr. Rizki Kresno Edhie Hambali** as President Director,

   effective from the close of the Meeting until the close of the Annual General Meeting of Shareholders to be held in 2030, without prejudice to the right of the GMS to dismiss at any time.

   For members of the Board of Directors and Board of Commissioners of PT Solusi Bangun Indonesia Tbk who are appointed as referred to in the above point and who continue to hold other positions that are prohibited by applicable statutory provisions from being held concurrently with positions on the Board of Directors and Board of Commissioners of Subsidiaries of State-Owned Enterprises, the individuals concerned must resign from or be dismissed from such positions.

4. Sehubungan dengan keputusan tersebut, susunan Direksi dan Komisaris Perseroan terhitung sejak ditutupnya Rapat ini, adalah sebagai berikut:

   Direksi:
   - Direktur Utama : **Rizki Kresno Edhie Hambali**
   - Direktur : **Edi Sarwono**
   - Direktur : **Asruddin**

   Ketiganya dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030.
   - Direktur : **Yasuhide Abe**

   dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2026.

   Dewan Komisaris:
   - Komisaris Utama : **Fadlansyah Lubis**
   - Komisaris Independen : **Agnes Marcellina Tjhin**
   - Komisaris : **Prasetyo Suharto**
   - Komisaris Independen : **Husnedi**

   dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030
   - Komisaris : **Shinji Fukami**

   dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2029.

5. Memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan, baik sendiri-sendiri atau bersama-sama, untuk menyatakan keputusan ini dalam Akta Notaris dan melakukan tindakan-tindakan yang diperlukan untuk memberitahukan perubahan susunan Direksi dan Dewan Komisaris ke instansi yang berwenang.

Perlu diperhatikan bahwa usulan dan keputusan Rapat dengan tetap memperhatikan surat dari PT Semen Indonesia (Persero) Tbk selaku pemegang saham mayoritas Perseroan.

4. In connection with the foregoing resolutions, the composition of the Company's Board of Directors and Board of Commissioners, effective from the close of this Meeting, is as follows:

   Board of Directors:
   - President Director : **Rizki Kresno Edhie Hambali**
   - Director : **Edi Sarwono**
   - Director : **Asruddin**

   All three with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2030.

   - Director: **Yasuhide Abe**

   with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2026.

   Board of Commissioners:
   - President Commissioner : **Fadlansyah Lubis**
   - Independent Commissioner : **Agnes Marcellina Tjhin**
   - Commissioner : **Prasetyo Suharto**
   - Independent Commissioner : **Husnedi**

   with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2030.

   - Commissioner : **Shinji Fukami**

   with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2029.

5. To grant power of attorney and authority with the right of substitution to the Company's Board of Directors, individually or jointly, to declare this resolution in a Notarial Deed and to undertake the necessary actions to notify the relevant authorities of the changes to the composition of the Board of Directors and Board of Commissioners.

It should be noted that the proposals and resolutions of the Meeting were made with due regard to the letter from PT Semen Indonesia (Persero) Tbk as the majority shareholder of the Company.

Tabel Komposisi Anggota Direksi Tahun 2025

Table of the Composition of the Board of Directors Members in 2025

Nama *Name*	Jabatan *Position*	Dasar Pengangkatan Terakhir *Basis of Recent Appointment*	Masa Berakhir Jabatan *End of Term Appointment*
Rizki Kresno Edhie Hambali	Direktur Utama | President Director	Akta No. 9 tanggal 5 Desember 2025 | Deed No. 9 dated 5 December 2025	RUPST 2030 | AGMS 2030
Asruddin	Direktur Keuangan & Manajemen Risiko | Finance & Risk Management Director	Akta No. 18 Tanggal 12 Agustus 2025 | Deed No. 18 dated 12 August 2025	RUPST 2030 | AGMS 2030
Edi Sarwono	Direktur Operasi | Operation Director	Akta No. 18 Tanggal 12 Agustus 2025 | Deed No. 18 dated 12 August 2025	RUPST 2030 | AGMS 2030
Yasuhide Abe	Direktur Offtake & Partnership | Offtake & Partnership Director	Akta No. 2 tanggal 1 Oktober 2021 jo. Akta No 53 tanggal 13 Oktober 2021 | Deed No. 2 dated 1 October 2021 jo. Deed No. 53 dated 13 October 2021	RUPST 2026 | AGMS 2026

MASA JABATAN

Berdasarkan Anggaran Dasar Perseroan, anggota Direksi diangkat untuk jangka waktu terhitung sejak ditutupnya atau tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan yang ke-5 (lima) setelah tanggal pengangkatannya, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu waktu dapat memberhentikan para anggota Direksi sebelum masa jabatannya berakhir. Setelah masa jabatannya berakhir, para anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

TERM OF OFFICE

Pursuant to the Company's Articles of Association, members of the Board of Directors are appointed for a term commencing from the close of, or the date determined by, the GMS that appointed them, and ending at the close of the 5th (fifth) Annual GMS following the date of their appointment, with due regard to the statutory and regulatory provisions in the field of Capital Markets, without prejudice to the right of the GMS to dismiss members of the Board of Directors at any time prior to the expiration of their term of office. Upon the expiration of their term of office, members of the Board of Directors may be reappointed by the GMS for one additional term of office.

TUGAS DAN TANGGUNG JAWAB

Direksi bertanggung jawab penuh untuk mengelola Perseroan secara hati-hati dan sejalan dengan tujuan Perseroan. Direktur secara perorangan maupun kolektif harus bertindak tepat dan hati-hati saat mempertimbangkan seluruh aspek dalam menjalankan tugas mereka, serta menghindari keadaan yang dapat menimbulkan benturan kepentingan.

Tugas, wewenang dan kewajiban Direksi lebih rinci tertuang dalam Pedoman Kerja Direksi yang dapat diakses pada situs web Perseroan.

DUTIES AND RESPONSIBILITIES

The Board of Directors bears full responsibility for managing the Company with prudence and in accordance with the Company's objectives. Directors, individually and collectively, must act appropriately and prudently when considering all aspects in the discharge of their duties, and must avoid circumstances that may give rise to conflicts of interest.

The duties, authorities, and obligations of the Board of Directors are set out in greater detail in the Board of Directors Charter, which is accessible on the Company's website.

RUANG LINGKUP TUGAS ANGGOTA DIREKSI

Agar dapat melaksanakan tugasnya secara lebih efektif dan efisien, Perseroan telah menetapkan pembidangan ruang lingkup tugas, tanggung jawab, dan wewenang untuk masing-masing Direktur yang disesuaikan dengan keberagaman keahlian dan kompetensi setiap anggota Direksi. Pembagian tugas, tanggung jawab dan wewenang Direksi diatur dalam Surat Keputusan Direksi tanpa nomor tanggal 31 Oktober 2025.

SCOPE OF DUTIES OF BOARD OF DIRECTORS MEMBERS

In order to carry out their duties more effectively and efficiently, the Company has established a delineation of the scope of duties, responsibilities, and authorities for each Director, tailored to the diverse expertise and competencies of each member of the Board of Directors. The allocation of duties, responsibilities, and authorities of the Board of Directors is governed by the Board of Directors' Decree without number dated October 31, 2025.

Tabel Pembidangan Tugas Direksi Tahun 2025

Table of Board of Directors' Scope of Duties in 2025

Jabatan *Position*	Ruang Lingkup Tugas dan Tanggung Jawab *Scope of Duties and Responsibilities*	
Direktur Utama | President Director	i. Memberikan arahan untuk pencapaian visi, misi, sasaran dan strategi usaha utama jangka panjang Perseroan; ii. Memimpin rapat Direksi dan rapat tinjauan manajemen serta mengkoordinasikan laporan langsung dari direktur lainnya; iii. Membawahi (*Aggregates and Construction Materials*) ACM Group *Function, Sales, Market Planning and Development, Procurement Group Function, Corporate Affair Group Function, Corp. Asset Management & Strategic Project, Office of the* CEO, Internal Audit Division, Corporate OHS Division, dan fungsi lainnya yang diperlukan oleh Perseroan yang akan diatur kemudian dalam dokumen Perseroan mengenai struktur organisasi Perseroan, serta bertanggung jawab mengelola dan mengendalikan strategi, perencanaan, anggaran dan pelaksanaan fungsi Perseroan, khususnya: (a) Penyusunan anggaran Perseroan untuk dikelola pada 1 tahun ke depan; (b) Rencana kerja dan anggaran pada *Group Function* dan unit di bawah *President Directorate* serta mengevaluasi pencapaiannya; (c) Penelitian pasar, pemasaran dan penjualan, peningkatan *brand image* dan pangsa pasar Perseroan; (d) Peningkatan efisiensi distribusi dan transportasi kepada pelanggan dari produk yang dihasilkan Perseroan; (e) Peningkatan efisiensi pengadaan jasa dan barang yang dilaksanakan Perseroan; (f) Mitigasi risiko-risiko yang berdampak terhadap pencapaian target penjualan dan efisiensi manajemen distribusi dan pengadaan. (g) Pengelolaan aktivitas bina lingkungan dan program kemitraan melalui tanggung jawab sosial perusahaan. (h) Pengelolaan hubungan antar institusi, pemberitaan dan komunikasi Perseroan baik kepada eksternal maupun internal Perseroan. (i) Identifikasi dan mitigasi berbagai risiko terkait dengan pengelolaan *system* manajemen, tanggung jawab sosial perusahaan (*Corporate Social responsibility/CSR), image* dan nama baik Perseroan serta risiko-risiko keamanan fisik asset dan manusia.	i. To provide direction for the achievement of the Company's vision, mission, objectives, and long-term core business strategies; ii. To chair Board of Directors meetings and management review meetings, and to coordinate direct reports from other Directors; iii. To oversee the Aggregates and Construction Materials (ACM) Group Function, Sales, Market Planning and Development, Procurement Group Function, Corporate Affairs Group Function, Corporate Asset Management & Strategic Project, Office of the CEO, Internal Audit Division, Corporate OHS Division, and other functions as required by the Company, to be governed subsequently in the Company's organizational structure documentation, and to be responsible for managing and controlling the strategies, planning, budgeting, and implementation of the Company's functions, specifically: (a) Preparation of the Company's budget to be managed for the coming year; (b) Work plans and budgets for the Group Functions and units under the President Directorate, and evaluation of their achievements; (c) Market research, marketing and sales, and enhancement of the Company's brand image and market share; (d) Enhancement of distribution and transportation efficiency to customers for products produced by the Company; (e) Enhancement of efficiency in the procurement of services and goods carried out by the Company; (f) Mitigation of risks that impact the achievement of sales targets and distribution management and procurement efficiency; (g) Management of community development activities and partnership programs through corporate social responsibility; (h) Management of inter-institutional relations, media coverage, and the Company's communications to both external and internal parties; (i) Identification and mitigation of various risks related to the management of the management system, corporate social responsibility (CSR), the Company's image and reputation, as well as physical asset and personnel security risks.

Jabatan *Position*	Ruang Lingkup Tugas dan Tanggung Jawab *Scope of Duties and Responsibilities*	
Direktur Keuangan & Manajemen Risiko | Finance & Risk Management Director	Membawahi Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Human Capital Group Function, Finance Group Function dan fungsi lainnya yang diperlukan oleh Perseroan yang akan disebutkan kemudian dalam dokumen Perseroan mengenai struktur organisasi Perseroan serta bertanggung jawab dalam mengelola dan mengendalikan strategi, perencanaan, anggaran dan pelaksanaan fungsi Perseroan khususnya: i. Pengelolaan sistem sumber daya manusia, baik organisasi maupun tenaga kerja, mulai dari proses struktur organisasi, pengelolaan pekerjaan dan *grading*, rekrutmen tenaga kerja, promosi, mutasi, demosi hingga pengakhiran tenaga kerja. ii. Pengembangan kompetensi dan talenta sumber daya manusia untuk meningkatkan daya saing Perseroan. iii. Pengelolaan kepatuhan Perseroan terhadap standar-standar dan peraturan yang berlaku terhadap keberlangsungan operasional Perseroan. iv. Rencana kerja dan anggaran pada Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Corporate Security, Human Capital Group Function, Finance Group Function Function serta mengevaluasi pencapaiannya. v. Melaksanakan identifikasi dan mitigasi risiko-risiko yang berdampak terhadap pencapaian target operasional pengelolaan sumber daya manusia, kepatuhan dan tata kelola Perseroan. vi. Pengelolaan aktivitas penjagaan, pengawasan dan pengamanan asset fisik Perseroan dan manusia. vii. Strategi, kebijakan, prosedur dan kegiatan yang berkaitan dengan pengelolaan keuangan, pencatatan akuntansi dan manajemen risiko keuangan (termasuk ICOFR); viii. Mitigasi risiko-risiko yang berdampak terhadap pencapaian target rasio keuangan dan pengelolaan anggaran.	To oversee the Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Human Capital Group Function, Finance Group Function, and other functions as required by the Company, to be specified subsequently in the Company's organizational structure documentation, and to be responsible for managing and controlling the strategies, planning, budgeting, and implementation of the Company's functions, specifically: i. Management of the Human Capital system, encompassing both organizational and workforce aspects, from organizational structure processes, job and grading management, workforce recruitment, promotion, transfer, and demotion, through to workforce separation; ii. Development of Human Capital competencies and talent to enhance the Company's competitiveness; iii. Management of the Company's compliance with applicable standards and regulations pertaining to the continuity of the Company's operations; iv. Work plans and budgets for the Legal, Governance, Risk Management, Compliance & Corporate Secretary Group Function, Corporate Security, Human Capital Group Function, and Finance Group Function, and evaluation of their achievements; v. Conducting identification and mitigation of risks that impact the achievement of operational targets in Human Capital management, compliance, and corporate governance; vi. Management of activities related to the safeguarding, supervision, and security of the Company's physical assets and personnel; vi. Strategies, policies, procedures, and activities related to financial management, accounting records, and financial risk management (including ICOFR); viii. Mitigation of risks that impact the achievement of financial ratio targets and budget management.
Direktur Operasi | Operations Director	i. Membawahi unit *Narogong Plant, Cilacap Plant, Tuban Plant, Lhoknga Plant, AFR Division, SCM Interplant, Corporate Environment & Sustainability, Corporate Manufacturing Optimization Division, Corporate Project Management & Engineering Division, Corporate Quality Control , Performance Management & EVE, Management & Operation Support* dan fungsi lainnya yang diperlukan oleh Perseroan yang akan disebutkan kemudian dalam dokumen Perseroan mengenai struktur organisasi Perseroan serta bertanggung jawab mengelola dan mengendalikan strategi, perencanaan anggaran dan pelaksanaan Direktorat Operasi, khususnya: (a) Proses produksi mulai dari penambangan bahan baku, penggunaan bahan penunjang, kegiatan penelitian dan pengendalian proses, hingga operasional pabrik sehingga dihasilkan terak dan semen dalam rangka memenuhi kebutuhan yang sesuai standar mutu dan volume yang ditetapkan. (b) Pemeliharaan terhadap aset Perseroan di pabrik berupa bangunan, mesin, alat- alat berat, perlengkapan pabrik dan tambang milik Perseroan dengan cara peningkatan utilitas dan efisiensi sehingga mendapatkan jam operasi dan produktivitas yang optimal. (c) Peningkatan kinerja pabrik melalui proses *engineering*, evaluasi teknikal, inovasi serta penyelarasan kebijakan. (d) Pelaksanaan operasional dan jasa pengolah limbah dari berbagai sumber menjadi pendapatan dan alternatif bahan bakar pabrik. (e) Merencanakan, mengelola dan mengendalikan strategi, kegiatan, dan dokumen terkait pengelolaan, pengoperasian dan pemeliharaan *asset* perusahaan yang terdiri dari *Cement Plant, grinding plant, packing plant*, pelabuhan (*port*) dan *logistic* antar *plant (Interplant Logistic).* (f) Pengelolaan, pengembangan dan pengawasan pelaksanaan sistem manajemen. (g) Pengelolaan, pengembangan dan pengawasan kegiatan terkait dengan penelitian *Current Product Development* dan *New Product Development.* (h) Rencana kerja dan anggaran seluruh unit di Direktorat Operasi. ii. Mengawasi seluruh aktivitas dan program-program produksi dan pemeliharaan yang berdampak pada kesehatan kerja, keselamatan kerja dan lingkungan sekitar sesuai dengan prosedur dan standar yang ditetapkan.	i. To oversee the Narogong Plant, Cilacap Plant, Tuban Plant, Lhoknga Plant, AFR Division, SCM Interplant, Corporate Environment & Sustainability, Corporate Manufacturing Optimization Division, Corporate Project Management & Engineering Division, Corporate Quality Control, Performance Management & EVE, Management & Operation Support, and other functions as required by the Company, to be specified subsequently in the Company's organizational structure documentation, and to be responsible for managing and controlling the strategies, planning, budgeting, and implementation of the Operations Directorate, specifically: (a) The production process, from raw material mining, use of auxiliary materials, research and process control activities, through to plant operations, to produce clinker and cement in fulfillment of requirements in accordance with established quality standards and volumes; (b) Maintenance of the Company's plant assets, including buildings, machinery, heavy equipment, and plant and mining equipment owned by the Company, through improvements in utilization and efficiency to achieve optimal operating hours and productivity; (c) Enhancement of plant performance through engineering processes, technical evaluation, innovation, and policy alignment; (d) Implementation of operations and waste processing services from various sources to generate revenue and alternative fuel for the plant; (e) Planning, managing, and controlling the strategies, activities, and documentation related to the management, operation, and maintenance of the Company's assets, comprising cement plants, grinding plants, packing plants, ports, and interplant logistics; (f) Management, development, and supervision of management system implementation; (g) Management, development, and supervision of activities related to Current Product Development and New Product Development research; (h) Work plans and budgets for all units within the Operations Directorate. ii. To supervise all production and maintenance activities and programs that impact occupational health, occupational safety, and the surrounding environment, in accordance with established procedures and standards.

Jabatan *Position*	Ruang Lingkup Tugas dan Tanggung Jawab *Scope of Duties and Responsibilities*	
Direktur Offtake & Partnership | Offtake & Partnership Director	Bertanggung jawab atas *Offtake Management function* dan *Partnership dan Taiheiyo Cement Corporation Relation Management function* serta fungsi lainnya yang diperlukan oleh Perseroan yang diaktualisasikan dalam dokumen Perseroan mengenai struktur organisasi Perseroan serta bertanggungjawab mengelola dan mengendalikan strategi, perencanaan, anggaran, dan pelaksanaan fungsi Perseroan khususnya: i. Perencanaan dan pelaksanaan kegiatan penjualan ke luar negeri yang diperjanjikan antara Perseroan dan Taiheiyo (US Offtake) maupun tujuan penjualan luar negeri lain yang nantinya didiskusikan dan disetujui oleh Perseroan dan Taiheiyo. ii. Memastikan profitabilitas seoptimal mungkin bagi Perseroan dan group Perseroan dalam hal diskusi penjualan ke luar negeri dengan Taiheiyo maupun pihak lainnya apabila ada. iii. Perencanaan dan pelaksanaan kegiatan kemitraan antara Taiheiyo dan Perseroan serta group Perseroan, dimana didalamnya termasuk mengidentifikasi peluang kemitraan baru, melakukan pembentukan dokumen inisiasi proyek, dokumen identifikasi peluang pengembangan bisnis, serta perencanaan proyek termasuk struktur organisasi proyek dan memastikan kesinambungan strategi kemitraan dengan group Perseroan. iv. Memastikan identifikasi lengkap seluruh sinergi antara Taiheiyo dan Perseroan serta group Perseroan yang mungkin untuk dilakukan dan merencanakannya untuk dilakukan dalam jangka panjang secara berkesinambungan. v. Menjaga hubungan antara Perseroan dan group Perseroan dengan Taiheiyo selaku investor minoritas, untuk mencegah dampak negatif kepada Perseroan seperti tertera dalam Perjanjian antara Perseroan dan Taiheiyo.	To be responsible for the Offtake Management function, the Partnership and Taiheiyo Cement Corporation Relation Management function, and other functions as required by the Company, as actualized in the Company's organizational structure documentation, and to be responsible for managing and controlling the strategies, planning, budgeting, and implementation of the Company's functions, specifically: i. Planning and implementation of overseas sales activities agreed upon between the Company and Taiheiyo (US Offtake), as well as other overseas sales destinations to be discussed and approved by the Company and Taiheiyo; ii. Ensuring optimal profitability for the Company and the Company's group with respect to discussions on overseas sales with Taiheiyo and other parties, where applicable; iii. Planning and implementation of partnership activities between Taiheiyo and the Company and the Company's group, including the identification of new partnership opportunities, preparation of project initiation documents, business development opportunity identification documents, and project planning including project organizational structures, and ensuring the continuity of partnership strategies with the Company's group; iv. Ensuring the comprehensive identification of all possible synergies between Taiheiyo and the Company and the Company's group, and planning for their long-term and continuous implementation; v. Maintaining the relationship between the Company and the Company's group with Taiheiyo as a minority investor, to prevent negative impacts on the Company as stipulated in the Agreement between the Company and Taiheiyo.

PEDOMAN KERJA DIREKSI

Perseroan memiliki Pedoman Kerja Direksi yang dikeluarkan pada 20 Oktober 2020 dan telah diperbarui pada 14 Juli 2021. Pedoman Kerja Direksi menjadi panduan bagi Direksi agar mereka senantiasa menjalankan tugas dan tanggung jawabnya secara transparan, akuntabel, bertanggung jawab, mandiri, dan wajar demi tercapainya tujuan Perseroan.

Di dalam pedoman Kerja Direksi memuat hal-hal sebagai berikut:

(1) Pengangkatan dan pemberhentian.
(2) Struktur dan persyaratan keanggotaan.
(3) Tugas, tanggung jawab, dan wewenang.
(4) Remunerasi.
(5) Masa jabatan.
(6) Rapat, pelaporan dan rencana kerja Direksi.
(7) Pedoman Perilaku Etika.

Pedoman Kerja Direksi ditinjau secara berkala dan dapat diperbarui apabila dianggap perlu dengan tetap memperhatikan ketentuan dan perundang-undangan yang berlaku. Pedoman Kerja Direksi dapat diakses dan diunduh melalui situs web Perseroan.

BOARD OF DIRECTORS CHARTER

The Company has a Board of Directors Charter, issued on October 20, 2020 and updated on July 14, 2021. The Board of Directors Charter serves as a guide for the Board of Directors to ensure that they consistently carry out their duties and responsibilities in a transparent, accountable, responsible, independent, and fair manner in pursuit of the Company's objectives.

The Board of Directors Charter encompasses the following matters:

(1) Appointment and dismissal.
(2) Membership structure and requirements.
(3) Duties, responsibilities, and authorities.
(4) Remuneration.
(5) Term of office.
(6) Board of Directors meetings, reporting, and work plans.
(7) Code of Conduct.

The Board of Directors Charter is reviewed on a periodic basis and may be updated as deemed necessary, with due regard to applicable statutory and regulatory provisions. The Board of Directors Charter is accessible and may be downloaded from the Company's website.

PROGRAM ORIENTASI BAGI DIREKTUR BARU

Program Orientasi wajib diberikan kepada anggota Direksi yang baru pertama kali menjabat di Perseroan. Program Orientasi bertujuan agar anggota Direksi baru dapat menjalankan tugas dan tanggung jawabnya dengan sebaik-baiknya sehingga meningkatkan fungsi dan efektivitas kerja Direksi.

Program yang diberikan kepada anggota Direksi baru meliputi:

1. Pengetahuan mengenai Perseroan antara lain visi, misi, strategi dan rencana jangka menengah dan jangka panjang, kinerja, keuangan, hukum, perpajakan serta hal-hal lainnya yang perlu dipahami oleh anggota Direksi baru.
2. Pemahaman tentang tugas, tanggung jawab, dan wewenang sebagai anggota Direksi, serta aturan-aturan dan ketentuan-ketentuan terkait.

Pada tahun 2025, Perseroan telah menyelenggarakan program orientasi atau pengenalan kepada anggota Direksi dan Dewan Komisaris dalam beberapa seri pada bulan Agustus 2025 dan Desember 2025.

RAPAT DIREKSI

Sebagaimana diatur dalam Pedoman Kerja Direksi, Direksi wajib mengadakan rapat berkala paling kurang 1 (satu) kali dalam setiap bulan dan rapat bersama Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.

Kebijakan Rapat Direksi

Kebijakan rapat Direksi diatur dalam Pedoman Kerja Direksi, antara lain:

1. Direksi wajib mengadakan rapat Direksi secara berkala paling kurang 1 (satu) kali dalam setiap bulan.
2. Direksi wajib mengadakan rapat Direksi dengan mengundang Dewan Komisaris (rapat gabungan) secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.

ORIENTATION PROGRAM FOR NEW DIRECTORS

An Orientation Program is mandatory for members of the Board of Directors who are serving at the Company for the first time. The Orientation Program aims to enable new members of the Board of Directors to carry out their duties and responsibilities to the best of their ability, thereby enhancing the function and effectiveness of the Board of Directors.

The program provided to new members of the Board of Directors encompasses the following:

1. Knowledge of the Company, including its vision, mission, strategy, medium and long-term plans, performance, financial matters, legal matters, taxation, and other matters that new members of the Board of Directors need to understand.
2. Understanding of the duties, responsibilities, and authorities of a member of the Board of Directors, as well as the relevant rules and provisions.

In 2025, the Company conducted an orientation or induction program for members of the Board of Directors and Board of Commissioners in several series held in August 2025 and December 2025.

BOARD OF DIRECTORS MEETINGS

As stipulated in the Board of Directors Charter, the Board of Directors is required to hold regular meetings at least 1 (one) time per month and joint meetings with the Board of Commissioners on a regular basis at least 1 (one) time every 4 (four) months.

Board of Directors Meeting Policy

The Board of Directors meeting policy is governed by the Board of Directors Charter, including the following:

1. The Board of Directors is required to hold Board of Directors meetings on a regular basis at least 1 (one) time per month.
2. The Board of Directors is required to hold Board of Directors meetings with the Board of Commissioners in attendance (joint meetings) on a regular basis at least 1 (one) time every 4 (four) months.

3. Direksi dapat juga mengambil keputusan yang sah tanpa mengadakan rapat Direksi, dengan ketentuan semua anggota Direksi telah memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam rapat Direksi.

3. The Board of Directors may also adopt valid resolutions without convening a Board of Directors meeting, provided that all members of the Board of Directors have given their approval of the proposed matter in writing and have signed such approval. Resolutions adopted in this manner carry the same force as resolutions validly adopted at a Board of Directors meeting.

Frekuensi dan Kehadiran Rapat Direksi

Pada tahun 2025, Direksi mengadakan 12 (dua belas) kali rapat Direksi dan/atau bersama manajemen dan 3 (tiga) kali rapat gabungan bersama Dewan Komisaris.

Frequency and Attendance of Board of Directors Meetings

In 2025, the Board of Directors held 12 (twelve) Board of Directors meetings and/or meetings with management, and 3 (three) joint meetings with the Board of Commissioners.

Tabel Frekuensi dan Kehadiran Rapat Direksi Tahun 2025

Table of Board of Directors Meeting Frequency and Attendance in 2025

Nama *Name*	Jabatan *Position*	Rapat Internal *Internal Meetings*			Rapat Gabungan *Joint Meetings*		
		Jumlah Rapat *Number of Meetings*	Jumlah Kehadiran *Number of Attendances*	Persentase Kehadiran (%) *Attendance Percentage (%)*	Jumlah Rapat *Number of Meetings*	Jumlah Kehadiran *Number of Attendances*	Persentase Kehadiran (%) *Attendance Percentage (%)*
Asri Mukhtar	Direktur Utama | President Director	7	7	100	2	2	100
Ony Suprihartono	Direktur | Director	7	7	100	2	2	100
Soni Asrul Sani	Direktur | Director	7	7	100	2	2	100
Yasuhide Abe	Direktur | Director	12	11	91,66	3	3	100
Ainul Yaqin	Direktur Utama | President Director	3	3	100	0	0	0
Asruddin	Direktur | Director	5	4	80	1	1	100
Edi Sarwono	Direktur | Director	5	4	80	1	1	100
Rizki Kresno Edhie Hambali	Direktur Utama | President Director	1	0	0	0	0	0

Kehadiran Anggota Direksi dalam RUPS Tahun dan RUPS Luar Biasa 2025

Informasi kehadiran anggota Direksi dalam RUPS tahun dan RUPS Luar Biasa 2025 disajikan di bagian “Rapat Umum Pemegang Saham”.

Attendance of Board of Directors Members at the 2025 AGMS and EGMS

Information on the attendance of Board of Directors members at the 2025 AGMS and EGMS is presented in the "General Meeting of Shareholders" section.

Agenda Rapat Direksi

Board of Directors Meeting Agenda

Rapat Internal

Internal Meeting

Tabel Agenda Rapat Internal Direksi Tahun 2025

Table of the Board of Directors Internal Meetings in 2025

No	Tanggal *Date*	Agenda	Kehadiran *Attendance*
1.	14 Januari | January 14, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
2.	14 Februari 2025 | February 14, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
3.	12 Maret 2025 | March 12, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
4.	15 April 2025 | April 15, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
5.	16 Mei 2025 | May 16, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
6.	13 Juni 2025 | June 13, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani Note: • Direktur | Director: Yasuhide Abe not attend with permission
7.	10 Juli 2025 | July 10, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
8.	15 Agustus 2025 | August 15, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Ainul Yaqin • Direktur | Director: Edi Sarwono • Direktur | Director: Yasuhide Abe Note: • Direktur | Director: Asruddin not attend with permission
9.	8 September 2025 | September 8, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Ainul Yaqin • Direktur | Director: Asruddin • Direktur | Director: Yasuhide Abe Note: • Direktur | Director: Edi Sarwono not attend with permission
10.	8 Oktober 2025 | October 8, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur Utama | President Director: Ainul Yaqin • Direktur | Director: Asruddin • Direktur | Director: Edi Sarwono • Direktur | Director: Yasuhide Abe
11.	11 November 2025 | November 11, 2025	Monthly | Performance Update	**Direksi | Directors** • Plt. Direktur Utama | Acting President Director: Asruddin • Direktur | Director: Edi Sarwono • Direktur | Director: Yasuhide Abe
12.	12 Desember 2025 | December 12, 2025	Monthly | Performance Update	**Direksi | Directors** • Direktur | Director: Asruddin • Direktur | Director: Edi Sarwono • Direktur | Director: Yasuhide Abe Note: • Direktur Utama | President Director: Rizki Kresno Edhie Hambali not attend with permission

Rapat Gabungan

Joint Meetings

Tabel Agenda Rapat Gabungan Direksi Tahun 2025

Table of Board of Directors Joint Meeting Agenda in 2025

No	Tanggal *Date*	Agenda	Kehadiran *Attendance*
1.	27 Februari 2025 | February 27, 2025	• Safety Pause • Progress of Action Logs • Executive Summary • Solusi Bangun Indonesia Performance 2024 • Financial Performance FY 2024 and Draft RKAP 2025 • Manufacturing Performance • Strategic Initiative: Talavera Jetty Construction and Commissioning Plan • Strategic Initiative: ACM Strategic Initiatives • Strategic Initiatives: Soil Stabilizer Business Plan • Free Float Regulation Fulfillment Strategy	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | Komisaris Independen | President Commissioner | Independent Commissioner: Prijo Sambodo • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris Independen | Independent Commissioner: Yohanes Surya • Komisaris | Commissioner: Shinji Fukami **Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe
2.	17 Juli 2025 | July 17, 2025	• Opening & Executive Summary • Safety Pause • Progress of Action Logs/ Recommendation from previous meeting • Executive Summary • Solusi Bangun Indonesia Performance YTD June 2025 • Solusi Bangun Indonesia Manufacturing Performance YTD June 2025 • Solusi Bangun Indonesia Corporate Top Risks 2025	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama/ Komisaris Independen | President Commissioner/ Independent Commissioner: Prijo Sambodo • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris | Commissioner: Shinji Fukami **Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Soni Asrul Sani • Direktur | Director: Yasuhide Abe Note: Bapak Yohanes Surya (Komisaris Independen), tidak dapat hadir dalam Rapat dikarenakan efektif sejak tanggal 27 Mei 2025 beliau diangkat sebagai Komisaris Independen PT Telkom Indonesia (Persero) Tbk. | Mr. Yohanes Surya (Independen Commissioner), cannot attend because effective as of 27 May 2025, he was appointed as an Independent Commissioner of PT Telkom Indonesia (Persero) Tbk. Sejalan dengan ketentuan Pasal 27B Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara, beliau tidak dapat merangkap jabatan di Perseroan dan beliau telah mengajukan pengunduran diri berdasarkan surat tertanggal 19 Juni 2025, yang berlaku efektif sejak tanggal 27 Mei 2025. | In line with the Provisions of Article 27B of Law of the Republic of Indonesia Number 1 of 2025 concerning the Third Amendment to Law Number 19 of 2003 concening positions in the Company and he has submitted his resignation based on a Letter dated June 19, 2025, which is effective as of 27 May 2025.
3.	30 Oktober 2025 | October 30, 2025	• Safety Pause • Introduction from Taiheiyo Team • Strategic Issues from the BOC • Follow Up of BOC's Recommendation • Solusi Bangun Indonesia Financial Performance YTD September 2025 • Solusi Bangun Indonesia Manufacturing Performance YTD September 2025 • Solusi Bangun Indonesia Corporate Top Risks 2025 • Soil Stabilizer – CleanSet Development	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama/ Komisaris Independen | President Commissioner/ Independent Commissioner: Fadlansyah Lubis • Komisaris Independen | Independent Commissioner: Agnes Marcellina Tjhin • Komisaris Independen | Independent Commissioner: Husnedi • Komisaris | Commissioner: Prasetyo Suharto • Komisaris | Commissioner: Shinji Fukami **Direksi | Directors** • Direktur | Director: Asruddin • Direktur | Director: Edi Sarwono • Direktur | Director: Yasuhide Abe Note: Bapak Ainul Yaqin (Direktur Utama) mengundurkan diri tertanggal 30 September 2025 dan merujuk pada pasal 11 ayat 20 huruf a, Pasal 11 ayat 27 dan Pasal 15 ayat 2 huruf a.7 Anggaran Dasar SBI maka dilakukan pemberhentian sementara dari jabatan sebagai Direktur Utama terhitung sejak 17 Oktober 2025 | Mr. Ainul Yaqin (President Director) tendered his resignation effective as of 30 September 2025. Pursuant to Article 11 paragraph 20 letter a, Article 11 paragraph 27, and Article 15 paragraph 2 letter a.7 of the SBI Articles of Association, a temporary suspension from the position of President Director was imposed effective as of 17 October 2025.

PENGEMBANGAN KOMPETENSI DAN PROGRAM ORIENTASI DIREKSI

Kebijakan

Secara berkala, Perseroan memberikan kesempatan yang sama kepada seluruh insan Perseroan untuk ikut serta dalam program pengembangan kompetensi berupa program-program pengembangan kompetensi seperti pelatihan, *workshop*, seminar, *conference*, ataupun dalam bentuk kunjungan kerja. Tujuan dari program tersebut adalah untuk memperluas pengetahuan dan wawasan setiap insan Perseroan.

Program Pengembangan Kompetensi Direksi

Di sepanjang tahun 2025, Direksi telah mengikuti program pengembangan kompetensi sebagai berikut:

Tabel Pengembangan Kompetensi Direksi Tahun 2025

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT AND ORIENTATION PROGRAM

Policy

On a regular basis, the Company provides equal opportunities to all Company personnel to participate in competency development programs, such as training, workshops, seminars, conferences, and working visits. The objective of these programs is to broaden the knowledge and insight of all Company personnel.

Board of Directors Competency Development Program

Throughout 2025, the Board of Directors participated in the following competency development programs:

Table of Board of Directors Competency Development Programs in 2025

No	Program	Tanggal *Date*	Penyelenggara *Organizer*
1	*High level brainstorming* mengenai formulasi *risk profile* Solusi Bangun Indonesia 2025 yang menggunakan pendekatan *top-down* dan *bottom-up* | High-level brainstorming session on the formulation of Solusi Bangun Indonesia's 2025 risk profile using a top-down and bottom-up approach	21 Agustus | August	Solusi Bangun Indonesia
2	Pemaparan hasil *assessment* risiko korporat Solusi Bangun Indonesia tahun 2025 | Presentation of the results of Solusi Bangun Indonesia's 2025 corporate risk assessment	30 Oktober | October	Solusi Bangun Indonesia
3	Pemaparan risiko korporat Solusi Bangun Indonesia tahun 2025 | Presentation of Solusi Bangun Indonesia's 2025 corporate risks	10 Desember | December	Solusi Bangun Indonesia
4	Pemaparan Skor Indikatif *Risk Maturity* Index – Solusi Bangun Indonesia | Presentation of the Indicative Risk Maturity Index Score – Solusi Bangun Indonesia	28 Oktober | October	ERM Partner

PELAKSANAAN TUGAS DIREKSI

Berdasarkan hasil evaluasi terhadap pencapaian KPI Kontrak Manajemen Kolektif Tahun 2025, kinerja Direksi dalam menjalankan strategi Perseroan secara umum dinilai telah memenuhi ekspektasi. Hal ini tercermin dari capaian indikator kinerja yang mencakup aspek operasional, keselamatan kerja, keberlanjutan, serta pengembangan talenta, dengan sebagian besar indikator berada mencapai target dan beberapa indikator strategis melampaui target yang ditetapkan. Meskipun demikian, pada aspek keuangan masih terdapat gap terhadap target, sejalan dengan kondisi industri yang menantang sepanjang tahun 2025. Secara keseluruhan, Direksi tetap mampu menjaga kinerja dan stabilitas Perseroan dengan baik.

IMPLEMENTATION OF BOARD OF DIRECTORS' DUTIES

Based on the results of the evaluation of the achievement of the KPIs under the 2025 Collective Management Contract, the performance of the Board of Directors in executing the Company's strategy has been generally assessed as meeting expectations. This is reflected in the achievement of performance indicators encompassing operational, occupational safety, sustainability, and talent development aspects, with the majority of indicators meeting their targets and several strategic indicators exceeding the established targets. Notwithstanding this, a gap against targets remains in the financial aspect, in line with the challenging industry conditions throughout 2025. Overall, the Board of Directors has remained capable of maintaining the Company's performance and stability effectively.

Capaian yang menonjol terutama terlihat pada aspek keselamatan kerja, pengelolaan emisi, dan pemanfaatan bahan bakar alternatif, yang melampui target, mencerminkan komitmen kuat Direksi terhadap keberlanjutan dan *operational excellence*. Sementara itu, pada aspek keuangan, profitabilitas, struktur permodalan, efektivitas operasional, dan produktivitas, Direksi tetap mampu menjaga kinerja Perseroan secara solid di tengah tantangan industri semen yang masih ditandai oleh tekanan permintaan dan persaingan pasar. Dengan demikian, Direksi dinilai telah menjalankan fungsi pengelolaan Perseroan secara prudent, adaptif, dan berorientasi pada keberlanjutan kinerja jangka panjang.

Notable achievements were observed particularly in the areas of occupational safety, emissions management, and alternative fuel utilization, which exceeded their targets, reflecting the Board of Directors' strong commitment to sustainability and operational excellence. Meanwhile, in the areas of financial performance, profitability, capital structure, operational effectiveness, and productivity, the Board of Directors remained capable of maintaining the Company's performance on a solid footing amid the challenges of the cement industry, which continued to be characterized by demand pressures and market competition. Accordingly, the Board of Directors has been assessed as having carried out the Company's management function in a prudent, adaptive, and long-term performance sustainability-oriented manner.

PENILAIAN KINERJA KOMITE PENDUKUNG DIREKSI

Hingga 31 Desember 2025, Direksi tidak membentuk komite di bawah Direksi.

PERFORMANCE ASSESSMENT OF SUPPORTING COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2025, the Board of Directors has not established any committees under the Board of Directors.

PENILAIAN KINERJA DIREKSI

Prosedur Penilaian Kinerja

Penilaian kinerja Direksi dilakukan oleh Dewan Komisaris. Proses penilaian dilakukan dengan mempertimbangkan kinerja Direksi yang disampaikan pada forum rapat gabungan Dewan Komisaris dan Direksi. Di dalam rapat gabungan, Direksi melaporkan pencapaian kinerja di bidang keuangan, operasi, manajemen risiko, belanja modal, eksekusi rencana dan inisiatif strategis, kemajuan proyek, dan hal-hal lain yang perlu dilaporkan kepada Dewan Komisaris.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

Assessment Procedure

The performance assessment of the Board of Directors is conducted by the Board of Commissioners. The assessment process takes into account the Board of Directors' performance as presented at joint meetings of the Board of Commissioners and the Board of Directors. In these joint meetings, the Board of Directors reports on performance achievements in the areas of finance, operations, risk management, capital expenditure, the execution of strategic plans and initiatives, project progress, and other matters requiring the Board of Commissioners' attention.

Kriteria yang digunakan dalam evaluasi kinerja Direksi meliputi pencapaian Perseroan sesuai dengan KPI yang ditetapkan dalam kontrak manajemen.

The criteria used in the evaluation of the Board of Directors' performance include the Company's achievements in accordance with the KPIs established in the management contract.

Hasil evaluasi terhadap kinerja Direksi merupakan sarana penilaian serta peningkatan efektivitas Direksi sekaligus menjadi bagian yang tidak terpisahkan dalam pemberian skema kompensasi bagi Direksi. Berdasarkan hasil penilaian, pada tahun 2025 Direksi telah menjalankan tugasnya dengan baik, sehingga kegiatan operasional Perusahaan dapat tumbuh positif.

The results of the Board of Directors' performance evaluation serve as both an assessment tool and a means of improving the effectiveness of the Board of Directors, and form an integral part of the compensation scheme for the Board of Directors. Based on the assessment results, in 2025 the Board of Directors has carried out its duties effectively, enabling the Company's operational activities to achieve positive growth.

Pihak Penilai Kinerja

Penilaian kinerja Direksi dilakukan oleh Dewan Komisaris berdasarkan kriteria yang telah ditentukan Perseroan.

Hasil Penilaian Kinerja

Hasil evaluasi terhadap kinerja Direksi secara keseluruhan dan kinerja masing-masing anggota Direksi merupakan sarana penilaian serta peningkatan efektivitas Direksi sekaligus menjadi bagian yang tidak terpisahkan dalam pemberian skema kompensasi bagi Direksi.

DEWAN KOMISARIS

Dewan Komisaris adalah organ Perseroan yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar, memberikan nasihat kepada Direksi, serta memastikan bahwa perusahaan telah menerapkan prinsip-prinsip GCG.

KOMPOSISI DEWAN KOMISARIS

Berdasarkan keputusan RUPST tanggal 12 Agustus 2025 terkait perubahan pengurus Perseroan sebagai berikut:

1. Mengukuhkan pengunduran diri Bapak Yohanes Surya, selaku Komisaris Independen Perseroan, yang berlaku efektif sejak tanggal 27 Mei 2025.
2. Menyetujui pengangkatan nama-nama di bawah ini:
   a. Saudara Ainul Yaqin sebagai Direktur Utama.
   b. Saudara Edi Sarwono sebagai Direktur.
   c. Saudara Asruddin sebagai Direktur.
   d. Saudara Fadlansyah Lubis sebagai Komisaris Utama.
   e. Saudari Agnes Marcellina Tjhin sebagai Komisaris Independen.
   f. Saudara Prasetyo Suharto sebagai Komisaris
   g. Saudara Husnedi sebagai Komisaris Independen.

   Kesemuanya terhitung sejak ditutupnya Rapat sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

Assessor

The performance assessment of the Board of Directors is conducted by the Board of Commissioners based on the criteria established by the Company.

Performance Assessment Results

The results of the evaluation of the overall performance of the Board of Directors and the individual performance of each member of the Board of Directors serve as a means of assessing and enhancing the effectiveness of the Board of Directors, and constitute an inseparable component of the compensation scheme for the Board of Directors.

BOARD OF COMMISSIONERS

The Board of Commissioners is the Company's organ collectively tasked with and responsible for conducting general and/or specific supervision in accordance with the Articles of Association, providing advice to the Board of Directors, and ensuring that the Company has implemented GCG principles.

COMPOSITION OF THE BOARD OF COMMISSIONERS

Pursuant to the resolutions of the EGMS dated August 12, 2025, concerning changes to the Company's management, the following was resolved:

1. To confirm the resignation of Mr. Yohanes Surya as Independent Commissioner of the Company, effective May 27, 2025.
2. To approve the appointment of the following individuals:
   a. Mr. Ainul Yaqin as President Director.
   b. Mr. Edi Sarwono as Director.
   c. Mr. Asruddin as Director.
   d. Mr. Fadlansyah Lubis as President Commissioner.
   e. Ms. Agnes Marcellina Tjhin as Independent Commissioner.
   f. Mr. Prasetyo Suharto as Commissioner.
   g. Mr. Husnedi as Independent Commissioner.

   All of the above effective from the close of the Meeting until the close of the Annual General Meeting of Shareholders to be held in 2030, without prejudice to the right of the GMS to dismiss at any time.

3. Sehubungan dengan keputusan tersebut, susunan Direksi dan Komisaris Perseroan terhitung sejak ditutupnya Rapat ini, adalah sebagai berikut:

Direksi:

- Direktur Utama : **Ainul Yaqin**
- Direktur : **Edi Sarwono**
- Direktur : **Asruddin**

Ketiganya dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

- Direktur : **Yasuhide Abe**

dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2026 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

Dewan Komisaris:

- Komisaris Utama : **Fadlansyah Lubis**
- Komisaris Independen : **Agnes Marcellina Tjhin**
- Komisaris : **Prasetyo Suharto**
- Komisaris Independen : **Husnedi**

Keempatnya dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2030 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

- Komisaris : **Shinji Fukami**

dengan masa jabatan sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2029 dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

4. Memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan, baik sendiri-sendiri atau bersama-sama, untuk menyatakan keputusan ini dalam Akta Notaris dan melakukan tindakan-tindakan yang diperlukan untuk memberitahukan perubahan susunan Direksi dan Dewan Komisaris ke instansi yang berwenang.

Dengan tetap memperhatikan surat dari PT Semen Indonesia (Persero) Tbk selaku pemegang saham mayoritas Perseroan. Bahwa dalam surat PT Semen Indonesia (Persero) Tbk tersebut disampaikan juga bahwa Rapat:

3. In connection with the foregoing resolutions, the composition of the Company's Board of Directors and Board of Commissioners, effective from the close of this Meeting, is as follows:

Board of Directors:

- President Director : **Ainul Yaqin**
- Director : **Edi Sarwono**
- Director : **Asruddin**

All three with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2030, without prejudice to the right of the GMS to dismiss at any time.

- Director: **Yasuhide Abe**

with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2026, without prejudice to the right of the GMS to dismiss at any time.

Board of Commissioners:

- President Commissioner : **Fadlansyah Lubis**
- Independent Commissioner: **Agnes Marcellina Tjhin**
- Commissioner : **Prasetyo Suharto**
- Independent Commissioner: **Husnedi**

All four with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2030, without prejudice to the right of the GMS to dismiss at any time.

- Commissioner: **Shinji Fukami**

with a term of office until the close of the Annual General Meeting of Shareholders to be held in 2029, without prejudice to the right of the GMS to dismiss at any time.

4. To grant power of attorney and authority with the right of substitution to the Company's Board of Directors, individually or jointly, to declare this resolution in a Notarial Deed and to undertake the necessary actions to notify the relevant authorities of the changes to the composition of the Board of Directors and Board of Commissioners.

With due regard to the letter from PT Semen Indonesia (Persero) Tbk as the majority shareholder of the Company, in which it was also conveyed that the Meeting:

- Menyetujui pemberhentian dengan hormat anggota-anggota Direksi dan Dewan Komisaris Perseroan, sebagai berikut:
  a. Saudara Asri Mukhtar sebagai Direktur Utama.
  b. Saudara Ony Suprihartono sebagai Direktur.
  c. Saudara Soni Asrul Sani sebagai Direktur.
  d. Saudara Prijo Sambodo sebagai Komisaris Utama/ Komisaris Independen.
  e. Saudara Herudi Kandau Nugroho sebagai Komisaris.

terhitung sejak ditutupnya Rapat, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai pengurus Perseroan. Maka, komposisi Dewan Komisaris Perseroan per 31 Desember 2025 adalah sebagai berikut:

- Approved the honorable dismissal of the following members of the Board of Directors and Board of Commissioners of the Company:
  a. Mr. Asri Mukhtar as President Director.
  b. Mr. Ony Suprihartono as Director.
  c. Mr. Soni Asrul Sani as Director.
  d. Mr. Prijo Sambodo as President Commissioner/ Independent Commissioner.
  e. Mr. Herudi Kandau Nugroho as Commissioner.

effective from the close of the Meeting, with an expression of gratitude for the contributions of time and effort rendered during their tenure as members of the Company's management. Accordingly, the composition of the Company's Board of Commissioners as of December 31, 2025 is as follows:

Tabel Komposisi Anggota Dewan Komisaris Tahun 2025

Table of the Composition of the Board of Commissioners Members in 2025

Nama *Name*	Jabatan *Position*	Dasar Pengangkatan Terakhir *Basis of Recent Appointment*	Masa Berakhir Jabatan *End of Term Appointment*
Fadlansyah Lubis	Komisaris Utama | President Commissioner	Akta No. 18 tanggal 12 Agustus 2025 | Deed No. 18 dated 12 August 2025	RUPST 2030 | AGMS 2030
Agnes Marcellina Tjhin	Komisaris Independen | Independent Commissioner	Akta No. 18 tanggal 12 Agustus 2025 | Deed No. 18 dated 12 August 2025	RUPST 2030 | AGMS 2030
Husnedi	Komisaris Independen | Independent Commissioner	Akta No. 18 tanggal 12 Agustus 2025 | Deed No. 18 dated 12 August 2025	RUPST 2030 | AGMS 2030
Prasetyo Suharto	Komisaris | Commissioner	Akta No. 18 tanggal 12 Agustus 2025 | Deed No. 18 dated 12 August 2025	RUPST 2030 | AGMS 2030
Shinji Fukami	Komisaris | Commissioner	Akta No. 90 tanggal 31 Mei 2024 | Deed No. 90 dated 31 May 2024	RUPST 2029 | AGMS 2029

MASA JABATAN

Berdasarkan Anggaran Dasar Perseroan, anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak ditutupnya atau tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan yang ke-5 (lima) setelah tanggal pengangkatannya, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan anggota Dewan Komisaris sebelum masa jabatannya berakhir. Setelah masa jabatannya berakhir, anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

TERM OF OFFICE

Pursuant to the Company's Articles of Association, members of the Board of Commissioners are appointed for a term commencing from the close of, or the date determined by, the GMS that appointed them, and ending at the close of the 5th (fifth) Annual GMS following the date of their appointment, with due regard to the statutory and regulatory provisions in the field of Capital Markets, without prejudice to the right of the GMS to dismiss members of the Board of Commissioners at any time prior to the expiration of their term of office. Upon the expiration of their term of office, members of the Board of Commissioners may be reappointed by the GMS for one additional term of office.

TUGAS DAN TANGGUNG JAWAB

Dewan Komisaris melaksanakan tugasnya mengacu pada Pedoman Kerja Dewan Komisaris, Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Dewan Komisaris bertanggung jawab penuh untuk mengawasi dan memberikan saran kepada Direksi berkenaan dengan kebijakan Perseroan. Dewan Komisaris memiliki otoritas dan tanggung jawab antara lain sebagai berikut:

1. Melakukan pengawasan kepada Direksi untuk mencapai kinerja sebagaimana tercantum dalam kontrak manajemen berikut segala perubahannya yang ditetapkan oleh Dewan Komisaris atas arahan pemegang saham mayoritas dengan tetap memperhatikan ketentuan di bidang Pasar Modal.
2. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perseroan.
3. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.
4. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan khususnya yang berlaku di bidang pasar modal.

DUTIES AND RESPONSIBILITIES

The Board of Commissioners carries out its duties with reference to the Board of Commissioners Charter, the Company's Articles of Association, and applicable statutory and regulatory provisions. The Board of Commissioners bears full responsibility for supervising and providing advice to the Board of Directors with respect to the Company's policies. The Board of Commissioners holds the following authorities and responsibilities, among others:

1. To supervise the Board of Directors in achieving the performance targets set out in the management contract and any amendments thereto, as established by the Board of Commissioners under the direction of the majority shareholder, with due regard to the provisions in the field of Capital Markets.
2. To provide advice to the Board of Directors in the conduct of the Company's management.
3. To submit a report on the supervisory duties carried out during the most recently completed financial year to the GMS.
4. To carry out other obligations in the context of supervisory and advisory duties, to the extent that these are not in contravention of applicable statutory and regulatory provisions, particularly those in the field of Capital Markets.

PEMBAGIAN TUGAS DEWAN KOMISARIS

Dalam menjalankan fungsinya, Dewan Komisaris memiliki pembidangan tugas meliputi:

SCOPE OF DUTIES OF THE BOARD OF COMMISSIONERS

In carrying out its functions, the Board of Commissioners has the following allocation of duties:

Jabatan *Position*	Ruang Lingkup Tugas dan Tanggung Jawab *Scope of Duties and Responsibilities*	
Komisaris Utama dan Komisaris Independen | President Commissioner and Independent Commissioner	Mengkoordinasikan Dewan Komisaris dalam: • Melakukan pengawasan terhadap Direksi untuk mencapai kinerja sebagaimana tercantum dalam kontrak manajemen, dengan tetap memperhatikan ketentuan di bidang Pasar Modal. • Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perseroan. • Memberikan pendapat dan persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), serta rencana kerja lainnya yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar Perseroan. • Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.	To coordinate the Board of Commissioners in: • Supervising the Board of Directors in achieving the performance targets set out in the management contract, with due regard to the provisions in the field of Capital Markets. • Providing advice to the Board of Directors in the conduct of the Company's management. • Providing opinions and approval on the Company's Work Plan and Budget (RKAP), the Company's Long-Term Plan (RJPP), and other work plans prepared by the Board of Directors, in accordance with the provisions of the Company's Articles of Association. • Submitting a report on the supervisory duties carried out during the most recently completed financial year to the GMS.

Jabatan *Position*	Ruang Lingkup Tugas dan Tanggung Jawab *Scope of Duties and Responsibilities*	
Komisaris lainnya | Other Commissioners	• Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku Perseroan. • Mengawasi pelaksanaan RKAP, RJPP, ketentuan Anggaran Dasar, Keputusan RUPS, serta peraturan perundang-undangan, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan. • Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi. • Menyusun program kerja Dewan Komisaris yang menjadi bagian yang tidak terpisahkan dari RKAP yang disusun oleh Direksi. • Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.	• Proposing to the GMS the appointment of a Public Accountant to conduct an audit of the Company's books. • Supervising the implementation of the RKAP, RJPP, Articles of Association provisions, GMS resolutions, and applicable statutory and regulatory provisions, in the interests of the Company and in accordance with the Company's purposes and objectives. • Examining and reviewing periodic reports and annual reports prepared by the Board of Directors. • Preparing the Board of Commissioners' work program, which forms an inseparable part of the RKAP prepared by the Board of Directors. • Carrying out other obligations in the context of supervisory and advisory duties, to the extent that these are not in contravention of applicable statutory and regulatory provisions, the Articles of Association, and/or GMS resolutions.

PEDOMAN KERJA KOMISARIS

Pedoman kerja Dewan Komisaris disahkan pada 20 Oktober 2020 dan telah diperbarui kembali pada 14 Juli 2021. Pedoman Kerja tersebut menjadi panduan bagi Dewan Komisaris dalam menjalankan tugas dan tanggung jawabnya secara transparan, akuntabel, bertanggung jawab, mandiri, dan wajar demi tercapainya tujuan Perseroan.

Di dalam Pedoman Kerja Dewan Komisaris memuat hal-hal sebagai berikut:

(1) Pengangkatan dan pemberhentian.
(2) Struktur dan persyaratan keanggotaan.
(3) Tugas, tanggung jawab, dan wewenang.
(4) Remunerasi.
(5) Masa jabatan.
(6) Rapat, pelaporan dan rencana kerja Dewan Komisaris.
(7) Pedoman Perilaku Etika.

Pedoman Kerja Dewan Komisaris ditinjau secara berkala dan dapat diperbarui apabila dianggap perlu dengan tetap memperhatikan ketentuan dan perundang-undangan yang berlaku. Pedoman Kerja Dewan Komisaris dapat diakses dan diunduh melalui situs web Perseroan.

PROGRAM ORIENTASI BAGI KOMISARIS BARU

Program Orientasi wajib diberikan kepada anggota Dewan Komisaris yang baru pertama kali menjabat di Perseroan. Program Orientasi bertujuan agar anggota Dewan Komisaris baru dapat menjalankan tugas dan tanggung jawabnya dengan sebaik-baiknya sehingga meningkatkan fungsi dan efektivitas kerja Dewan Komisaris.

BOARD OF COMMISSIONERS CHARTER

The Board of Commissioners Charter was ratified on October 20, 2020 and subsequently updated on July 14, 2021. The Charter serves as a guide for the Board of Commissioners in carrying out its duties and responsibilities in a transparent, accountable, responsible, independent, and fair manner in pursuit of the Company's objectives.

The Board of Commissioners Charter encompasses the following matters:

(1) Appointment and dismissal.
(2) Membership structure and requirements.
(3) Duties, responsibilities, and authorities.
(4) Remuneration.
(5) Term of office.
(6) Board of Commissioners meetings, reporting, and work plans.
(7) Code of Conduct.

The Board of Commissioners Charter is reviewed on a periodic basis and may be updated as deemed necessary, with due regard to applicable statutory and regulatory provisions. The Board of Commissioners Charter is accessible and may be downloaded from the Company's website.

ORIENTATION PROGRAM FOR NEW COMMISSIONERS

An Orientation Program is mandatory for members of the Board of Commissioners who are serving at the Company for the first time. The Orientation Program aims to enable new members of the Board of Commissioners to carry out their duties and responsibilities to the best of their ability, thereby enhancing the function and effectiveness of the Board of Commissioners.

Program yang diberikan kepada anggota Dewan Komisaris baru meliputi:

1. Pengetahuan mengenai Perseroan antara lain visi, misi, strategi dan rencana jangka menengah dan jangka panjang, kinerja, keuangan, hukum, perpajakan serta hal-hal lainnya yang perlu dipahami oleh anggota Dewan Komisaris baru.
2. Pemahaman tentang tugas, tanggung jawab, dan wewenang sebagai anggota Dewan Komisaris, serta aturan-aturan dan ketentuan-ketentuan terkait.

Pada tahun 2025, Perseroan telah menyelenggarakan program orientasi atau pengenalan kepada anggota Direksi dan Dewan Komisaris dalam beberapa seri pada bulan Agustus 2025 dan Desember 2025.

RAPAT DEWAN KOMISARIS

Sebagaimana diatur dalam Pedoman Kerja Dewan Komisaris, Dewan Komisaris wajib menyelenggarakan rapat berkala paling kurang 1 (satu) kali dalam setiap 2 (dua) bulan dan rapat bersama Direksi paling kurang 1 (satu) kali dalam 4 (empat) bulan.

Kebijakan Rapat Dewan Komisaris

Kebijakan rapat Dewan Komisaris diatur dalam Pedoman Kerja Dewan Komisaris, antara lain:

1. Dewan Komisaris wajib mengadakan rapat Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 2 (dua) bulan.
2. Dewan Komisaris wajib mengadakan rapat dengan mengundang Direksi (rapat gabungan) secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.
3. Dewan Komisaris dapat juga mengambil keputusan yang sah tanpa mengadakan rapat Dewan Komisaris, dengan ketentuan semua anggota Dewan Komisaris telah memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam rapat Dewan Komisaris.

The program provided to new members of the Board of Commissioners encompasses the following:

1. Knowledge of the Company, including its vision, mission, strategy, medium and long-term plans, performance, financial matters, legal matters, taxation, and other matters that new members of the Board of Commissioners need to understand.
2. Understanding of the duties, responsibilities, and authorities of a member of the Board of Commissioners, as well as the relevant rules and provisions.

In 2025, the Company conducted an orientation or induction program for members of the Board of Directors and Board of Commissioners in several series held in August 2025 and December 2025.

BOARD OF COMMISSIONERS MEETINGS

As stipulated in the Board of Commissioners Charter, the Board of Commissioners is required to hold regular meetings at least 1 (one) time every 2 (two) months and joint meetings with the Board of Directors at least 1 (one) time every 4 (four) months.

Board of Commissioners Meeting Policy

The Board of Commissioners meeting policy is governed by the Board of Commissioners Charter, including the following:

1. The Board of Commissioners is required to hold Board of Commissioners meetings on a regular basis at least 1 (one) time every 2 (two) months.
2. The Board of Commissioners is required to hold meetings with the Board of Directors in attendance (joint meetings) on a regular basis at least 1 (one) time every 4 (four) months.
3. The Board of Commissioners may also adopt valid resolutions without convening a Board of Commissioners meeting, provided that all members of the Board of Commissioners have given their approval of the proposed matter in writing and have signed such approval. Resolutions adopted in this manner carry the same force as resolutions validly adopted at a Board of Commissioners meeting.

Frekuensi dan Kehadiran Rapat Dewan Komisaris

Pada tahun 2025, Dewan Komisaris mengadakan 7 (tujuh) kali rapat Dewan Komisaris dan 3 (tiga) kali rapat gabungan bersama Direksi.

Frequency and Attendance of Board of Commissioners Meetings

In 2025, the Board of Commissioners held 7 (seven) Board of Commissioners meetings and 3 (three) joint meetings with the Board of Directors.

Tabel Frekuensi dan Kehadiran Rapat Dewan Komisaris Tahun 2025

Table of Board of Commissioners Meeting Frequency and Attendance in 2025

Nama *Name*	Jabatan *Position*	Rapat Internal *Internal Meetings*			Rapat Gabungan *Joint Meetings*		
		Jumlah Rapat *Number of Meetings*	Jumlah Kehadiran *Number of Attendances*	Persentase Kehadiran (%) *Attendance Percentage (%)*	Jumlah Rapat *Number of Meetings*	Jumlah Kehadiran *Number of Attendances*	Persentase Kehadiran (%) *Attendance Percentage (%)*
Prijo Sambodo (1)	Komisaris Utama dan Komisaris Independen | President Commissioner and Independent Commissioner	4	4	100	3	3	100
Yohanes Surya (2)	Komisaris Independen | Independent Commissioner	3	3	100	1	1	100
Herudi Kandau Nugroho (3)	Komisaris | Commissioner	4	4	100	3	3	100
Shinji Fukami	Komisaris | Commissioner	7	7	100	6	6	100
Fadlansyah Lubis (4)	Komisaris Utama | President Commissioner	3	3	100	3	3	100
Agnes Marcellina Tjhin (5)	Komisaris Independen | Independent Commissioner	3	3	100	3	3	100
Husnedi (6)	Komisaris Independen | Independent Commissioner	3	3	100	3	3	100
Prasetyo Suharto (7)	Komisaris | Commissioner	3	3	100	3	3	100

1) Menjabat sebagai Komisaris Utama/Komisaris Independen sampai dengan 12 Agustus 2025 | Served as President Commissioner/Independent Commissioner until August 12, 2025.
2) Menjabat sebagai Komisaris Independen sampai dengan 27 Mei 2025 | Served as Independent Commissioner until May 27, 2025.
3) Menjabat sebagai Komisaris sampai dengan 12 Agustus 2025 | Served as Commissioner until August 12, 2025.
4) Menjabat sebagai Komisaris Utama sejak 12 Agustus 2025 | Served as President Commissioner effective August 12, 2025.
5) Menjabat sebagai Komisaris Independen sejak 12 Agustus 2025 | Served as Independent Commissioner effective August 12, 2025.
6) Menjabat sebagai Komisaris Independen sejak 12 Agustus 2025 | Served as Independent Commissioner effective August 12, 2025.
7) Menjabat sebagai Komisaris sejak 12 Agustus 2025 | Served as Commissioner effective August 12, 2025.

Kehadiran RUPS

Di tahun 2025, Dewan Komisaris telah hadir dalam RUPS tahun 2025. Informasi kehadiran anggota Dewan Komisaris dalam RUPS telah disajikan pada pembahasan RUPS dalam Laporan Tahunan ini.

GMS Attendance

In 2025, the Board of Commissioners attended the 2025 GMS. Information on the attendance of members of the Board of Commissioners at the GMS has been presented in the GMS section of this Annual Report.

Agenda Rapat Dewan Komisaris

Board of Commissioners Meeting Agenda

Rapat Internal

Internal Meeting

Tabel Agenda Rapat Internal Dewan Komisaris Tahun 2025

Table of Board of Commissioners Meeting Agenda in 2025

No	Tanggal *Date*	Agenda	Kehadiran *Attendance*
1.	16 Januari 2025 | January 16, 2025	Laporan Aktivitas Dewan Komisaris untuk Kuartal ke-4 Tahun 2024 | BoC Activity Report for Q4 2024	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | Komisaris Independen | President Commissioner | Independent Commissioner: Prijo Sambodo • Komisaris Independen | Independent Commissioner: Yohanes Surya • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris | Commissioner: Shinji Fukami
2.	26 Februari 2025 | February 26, 2025	1. Pembaruan tentang Isu Strategis | Update on the Strategic Issues 2. Manajemen Risiko Solusi Bangun Indonesia | Solusi Bangun Indonesia Risk Management	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | Komisaris Independen | President Commissioner | Independent Commissioner: Prijo Sambodo • Komisaris Independen | Independent Commissioner: Yohanes Surya • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris | Commissioner: Shinji Fukami
3.	22 Mei 2025 | May 22, 2025	Laporan Aktivitas Dewan Komisaris untuk Kuartal ke-1 Tahun 2025 | BoC Activity Report for Q1 2025	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | Komisaris Independen | President Commissioner | Independent Commissioner: Prijo Sambodo • Komisaris Independen | Independent Commissioner: Yohanes Surya • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris | Commissioner: Shinji Fukami
4.	18 Juni 2025/ June 18, 2025	1. Realisasi Tugas Dewan Komisaris | BoC Tasks Realization 2. Pembaruan Piagam Komite Audit | Update on Audit Committee Charter	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | Komisaris Independen | President Commissioner | Independent Commissioner: Prijo Sambodo • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris | Commissioner: Shinji Fukami
5.	6 Agustus 2025 | August 6, 2025	Laporan Aktivitas Dewan Komisaris untuk Kuartal ke 2 Tahun 2025 | BOC Activity Report for Q2 2025	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | Komisaris Independen | President Commissioner | Independent Commissioner: Prijo Sambodo • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris | Commissioner: Shinji Fukami
6.	27 Oktober 2025 | October 27, 2025	1. Laporan Aktivitas Dewan Komisaris untuk Kuartal ke-3 Tahun 2025 | BoC Activity Report for Q3 2025 2. Lembar Pengarahan Dewan Komisaris | BoC Briefing Sheet	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | President Commissioner: Fadlansayah Lubis • Komisaris Independen | Independent Commissioner: Agnes Marcellina Tjhin • Komisaris Independen | Independent Commissioner: Husnedi • Komisaris | Commissioner: Prasetyo Suharto • Komisaris | Commissioner: Shinji Fukami
7.	9 Desember 2025 | December 9, 2025	1. Realisasi Tugas Dewan Komisaris | BoC Tasks Realization 2. Rencana Kerja Dewan Komisaris 2026 | BoC Work Plan 2026	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | President Commissioner: Fadlansayah Lubis • Komisaris Independen | Independent Commissioner: Agnes Marcellina Tjhin • Komisaris Independen | Independent Commissioner: Husnedi • Komisaris | Commissioner: Prasetyo Suharto • Komisaris | Commissioner: Shinji Fukami

Tinjauan lapangan Dewan Komisaris dan Direksi ke proyek pengembangan dermaga dan fasilitas ekspor di Tuban.
Field inspection by the Board of Commissioners and Board of Directors of the jetty development and export facilities project in Tuban.

Rapat Gabungan

Joint Meeting

Tabel Agenda Rapat Gabungan Dewan Komisaris Tahun 2025

Table of Board of Commissioners Joint Meeting in 2025

No	Tanggal *Date*	Agenda	Kehadiran *Attendance*
1.	28 Mei 2025 | May 28, 2025	• Opening & Executive Summary • Safety Pause • Follow Up to BOC's Recommendations • Solusi Bangun Indonesia Performance YTD April 2025 • Solusi Bangun Indonesia Manufacturing Performance YTD April 2025 • Strategic Projects and Initiatives	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama/ Komisaris Independen | President Commissioner/ Independent Commissioner: Prijo Sambodo • Komisaris | Commissioner: Herudi Kandau Nugroho • Komisaris | Commissioner: Shinji Fukami **Direksi | Directors** • Direktur Utama | President Director: Asri Mukhtar • Direktur | Director: Ony Suprihartono • Direktur | Director: Yasuhide Abe Note: - Bapak Soni Asrul Sani (Direktur) tidak dapat hadir dikarenakan ada keperluan keluarga (keluarga meninggal dunia). | Mr. Soni Asrul Sani (Director) was unable to attend the meeting due to urgent matters (family member passed away). - Bapak Yohanes Surya (Komisaris Independen), tidak dapat hadir dalam Rapat dikarenakan efektif sejak tanggal 27 Mei 2025 beliau diangkat sebagai Komisaris Independen PT Telkom Indonesia (Persero) Tbk. | Mr. Yohanes Surya (Independen Commissioner), cannot attend because effective as of 27 May 2025, he was appointed as an Independent Commissioner of PT Telkom Indonesia (Persero) Tbk. Sejalan dengan ketentuan Pasal 27B Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara, beliau tidak dapat merangkap jabatan di Perseroan dan beliau telah mengajukan pengunduran diri berdasarkan surat tertanggal 19 Juni 2025, yang berlaku efektif sejak tanggal 27 Mei 2025. | In line with the Provisions of Article 27B of Law of the Republic of Indonesia Number 1 of 2025 concerning the Third Amendment to Law Number 19 of 2003 concening positions in the Company and he has submitted his resignation based on a Letter dated June 19, 2025, which is effective as of 27 May 2025.
2.	21 Agustus 2025 | August 21,2025	• Safety Pause • Introduction and Company Overview • Performance Snapshot as of YTD July 2025 • Manufacturing Performance as of YTD July 2025 • Key Risks and Mitigation • Strategic Focus and Project Updates	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | President Commissioner: Fadlansyah Lubis • Komisaris Independen | Independent Commissioner: Agnes Marcellina Tjhin • Komisaris Independen | Independent Commissioner: Husnedi • Komisaris | Commissioner: Prasetyo Suharto • Komisaris | Commissioner: Shinji Fukami **Direksi | Directors** • Direktur Utama | President Director: Ainul Yaqin • Direktur | Director: Asruddin • Direktur | Director: Edi Sarwono • Direktur | Director: Yasuhide Abe
3.	10 Desember 2025 | December 10, 2025	• Safety Induction • Strategic Issues from the Board of Commissioners • Solusi Bangun Indonesia Draft of RKAP 2026 and RJPP 2026-2030: i. Executive Summary ii. Draft of RKAP 2026 and RJPP 2026-2030 • Solusi Bangun Indonesia Top Risks and Strategic Business • Other Topic's Discussion	**Dewan Komisaris | Board of Commissioners** • Komisaris Utama | President Commissioner: Fadlansyah Lubis • Komisaris Independen | Independent Commissioner: Agnes Marcellina Tjhin • Komisaris Independen | Independent Commissioner: Husnedi • Komisaris | Commissioner: Prasetyo Suharto • Komisaris | Commissioner: Shinji Fukami **Direksi | Directors** • Direktur Utama | President Director: Rizki Kresno Edhie Hambali • Direktur | Director: Asruddin • Direktur | Director: Edi Sarwono • Direktur | Director: Yasuhide Abe

PENGEMBANGAN KOMPETENSI DAN PROGRAM ORIENTASI DEWAN KOMISARIS

Kebijakan

Secara berkala, Perseroan memberikan kesempatan yang sama kepada seluruh insan Perseroan untuk ikut serta dalam program pengembangan kompetensi berupa program-program pengembangan kompetensi seperti pelatihan, *workshop*, seminar, *conference*, ataupun dalam bentuk kunjungan kerja. Tujuan dari program tersebut adalah untuk memperluas pengetahuan dan wawasan setiap insan Perseroan.

BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT AND ORIENTATION PROGRAM

Policy

The Company regularly provides equal opportunities to all Company personnel to participate in competency development programs, such as training, workshops, seminars, conferences, and working visits. The objective of these programs is to broaden the knowledge and insight of all Company personnel.

Program Pengembangan Kompetensi Dewan Komisaris

Di sepanjang tahun 2025, Dewan Komisaris telah mengikuti program pengembangan kompetensi sebagai berikut:

Board of Commissioners Competency Development Program

Throughout 2025, the Board of Commissioners participated in the following competency development programs:

Tabel Pengembangan Kompetensi Dewan Komisaris Tahun 2025

Table of Board of Commissioners Competency Development Programs in 2025

No	Program	Tanggal *Date*	Penyelenggara *Organizer*
1	Summary of Sustainability Initiatives for Fiscal Year 2024	Maret | March	MS&AD InterRisk Research & Consulting, Inc. Risk Consulting Division, Risk Management Department 5
2	Internal Control over Financial Reporting Implementation, Project Management Skills for Leaders, Maintaining Rationality in Strategic Decision-Making	April-Juni | April-Juni	LinkedIn Learning
3	Qualified Risk Governance Professional	Oktober | October	LPK MKS
4	ESG Risk Management	Desember | December	Enterprise Risk Management Academy (ERMA)

PELAKSANAAN TUGAS DEWAN KOMISARIS

Di sepanjang tahun 2025, Dewan Komisaris telah menjalankan tugas dan tanggung jawabnya dengan baik dan optimal sesuai Pedoman Kerja Dewan Komisaris, Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Peran pengawasan telah dijalankan dengan baik, selain itu Dewan Komisaris juga memberikan saran kepada Direksi berkenaan dengan kebijakan Perseroan. Fungsi pengawasan yang dilakukan diharapkan mampu memberikan arah positif bagi Direksi dalam menjalankan operasional Perseroan yang sesuai dengan prinsip-prinsip GCG dan ketentuan peraturan perundang-undangan yang berlaku.

IMPLEMENTATION OF BOARD OF COMMISSIONERS' DUTIES

Throughout 2025, the Board of Commissioners carried out its duties and responsibilities effectively and optimally in accordance with the Board of Commissioners Charter, the Company's Articles of Association, and applicable statutory and regulatory provisions. The supervisory role has been carried out effectively, and the Board of Commissioners has also provided advice to the Board of Directors with respect to the Company's policies. The supervisory function performed is expected to provide positive direction for the Board of Directors in conducting the Company's operations in accordance with GCG principles and applicable statutory and regulatory provisions.

PENILAIAN KINERJA KOMITE PENDUKUNG DEWAN KOMISARIS

Dewan Komisaris melakukan penilaian kinerja secara berkala terhadap Komite Audit yang bertugas membantu pelaksanaan kegiatan, tugas, dan tanggung jawab Dewan Komisaris.

Dasar penilaian secara tim adalah dengan mempertimbangkan masukan dan rekomendasi Komite yang diserahkan kepada Dewan Komisaris dalam merespons topik-topik spesifik sesuai bidang tugasnya untuk didiskusikan dan disampaikan sebagai bahan pengawasan dan pemberian nasihat bagi Direksi dalam rapat-rapat Dewan Komisaris maupun rapat gabungan dengan Direksi. Sementara penilaian kinerja individu tiap-tiap anggota Komite didasarkan pada capaian kinerja, kompetensi, dan kehadiran dalam rapat-rapat Komite Audit, rapat Dewan Komisaris maupun rapat gabungan.

Secara umum Dewan Komisaris menilai bahwa kinerja Komite Audit pada tahun 2025 baik secara tim maupun individu sangat baik. Komite Audit dapat menjalankan tugas dan tanggung jawabnya dengan baik dan telah memberikan masukan dan rekomendasi yang dibutuhkan Dewan Komisaris sebagai bahan pembahasan dalam rapat bersama Direksi.

Komite Audit membantu tugas Dewan Komisaris mengkaji dan mengesahkan penunjukan Akuntan Publik untuk melakukan audit laporan keuangan Perseroan tahun buku 2025, meninjau laporan audit eksternal dan laporan audit internal dan tindak lanjut atas temuan audit tersebut, menelaah laporan keuangan konsolidasian semester pertama dan triwulanan Perseroan dan anak perusahaan untuk periode yang berakhir pada tanggal 31 Maret, 30 Juni, 30 September, dan 31 Desember 2025, serta menelaah dan memberikan masukan atas penerapan manajemen risiko Perseroan.

Pada tahun 2025, Komite Audit melaksanakan 11 (sebelas) kali rapat dan telah memenuhi ketentuan yang berlaku.

PERFORMANCE ASSESSMENT OF SUPPORTING COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners conducts periodic performance assessments of the Audit Committee, which is tasked with assisting in the execution of the activities, duties, and responsibilities of the Board of Commissioners.

The basis for team-level assessment is the consideration of inputs and recommendations submitted by the Committee to the Board of Commissioners in response to specific topics within its area of responsibility, to be discussed and presented as material for supervision and advisory purposes for the Board of Directors in Board of Commissioners meetings and joint meetings with the Board of Directors. Meanwhile, the individual performance assessment of each Committee member is based on performance achievements, competencies, and attendance at Audit Committee meetings, Board of Commissioners meetings, and joint meetings.

In general, the Board of Commissioners assessed the performance of the Audit Committee in 2025, both as a team and individually, as excellent. The Audit Committee was able to carry out its duties and responsibilities effectively and has provided the inputs and recommendations required by the Board of Commissioners as discussion material in meetings with the Board of Directors.

The Audit Committee assisted the Board of Commissioners in reviewing and ratifying the appointment of a Public Accountant to conduct an audit of the Company's financial statements for the 2025 financial year, reviewing external audit reports and internal audit reports and the follow-up actions on audit findings, reviewing the Company's and subsidiaries' consolidated first-half and quarterly financial statements for the periods ended March 31, June 30, September 30, and December 31, 2025, as well as reviewing and providing inputs on the Company's risk management implementation.

In 2025, the Audit Committee held 11 (eleven) meetings and has fulfilled all applicable requirements.

PENILAIAN KINERJA DEWAN KOMISARIS

Prosedur Penilaian Kinerja

Dewan Komisaris dapat melakukan *self-assessment* secara mandiri sebagai upaya untuk melakukan evaluasi internal Dewan Komisaris mengenai sejauh mana efektivitas pelaksanaan fungsi dan tugas Dewan Komisaris. Penilaian Kinerja Dewan Komisaris secara *self-assesment* dilakukan berdasarkan KPI Dewan Komisaris.

Kriteria Penilaian Kinerja

Penilaian kinerja Dewan Komisaris ditentukan berdasarkan kriteria penilaian sebagai berikut:

1. Tingkat kehadiran dalam rapat Dewan Komisaris, rapat gabungan dengan Direksi, maupun rapat dengan komite Dewan Komisaris.
2. Kontribusi di dalam proses pengawasan dan pemberian nasihat kepada Direksi.
3. Ketaatan terhadap peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan, serta Pedoman Kerja Dewan Komisaris.

Pihak Penilai Kinerja

Penilaian kinerja Dewan Komisaris dilakukan oleh pemegang saham mayoritas melalui pencapaian KPI Dewan Komisaris yang sebelumnya telah disetujui dan ditandatangani di dalam kontrak manajemen.

Hasil Penilaian Kinerja

Dari hasil penilaian menyebutkan bahwa, di sepanjang tahun 2025 Dewan Komisaris telah menjalankan fungsinya untuk melakukan pengawasan terhadap operasional yang dijalankan oleh Direksi. Peran pengawasan telah dilakukan secara kolegial maupun individual melalui pelaksanaan tugas dan tanggung jawab masing-masing anggota Dewan Komisaris. Melalui peran pengawasan dan pemberian nasihat ini, Perseroan berharap mampu berdampak positif bagi keberlanjutan bisnis Perseroan di masa mendatang.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

Assessment Procedure

The Board of Commissioners may conduct an independent self-assessment as an effort to carry out an internal evaluation of the Board of Commissioners regarding the extent to which the functions and duties of the Board of Commissioners have been effectively performed. The Board of Commissioners Performance Assessment by way of self-assessment is conducted based on the Board of Commissioners' KPIs.

Performance Assessment Criteria

The performance assessment of the Board of Commissioners is determined based on the following assessment criteria:

1. Level of attendance at Board of Commissioners meetings, joint meetings with the Board of Directors, and meetings with Board of Commissioners committees.
2. Contribution to the process of supervising and providing advice to the Board of Directors.
3. Compliance with applicable statutory and regulatory provisions, the Company's Articles of Association, and the Board of Commissioners Charter.

Assessor

The performance assessment of the Board of Commissioners is conducted by the majority shareholder through the achievement of the Board of Commissioners' KPIs, which have been previously approved and signed in the management contract.

Performance Assessment Results

The assessment results indicate that throughout 2025, the Board of Commissioners has carried out its function of supervising the operations conducted by the Board of Directors. The supervisory role has been performed both collectively and individually through the execution of the duties and responsibilities of each member of the Board of Commissioners. Through this supervisory and advisory role, the Company hopes to be able to deliver a positive impact on the sustainability of the Company's business in the future.

INFORMASI NOMINASI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

PROSEDUR NOMINASI

Perseroan telah menetapkan prosedur mengenai nominasi Dewan Komisaris dan Direksi. Calon anggota Direksi Perseroan harus memenuhi syarat materiil, yaitu:

(a) Keahlian.
(b) Integritas.
(c) Kepemimpinan.
(d) Pengalaman.
(e) Jujur.
(f) Perilaku yang baik.
(g) Dedikasi yang tinggi untuk memajukan dan mengembangkan Perseroan.

Calon anggota Dewan Komisaris Perseroan harus memenuhi syarat materiil, yaitu:

(a) Integritas.
(b) Dedikasi.
(c) Memahami masalah-masalah manajemen perusahaan.
(d) Memiliki pengetahuan yang memadai di bidang usaha Perseroan.
(e) Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.
(f) Memiliki kemauan yang kuat untuk memajukan dan mengembangkan Perseroan.

Berdasarkan hasil evaluasi, pemegang saham menetapkan calon anggota Direksi dan/atau calon anggota Dewan Komisaris Perseroan dan mengajukannya untuk ditetapkan dalam RUPS. Sebelum diajukan dan ditetapkan RUPS, calon anggota Direksi dan/atau Dewan Komisaris Perseroan menandatangani Kontrak Manajemen.

NOMINATION AND REMUNERATION INFORMATION FOR THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

NOMINATION PROCEDURE

The Company has established procedures governing the nomination of the Board of Commissioners and Board of Directors. Candidates for membership of the Company's Board of Directors must fulfill the following substantive requirements:

(a) Expertise.
(b) Integrity.
(c) Leadership.
(d) Experience.
(e) Honesty.
(f) Good conduct.
(g) High dedication to advancing and developing the Company.

Candidates for membership of the Company's Board of Commissioners must fulfill the following substantive requirements:

(a) Integrity.
(b) Dedication.
(c) Understanding of corporate management matters.
(d) Adequate knowledge of the Company's business field.
(e) Ability to dedicate sufficient time to the performance of their duties.
(f) Strong commitment to advancing and developing the Company.

Based on the results of the evaluation, the shareholders determine the candidates for membership of the Board of Directors and/or Board of Commissioners of the Company and submit them for determination at the GMS. Prior to submission to and determination by the GMS, candidates for membership of the Board of Directors and/or Board of Commissioners of the Company sign a Management Contract.

PROSEDUR REMUNERASI

Remunerasi anggota Direksi dan Dewan Komisaris Perseroan ditetapkan berdasarkan keputusan RUPS. Kewenangan RUPS tersebut dapat dilimpahkan kepada Dewan Komisaris. Dalam hal demikian, besarnya gaji dan/atau tunjangan anggota Direksi dan Dewan Komisaris ditetapkan berdasarkan keputusan rapat Dewan Komisaris dengan memperhatikan arahan pemegang saham mayoritas.

Penetapan remunerasi yang berupa gaji atau honorarium, tunjangan, dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan.

RUPST tanggal 25 Juni 2025 terkait remunerasi Direksi dan Dewan Komisaris memutuskan:

1. Menyetujui untuk memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan yang menjalankan fungsi remunerasi dan nominasi dengan tetap memperhatikan arahan dari pemegang saham mayoritas, untuk menentukan besaran tantiem untuk tahun buku 2025 serta menetapkan gaji, tunjangan dan fasilitas bagi anggota Direksi Perseroan untuk tahun buku 2026.

2. Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan yang menjalankan fungsi remunerasi dan nominasi dengan tetap memperhatikan arahan dari pemegang saham mayoritas untuk menetapkan besarnya tantiem untuk tahun buku 2025 serta menetapkan honorarium, tunjangan dan fasilitas anggota Dewan Komisaris Perseroan untuk tahun buku 2026.

STRUKTUR REMUNERASI

Struktur remunerasi yang diterima oleh masing-masing anggota Dewan Komisaris dan/ atau pun Direksi di tahun 2025 meliputi:

1. Gaji/Honorarium & Tunjangan.
2. Asuransi Purna Jabatan.
3. Asuransi Kesehatan.
4. Tantiem

REMUNERATION PROCEDURE

The remuneration of members of the Company's Board of Directors and Board of Commissioners is determined pursuant to a GMS resolution. Such GMS authority may be delegated to the Board of Commissioners. In such case, the amount of salary and/or allowances for members of the Board of Directors and Board of Commissioners is determined pursuant to a resolution of the Board of Commissioners meeting, with due regard to the direction of the majority shareholder.

The determination of remuneration in the form of fixed salaries or honoraria, allowances, and facilities is carried out with due consideration of the scale of the business, the complexity of the business, the inflation rate, the Company's financial condition and capacity, and other relevant factors, and must not contravene applicable statutory and regulatory provisions.

The AGMS dated June 25, 2025, concerning the remuneration of the Board of Directors and Board of Commissioners, resolved the following:

1. To approve the granting of authority and power to the Board of Commissioners of the Company, which performs the remuneration and nomination function, with due regard to the direction of the majority shareholder, to determine the amount of tantiem for the 2025 fiscal year and to establish the salaries, allowances, and facilities for members of the Company's Board of Directors for the 2026 fiscal year.
2. To approve the granting of authority and power to the Board of Commissioners of the Company, which performs the remuneration and nomination function, with due regard to the direction of the majority shareholder, to determine the amount of tantiem for the 2025 fiscal year and to establish the honoraria, allowances, and facilities for members of the Company's Board of Commissioners for the 2026 financial year.

REMUNERATION STRUCTURE

The remuneration structure received by each member of the Board of Commissioners and/or Board of Directors in 2025 encompasses the following:

1. Salary/Honorarium & Allowances.
2. Post-Service Insurance.
3. Health Insurance.
4. Tantiem.

BESARAN REMUNERASI

Secara keseluruhan, total remunerasi Dewan Komisaris dan Direksi yang dikeluarkan Perseroan di tahun 2025 adalah sebagai berikut:

REMUNERATION AMOUNT

In aggregate, the total remuneration for the Board of Commissioners and Board of Directors disbursed by the Company in 2025 is as follows:

Tabel Total Remunerasi Dewan Komisaris dan Direksi Tahun 2025

Table of Total Remuneration of the Board of Commissioners and the Board of Directors in 2025

Remunerasi *Remuneration*	Direksi *Board of Directors*		Dewan Komisaris* *Board of Commisioners*	
	Jumlah Orang *Total Persons*	Rp (juta) *Rp (million)*	Jumlah Orang *Total Persons*	Rp (juta) *Rp (million)*
Gaji/honorarium | Salary/Honorarium	8	9.540	7	3.971
Asuransi Purna Jabatan | Full Service Insurance	8	1.584	7	619
Asuransi Kesehatan | Health Insurance	4	83	2	59
Tantiem	0	0	0	0

*) Termasuk pembayaran Tantiem Dewan Komisaris & Dewan Direksi dengan masa jabatan sampai pada tanggal 31 Desember 2024 | Including the payment of tantiem for the Board of Commissioners & Board of Directors with terms of office up to 31 December 2024

Remunerasi dalam satu tahun dikelompokkan dalam kisaran *Remuneration in one year is grouped in range*		
Jumlah Remunerasi *Total Remuneration*	Jumlah Komisaris *Total Board of Commissioners*	Jumlah Direksi *Total Board of Directors*
Di atas Rp2 miliar | Above Rp 2 billion	0	1
Di atas Rp1 miliar – Rp2 miliar* | Above Rp1 billion – Rp2 billion	0	3
Di atas Rp300 juta – Rp1 miliar | Above Rp300 million – Rp1 billion	7	3
Di bawah Rp300 juta | Below Rp300 million	0	1

*) Termasuk pembayaran Tantiem Dewan Komisaris & Dewan Direksi dengan masa jabatan sampai pada tanggal 31 Desember 2024 | Including the payment of tantiem for the Board of Commissioners & Board of Directors with terms of office up to 31 December 2024

INFORMASI KEBERAGAMAN DIREKSI DAN DEWAN KOMISARIS

Informasi keberagaman komposisi Dewan Komisaris dan Direksi berdasarkan jenis kelamin, usia, pendidikan hingga pengalam kerja, terlah disajikan dalam bab Profil Perusahaan sub bagian Profil Dewan Komisaris dan Direksi.

INFORMATION ON THE DIVERSITY OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Information on the diversity of the composition of the Board of Commissioners and Board of Directors, based on gender, age, educational background, and work experience, has been presented in the Company Profile chapter under the Board of Commissioners and Board of Directors Profiles section.

INFORMASI AFILIASI DIREKSI DAN DEWAN KOMISARIS

Informasi mengenai hubungan afiliasi Dewan Komisaris dan Direksi kepada pemegang saham atau pemangku kepentingan lainnya, telah disajikan dalam bab Profil Perusahaan sub bagian Hubungan Afiliasi.

INFORMATION ON AFFILIATION OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Information on the affiliated relationships of the Board of Commissioners and Board of Directors with shareholders or other stakeholders has been presented in the Company Profile chapter under the Affiliate Relationship section.

KOMITE PENDUKUNG DEWAN KOMISARIS

KOMITE AUDIT

Komite Audit dibentuk oleh Dewan Komisaris untuk mendukung manajemen dalam mempertahankan sistem pengawasan yang efektif dan efisien. Peran ini dilakukan dengan mengatur tujuan, kewenangan, komposisi, rapat dan operasional, persyaratan pelayanan dan tanggung jawab terkait proses pelaporan keuangan, audit internal dan tata kelola. Komite Audit dipimpin oleh Komisaris Independen Perseroan dengan anggota dari profesional yang independen dan berpengalaman.

PEDOMAN KOMITE AUDIT

Komite Audit memiliki Piagam Komite Audit yang ditetapkan pada 11 Agustus 2025 (Surat Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 11 Agustus 2025). Di dalam Piagam Komite Audit memuat hal-hal sebagai berikut:

1) Ketentuan umum
2) Struktur dan keanggotaan
3) Masa jabatan
4) Persyaratan keanggotaan
5) Tugas dan tanggung jawab
6) Hak dan wewenang
7) Kode etik Komite Audit
8) Kebijakan rapat penyelenggaraan rapat Komite Audit
9) Pengungkapan dan pelaporan
10) Rencana kerja dan evaluasi kinerja Komite Audit
11) Ketentuan lain

Piagam Komite Audit ditinjau secara berkala dan dapat diperbarui apabila dianggap perlu dengan tetap memperhatikan ketentuan dan perundang-undangan yang berlaku. Komite Audit dapat diakses di situs web Perseroan.

TUGAS DAN TANGGUNG JAWAB

Berdasarkan Piagam Komite Audit, Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan;

SUPPORTING COMMITTEES OF THE BOARD OF COMMISSIONERS

AUDIT COMMITTEE

The Audit Committee was established by the Board of Commissioners to support management in maintaining an effective and efficient oversight system. This role is carried out by defining the objectives, authority, composition, meetings and operations, service requirements, and responsibilities related to the financial reporting process, internal audit, and governance. The Audit Committee is chaired by an Independent Commissioner of the Company, with members drawn from independent and experienced professionals.

AUDIT COMMITTEE GUIDELINES

The Audit Committee has an Audit Committee Charter established on August 11, 2025 (Circular Resolution of the Company's Board of Commissioners dated August 11, 2025). The Audit Committee Charter encompasses the following matters:

1) General provisions.
2) Structure and membership.
3) Term of office.
4) Membership requirements.
5) Duties and responsibilities.
6) Rights and authorities.
7) Audit Committee Code of Conduct.
8) Policy on the conduct of Audit Committee meetings.
9) Disclosure and reporting.
10) Audit Committee work plan and performance evaluation.
11) Other provisions.

The Audit Committee Charter is reviewed on a periodic basis and may be updated as deemed necessary, with due regard for applicable statutory and regulatory provisions. The Audit Committee Charter is accessible through the Company's website.

DUTIES AND RESPONSIBILITIES

In accordance with the Audit Committee Charter, the Audit Committee has the following duties and responsibilities:

1. To review financial information to be issued by the Company to the public and/or regulatory authorities, including financial statements, projections, and other reports related to the Company's financial information.

2. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan Publik/Auditor Eksternal atas jasa yang diberikannya;
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan Publik yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa;
5. Meninjau kinerja Akuntan Publik dan memberikan penilaian atas kinerja Akuntan Publik kepada Dewan Komisaris dan Otoritas Jasa Keuangan;
6. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal;
7. Melakukan penelaahan atas efektivitas pengendalian internal atas pelaporan keuangan (*Internal Control over Financial Reporting*/ICoFR) guna memastikan keandalan pelaporan keuangan dan kepatuhan terhadap standar akuntansi serta peraturan yang berlaku;
8. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan;
9. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan;
10. Menjaga kerahasiaan dokumen, data dan informasi Perseroan; dan
11. Bekerja sama, melakukan komunikasi secara langsung dan mengadakan rapat secara berkala dan insidentil dengan Unit Audit Internal.

2. To review compliance with statutory and regulatory provisions relating to the Company's activities.
3. To provide independent opinions in the event of a difference of opinion between management and the Public Accountant/External Auditor with respect to the services rendered.
4. To provide recommendations to the Board of Commissioners regarding the appointment of a Public Accountant, based on considerations of independence, scope of engagement, and service fees.
5. To review the performance of the Public Accountant and provide an assessment of the Public Accountant's performance to the Board of Commissioners and the Financial Services Authority (OJK).
6. To review the conduct of examinations by the internal auditor and to monitor the implementation of follow-up actions by the Board of Directors on internal auditor findings.
7. To review the effectiveness of Internal Control over Financial Reporting (ICoFR) to ensure the reliability of financial reporting and compliance with applicable accounting standards and regulations.
8. To review complaints relating to the Company's accounting and financial reporting processes.
9. To review and provide advice to the Board of Commissioners with respect to potential conflicts of interest within the Company.
10. To maintain the confidentiality of the Company's documents, data, and information.
11. To cooperate, communicate directly, and hold regular and ad hoc meetings with the Internal Audit Unit.

KODE ETIK KOMITE AUDIT

Berdasarkan Piagam Komite Audit, Komite Audit memiliki Kode Etik yang harus ditaati sebagaimana berikut ini:

1. Anggota Komite Audit wajib mematuhi Kode Etik Perusahaan dan Piagam Komite Audit sebagai pedoman dasar perilaku dalam menjalankan tugas dan wewenang Komite Audit;

AUDIT COMMITTEE CODE OF CONDUCT

In accordance with Audit Committee Charter, the Audit Committee has a Code of Conduct that must be adhered to, as follows:

1. Members of the Audit Committee are required to comply with the Company's Code of Conduct and the Audit Committee Charter as the fundamental guidelines for conduct in the exercise of the Audit Committee's duties and authorities.

2. Dalam melaksanakan tugas, tanggung jawab, dan wewenangnya, Komite Audit wajib berpedoman pada prinsip-prinsip sebagai berikut:
   a. Integritas: Anggota Komite Audit wajib menjunjung tinggi kejujuran, independensi, dan tidak menyalahgunakan wewenang atau memperoleh keuntungan pribadi yang bertentangan dengan hukum.
   b. Objektivitas dan Independensi: Anggota Komite Audit harus bersikap adil, bebas dari konflik kepentingan, mengungkapkan fakta material secara transparan, dan tidak menerima imbalan yang memengaruhi profesionalismenya.
   c. Kompetensi: Anggota Komite Audit wajib melaksanakan tugas sesuai dengan kapasitas profesionalnya dan berkomitmen untuk terus meningkatkan kompetensi melalui pendidikan dan pelatihan.
   d. Kerahasiaan: Anggota Komite Audit wajib menjaga kerahasiaan informasi dan dokumen Perseroan yang diperoleh selama masa tugas, termasuk setelah masa jabatannya berakhir, kecuali jika diwajibkan oleh hukum.

2. In the performance of their duties, responsibilities, and authorities, the Audit Committee is required to be guided by the following principles:
   a. Integrity: Members of the Audit Committee are required to uphold honesty and independence, and must not abuse their authority or obtain personal benefits that are contrary to the law.
   b. Objectivity and Independence: Members of the Audit Committee must be impartial, free from conflicts of interest, disclose material facts transparently, and must not accept remuneration that may affect their professionalism.
   c. Competence: Members of the Audit Committee are required to carry out their duties in accordance with their professional capacity and are committed to continuously enhancing their competencies through education and training.
   d. Confidentiality: Members of the Audit Committee are required to maintain the confidentiality of the Company's information and documents obtained during their term of service, including after the expiration of their term of office, except where as required by law.

KOMPOSISI KOMITE AUDIT

Komite Audit yang bertugas saat ini diangkat berdasarkan Surat Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 30 November 2025 yang berlaku efektif per tanggal 1 Desember 2025 dengan komposisi sebagai berikut:

AUDIT COMMITTEE COMPOSITION

The currently serving Audit Committee was appointed pursuant to the Circular Resolution of the Company's Board of Commissioners dated November 30, 2025, which became effective on December 1, 2025, with the following composition:

Tabel Komposisi Komite Audit Tahun 2025

Table of Audit Committee Composition in 2025

Nama *Name*	Jabatan *Position*	Dasar Pengangkatan Terakhir *Basis of Recent Appointment*	Masa Jabatan *Term Appointment*
Husnedi	Ketua Komite Audit | Chairman of the Audit Committee	Surat Keputusan Dewan Komisaris Tanggal 29 Agustus 2025 | Board of Commissioners' Decree dated August 29, 2025	RUPST 2030 | 2030 AGMS
Prijo Sambodo*		Surat Keputusan Dewan Komisaris Tanggal 29 Maret 2022 | Board of Commissioners' Decree dated March 29, 2022	RUPST 2029 | 2029 AGMS
Sugianto	Anggota Komite Audit | Member of the Audit Committee	Surat Keputusan Dewan Komisaris Tanggal 22 Juli 2024 | Board of Commissioners' Decree dated July 22, 2024	RUPST 2027 | 2027 AGMS
Amral Ahmad	Anggota Komite Audit | Member of the Audit Committee	Surat Keputusan Dewan Komisaris Tanggal 30 November 2025 | Board of Commissioners' Decree dated November 30, 2025	RUPST 2028 | 2028 AGMS
Erlin Sarwin**	Anggota Komite Audit | Member of the Audit Committee	Surat Keputusan Dewan Komisaris Tanggal 29 Maret 2022 | Board of Commissioners' Decree dated March 29, 2022	RUPST 2028 | 2028 AGMS

*) Diberhentikan dengan hormat per 13 Agustus 2025. | Honorably dismissed effective August 13, 2025.
**) Diberhentikan dengan hormat per 30 November 2025. | Honorably dismissed effective November 30, 2025.

PROFIL KOMITE AUDIT

PROFILE OF THE AUDIT COMMITTEE

Ketua Komite Audit

Chairman of the Audit Committee

HUSNEDI Ketua Komite Audit *Chairman of the Audit Committee*	
Dasar Pengangkatan | Basis of Appointment	Surat Keputusan Dewan Komisaris Tanggal 29 Agustus 2025 | Board of Commissioners' Decree dated August 29, 2025

Husnedi adalah Komisaris Independen Perseroan. Profil beliau disajikan pada bagian profil Dewan Komisaris pada Laporan Tahunan ini.

Husnedi is an Independent Commissioner of the Company. His profile is presented in the Board of Commissioners Profiles section of this Annual Repor

PRIJO SAMBODO* Ketua Komite Audit *Chairman of the Audit Committee*	
Dasar Pengangkatan | Basis of Appointment	Surat Keputusan Dewan Komisaris Tanggal 29 Maret 2022 | Board of Commissioners' Decree dated March 29, 2022

*) Diberhentikan dengan hormat per 13 Agustus 2025. | Honorably dismissed effective August 13, 2025.

Prijo Sambodo adalah Komisaris Utama dan Komisaris Independen. Profil beliau disajikan pada bagian profil Dewan Komisaris pada Laporan Tahunan ini.

Prijo Sambodo served as President Commissioner and Independent Commissioner. His profile is presented in the Board of Commissioners Profiles section of this Annual Report.

Anggota Komite Audit

Member of the Audit Committee

SUGIANTO Anggota Komite Audit *Member of the Audit Committee*		
Dasar Pengangkatan ***Basis of Appointment***	Surat Keputusan Dewan Komisaris Tanggal 22 Juli 2024	Board of Commissioners' Decree dated July 22, 2024
Warga Negara ***Citizenship***	Indonesia	Indonesian
Usia ***Age***	62 tahun	62 years old
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	Diploma IV Akuntansi Sekolah Tinggi Akuntansi Negara (1991-1994)	Bachelor of Applied Science in Accounting, State College of Accountancy (Sekolah Tinggi Akuntansi Negara) (1991–1994)
Pengalaman Kerja ***Work Experience***	• Analis Manajemen Risiko dan Auditor Kementerian BUMN (2023) • Anggota Komite Audit PT Bio Farma (Persero) (2019–2023) • Anggota Komite Manajemen Risiko PT Perusahaan Perdagangan Indonesia (Persero) (2019) • Komisaris PT Krakatau Daya Listrik (2019) • Komisaris PT Krakatau Tirta Industri (2012-2018)	• Risk Management Analyst and Auditor, Ministry of State-Owned Enterprises (2023) • Member of the Audit Committee, PT Bio Farma (Persero) (2019–2023) • Member of the Risk Management Committee, PT Perusahaan Perdagangan Indonesia (Persero) (2019) • Commissioner, PT Krakatau Daya Listrik (2019) • Commissioner, PT Krakatau Tirta Industri (2012–2018)
Rangkap Jabatan ***Concurrent Position***	Tenaga Ahli Senior Manajemen Risiko Pembangunan Nasional (MRPN) Kementerian PPN/Bappenas (2024-sekarang)	Senior Expert in National Development Risk Management (MRPN), Ministry of National Development Planning/ Bappenas (2024–present)
Sertifikasi ***Certification***	• *Business Continuity Management Certified Professional* (BCMCP) • *Certified Governance Oversight Professional* (CGOP) • *Qualified Risk Governance Professional* (QRGP)	• Business Continuity Management Certified Professional (BCMCP) • Certified Governance Oversight Professional (CGOP) • Qualified Risk Governance Professional (QRGP)

AMRAL AHMAD Anggota Komite Audit *Member of the Audit Committee*		
Dasar Pengangkatan ***Basis of Appointment***	Surat Keputusan Dewan Komisaris Tanggal 30 November 2025	Board of Commissioners' Decree dated November 30, 2025
Warga Negara ***Citizenship***	Indonesia	Indonesian
Usia ***Age***	56 tahun	56 years old
Domisili ***Domicile***	Padang	Padang
Riwayat Pendidikan ***Educational Background***	• Magister Manajemen Universitas Negeri Padang (2008-2011) • Sarjana Teknik Mesin Universitas Andalas (1988-1993)	• Master of Management, Universitas Negeri Padang (2008–2011) • Bachelor of Mechanical Engineering, Universitas Andalas (1988–1993)
Pengalaman Kerja ***Work Experience***	• Staf Dirut dan OOTC PT Semen Padang (Mei–Oktober 2024) • GM of Engineering, Department Engineering PT Semen Indonesia (Persero) Tbk (Mei 2023–April 2024) • GM of Engineering & Project Management, Department Engineering & Project Management PT Semen Indonesia (Persero) Tbk (Desember 2021–April 2023) • GM of Design & Engineering, Department of Design & Engineering PT Semen Indonesia (Persero) Tbk (Desember 2019–November 2021) • Kepala Dept. Tambang & Pengelolaan Bahan Baku, Dept. Tambang & Pengelolaan Bahan Baku PT Semen Padang (Januari–November 2019) • Kepala Dept. Produksi Indarung VI, Dept. Produksi Indarung VI PT Semen Padang (Juni 2017–Desember 2018) • Deputy Project Director Proyek Indarung VI, Proyek Indarung VI PT Semen Padang (Juni 2016–Mei 2017) • GM Procurement & Supporting Function, Proyek Indarung VI PT Semen Padang (Januari 2013–Mei 2016) • VP of Plant & Distribution Optimization, Staff of Development Project PT Semen Padang (September 2011–Desember 2012) • Senior Manager of Mine Planning, Development & Evaluation, Dept. Tambang PT Semen Padang (Januari–Agustus 2011) • Kepala Biro Perencanaan & Evaluasi, Dept. Tambang PT Semen Padang (Desember 2010) • Kepala Biro Evaluasi & Analisa Tambang, Dept. Tambang PT Semen Padang (Januari 2008–Desember 2010) • Kepala Biro Pemeliharaan Alat Tambang, Dept. Tambang PT Semen Padang (Mei 2005–Januari 2008) • Pejabat Kepala Biro Pemeliharaan Alat Tambang, Dept. Tambang PT Semen Padang (Mei 2004–Mei 2005) • Kepala Bidang PM KCM IV, Dept. Indarung IV PT Semen Padang (Desember 2002–Mei 2004) • Kepala Bidang Pemeliharaan Pengantongan Teluk Bayur, Dept. Utilitas PT Semen Padang (Mei 2000–November 2002) • Kepala Bidang PM RM V, Dept. Indarung V PT Semen Padang (Oktober 1998–April 2000) • Ahli Muda II Staf Konstruksi Mesin, Proyek Indarung V PT Semen Padang (Agustus 1996–September 1998)	• Staff of the President Director and OOTC, PT Semen Padang (May–October 2024) • GM of Engineering, Engineering Department, PT Semen Indonesia (Persero) Tbk (May 2023–April 2024) • GM of Engineering & Project Management, Engineering & Project Management Department, PT Semen Indonesia (Persero) Tbk (December 2021–April 2023) • GM of Design & Engineering, Design & Engineering Department, PT Semen Indonesia (Persero) Tbk (December 2019–November 2021) • Head of Mining & Raw Material Management Department, Mining & Raw Material Management Department, PT Semen Padang (January–November 2019) • Head of Indarung VI Production Department, Indarung VI Production Department, PT Semen Padang (June 2017–December 2018) • Deputy Project Director, Indarung VI Project, PT Semen Padang (June 2016–May 2017) • GM of Procurement & Supporting Function, Indarung VI Project, PT Semen Padang (January 2013–May 2016) • VP of Plant & Distribution Optimization, Development Project Staff, PT Semen Padang (September 2011–December 2012) • Senior Manager of Mine Planning, Development & Evaluation, Mining Department, PT Semen Padang (January–August 2011) • Head of Planning & Evaluation Bureau, Mining Department, PT Semen Padang (December 2010) • Head of Mining Evaluation & Analysis Bureau, Mining Department, PT Semen Padang (January 2008–December 2010) • Head of Mining Equipment Maintenance Bureau, Mining Department, PT Semen Padang (May 2005–January 2008) • Acting Head of Mining Equipment Maintenance Bureau, Mining Department, PT Semen Padang (May 2004–May 2005) • Head of KCM IV PM Division, Indarung IV Department, PT Semen Padang (December 2002–May 2004) • Head of Teluk Bayur Bagging Maintenance Division, Utilities Department, PT Semen Padang (May 2000–November 2002) • Head of RM V PM Division, Indarung V Department, PT Semen Padang (October 1998–April 2000) • Junior Engineer II, Mechanical Construction Staff, Indarung V Project, PT Semen Padang (August 1996–September 1998)
Rangkap Jabatan ***Concurrent Position***	Ketua Yayasan Semen Padang (2024–sekarang)	Chairman of the Semen Padang Foundation (2024–present)
Sertifikasi ***Certification***	Belum memiliki sertifikasi	No certifications held

ERLIN SARWIN Anggota Komite Audit *Member of the Audit Committee*		
Dasar Pengangkatan ***Basis of Appointment***	Surat Keputusan Dewan Komisaris Tanggal 29 Maret 2022	Board of Commissioners' Decree dated March 29, 2022
Warga Negara ***Citizenship***	Indonesia	Indonesian
Usia ***Age***	55 tahun	55 years old
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	• Magister Akuntansi University of Hawaii (2002) • Magister Bisnis Administrasi University of Hawaii (1999) • Sarjana Akuntansi Universitas Indonesia (1995)	• Master of Accounting, University of Hawaii (2002) • Master of Business Administration, University of Hawaii (1999) • Bachelor of Accounting, Universitas Indonesia (1995)
Pengalaman Kerja ***Work Experience***	• *Finance Group Head* PT Solusi Bangun Indonesia Tbk (2019 – 2020) • Ketua Dana Pensiun Semen Cibinong (2018 – 2020) • *Head of Treasury, Account Payable, & Pension Fund* PT Holcim Indonesia Tbk (2018 –2019)	• Finance Group Head, PT Solusi Bangun Indonesia Tbk (2019–2020) • Chairman of the Semen Cibinong Pension Fund (2018–2020) • Head of Treasury, Accounts Payable & Pension Fund, PT Holcim Indonesia Tbk (2018–2019)
Rangkap Jabatan ***Concurrent Position***	Direktur Keuangan PT Tereos FKS Indonesia (sejak 2020)	Director of Finance, PT Tereos FKS Indonesia (since 2020)
Sertifikasi ***Certification***	• *Certification* in Audit Committee Practices (CACP) • *Certification in Risk Management Assurance* (CRMA) • *Certified Internal Auditor* (CIA) • *Certified Public Accountant* (CPA) • *Certified Management Accountant* (CMA)	• Certification in Audit Committee Practices (CACP) • Certification in Risk Management Assurance (CRMA) • Certified Internal Auditor (CIA) • Certified Public Accountant (CPA) • Certified Management Accountant (CMA)

PERNYATAAN INDEPENDENSI KOMITE AUDIT

Seluruh anggota Komite Audit berkomitmen untuk menjunjung tinggi prinsip *Good Corporate Governance* (GCG) dengan bersikap objektif, profesional, dan independen dalam menjalankan tugasnya. Komite Audit tidak akan mengambil keputusan di bawah tekanan dan intervensi dari pihak manapun dan menghindari setiap potensi benturan kepentingan. Seluruh anggota Komite Audit tidak memiliki hubungan afiliasi baik secara kekeluargaan maupun hubungan bisnis dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama dan/atau Pengendali.

AUDIT COMMITTEE INDEPENDENCE STATEMENT

All members of the Audit Committee are committed to upholding the principles of Good Corporate Governance (GCG) by maintaining an objective, professional, and independent stance in the performance of their duties. The Audit Committee will not make decisions under pressure or interference from any party, and will avoid any potential conflicts of interest. All members of the Audit Committee do not have any affiliations, whether familial or business-related, with members of the Board of Commissioners, Board of Directors, and Major and/or Controlling Shareholders.

Tabel Independensi Komite Audit Tahun 2025

Table for the Audit Committee Independence in 2025

Aspek Independensi *Independence Aspect*	Husnedi	Sugianto	Amral Ahmad	Erlin Sarwin
Bukan merupakan orang dalam di Kantor Akuntan Publik, Kantor Konsultan Hukum, atau pihak lain yang memberi jasa audit, jasa non-audit, dan/atau jasa konsultasi lain kepada Perseroan dalam waktu enam bulan terakhir. | Is not an insider of a Public Accounting Firm, Law Consulting Firm, or any other party that has provided audit services, non-audit services, and/or other consulting services to the Company within the past six months.	√	√	√	√
Bukan merupakan orang yang memiliki wewenang dan tanggung jawab untuk merencanakan, memimpin, atau mengendalikan kegiatan Perseroan dalam waktu enam bulan terakhir. | Is not a person who has the authority and responsibility to plan, lead, or control the activities of the Company within the past six months.	√	√	√	√
Tidak mempunyai saham langsung maupun tidak langsung pada Emiten atau Perusahaan Publik | Does not hold shares, directly or indirectly, in the Issuer or Public Company.	√	√	√	√

Aspek Independensi *Independence Aspect*	Husnedi	Sugianto	Amral Ahmad	Erlin Sarwin
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik. | Does not have an Affiliated relationship with members of the Board of Commissioners, members of the Board of Directors, or the Principal Shareholders of the Issuer or Public Company.	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik | Does not have a business relationship, either directly or indirectly, related to the business activities of the Issuer or Public Company.	√	√	√	√

RAPAT KOMITE AUDIT

Kebijakan Rapat

Berdasarkan Piagam Komite Audit, kebijakan penyelenggaraan rapat Komite Audit diatur sebagai berikut:

1. Komite Audit menyelenggarakan rapat secara berkala dengan frekuensi sekurang-kurangnya 6 (enam) kali dalam satu tahun kalender, dengan perencanaan satu kali setiap dua bulan. Dalam hal terdapat penyesuaian jadwal, Komite Audit tetap memastikan terpenuhinya jumlah rapat minimal dan keberlangsungan fungsi pengawasan Komite Audit secara efektif.
2. Rapat Komite Audit dapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota.
3. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat.
4. Setiap rapat Komite Audit dituangkan dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat, yang ditandatangani oleh seluruh anggota Komite Audit yang hadir dan disampaikan kepada Dewan Komisaris.
5. Rapat dapat dilakukan tidak secara fisik, tetapi melalui media telekonferensi atau sarana media lainnya yang memungkinkan semua peserta rapat Komite Audit saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.
6. Anggota Komite Audit dari pihak independen atau pihak lain yang ditunjuk oleh Ketua Komite Audit akan bertindak sebagai sekretaris yang bertugas mencatat dan membuat risalah rapat Komite Audit.
7. Anggota Komite Audit yang ditunjuk sebagai sekretaris sebagaimana angka 6 tersebut, melaksanakan tugas kesekretariatan antara lain:
   a. Mengatur jadwal rapat;
   b. Mengusulkan dan menghubungi narasumber yang diperlukan;

AUDIT COMMITTEE MEETINGS

Meeting Policy

Pursuant to the Audit Committee Charter, the policy governing the conduct of Audit Committee meetings is regulated as follows:

1. The Audit Committee holds meetings on a regular basis with a frequency of at least 6 (six) times per calendar year, planned at once every two months. In the event of schedule adjustments, the Audit Committee shall ensure that the minimum number of meetings is fulfilled and that the Audit Committee's supervisory function continues to operate effectively.
2. An Audit Committee meeting may be convened if attended by more than 1/2 (one-half) of the total number of members.
3. Resolutions at Audit Committee meetings are adopted through deliberation to reach consensus.
4. Each Audit Committee meeting is recorded in the minutes of the meeting, including any differences of opinion, which are signed by all attending members of the Audit Committee and submitted to the Board of Commissioners.
5. Meetings may be conducted without physical presence, but through teleconference or other media that enable all Audit Committee meeting participants to see and hear one another directly and to participate in the meeting.
6. An independent member of the Audit Committee or another party appointed by the Chairman of the Audit Committee shall act as secretary, responsible for recording and preparing the minutes of the Audit Committee meeting.
7. The member of the Audit Committee appointed as secretary as referred to in point 6 above shall carry out secretarial duties, including:
   a. Arranging meeting schedules.
   b. Proposing and contacting the required resource persons.

c. Menyiapkan dan mendistribusikan undangan dan materi rapat;
d. Menyusun dan mendistribusikan risalah rapat.

Pelaksanaan rapat bersama pihak internal dan eksternal perusahaan merupakan bentuk pengawasan Komite Audit terhadap proses audit internal maupun audit eksternal.

c. Preparing and distributing meeting invitations and materials.
d. Preparing and distributing minutes of meetings.

The conduct of meetings with internal and external parties of the Company represents a form of oversight by the Audit Committee over both the internal and external audit processes.

Frekuensi dan Kehadiran Rapat

Pada tahun 2025, Komite Audit mengadakan 7 (tujuh) kali rapat. Rapat Komite Audit dapat dilakukan dengan mengundang unit kerja atau divisi terkait yang berada di bawah Direksi, atau mengundang akuntan publik yang melakukan audit atas laporan keuangan Perseroan. Pelaksanaan rapat bersama pihak internal dan eksternal perusahaan merupakan bentuk pengawasan Komite Audit terhadap proses audit internal maupun audit eksternal.

Meeting Frequency and Attendance

In 2025, the Audit Committee held 7 (seven) meetings. Audit Committee meetings may be conducted by inviting relevant work units or divisions under the Board of Directors, or by inviting the public accountant conducting the audit of the Company's financial statements. The conduct of meetings with internal and external parties of the Company represents a form of oversight by the Audit Committee over both the internal and external audit processes.

Tabel Frekuensi dan Kehadiran Rapat Komite Audit Tahun 2025

Table of Audit Committee Meeting Frequency and Attendance in 2025

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Number of Meetings*	Jumlah Kehadiran *Number of Attendances*	Persentase Kehadiran (%) *Attendance Percentage (%)*
Husnedi	Ketua Komite Audit | Chairman of the Audit Committee	4	4	100
Prijo Sambodo*		3	3	100
Sugianto	Anggota Komite Audit | Member of the Audit Committee	7	7	100
Amral Ahmad	Anggota Komite Audit | Member of the Audit Committee	1	1	100
Erlin Sarwin**	Anggota Komite Audit | Member of the Audit Committee	6	6	100

*) Diberhentikan dengan hormat per 13 Agustus 2025. | Honorably dismissed effective August 13, 2025.
**) Diberhentikan dengan hormat per 30 November 2025. | Honorably dismissed effective November 30, 2025.

Agenda Rapat

Tabel Agenda Rapat Komite Audit Tahun 2025

Meeting Agenda

Table of the Audit Committee Meeting Agenda in 2025

No	Tanggal *Date*	Agenda	Kehadiran Komite Audit *Audit Committee Attendance*
1.	20 Februari 2025 | February 20, 2025	Penyampaian Laporan Hasil Audit Laporan Keuangan untuk 31 Desember 2024 | Submission of the Audit Report on the Financial Statements for the year ended 31 December 2024	• Ketua | Chairman: Prijo Sambodo • Anggota | Member: Sugianto • Anggota | Member: Erlin Sarwin
2.	28 April 2025 | April 28, 2025	1. Penyampaian Laporan Kinerja Keuangan Triwulan 1 2025 2. Penyampaian Laporan Kepatuhan Triwulan 1 2025 3. Penyampaian Laporan Audit Internal Triwulan 1 2025 1. Submission of the First Quarter 2025 Financial Performance Report 2. Submission of the First Quarter 2025 Compliance Report 3. Submission of the First Quarter 2025 Internal Audit Report	• Ketua | Chairman: Prijo Sambodo • Anggota | Member: Sugianto • Anggota | Member: Erlin Sarwin

No	Tanggal *Date*	Agenda	Kehadiran Komite Audit *Audit Committee Attendance*
3.	23 Juli 2025 | July 23, 2025	1. Penyampaian Laporan Kinerja Keuangan Triwulan 2 2025 2. Penyampaian Laporan Kepatuhan Triwulan 2 2025 3. Penyampaian Progres Implementasi ICoFR 4. Penyampaian Laporan Audit Internal Triwulan 2 2025 1. Submission of the Second Quarter 2025 Financial Performance Report 2. Submission of the Second Quarter 2025 Compliance Report 3. Submission of the ICoFR Implementation Progress 4. Submission of the Second Quarter 2025 Internal Audit Report	• Ketua | Chairman: Prijo Sambodo • Anggota | Member: Sugianto • Anggota | Member: Erlin Sarwin
4.	16 September 2025 | September 16, 2025	Penyampaian Laporan Hasil Audit Laporan Keuangan Interim Juni 2025 | Submission of the Audit Report on the Interim Financial Statements for June 2025	• Ketua | Chairman: Husnedi • Anggota | Member: Sugianto • Anggota | Member: Erlin Sarwin
5.	17 Oktober 2025 | October 17, 2025	1. Penyampaian Laporan Kinerja Keuangan Triwulan 3 2025 2. Penyampaian Laporan Kepatuhan Triwulan 3 2025 3. Penyampaian Progres Implementasi ICoFR 4. Penyampaian Laporan Audit Internal Triwulan 3 2025 1. Submission of the Financial Performance Report for the Third Quarter of 2025 2. Submission of the Compliance Report for the Third Quarter of 2025 3. Submission of the Progress Update on ICoFR Implementation 4. Submission of the Internal Audit Report for the Third Quarter of 2025	• Ketua | Chairman: Husnedi • Anggota | Member: Sugianto • Anggota | Member: Erlin Sarwin
6.	18 November 2025 | November 18, 2025	Penyampaian Rencana Audit Laporan Keuangan 2025 | Submission of the 2025 Financial Statements Audit Plan	• Ketua | Chairman: Husnedi • Anggota | Member: Sugianto • Anggota | Member: Erlin Sarwin
7.	8 Desember 2025 | December 8, 2025	Penyampaian Laporan Hasil Audit Laporan Keuangan Interim Desember 2025 | Submission of the Audit Report on the December 2025 Interim Financial Statements	• Ketua | Chairman: Husnedi • Anggota | Member: Sugianto • Anggota | Member: Amral Ahmad

PROGRAM PENGEMBANGAN KOMPETENSI

Kebijakan

Secara berkala, Perseroan memberikan kesempatan yang sama kepada seluruh insan Perseroan untuk ikut serta dalam program pengembangan kompetensi berupa program pengembangan kompetensi seperti pelatihan, *workshop*, seminar, ataupun konferensi. Tujuan dari program tersebut adalah untuk memperluas pengetahuan dan wawasan setiap insan Perseroan.

COMPETENCY DEVELOPMENT PROGRAM

Policy

The Company regularly provides equal opportunities for all members of the Company to participate in competency development programs, including training sessions, workshops, seminars, and conferences. The purpose of these programs is to broaden the knowledge and perspectives of every member of the Company.

Program Pengembangan Kompetensi Komite Audit

Di sepanjang tahun 2025, Komite Audit telah mengikuti program pengembangan kompetensi sebagai berikut:

Audit Committee Competency Development Program

Throughout 2025, the Audit Committee participated in the following competency development programs:

Tabel Pengembangan Kompetensi Komite Audit Tahun 2025

Table of Audit Committee Competency Development Programs in 2025

No	Program	Tanggal *Date*	Penyelenggara *Organizer*
1	Pelatihan *Qualified Risk Governance Professional* (QRGP) | Qualified Risk Governance Professional (QRGP) Training	20 November – 21 November 2025 | November 20–21, 2025	Centre for Risk Management & Sustainability (CRMS)
2	Pelatihan *ESG Risk Management* | ESG Risk Management Training	16 Desember – 18 Desember 2025 | December 16–18, 2025	Centre for Risk Management & Sustainability (CRMS)
3	Training *Financial Statement Fraud: Prevention and Detection* | Financial Statement Fraud: Prevention and Detection Training	24 Juli 2025 | July 24, 2025	Ikatan Komite Audit Indonesia | Indonesian Audit Committee Association
4	Pelatihan *Certified Governance Oversight Professional* (CGOP) | Certified Governance Oversight Professional (CGOP) Training	13 Agustus – 14 Agustus 2025 | August 13–14, 2025	Centre for Risk Management & Sustainability (CRMS)

No	Program	Tanggal *Date*	Penyelenggara *Organizer*
5	Mandiri Investment Forum 2025	12 Februari 2025 | February 12, 2025	Bank Mandiri
6	Navigating the ASEAN Impact of Updated US Corporate Compliance Expectations	13 Februari 2025 | February 13, 2025	Ernst & Young
7	EY Indonesia Thought Leadership Corporate Financial Reporting Updates Webinar	25 September 2025 | September 25, 2025	Ernst & Young
8	AI & Its Impact on Future of Tax	4 Desember 2025 | December 4, 2025	Ernst & Young

PELAKSANAAN TUGAS KOMITE AUDIT

Di sepanjang tahun 2025, Komite Audit telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

1. Mendukung pengawasan Dewan Komisaris terhadap Direksi berdasarkan Piagam Komite Audit dan regulasi yang berlaku.
2. Menelaah pelaporan keuangan, efektivitas ICoFR, audit internal dan eksternal, serta kepatuhan terhadap peraturan perundang-undangan.
3. Menilai proses pelaporan keuangan dan pengendalian internal
4. Meninjau proses tata kelola yang memengaruhi reputasi perusahaan
5. Menyelenggarakan 7 (tujuh) rapat sebagai bukti pengawasan aktif dan responsif.
6. Menyempurnakan Piagam Komite Audit dan menyelaraskan rencana kerja Audit Internal dengan regulasi yang berlaku.

IMPLEMENTATION OF AUDIT COMMITTEE DUTIES

Throughout 2025, the Audit Committee carried out its duties and responsibilities as follows:

1. Supporting the Board of Commissioners' oversight of the Board of Directors pursuant to the Audit Committee Charter and applicable regulations.
2. Reviewing financial reporting, the effectiveness of ICoFR, internal and external audits, and regulatory compliance.
3. Assessing the financial reporting process and internal controls.
4. Reviewing governance processes that affect the Company's reputation.
5. Holding 7 (seven) meetings as evidence of active and responsive oversight.
6. Enhancing the Audit Committee Charter and aligning the Internal Audit work plan with applicable regulations.

KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko dibentuk oleh Dewan Komisaris untuk mendukung pelaksanaan fungsi pengawasan atas penerapan manajemen risiko Perusahaan secara menyeluruh, efektif, dan berkesinambungan. Peran ini dijalankan melalui penetapan tujuan, kewenangan, komposisi, mekanisme rapat dan tata kerja operasional, termasuk persyaratan pelaporan serta tanggung jawab dalam menelaah kecukupan kebijakan, kerangka kerja, dan proses pengelolaan risiko.

RISK MONITORING COMMITTEE

The Risk Monitoring Committee was established by the Board of Commissioners to support the exercise of the oversight function over the implementation of the Company's risk management in a comprehensive, effective, and sustainable manner. This role is carried out through the establishment of objectives, authority, composition, meeting mechanisms, and operational procedures, including reporting requirements and responsibilities in reviewing the adequacy of risk management policies, frameworks, and processes.

PEDOMAN KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko memiliki Piagam Komite Pemantau Risiko sebagai panduan dalam menjalankan tugas dan tanggung jawab sesuai dengan ketentuan yang berlaku. Piagam Komite Pemantau Risiko diterbitkan pada 24 Maret 2025 dan antara lain mengatur ketentuan tentang:

RISK MONITORING COMMITTEE GUIDELINES

The Risk Monitoring Committee has a Risk Monitoring Committee Charter as a guide in carrying out its duties and responsibilities in accordance with applicable provisions. The Risk Monitoring Committee Charter was issued on March 24, 2025 and governs, among other matters, provisions concerning:

- Struktur dan Keanggotaan;
- Masa Jabatan;
- Persyaratan Keanggotaan;
- Kualifikasi Anggota;
- Tugas dan Tanggung Jawab;
- Hak dan Wewenang;
- Kode Etik dan Kerahasiaan;
- Rapat;
- Pengungkapan dan Laporan;
- Larangan.

Piagam Komite Pemantau Risiko ditinjau secara berkala dan dapat diperbarui apabila dianggap perlu dengan tetap memperhatikan ketentuan dan perundang-undangan yang berlaku.

TUGAS DAN TANGGUNG JAWAB

Berdasarkan pedoman, Komite Pemantau Risiko memiliki tugas dan tanggung jawab sebagai berikut:

1. Tugas Komite ditetapkan oleh Dewan Komisaris dalam Piagam Komite Pemantau Risiko sesuai dengan kebutuhan Dewan Komisaris.
2. Dewan Komisaris menetapkan Piagam Komite berdasarkan usulan Komite dan dokumen asli Piagam Komite disampaikan kepada Direksi untuk didokumentasikan.
3. Komite bertanggung jawab kepada Dewan Komisaris dan harus menyampaikan laporan kepada Dewan Komisaris atas setiap pelaksanaan tugas, disertai dengan rekomendasi jika diperlukan.
4. Komite berkewajiban melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko Perusahaan.
5. Komite berkewajiban melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi Manajemen Risiko.
6. Komite dapat memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas penerapan dan kesesuaian kebijakan Manajemen Risiko Perusahaan.
7. Komite berkewajiban melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, dan anggaran dasar Perusahaan.

- Structure and Membership;
- Term of Office;
- Membership Requirements;
- Member Qualifications;
- Duties and Responsibilities;
- Rights and Authorities;
- Code of Conduct and Confidentiality;
- Meetings;
- Disclosure and Reporting;
- Prohibitions.

The Risk Monitoring Committee Charter is reviewed on a periodic basis and may be updated as deemed necessary, with due regard to applicable statutory and regulatory provisions.

DUTIES AND RESPONSIBILITIES

Pursuant to its guidelines, the Risk Monitoring Committee has the following duties and responsibilities:

1. The Committee's duties are established by the Board of Commissioners in the Risk Monitoring Committee Charter in accordance with the needs of the Board of Commissioners.
2. The Board of Commissioners establishes the Committee Charter based on the Committee's proposals, and the original Charter document is submitted to the Board of Directors for documentation.
3. The Committee is accountable to the Board of Commissioners and is required to submit a report to the Board of Commissioners on each execution of its duties, accompanied by recommendations where necessary.
4. The Committee is obligated to monitor and review Risk Management reports and other reports related to the implementation of the Company's Risk Management.
5. The Committee is obligated to monitor and evaluate the conformity of Risk Management policy and strategy implementation.
6. The Committee may provide recommendations to the Board of Commissioners on matters that support the effectiveness of implementation and the conformity of the Company's Risk Management policies.
7. The Committee is obligated to carry out monitoring and evaluation of the implementation of other Risk Management functions in accordance with applicable statutory and regulatory provisions and the Company's Articles of Association.

8. Komite berkewajiban melaksanakan evaluasi terhadap rencana pengembangan implementasi kebijakan Manajemen Risiko berdasarkan nilai *Risk Maturity Index* Perusahaan.
9. Komite berkewajiban melaksanakan evaluasi terhadap rencana aksi korporasi Perusahaan sesuai permintaan Dewan Komisaris, termasuk namun tidak terbatas pada aspek risiko pada aksi korporasi tersebut.
10. Berkoordinasi dengan komite lain yang berada di bawah Dewan Komisaris untuk mengevaluasi penerapan ICOFR pada Perusahaan.

8. The Committee is obligated to carry out evaluation of the development plan for the implementation of Risk Management policies based on the Company's Risk Maturity Index value.
9. The Committee is obligated to carry out evaluation of the Company's corporate action plans upon request by the Board of Commissioners, including but not limited to the risk aspects of such corporate actions.
10. To coordinate with other committees under the Board of Commissioners to evaluate the implementation of ICOFR within the Company.

KOMPOSISI KOMITE PEMANTAU RISIKO

Komposisi Komite Pemantau Risiko diketuai oleh Komisaris Independen dengan anggota berasal dari anggota Komisaris dan Profesional Independen yang berpengalaman.

Komite yang bertugas saat ini diangkat berdasarkan surat Keputusan Dewan Komisaris Perseroan pada tanggal 2 September 2025 dan berlaku efektif sejak tanggal 29 Agustus 2025 dengan komposisi sebagai berikut:

RISK MONITORING COMMITTEE COMPOSITION

The Risk Monitoring Committee is chaired by an Independent Commissioner, with members drawn from Commissioner members and experienced Independent Professionals.

The currently serving Committee was appointed pursuant to the Board of Commissioners' Decree dated September 2, 2025, effective August 29, 2025, with the following composition:

Tabel Komposisi Komite Pemantau Risiko Tahun 2025

Table of Risk Monitoring Committee Composition in 2025

Nama *Name*	Jabatan *Position*	Dasar Pengangkatan Terakhir *Basis of Recent Appointment*	Masa Jabatan *Term Appointment*
Agnes Marcellina Tjhin	Ketua Komite Pemantau Risiko | Chairperson of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris Tanggal 2 September 2025 | Board of Commissioners' Decree dated September 2, 2025	Menjabat sejak 29 Agustus 2025 hingga penutupan RUPST 2030 | Serving from August 29, 2025 until the close of the 2030 AGMS
Prijo Sambodo*		Surat Keputusan Dewan Komisaris Tanggal 20 Desember 2024 untuk periode jabatan pertama | Board of Commissioners' Decree dated December 20, 2024 for the first term of office	Diberhentikan dengan hormat efektif terhitung sejak tanggal 12 Agustus 2025 | Honorably dismissed effective August 12, 2025
Prasetyo Suharto	Anggota Komite Pemantau Risiko | Member of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris Tanggal 2 September 2025 | Board of Commissioners' Decree dated September 2, 2025	Menjabat sejak 29 Agustus 2025 hingga penutupan RUPST 2030 | Serving from August 29, 2025 until the close of the 2030 AGMS
Moch Qomarul Huda	Anggota Komite Pemantau Risiko | Member of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris Tanggal 20 Desember 2024 untuk periode jabatan pertama | Board of Commissioners' Decree dated December 20, 2024 for the first term of office	Menjabat sejak 1 Desember 2024 sampai dengan 30 November 2027 | Serving from December 1, 2024 until November 30, 2027

*) Diberhentikan dengan hormat efektif terhitung sejak tanggal 12 Agustus 2025. | Honorably dismissed effective August 12, 2025.

PROFIL KOMITE PEMANTAU RISIKO

RISK MONITORING COMMITTEE PROFILE

Ketua Komite Pemantau Risiko

Chairwoman of the Risk Monitoring Committee

AGNES MARCELLINA TJHIN Ketua Komite Pemantau Risiko *Chairwoman of the Risk Monitoring Committee*	
Dasar Pengangkatan | Basis of Appointment	Surat Keputusan Dewan Komisaris Tanggal 2 September 2025 | AppointmentBoard of Commissioners' Decree dated September 2, 2025

Agnes Marcellina Tjhin adalah Komisaris Independen Perseroan. Profil beliau disajikan pada bagian profil Dewan Komisaris pada Laporan Tahunan ini.

Agnes Marcellina Tjhin is an Independent Commissioner of the Company. Her profile is presented in the Board of Commissioners Profiles section of this Annual Report.

PRIJO SAMBODO* Ketua Komite Pemantau Risiko *Chairman of the Risk Monitoring Committee*	
Dasar Pengangkatan | Basis of Appointment	Surat Keputusan Dewan Komisaris Tanggal 20 Desember 2024 untuk periode jabatan pertama | Honorably dismissed effective August 12, 2025.

*) Diberhentikan dengan hormat efektif terhitung sejak tanggal 12 Agustus 2025 | Honorably dismissed effective August 12, 2025.

Prijo Sambodo adalah Komisaris Utama dan Komisaris Independen. Profil beliau disajikan pada bagian profil Dewan Komisaris pada Laporan Tahunan ini.

Prijo Sambodo served as President Commissioner and Independent Commissioner. His profile is presented in the Board of Commissioners Profiles section of this Annual Report.

Anggota Komite Pemantau Risiko

Members of the Risk Monitoring Committee

PRASETYO SUHARTO Anggota Komite Pemantau Risiko *Member of the Risk Monitoring Committee*	
Dasar Pengangkatan | Basis of Appointment	Surat Keputusan Dewan Komisaris Tanggal 2 September 2025 | Board of Commissioners' Decree dated September 2, 2025

Prasetyo Suharto adalah Komisaris Perseroan. Profil beliau disajikan pada bagian profil Dewan Komisaris pada Laporan Tahunan ini.

Prasetyo Suharto is a Commissioner of the Company. His profile is presented in the Board of Commissioners Profiles section of this Annual Report.

MOCH QOMARUL HUDA Anggota Komite Pemantau Risiko *Member of the Risk Monitoring Committee*		
Dasar Pengangkatan ***Basis of Appointment***	Surat Keputusan Dewan Komisaris Tanggal 20 Desember 2024 untuk periode jabatan pertama	Board of Commissioners' Decree dated December 20, 2024 for the first term of office
Warga Negara ***Citizenship***	Indonesia	Indonesian
Usia ***Age***	34 tahun	34 years old
Domisili ***Domicile***	Tangerang Selatan	South Tangerang
Riwayat Pendidikan ***Educational Background***	Sarjana Teknik Industri, Institut Teknologi Bandung (2009)	Bachelor of Industrial Engineering, Institut Teknologi Bandung (2009)
Pengalaman Kerja ***Work Experience***	• Risk Management Senior Officer PT Semen Indonesia (Persero) Tbk. (2020 – sekarang) • Portfolio Management Officer PT Semen Indonesia (Persero) Tbk. (2018 – 2020)	• Risk Management Senior Officer, PT Semen Indonesia (Persero) Tbk. (2020–present) • Portfolio Management Officer, PT Semen Indonesia (Persero) Tbk. (2018–2020)
Rangkap Jabatan ***Concurrent Position***	Risk Management Senior Officer PT Semen Indonesia (Persero) Tbk.	Risk Management Senior Officer at PT Semen Indonesia (Persero) Tbk.
Sertifikasi ***Certification***	CRP, CCP, CGP	CRP, CCP, CGP

PERNYATAAN INDEPENDENSI KOMITE PEMANTAU RISIKO

Perseroan menjamin bahwa seluruh anggota Komite Pemantau Risiko telah menjalankan fungsinya secara independen. Seluruh anggota Komite Pemantau Risiko berkomitmen untuk menjunjung tinggi prinsip GCG dengan bersikap objektif, profesional, dan independen dalam menjalankan tugasnya. Komite Pemantau Risiko tidak akan mengambil keputusan di bawah tekanan dan intervensi dari pihak mana pun dan menghindari setiap potensi benturan kepentingan. Seluruh anggota Komite Pemantau Risiko tidak memiliki hubungan afiliasi baik secara kekeluargaan maupun hubungan bisnis dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama dan/atau Pengendali.

RISK MONITORING COMMITTEE INDEPENDENCE STATEMENT

The Company guarantees that all members of the Risk Monitoring Committee have performed their functions independently. All members of the Risk Monitoring Committee are committed to upholding the principles of GCG by maintaining an objective, professional, and independent stance in the performance of their duties. The Risk Monitoring Committee will not make decisions under pressure or interference from any party, and will avoid any potential conflicts of interest. All members of the Risk Monitoring Committee have no affiliated relationships, whether familial or business-related, with members of the Board of Commissioners, Board of Directors, and Major and/or Controlling Shareholders.

RAPAT KOMITE PEMANTAU RISIKO

Kebijakan Rapat

Ketentuan mengenai rapat Komite Pemantau Risiko diatur dalam Piagam Komite Pemantau Risiko sebagai berikut:

1) Rapat Komite diselenggarakan secara berkala sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan.
2) Jika dipandang perlu, Rapat Komite dapat diselenggarakan atas permintaan Ketua Komite di luar jadwal Rapat Komite sebagaimana angka 1 di atas.
3) Rapat komite hanya diselenggarakan apabila:
   a. Dihadiri oleh Ketua Komite.
   b. Dihadiri oleh mayoritas anggota komite.
4) Hasil rapat komite wajib dituangkan dalam risalah rapat dan didokumentasikan secara baik.
5) Risalah rapat Komite wajib disampaikan secara tertulis kepada Dewan Komisaris.

Frekuensi dan Kehadiran Rapat

Pada tahun 2025, Komite Pemantau Risiko mengadakan 6 (enam) kali rapat. Rapat Komite Pemantau Risiko dapat dilakukan dengan mengundang unit kerja dan divisi terkait yang berada di bawah Direksi.

RISK MONITORING COMMITTEE MEETINGS

Meeting Policy

The provisions governing Risk Monitoring Committee meetings are regulated in the Risk Monitoring Committee Charter as follows:

1) Committee meetings are held on a regular basis at least 1 (one) time every 3 (three) months.
2) Where deemed necessary, Committee meetings may be convened at the request of the Committee Chairman outside of the scheduled Committee meeting as referred to in point 1 above.
3) Committee meetings may only be convened if:
   a. Attended by the Committee Chairman.
   b. Attended by a majority of the committee members.
4) The results of committee meetings must be recorded in minutes of meeting and properly documented.
5) The minutes of Committee meetings must be submitted in writing to the Board of Commissioners.

Meeting Frequency and Attendance

In 2025, the Risk Monitoring Committee held 6 (six) meetings. Risk Monitoring Committee meetings may be conducted by inviting relevant work units and divisions under the Board of Directors.

Tabel Frekuensi dan Kehadiran Rapat Komite Pemantau Risiko Tahun 2025

Table of Risk Monitoring Committee Meeting Frequency and Attendance in 2025

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Number of Meetings*	Jumlah Kehadiran *Number of Attendances*	Persentase Kehadiran (%) *Attendance Percentage (%)*
Agnes Marcellina Tjhin	Ketua Komite Pemantau Risiko | Chairperson of the Risk Monitoring Committee	3	3	100
Prijo Sambodo*		3	3	100
Prasetyo Suharto	Anggota Komite Pemantau Risiko | Member of the Risk Monitoring Committee	3	3	100
Moch Qomarul Huda	Anggota Komite Pemantau Risiko | Member of the Risk Monitoring Committee	6	6	100

*) Diberhentikan dengan hormat efektif terhitung sejak tanggal 12 Agustus 2025 | Honorably dismissed effective August 12, 2025.

Agenda Rapat

Tabel Agenda Rapat Komite Pemantau Risiko Tahun 2025

Meeting Agenda

Table of Risk Monitoring Committee Meeting Agenda in 2025

No	Tanggal *Date*	Agenda Rapat *Meeting Agenda*
1	10 Maret 2025 | March 10, 2025	• Evaluasi Metrik Strategi Risiko • Evaluasi Risiko Korporat Solusi Bangun Indonesia Tahun 2025 • Evaluation of Risk Strategy Metrics • Evaluation of Solusi Bangun Indonesia's 2025 Corporate Risks
2	2 Juni 2025 | June 2, 2025	• Finalisasi Laporan Penerapan Manajemen Risiko Solusi Bangun Indonesia Tahun Buku 2024 • Evaluasi Perhitungan Peringkat Komposit Risiko Solusi Bangun Indonesia Tahun Buku 2024 • Finalization of the Solusi Bangun Indonesia Risk Management Implementation Report for the 2024 Fiscal Year • Evaluation of the Calculation of Solusi Bangun Indonesia's Risk Composite Rating for the 2024 Fiscal Year
3	16 Juli 2025 | July 16, 2025	• Persetujuan Metrik Strategi Risiko Solusi Bangun Indonesia Tahun 2025 • Evaluasi Pelaksanaan Pelaporan Periodik Risiko Korporat Solusi Bangun Indonesia 2025 • Persiapan *Interview* Dewan Komisaris untuk *Risk Maturity Index* Tahun Buku 2024 • Approval of Solusi Bangun Indonesia's 2025 Risk Strategy Metrics • Evaluation of the Implementation of Solusi Bangun Indonesia's 2025 Corporate Risk Periodic Reporting • Preparation for the Board of Commissioners' Interview for the Risk Maturity Index for the 2024 Fiscal Year
4	3 September 2025 | September 3, 2025	• *On-boarding* Komite Pemantau Risiko pasca perubahan Dewan Komisaris • Diskusi Update Progres Risiko Korporat Solusi Bangun Indonesia Tahun 2025 • On-boarding of the Risk Monitoring Committee following changes to the Board of Commissioners • Discussion on Progress Updates of Solusi Bangun Indonesia's 2025 Corporate Risks
5	3 Desember 2025 | December 3, 2025	• Update Hasil Penilaian RMI Tahun Buku 2024 dan Rencana Peta Jalan Perbaikan Penerapan Manajemen Risiko • Evaluasi Laporan Penerapan Manajemen Risiko Q3 2025 • Pembahasan usulan penguatan fungsi Manajemen Risiko di Solusi Bangun Indonesia • Update on the Results of the RMI Assessment for the 2024 Fiscal Year and the Risk Management Implementation Improvement Roadmap Plan • Evaluation of the Q3 2025 Risk Management Implementation Report • Discussion of proposals for strengthening the Risk Management function at Solusi Bangun Indonesia
6	24 Desember 2025 | December 24, 2025	• Update Prognosis Realisasi Residual Risiko Korporat Tahun 2025 • Evaluasi Prognosis hasil Perhitungan Peringkat Komposit Risiko Tahun 2025 • Update awal Draf Rancangan RKAP Solusi Bangun Indonesia Tahun 2026 • Update on the Prognosis of Corporate Risk Residual Realization for 2025 • Evaluation of the Prognosis of the 2025 Risk Composite Rating Calculation Results • Preliminary Update on the Draft Solusi Bangun Indonesia Work Plan and Budget (RKAP) for 2026

PROGRAM PENGEMBANGAN KOMPETENSI

Kebijakan

Secara berkala, Perseroan memberikan kesempatan yang sama kepada seluruh insan Perseroan untuk ikut serta dalam program pengembangan kompetensi berupa program-program pengembangan kompetensi seperti pelatihan,

COMPETENCY DEVELOPMENT PROGRAM

Policy

The Company regularly provides equal opportunities to all Company personnel to participate in competency development programs, such as training, workshops, seminars, conferences, and working visits. The objective of

workshop, seminar, *conference*, ataupun dalam bentuk kunjungan kerja. Tujuan dari program tersebut adalah untuk memperluas pengetahuan dan wawasan setiap insan Perseroan.

these programs is to broaden the knowledge and insight of all Company personnel.

Program Pengembangan Kompetensi Komite Pemantau Risiko

Di sepanjang tahun 2025, Komite Pemantau Risiko telah mengikuti program pengembangan kompetensi sebagai berikut:

Risk Monitoring Committee Competency Development Program

Throughout 2025, the Risk Monitoring Committee participated in the following competency development programs:

Tabel Pengembangan Kompetensi Komite Pemantau Risiko Tahun 2025

Table of Risk Monitoring Committee Competency Development Programs in 2025

No	Program	Tanggal *Date*	Penyelenggara *Organizer*
1	Webinar Rewriting the Rulebook: How AI is Transforming Organizational Compliance	27 Mei | May 27	CRMS
2	Webinar ESG Series: Panduan Navigasi Korporasi - CSR. ESG. & SDG dalam Konteks Perang Tarif. Perubahan Rantai Pasokan Global. dan Keberlanjutan Bisnis | ESG Series Webinar: Corporate Navigation Guide: CSR, ESG & SDGs in the Context of Trade Wars, Global Supply Chain Changes, and Business Sustainability	11 Juni | June 11	PT Sinergi Daya Prima (associated with LSP MKS)
3	Accounting Foundations: Cost-Based Pricing Strategies	16 Juli | July 16	LinkedIn Learning
4	Business Development Foundations: Researching Market and Customer Needs	16 Juli | July 16	LinkedIn Learning
5	Critical Thinking for Better Judgment and Decision-Making	18 Agustus | August 18	LinkedIn Learning
6	Workshop Internal Control over Financial Report (ICoFR) 2025 | Workshop on Internal Control over Financial Reporting (ICoFR) 2025	28 Agustus | August 28	Deloitte
7	Effective Internal Control: Concept & Implementation	12 September | September 12	CRMS
8	Workshop Penilaian Risk Maturity Index SIG Tahun Buku 2024 | Workshop on SIG Risk Maturity Index Assessment for the 2024 Fiscal Year	7 Oktober | October 7	Parker Russel Indonesia

PELAKSANAAN TUGAS KOMITE PEMANTAU RISIKO

Sepanjang tahun 2025, Komite Pemantau Risiko telah melaksanakan tugas dan tanggung jawab yang mengacu pada Piagam Komite Pemantau Risiko, arahan Dewan Komisaris, dan ketentuan perundang-undangan yang berlaku, termasuk namun tidak terbatas pada:

1. Melakukan pengawasan dan memberi masukan dalam pengembangan kerangka kerja penerapan manajemen risiko di Perseroan.
2. Melakukan evaluasi dan memberi masukan terkait asesmen risiko-risiko utama yang berdampak dalam pencapaian sasaran utama Perseroan.

IMPLEMENTATION OF RISK MONITORING COMMITTEE DUTIES

Throughout 2025, the Risk Monitoring Committee carried out its duties and responsibilities in accordance with the Risk Monitoring Committee Charter, the directives of the Board of Commissioners, and applicable statutory and regulatory provisions, including but not limited to the following:

1. Conducting oversight and providing inputs in the development of the risk management implementation framework within the Company.
2. Conducting evaluations and providing inputs related to the assessment of key risks that impact the achievement of the Company's primary objectives.

3. Berkoordinasi dengan Fungsi Manajemen Risiko Perseroan untuk menyusun laporan penerapan manajemen risiko serta pemantauan terhadap risiko-risiko utama Perseroan.
4. Melakukan pemantauan terhadap pelaksanaan rencana perlakuan risiko untuk mengelola dan memitigasi risiko-risiko utama Perseroan
5. Memberikan masukan terhadap hasil penilaian *Risk Maturity Index* dan peta jalan untuk peningkatan penerapan manajemen risiko
6. Mengkaji dan memberikan masukan terkait aspek risiko yang berpengaruh dan berpotensi mendisrupsi aksi korporasi yang dilakukan oleh Perseroan.

KOMITE NOMINASI DAN REMUNERASI

Sampai dengan 31 Desember 2025, Perseroan tidak membentuk Komite Nominasi dan Remunerasi. Fungsi Nominasi dan Remunerasi Perseroan dijalankan oleh Dewan Komisaris dengan merujuk pada arahan dan persetujuan dari pemegang saham mayoritas. Kebijakan suksesi Direksi dan Dewan Komisaris Perseroan merujuk pada kebijakan yang berlaku di Perusahaan induk.

ORGAN PENDUKUNG DIREKSI

SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan adalah organ pendukung di bawah Direksi dengan tugas pokok memastikan kelancaran komunikasi antara Perseroan dengan para pemangku kepentingan serta menjamin adanya kepatuhan terhadap ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Sekretaris Perusahaan juga bertugas untuk memastikan ketersediaan informasi publik yang dapat diakses oleh para pemangku kepentingan sesuai regulasi yang berlaku.

3. Coordinating with the Company's Risk Management Function to prepare risk management implementation reports and to monitor the Company's key risks.
4. Monitoring the implementation of risk treatment plans to manage and mitigate the Company's key risks.
5. Providing inputs on the results of the Risk Maturity Index assessment and the roadmap for enhancing risk management implementation.
6. Reviewing and providing inputs on risk aspects that may influence and potentially disrupt corporate actions undertaken by the Company.

NOMINATION AND REMUNERATION COMMITTEE

As of December 31, 2025, the Company has not established a Nomination and Remuneration Committee. The Company's Nomination and Remuneration functions are carried out by the Board of Commissioners with reference to the direction and approval of the majority shareholder. The succession policy for the Company's Board of Directors and Board of Commissioners refers to the policies applicable at the Parent Company.

SUPPORTING ORGANS OF THE BOARD OF DIRECTORS

CORPORATE SECRETARY

The Corporate Secretary is a supporting organ under the Board of Directors, with the primary duty of ensuring the smooth communication between the Company and its stakeholders, as well as ensuring compliance with the provisions of the Articles of Association and applicable statutory and regulatory provisions. The Corporate Secretary is also responsible for ensuring the availability of public information accessible to stakeholders in accordance with applicable regulations.

Sekretaris Perusahaan diangkat dan diberhentikan oleh Direksi atas persetujuan Dewan Komisaris. Dalam menjalankan tugasnya, Sekretaris Perusahaan bertanggung jawab dan melaporkan kegiatannya secara langsung kepada Direksi.

TUGAS DAN TANGGUNG JAWAB

Berdasarkan POJK 35/2014 dan pedoman kerja, Sekretaris Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

1. Mengikuti perkembangan Pasar Modal khususnya peraturan perundang-undangan yang berlaku di bidang Pasar Modal.
2. Memberikan masukan kepada Direksi dan Dewan Komisaris Perseroan untuk mematuhi ketentuan peraturan perundang-undangan di bidang Pasar Modal.
3. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang meliputi:
   a. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada situs web Perseroan.
   b. Penyampaian laporan kepada OJK secara tepat waktu.
   c. Penyelenggaraan dan dokumentasi RUPS.
   d. Penyelenggaraan dan dokumentasi rapat Direksi dan/atau Dewan Komisaris.
   e. Pelaksanaan program orientasi bagi anggota Direksi dan/atau Dewan Komisaris baru.
4. Sebagai penghubung antara Perseroan dengan pemegang saham, OJK, dan pemangku kepentingan lainnya.
5. Menyiapkan Daftar Khusus yang berkaitan dengan Direksi, Dewan Komisaris, dan keluarganya, baik di Perseroan maupun afiliasinya.
6. Membuat Daftar Pemegang Saham termasuk kepemilikan 5% atau lebih (jika diperlukan).

The Corporate Secretary is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners. In the performance of their duties, the Corporate Secretary is accountable to and reports their activities directly to the Board of Directors.

DUTIES AND RESPONSIBILITIES

Pursuant to OJK Regulation No. 35/2014 and the applicable work guidelines, the Corporate Secretary has the following duties and responsibilities:

1. To monitor developments in the Capital Market, particularly applicable statutory and regulatory provisions in the field of Capital Markets.
2. To provide inputs to the Company's Board of Directors and Board of Commissioners to ensure compliance with applicable statutory and regulatory provisions in the field of Capital Markets.
3. To assist the Board of Directors and Board of Commissioners in the implementation of corporate governance, encompassing:
   a. Disclosure of information to the public, including the availability of information on the Company's website.
   b. Timely submission of reports to the OJK.
   c. Organization and documentation of the GMS.
   d. Organization and documentation of Board of Directors and/or Board of Commissioners meetings.
   e. Implementation of orientation programs for new members of the Board of Directors and/or Board of Commissioners.
4. To serve as a liaison between the Company and its shareholders, the OJK, and other stakeholders.
5. To prepare the Special Register relating to the Board of Directors, Board of Commissioners, and their families, both at the Company and its affiliates.
6. To prepare the Register of Shareholders, including ownership of 5% or more (where required).

PROFIL SEKRETARIS PERUSAHAAN

CORPORATE SECRETARY PROFILE

ANDIKA LUKMANA

Sekretaris Perusahaan

Corporate Secretary

60 Tahun | 60 years old

Dasar Pengangkatan ***Basis of Appointment***	Surat Keputusan Direksi Tanggal 26 Maret 2019	Board of Directors' Decree dated March 26, 2019
Warga Negara ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Hukum dari Universitas Padjadjaran, Bandung (1990)	Bachelor of Law, Universitas Padjadjaran, Bandung (1990)
Pengalaman Kerja ***Work Experience***	• Group Head Legal, Governance, Risk & Compliance merangkap sebagai Sektretaris Perusahaan Perseroan (sejak 26 Maret 2019) • Group Head Legal, Compliance, and Corporate Secretary Perseroan (sejak 18 Maret 2019) • Staf Khusus Badan Pengusahaan Kawasan Perdagangan Bebas dan Pelabuhan Bebas Batam (BIFZA) (2017-2019) • Legal Expert PT Angkasa Pura 1 (Persero) (2016-2017) • Deputy Corporate Secretary PT Holcim Indonesia Tbk (2011 – 2016) • Group Head Legal PT Indosat Tbk (2010 - 2011) • Legal Departement PT Indosat Tbk (1993 - 2010)	• Group Head of Legal, Governance, Risk & Compliance concurrently serving as Corporate Secretary of the Company (since March 26, 2019) • Group Head of Legal, Compliance, and Corporate Secretary of the Company (since March 18, 2019) • Special Staff of the Batam Free Trade Zone and Free Port Authority (BIFZA) (2017–2019) • Legal Expert, PT Angkasa Pura 1 (Persero) (2016–2017) • Deputy Corporate Secretary, PT Holcim Indonesia Tbk (2011–2016) • Group Head of Legal, PT Indosat Tbk (2010–2011) • Legal Department, PT Indosat Tbk (1993–2010)
Rangkap Jabatan ***Concurrent Position***	Tidak memiliki rangkap jabatan	Does not hold any concurrent positions
Sertifikasi ***Certification***	Sertifikasi Pengawasan Tata Kelola Risiko (Qualified Risk Governance Professional (QRGP)) (2025)	Qualified Risk Governance Professional (QRGP) Certification (2025)

PROGRAM PENGEMBANGAN KOMPETENSI

Kebijakan

Secara berkala, Perseroan memberikan kesempatan yang sama kepada seluruh insan Perseroan untuk ikut serta dalam program pengembangan kompetensi berupa program-program pengembangan kompetensi seperti pelatihan, *workshop*, seminar, *conference*, ataupun dalam bentuk kunjungan kerja. Tujuan dari program tersebut adalah untuk memperluas pengetahuan dan wawasan setiap insan Perseroan.

COMPETENCY DEVELOPMENT PROGRAM

Policy

The Company regularly provides equal opportunities to all Company personnel to participate in competency development programs, such as training, workshops, seminars, conferences, and working visits. The objective of these programs is to broaden the knowledge and insight of all Company personnel.

Program Pengembangan Kompetensi Sekretaris Perusahaan

Di sepanjang tahun 2025, Sekretaris Perusahaan telah mengikuti program pengembangan kompetensi sebagai berikut:

Corporate Secretary Competency Development Program

Throughout 2025, the Corporate Secretary participated in the following competency development programs:

Tabel Pengembangan Kompetensi Sekretaris Perusahaan Tahun 2025

Table of the Corporate Secretary Competency Development in 2025

No	Tanggal *Date*	Topik *Topics*
1.	16 Januari 2025 | January 16, 2025	Internal Engagement: Bridging the Generation Gap Diselenggarakan oleh | held by Indonesian Corporate Secretary Association (ICSA)
2.	22 Februari 2025 | February 22, 2025	Webinar Pemenuhan Ketentuan Free Float | Webinar on Fulfillment of Free Float Requirements Diselenggarakan oleh | held by Bursa Efek Indonesia (BEI)
3.	22 April 2025 / April 22, 2025	Peraturan I-E tentang Kewajiban Penyampaian Informasi | Regulation I-E on the Obligation to Submit Information Diselenggarakan oleh | held by Indonesian Corporate Secretary Association (ICSA)
4.	15 Mei 2025 | May 15, 2025	Pendalaman POJK No. 29 tahun 2023 tentang Pembelian Kembali Saham yang dikeluarkan oleh Perusahaan Terbuka | In-depth Review of OJK Regulation No. 29 of 2023 concerning the Repurchase of Shares Issued by Public Companies Diselenggarakan oleh | held by Indonesian Corporate Secretary Association (ICSA)
5.	17 Juni 2025 | June 17, 2025	Pendalaman POJK No. 14 tahun 2019 tentang Perubahan atas POJK No. 32 tahun 2015 tentang Penambahan Modal Perusahaan Terbuka dengan Hak Memesan Efek Terlebih Dahulu | In-depth Review of OJK Regulation No. 14 of 2019 concerning the Amendment to OJK Regulation No. 32 of 2015 concerning Capital Increase of Public Companies with Pre-emptive Rights Diselenggarakan oleh | held by Indonesian Corporate Secretary Association (ICSA)
6.	7-11 Juli 2025 | July 7-11, 2025	Advanced Development Program Diselenggarakan oleh | held by ILEAD IPB
7.	31 Juli 2025 | July 31, 2025	Penerapan dan Pemahaman POJK No. 14 Tahun 2024 | Implementation and Understanding of OJK Regulation No. 14 of 2024 Diselenggarakan oleh | held by Asosiasi Emiten Indonesia
8.	5-6 Agustus 2025 | August 5-6, 2025	Pelatihan Enterprise Risk Governance Training & QRGP (Qualified Risk Governance Professional) | Enterprise Risk Governance Training & QRGP (Qualified Risk Governance Professional) Diselenggarakan oleh | held by CRMS
9.	1 September 2025 / September 1, 2025	Pendalaman POJK No. 17 tahun 2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha / In-depth Review of OJK Regulation No. 17 of 2020 concerning Material Transactions and Changes in Business Activities Diselenggarakan oleh | held by Indonesian Corporate Secretary Association (ICSA)
10.	2 September 2025 / September 2, 2025	Webinar Resilience to Sustainability: Leading Through GRC Diselenggarakan oleh | held by TopBusiness
11.	29 Oktober 2025 | October 29, 2025	Integrasi Cyber Security dalam Good Corporate Governance: Peran Penting Corporate Secretary / Integration of Cyber Security in Good Corporate Governance: The Important Role of the Corporate Secretary Diselenggarakan oleh | held by Indonesian Corporate Secretary Association (ICSA)
12.	9 Desember 2025 | December 9, 2025	Webinar Peraturan Bursa I-A Pencatatan Saham dan Efek Bersifat Ekuitas selain Saham yang diterbitkan oleh Perusahaan Tercatat | Webinar on Exchange Regulation I-A concerning the Listing of Shares and Equity Securities other than Shares Issued by Listed Companies Diselenggarakan oleh | held by Indonesian Corporate Secretary Association (ICSA)
13.	19 Desember 2025 | December 19, 2025	Sosialisasi Peraturan dan Penggunaan Sistem Aplikasi AKSes sebagai Sarana Pelaporan Elektronik terkait Kewajiban Penyampaian Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham serta Laporan Aktivitas Menjaminkan Saham Secara Elektronik./ Dissemination of Regulations and the Use of the AKSes Application System as a Medium for Electronic Reporting related to the Obligation to Submit Reports on Share Ownership or Any Change in Share Ownership, and Reports on Share Pledge Activities Electronically Diselenggarakan oleh | held by Indonesian Otoritas Jasa Keuangan

Catatan | Note
ICSA : Indonesia Corporate Secretary Assosisation
KNKG : Komite Nasional Kebijakan Governansi | National Committee for Governance Policy
OJK : Otoritas Jasa Keuangan | Financial Service Authority (FSA)
BEI : Bursa Efek Indonesia | Indonesia Stock Exchange

KEGIATAN DAN KINERJA SEKRETARIS PERUSAHAAN

Pada tahun 2025, Sekretaris Perusahaan telah melaksanakan tugas-tugas antara lain sebagai berikut:

1. Melakukan korespondensi dengan OJK, Sistem Pelaporan Elektronik (SPE) OJK, BEI dan IDX Net.

ACTIVITIES AND PERFORMANCE OF THE CORPORATE SECRETARY

In 2025, the Corporate Secretary carried out the following duties, among others:

1. Conducting correspondence with the OJK, the OJK Electronic Reporting System (SPE), the IDX, and IDX Net.

2. Melaksanakan keterbukaan informasi kepada publik, baik informasi yang diwajibkan oleh peraturan pemerintah, maupun informasi atas inisiatif mandiri Perseroan. Informasi ini disampaikan dalam bentuk pengumuman di media massa, siaran pers serta keterbukaan informasi melalui SPE OJK.
3. Melayani permintaan informasi dari pemangku kepentingan lainnya.
4. Membantu dan mendampingi pelaksanaan RUPS, Paparan Publik, serta rapat Direksi, rapat Dewan Komisaris, dan rapat gabungan Direksi dan Dewan Komisaris Perseroan.
5. Memantau kepatuhan Perseroan atas peraturan perundang-undangan di bidang Pasar Modal.
6. Menyampaikan laporan kegiatan per 31 Desember 2025 kepada Direksi dan Dewan Komisaris Perseroan.

Kinerja Sekretaris Perusahaan sepanjang tahun 2025 berdasarkan *Key Performance Indicators* (KPI) antara lain sebagai berikut:

1. Penerapan kepatuhan Perseroan atas perundang-undangan bidang pasar modal serta Kode Etik Perseroan.
2. Pemantauan risiko Perseroan.
3. Pelaksanaan kegiatan/aksi korporasi Perseroan dan keterbukaan informasi kepada pihak eksternal secara akurat dan tepat waktu.
4. Penyampaian pelaporan dan keterbukaan informasi kepada regulator dan publik secara tepat waktu.
5. Peningkatan pengetahuan dan pendalaman materi melalui pelatihan.

KORESPONDENSI DAN KETERBUKAAN INFORMASI SEKRETARIS PERUSAHAAN

Di sepanjang tahun 2025, Sekretaris Perusahaan telah melakukan korespondensi sebagai upaya untuk menjalin komunikasi yang efektif antara Perseroan dengan berbagai pihak. Sekretaris Perusahaan menjamin bahwa terciptanya kesetaraan dalam penyebaran informasi kepada seluruh pemangku kepentingan.

2. Implementing public information disclosure, encompassing both information required by government regulations and information disclosed on the Company's own initiative. This information is disseminated in the form of announcements in mass media, press releases, and information disclosure through the OJK's Electronic Reporting System (SPE).
3. Serving requests for information from other stakeholders.
4. Assisting and facilitating the conduct of the GMS, Public Expos s, as well as Board of Directors meetings, Board of Commissioners meetings, and joint meetings of the Board of Directors and Board of Commissioners of the Company.
5. Monitoring the Company's compliance with applicable statutory and regulatory provisions in the field of Capital Markets.
6. Submitting an activity report as of December 31, 2025 to the Company's Board of Directors and Board of Commissioners.

The Corporate Secretary's performance throughout 2025, based on Key Performance Indicators (KPIs), includes the following:

1. Implementation of the Company's compliance with Capital Market regulations and the Company's Code of Conduct.
2. Company risk monitoring.
3. Implementation of the Company's activities/corporate actions and accurate and timely information disclosure to external parties.
4. Timely submission of reporting and information disclosure to regulators and the public.
5. Enhancement of knowledge and deepening of subject matter through training.

CORPORATE SECRETARY CORRESPONDENCE AND INFORMATION DISCLOSURE

Throughout 2025, the Corporate Secretary conducted correspondence as an effort to maintain effective communication between the Company and various parties. The Corporate Secretary ensures that information is disseminated equitably to all stakeholders.

Aktivitas korespondensi dan keterbukaan informasi yang dilakukan Sekretaris Perusahaan sepanjang tahun 2025, disampaikan melalui platform https://spe.ojk.go.id/idxnet/login dan untuk keterbukaan informasi juga dipublikasikan pada website perseroan https://solusibangunindonesia.com/.

Correspondence and information disclosure activities carried out by the Corporate Secretary throughout 2025 are submitted through the platform https://spe.ojk.go.id/idxnet/login, and the information disclosure is also published on the Company's website https://solusibangunindonesia.com/.

DIVISI AUDIT INTERNAL

Divisi Audit Internal adalah mitra strategis manajemen yang bertugas menjalankan fungsi audit internal. Kegiatan audit internal sendiri adalah suatu kegiatan pemberian keyakinan dan konsultasi yang bersifat independen dan objektif, dengan tujuan untuk meningkatkan nilai dan memperbaiki operasional Perseroan dan anak perusahaannya melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian dan proses tata kelola perusahaan.

INTERNAL AUDIT DIVISION

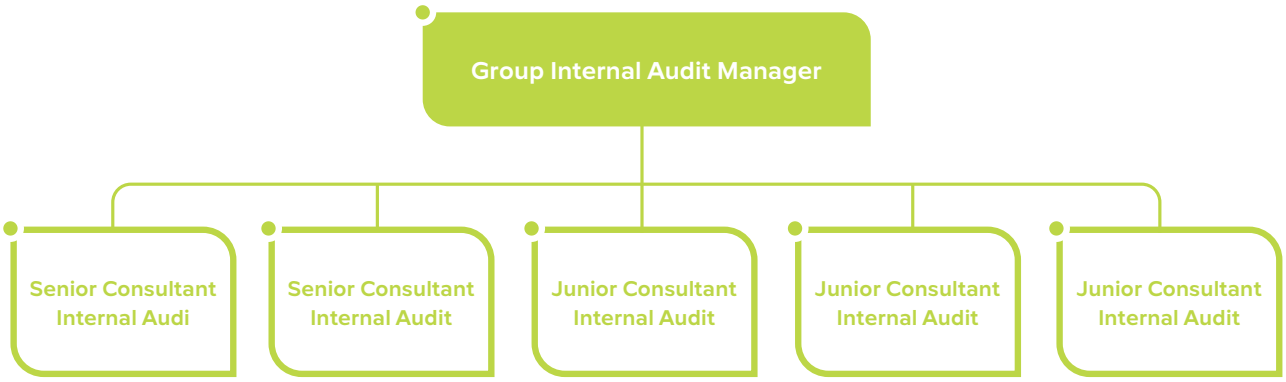
The Internal Audit Division is a strategic management partner responsible for carrying out the internal audit function. Internal audit activities constitute an independent and objective assurance and consulting activities, aimed at adding value and improving the operations of the Company and its subsidiaries through a systematic approach, by evaluating and enhancing the effectiveness of risk management, controls, and corporate governance processes.

STRUKTUR DAN KEDUDUKAN DIVISI AUDIT INTERNAL

Tabel Struktur Divisi Audit Internal

STRUCTURE AND POSITION OF THE INTERNAL AUDIT DIVISION

Table of Internal Audit Division Structure



Kepala Divisi Audit Internal bertanggung jawab dan melapor secara administratif langsung kepada Direktur Utama dan secara fungsional kepada Dewan Komisaris melalui Komite Audit. Direktur Utama dengan persetujuan dan sepengetahuan Dewan Komisaris, berdasarkan rekomendasi dari Komite Audit, bertanggung jawab terhadap penunjukan, penggantian, maupun pemberhentian Kepala Divisi Audit Internal. Divisi Audit Internal terdiri dari 2 tim dengan 2 (dua) orang Senior Auditor sebagai Team *Leader*. Masing-masing *Team Leader* melapor dan bertanggung jawab secara langsung kepada Kepala Divisi Audit Internal.

The Head of the Internal Audit Division is accountable and reports administratively directly to the President Director and functionally to the Board of Commissioners through the Audit Committee. The President Director, with the approval and knowledge of the Board of Commissioners and based on the recommendation of the Audit Committee, is responsible for the appointment, replacement, and dismissal of the Head of the Internal Audit Division. The Internal Audit Division consists of 2 teams each led by a Senior Auditor serving as Team Leader. Each Team Leader reports and is directly accountable to the Head of the Internal Audit Division.

PIAGAM AUDIT INTERNAL

Dalam melaksanakan tugasnya, Divisi Audit Internal dilengkapi dengan Piagam Audit Internal yang terakhir diperbarui pada 28 Oktober 2019. Piagam Audit Internal ditandatangani oleh Direktur Utama, Komisaris Utama, dan Ketua Komite Audit. Piagam Audit Internal menjadi pedoman dan acuan kerja bagi seluruh auditor internal agar mereka dapat menjalankan tugas dan tanggung jawabnya sesuai dengan kode etik profesi auditor internal. Piagam Audit Internal antara lain mengatur mengenai:

1) Struktur fungsi Audit Internal.
2) Tugas, tanggung jawab, dan wewenang.
3) Independensi dan objektivitas.
4) Persyaratan Auditor Internal.
5) Kode etik dan Kode Perilaku.

Piagam Audit Internal ditinjau secara berkala dan dapat diperbarui apabila dianggap perlu dengan tetap memperhatikan ketentuan dan perundang-undangan yang berlaku. Piagam Audit Internal dapat diakses dan diunduh melalui situs web Perusahaan www.solusibangunindonesia.com.

INTERNAL AUDIT CHARTER

In the performance of its duties, the Internal Audit Division is equipped with an Internal Audit Charter, last updated on October 28, 2019. The Internal Audit Charter is signed by the President Director, the President Commissioner, and the Chairman of the Audit Committee. The Internal Audit Charter serves as a guideline and work reference for all internal auditors to enable them to carry out their duties and responsibilities in accordance with the internal auditors' professional code of conduct. The Internal Audit Charter governs, among other matters:

1) The structure of the Internal Audit function.
2) Duties, responsibilities, and authorities.
3) Independence and objectivity.
4) Internal Auditor requirements.
5) Code of Conduct.

The Internal Audit Charter is reviewed on a periodic basis and may be updated as deemed necessary, with due regard for applicable statutory and regulatory provisions. The Internal Audit Charter is accessible and may be downloaded from the Company's website at www.solusibangunindonesia.com.

TUGAS DAN TANGGUNG JAWAB

Berdasarkan Piagam Audit Internal, Divisi Audit Internal memiliki tugas dan tanggung jawab sebagai berikut:

1. Menyusun dan melaksanakan Rencana Audit Internal Tahunan.
2. Menguji dan mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan Perseroan.
3. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya.
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen.
5. Menyusun Laporan Hasil Audit (LHA) dan menyampaikan laporan tersebut kepada Direksi dan Dewan Komisaris melalui Komite Audit.
6. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan.

DUTIES AND RESPONSIBILITIES

Pursuant to the Charter, the Internal Audit Division has the following duties and responsibilities:

1. To prepare and implement the Annual Internal Audit Plan.
2. To test and evaluate the implementation of internal controls and the risk management system in accordance with the Company's policies.
3. To conduct examinations and assessments of efficiency and effectiveness in the areas of finance, accounting, operations, human resources, marketing, information technology, and other activities.
4. To provide recommendations for improvement and objective information regarding the activities examined to all levels of management.
5. To prepare Audit Reports (LHA) and submit such reports to the Board of Directors and Board of Commissioners through the Audit Committee.
6. To monitor, analyze, and report on the implementation of follow-up actions on recommended improvements.

7. Bekerja sama dengan Komite Audit
8. Menyusun program untuk mengevaluasi mutu kegiatan audit internal yang dilakukannya.
9. Melakukan pemeriksaan khusus apabila diperlukan.

Pelaksanaan aktivitas audit internal dilakukan berdasarkan standar dan pedoman yang dikeluarkan oleh *The Institute of Internal Auditors* (IIA) dan Audit Internal SIG. Kegiatan audit internal didasarkan pada rencana audit berbasis risiko yang telah disetujui oleh Direktur Utama dan Komite Audit.

7. To cooperate with the Audit Committee.
8. To develop programs to evaluate the quality of the internal audit activities performed.
9. To conduct special examinations where necessary.

The implementation of internal audit activities is carried out in accordance with the standards and guidelines issued by the The Institute of Internal Auditors (IIA) and the SIG Internal Audit. Internal audit activities are based on a risk-based audit plan approved by the President Director and the Audit Committee.

PROFIL KETUA UNIT INTERNAL AUDIT

PROFILE OF THE HEAD OF THE INTERNAL AUDIT UNIT

NURUL IKHSAN

Ketua Unit Internal Audit

Head of the Internal Audit Unit

52 Tahun | 52 years old

Dasar Pengangkatan ***Basis of Appointment***	Memo Internal No. 011/HCA/Internal/III/2025 tanggal 28 Maret 2025	Internal Memo No. 011/HCA/Internal/III/2025 dated March 28, 2025
Warga Negara ***Citizenship***	Indonesia	Indonesian
Domisili ***Domicile***	Jakarta	Jakarta
Riwayat Pendidikan ***Educational Background***	Sarjana Teknik Elektro - Universitas Krisnadwipayana Jakarta (1999)	Bachelor of Electrical Engineering, Universitas Krisnadwipayana Jakarta (1999)
Pengalaman Kerja ***Work Experience***	• Asset Control Data System Coordinator di PT Solusi Bangun Indonesia Tbk (2021-2025) • Senior Internal Auditor di PT Solusi Bangun Indonesia Tbk (2019-2021) • Senior Internal Auditor di PT Holcim Indonesia Tbk (2011-2019) • Quality & Environment Management System di PT Holcim Indonesia Tbk (2005-2012) • Maintenance Planner di PT Holcim Indonesia Tbk (2001-2005)	• Asset Control Data System Coordinator, PT Solusi Bangun Indonesia Tbk (2021–2025) • Senior Internal Auditor, PT Solusi Bangun Indonesia Tbk (2019–2021) • Senior Internal Auditor, PT Holcim Indonesia Tbk (2011–2019) • Quality & Environment Management System, PT Holcim Indonesia Tbk (2005–2012) • Maintenance Planner, PT Holcim Indonesia Tbk (2001–2005)
Rangkap Jabatan ***Concurrent Position***	Tidak memiliki rangkap jabatan	Does not hold any concurrent positions
Sertifikasi ***Certification***	• *Qualified Risk Governance Professional* (QRGP) • *Qualified Internal Auditor* (QIA)	• Qualified Risk Governance Professional (QRGP) • Qualified Internal Auditor (QIA)

KUALIFIKASI DAN SERTIFIKASI AUDITOR INTERNAL

Hingga 31 Desember 2025, terdapat sebanyak 4 (empat) dari 5 (lima) orang Auditor Internal telah memperoleh sertifikasi. Perolehan sertifikasi terbagi atas 1 (satu) orang Auditor Internal telah memperoleh tiga sertifikasi, 2 (dua) orang Auditor Internal sebanyak dua sertifikasi dan 1 (satu) orang Auditor Internal telah memperoleh satu sertifikasi. Sertifikasi Auditor Internal yang telah diperoleh sampai dengan 2025 adalah sebagai berikut:

INTERNAL AUDITOR QUALIFICATIONS AND CERTIFICATIONS

As of December 31, 2025, 4 (four) out of 5 (five) Internal Auditors have obtained certifications. The certifications are distributed as follows: 1 (one) Internal Auditor has obtained three certifications, 2 (two) Internal Auditors have each obtained two certifications, and 1 (one) Internal Auditor has obtained one certification. The Internal Auditor certifications obtained up to 2025 are as follows:

Tabel Kualifikasi dan Sertifikasi Auditor Internal Tahun 2025

Table of Internal Auditor Qualifications and Certifications in 2025

No	Sertifikasi *Certifications*	Jumlah *Number*
1	Sertifikasi *Qualified Internal Auditor* (QIA) | Qualified Internal Auditor (QIA) Certification	3 orang | 3 persons
2	*Certified Risk Management Professional* (CRMP)	2 orang | 2 persons
3	Sertifikasi *Enterprise Risk Management Associate Professional* (ERMAP) | Enterprise Risk Management Associate Professional (ERMAP) Certification	1 orang | 1 person
4	Sertifikasi *Indonesia Internal Audit Practitioner* (IIAP) | Indonesia Internal Audit Practitioner (IIAP) Certification	1 orang | 1 person

RAPAT DIVISI UNIT AUDIT INTERNAL

Di sepanjang tahun 2025, Divisi Audit Internal telah melaksanakan rapat bersama dengan Direksi, dan Komite Audit sebanyak 7 (tujuh) kali sebagai berikut:

INTERNAL AUDIT UNIT DIVISION MEETINGS

Throughout 2025, the Internal Audit Division held a total of 7 (seven) meetings jointly with the Board of Directors and the Audit Committee, as follows:

No	Tanggal *Date*	Agenda
		Rapat dengan Direksi | Meetings with the Board of Directors
1	15 April 2025 | April 15, 2025	Penyampaian Pelaksanaan Audit BPK (yang dilakukan bersama Induk Perusahaan) | Presentation of the Implementation of the BPK Audit (conducted jointly with the Parent Company)
2	4 September 2025 | September 4, 2025	Penyampaian Hasil Audit Internal Triwulan 1 & 2 2025 | Presentation of the Internal Audit Results for Q1 & Q2 2025
3	17 November 2025 | November 17, 2025	Penyampaian Rencana Pelaksanaan Pengadaan Sistem Manajemen Audit | Presentation of the Plan for the Procurement of an Audit Management System
		Rapat dengan Komite Audit | Meetings with the Audit Committee
4	20 Februari 2025 | February 20, 2025	Penyampaian Laporan Hasil Audit Laporan Keuangan untuk 31 Desember 2024 | Presentation of the Audit Report on the Financial Statements as of December 31, 2024
5	28 April 2025 | April 28, 2025	Penyampaian Laporan Audit Internal Triwulan 1 2025 | Presentation of the Internal Audit Report for Q1 2025
6	23 Juli 2025 | July 23, 2025	Penyampaian Laporan Audit Internal Triwulan 2 2025 | Presentation of the Internal Audit Report for Q2 2025
7	17 Oktober 2025 | October 17, 2025	Penyampaian Laporan Audit Internal Triwulan 3 2025 | Presentation of the Internal Audit Report for Q3 2025

PROGRAM PENGEMBANGAN KOMPETENSI

Kebijakan

Secara berkala, Perseroan memberikan kesempatan yang sama kepada seluruh insan Perseroan untuk ikut serta dalam program pengembangan kompetensi berupa program-program pengembangan kompetensi seperti pelatihan, *workshop*, seminar, *conference*, Tujuan dari program tersebut adalah untuk memperluas pengetahuan dan wawasan setiap insan Perseroan.

COMPETENCY DEVELOPMENT PROGRAM

Policy

The Company regularly provides equal opportunities to all Company personnel to participate in competency development programs, such as training, workshops, seminars, and conferences. The objective of these programs is to broaden the knowledge and insight of all Company personnel.

Program Pengembangan Kompetensi Audit Internal

Di sepanjang tahun 2025, Auditor Internal telah mengikuti program pengembangan kompetensi sebagai berikut:

Internal Audit Competency Development Program

Throughout 2025, the Internal Auditors participated in the following competency development programs:

Tabel Pengembangan Kompetensi Auditor Internal Tahun 2025

Table of Internal Auditor Competency Development Programs in 2025

Peserta *Participant*	Program	Tanggal *Date*	Penyelenggara *Organizer*
Kepala Audit Internal | Head of the Internal Audit	*Workshop Financial Statement Fraud: Prevention & Detection* | Workshop on Financial Statement Fraud: Prevention & Detection	24 Juli 2025 | July 24, 2025	Ikatan Komite Audit Indonesia | Indonesian Audit Committee Association
	IIA Indonesia National Conference: Audit For Tomorrow - Strategic, Future-ready, Sustainable	27 - 28 Agustus 2025 | August 27–28, 2025	The Institute of Internal Auditor Indonesia
	Seminar *Nasional Internal Audit (SNIA): What's Driving Change to Stay Ahead of the Curve for Internal Auditors in The Coming Years?* | National Internal Audit Seminar (SNIA): What's Driving Change to Stay Ahead of the Curve for Internal Auditors in the Coming Years?	3 – 4 Desember 2025 | December 3–4, 2025	Yayasan Pendidikan Internal Audit | Internal Audit Education Foundation
Senior Auditor 1	Konferensi Auditor Internal (KAI) 2025: *Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance and Opportunities in 2025* | Internal Auditors Conference (KAI) 2025: Shifting Horizon for Internal Auditors – Navigating Emerging Risks, Governance and Opportunities in 2025	2 - 3 Juli 2025 | July 2–3, 2025	Yayasan Pendidikan Internal Audit | Internal Audit Education Foundation
	Pelatihan *Risk Management Professional* | Risk Management Professional Training	10 -18 November 2025 | November 10–18, 2025	Lembaga Sertifikasi Profesi Manajemen Risiko | Risk Management Professional Certification Institute
Senior Auditor 2	Pelatihan Pondasi Profesi Audit Internal | Internal Audit Professional Foundations Training	Januari - Desember 2025 | January–December 2025	Yayasan Pendidikan Internal Audit | Internal Audit Education Foundation
	Pelatihan *Internal Audit for New Internal Auditor* | Internal Audit for New Internal Auditor Training	Januari - Desember 2025 | January–December 2025	Yayasan Pendidikan Internal Audit | Internal Audit Education Foundation
	Pelatihan COSO *Based Internal Control, Basic Concept of Internal Control* | COSO-Based Internal Control, Basic Concept of Internal Control Training	Januari - Desember 2025 | January–December 2025	Yayasan Pendidikan Internal Audit | Internal Audit Education Foundation
Junior Auditor 1	Pelatihan *Risk Management Professional* | Risk Management Professional Training	10 -18 November 2025 | November 10–18, 2025	Lembaga Sertifikasi Profesi Manajemen Risiko | Risk Management Professional Certification Institute
Junior Auditor 2	Pelatihan *GRC Fundamentals™ 3.5* | GRC Fundamentals™ 3.5 Training	29 – 30 September 2025 | September 29–30, 2025	Open Compliance and Ethics Group
	Pelatihan *Risk Management Fundamentals* | Risk Management Fundamentals Training	15 – 16 November 2025 | November 15–16, 2025	Open Compliance and Ethics Group
Junior Auditor 3	*Workshop Basic Internal Audit & Fraud Detection* | Workshop on Basic Internal Audit & Fraud Detection	September – November 2025 | September–November 2025	Ikatan Akuntan Indonesia | Indonesian Institute of Accountants

PELAKSANAAN TUGAS AUDIT INTERNAL

Divisi Audit Internal telah menyelesaikan penugasan audit sesuai dengan Rencana Audit Tahunan berbasis risiko 2025 yang telah disetujui oleh Direktur Utama dan Komite Audit, di antaranya audit inisiasi dan operasional solar panel, *direct invoice*, *quarry land expansion* dan penugasan audit bersama dengan entitas induk. Semua temuan dan rekomendasi audit telah ditindaklanjuti secara reguler dan dilaporkan kepada Komite Audit dan Manajemen dalam rapat-rapat Komite Audit.

IMPLEMENTATION OF INTERNAL AUDIT DUTIES

The Internal Audit Division has completed audit assignments in accordance with the 2025 risk-based Annual Audit Plan approved by the President Director and the Audit Committee, including audits on solar panel initiation and operations, direct invoicing, quarry land expansion, and joint audit assignments with the parent entity. All audit findings and recommendations have been regularly followed up and reported to the Audit Committee and Management at Audit Committee meetings.

AUDITOR EKSTERNAL

MEKANISME PENUNJUKAN KANTOR AKUNTAN PUBLIK DAN AKUNTAN PUBLIK

Penunjukan Kantor Akuntan Publik (KAP) dan Akuntan Publik (AP) tahun buku 2025 telah ditetapkan berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS). Sebelumnya, Dewan Komisaris dan Komite Audit telah merekomendasikan terkait Auditor Eksternal untuk melakukan audit tahunan terhadap laporan keuangan dan memberikan opini mengenai kesesuaian penyajian laporan keuangan dengan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia.

EXTERNAL AUDITOR

MECHANISM FOR THE APPOINTMENT OF THE PUBLIC ACCOUNTING FIRM AND PUBLIC ACCOUNTANT

The appointment of the Public Accounting Firm (KAP) and Public Accountant (AP) for the 2025 fiscal year was determined pursuant to a resolution of the General Meeting of Shareholders (GMS). Prior to this, the Board of Commissioners and the Audit Committee had provided recommendations regarding the External Auditor to conduct the annual audit of the financial statements and to issue an opinion on the conformity of the financial statement presentation with the Indonesian Financial Accounting Standards (SAK) applicable in Indonesia.

KANTOR AKUNTAN PUBLIK DAN AKUNTAN PUBLIK

Di tahun 2025, Perseroan telah menunjuk KAP Liana Ramon Xenia & Rekan dengan AP Juan Ramon Junius Siahaan berdasarkan keputusan RUPS pada tanggal 25 Juni 2025.

Informasi KAP dan AP Perseroan selama 5 (lima) tahun buku terakhir adalah sebagai berikut:

PUBLIC ACCOUNTING FIRM AND PUBLIC ACCOUNTANT

In 2025, the Company appointed KAP Liana Ramon Xenia & Rekan with Public Accountant Juan Ramon Junius Siahaan, pursuant to the GMS resolution dated June 25, 2025.

Information on the Company's Public Accounting Firm and Public Accountant over the past 5 (five) financial years is as follows:

Tabel KAP dan AP Tahun 2021-2025

Table of Public Accounting Firms and Public Accountants for the 2021–2025 Fiscal Years

Tahun Buku *Fiscal Years*	Nama KAP *Name of Public Accounting Firm*	Akuntan Publik *Public Accountant*	Nomor Izin Akuntan Publik *Public Accountant License Number*	Opini Audit *Audit Opinion*
2025	**KAP Liana Ramon Xenia & Rekan**	**Juan Ramon Junius Siahaan, CPA**	**AP. 1672**	**Wajar | Unqualified**
2024	KAP Liana Ramon Xenia & Rekan	Juan Ramon Junius Siahaan, CPA	AP. 1672	Wajar | Unqualified
2023	KAP Imelda & Rekan	Juan Ramon Junius Siahaan, CPA	AP. 1672	Wajar | Unqualified
2022	KAP Imelda & Rekan	Theodorus Bambang Dwi K.A	AP. 1208	Wajar | Unqualified
2021	KAP Tanudiredja, Wibisana, Rintis & Rekan	Daniel Kohar	AP. 1130	Wajar | Unqualified

JASA LAINNYA YANG DIBERIKAN KAP

Di tahun 2025, terdapat jasa lainnya yang diberikan oleh KAP selain melakukan audit terhadap Laporan Keuangan Perusahaan pada periode 1 Januari hingga 31 Desember 2025. KAP memberikan jasa non-audit yaitu jasa prosedur yang disepakati atas Laporan Kegiatan Penerapan Prinsip Kehati-hatian (KPPK) perusahaan dan entitas anak, PT Solusi Bangun Andalas.

OTHER SERVICES RENDERED BY THE PUBLIC ACCOUNTING FIRM

In 2025, the Public Accounting Firm provided services other than the audit of the Company's Financial Statements for the period January 1 through December 31, 2025. The Public Accounting Firm provided non-audit services in the form of agreed-upon procedures for the Prudential Principles Implementation Activity Report of Company and its subsidiary, PT Solusi Bangun Andalas.

SISTEM PENGENDALIAN INTERNAL

Pengendalian internal adalah proses yang dirancang untuk memberikan keyakinan yang memadai atas tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan keuangan, kepatuhan terhadap hukum, dan peraturan yang berlaku serta penerapan mekanisme *check and balance.*

INTERNAL CONTROL SYSTEM

Internal control is a process designed to provide reasonable assurance regarding the achievement of operational effectiveness and efficiency, the reliability of financial reporting, compliance with applicable laws and regulations, and the implementation of a check and balance mechanism.

PIHAK PENGELOLA SISTEM PENGENDALIAN INTERNAL

Aktivitas pengendalian internal di Perseroan dilaksanakan oleh Unit Internal Control System (ICS) di bawah koordinasi Departemen Corporate Secretary & GRC (Corsec&GRC) pada Fungsi LGRC Group Function. Unit ICS bertugas mewaspadai terjadinya risiko kecurangan yang ada, memastikan bahwa aktivitas pengendalian, dan penanganan risiko yang tepat telah diimplementasikan, berkontribusi pada perbaikan proses bisnis secara berkelanjutan, serta bekerja sama dengan Business Process Owner (BPO) sebagai lini pertama dalam pengelolaan operasional Perseroan berdasarkan prinsip “Model Tiga Lini”, dimana Fungsi ICS berlaku sebagai lini kedua yang berkolaborasi dengan Audit Internal di lini ketiga untuk memastikan pengujian efektivitas pelaksanaan pengendalian di seluruh fungsi.

INTERNAL CONTROL SYSTEM MANAGEMENT PARTY

Internal control activities within the Company are carried out by the Internal Control System (ICS) Unit under the coordination of the Corporate Secretary & GRC Department (Corsec&GRC) within the LGRC Group Function. The ICS Unit is tasked with monitoring for the occurrence of existing fraud risks, ensuring that appropriate control activities and risk responses have been implemented, contributing to continuous business process improvement, and cooperating with Business Process Owners (BPO) as the first line in the management of the Company's operations based on the "Three Lines Model" principle, whereby the ICS Function serves as the second line in collaboration with Internal Audit in the third line, to ensure the testing of the effectiveness of control implementation across all functions.

Sistem pengendalian internal sebagai sistem yang dimiliki Perseroan untuk pengelolaan usaha saat ini telah dilaksanakan, dipahami, dan diawasi oleh seluruh jajaran manajemen dan karyawan untuk menciptakan kegiatan bisnis yang efisien dan terlindungi dari risiko-risiko usaha demi mencapai tujuan Perseroan.

The internal control system, as the system maintained by the Company for business management, has been implemented, understood, and monitored by all levels of management and employees to create efficient business activities that are protected from business risks in pursuit of the Company's objectives.

PEDOMAN SISTEM PENGENDALIAN INTERNAL

Perseroan memiliki Buku Pedoman Sistem Pengendalian Internal yang memberikan panduan bagi manajemen dan karyawan dalam mengimplementasikan pengendalian internal di unit kerjanya masing-masing, terutama dalam hal pengendalian keuangan dan operasional. Buku Pedoman ini berisi pemahaman dasar mengenai definisi dan pengendalian internal terkait kegiatan bisnis Perseroan.

INTERNAL CONTROL SYSTEM GUIDELINES

The Company has an Internal Control System Guidelines Manual that provides guidance for management and employees in implementing internal controls within their respective work units, particularly with respect to financial and operational controls. This Guidelines Manual contains a fundamental understanding of the definition of and internal controls related to the Company's business activities.

IMPLEMENTASI DENGAN KERANGKA COSO

Sistem Pengendalian Internal Perseroan telah disesuaikan dengan kerangka kerja internasional yaitu berdasarkan ketentuan Committee of Sponsoring Organizations of the Treadway Commission (COSO). Dalam implementasinya, terdapat 5 (lima) komponen yang diselaraskan dalam Sistem Pengendalian Internal Perseroan meliputi:

IMPLEMENTATION WITH THE COSO FRAMEWORK

The Company's Internal Control System has been aligned with the international framework based on the provisions of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). In its implementation, there are 5 (five) components aligned within the Company's Internal Control System, encompassing:

Tabel Implementasi Sistem Pengendalian Intern Berdasarkan Kerangka COSO

Table of Internal Control System Implementation Based on the COSO Framework

Lingkungan Pengendalian ***Control Environment***	• Komitmen terhadap integritas dan nilai etika. • Tanggung jawab pengawasan Dewan Komisaris. • Struktur organisasi yang sesuai dengan kebutuhan. • Komitmen terhadap kompetensi. • Penegakkan akuntabilitas.	• Commitment to integrity and ethical values. • Board of Commissioners' oversight responsibilities. • Organizational structure appropriate to operational needs. • Commitment to competence. • Enforcement of accountability.
Penilaian Risiko ***Risk Assessment***	• Penetapan tujuan (*objectives*) yang tepat. • Identifikasi dan analisis risiko. • Identifikasi dan analisis risiko kecurangan (*fraud risk*). • Identifikasi dan analisis perubahan yang signifikan.	• Establishment of appropriate objectives. • Risk identification and analysis. • Fraud risk identification and analysis. • Identification and analysis of significant changes.
Aktivitas Pengendalian ***Control Activities***	• Memilih dan mengembangkan aktivitas pengendalian. • Memilih dan mengembangkan pengendalian umum atas teknologi. • Kebijakan dan prosedur.	• Selection and development of control activities. • Selection and development of general controls over technology. • Policies and procedures.
Informasi dan Komunikasi ***Information and Communication***	• Komunikasi atas Informasi yang Relevan. • Komunikasi Internal. • Komunikasi Eksternal.	• Communication of relevant information. • Internal communication. • External communication.
Pemantauan Pengendalian Intern ***Monitoring of Internal Controls***	• *Monitoring* berkelanjutan dan atau evaluasi terpisah. • Evaluasi dan komunikasi defisiensi pengendalian.	• Ongoing monitoring and/or separate evaluations. • Evaluation and communication of control deficiencies.

TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Setiap tahun, Perseroan memiliki mekanisme *control testing* yang dilakukan berkala untuk menilai apakah implementasi pengendalian internal telah berjalan sesuai pedoman yang diberikan. Untuk memastikan bahwa pengendalian internal atas proses bisnis telah dilaksanakan dengan baik, ICS akan menentukan *control testing* yang akan diujikan kepada BPO terkait dan disetujui oleh BOD. Pada awal tahun 2025, LGRC

REVIEW OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

Each year, the Company has a control testing mechanism that is conducted on a periodic basis to assess whether the implementation of internal controls has been carried out in accordance with the established guidelines. To ensure that internal controls over business processes have been properly implemented, the ICS determines the control testing to be administered to the relevant BPOs and approved by the

Group Head bersama Fungsi ICS membuat perencanaan dengan pihak-pihak terkait (IA, QEMS, BPO, dan manajemen) untuk menguji efektivitas pengendalian internal, serta memastikan bahwa potensi risiko yang timbul telah termitigasi dengan baik.

Board of Directors. At the beginning of 2025, the LGRC Group Head, together with the ICS Function, carried out planning with relevant parties (IA, QEMS, BPO, and management) to test the effectiveness of internal controls and to ensure that potential risks arising have been adequately mitigated.

PERNYATAAN DIREKSI ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Direksi senantiasa mengawasi jalannya sistem pengendalian internal guna memastikan pengawasan yang efektif, efisien, dan berkelanjutan. Direksi menilai bahwa sistem pengendalian internal di Perseroan dan entitas anak telah selaras dengan sasaran, strategi, dan budaya Perseroan, serta berbagai kewajiban hukum maupun kewajiban sosial Perseroan.

BOARD OF DIRECTORS' STATEMENT ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

The Board of Directors consistently oversees the operation of the internal control system to ensure effective, efficient, and sustainable oversight. The Board of Directors assesses that the internal control system within the Company and its subsidiaries is aligned with the Company's objectives, strategies, and culture, as well as the Company's various legal and social obligations.

Direksi berkomitmen untuk mematuhi Perundang-Undangan yang berlaku serta menjaga integritas sistem pengendalian internal yang terintegrasi dalam seluruh proses dan fungsi di Perseroan, sekaligus mendukung alokasi sumber daya yang dibutuhkan untuk penerapannya.

The Board of Directors is committed to complying with applicable laws and regulations and maintaining the integrity of the internal control system integrated across all processes and functions within the Company, while also supporting the allocation of resources required for its implementation.

MANAJEMEN RISIKO

Perseroan telah menerapkan Sistem Manajemen Risiko terintegrasi berdasarkan Peraturan Menteri BUMN No. PER-2/ MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Sistem Manajemen Risiko juga mengacu kepada prosedur Enterprise Risk Management (ERM) dan Pedoman Tata Kelola SIG untuk prinsip-prinsip tata kelola perusahaan yang baik.

RISK MANAGEMENT

The Company has implemented an integrated Risk Management System based on the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The Risk Management System also refers to the Enterprise Risk Management (ERM) procedures and SIG Governance Guidelines for good corporate governance principles.

Perseroan menerapkan Sistem Manajemen Risiko “model tiga lini” dengan para pemilik proses di seluruh satuan kerja (*Risk Taking Unit*/RTU) sebagai lini pertama yang bertugas mengidentifikasi dan mengelola risiko dalam proses bisnis. Perseroan juga menetapkan adanya Fungsi Manajemen Risiko sebagai lini kedua, yang bertanggung jawab dalam mengukur, memantau dan memperlakukan risiko secara agregat serta mengembangkan sistem manajemen risiko untuk mendukung kinerja lini pertama. Pada lini ketiga, Divisi Audit Internal berperan memastikan bahwa Perseroan telah menerapkan tata kelola, pengendalian risiko dan pengendalian internal secara efektif.

The Company implements a "three lines model" Risk Management System, with process owners across all work units (Risk Taking Units/RTUs) serving as the first line, responsible for identifying and managing risks within business processes. The Company also establishes a Risk Management Function as the second line, responsible for measuring, monitoring, and treating risks in aggregate, as well as developing the risk management system to support the performance of the first line. In the third line, the Internal Audit Division plays a role in ensuring that the Company has effectively implemented governance, risk controls, and internal controls.

Pendekatan proses manajemen risiko menggunakan kombinasi top down and bottom-up approach, yang diawali dengan high-level risk interview/discussion dengan Direksi sebagai narasumber guna mendapatkan pandangan strategis mengenai konteks eksternal dan internal perusahaan. Lalu dilanjutkan dengan menetapkan sasaran perusahaan dan mengidentifikasi berbagai risiko strategik dan operasional yang akan dihadapi. Selanjutnya, ketetapan tersebut diteruskan ke seluruh proses *risk assessment*, yang melibatkan semua pemilik proses di seluruh RTU.

Implementasi manajemen risiko dilakukan dengan tujuan untuk meminimalkan potensi risiko dari suatu kejadian yang berdampak negatif, memaksimalkan probabilitas kejadian yang menguntungkan, dan mengelola potensi risiko yang dapat menghambat pencapaian sasaran, keberlanjutan usaha, serta optimalisasi peluang usaha melalui risiko yang terukur dan terkelola dengan baik.

Hingga 31 Desember 2025, Perseroan telah melakukan identifikasi terhadap seluruh risiko utama dan peluang yang mungkin timbul dari kegiatan usaha Perseroan, mengukur risiko-risikonya, menyusun rencana pengendalian, dan memonitor tingkat risiko sesuai dengan kebijakan dan prosedur manajemen risiko di Perseroan.

RISIKO PERSEROAN DAN PENGELOLAANNYA

Di tahun 2025, terdapat sebanyak 11 risiko yang telah diidentifikasi oleh Perseroan. Informasi profil risiko dan upaya mitigasi yang dilakukan di sepanjang tahun 2025 adalah sebagai berikut:

The risk management process approach utilizes a combination of top-down and bottom-up approaches, commencing with high-level risk interviews/discussions with the Board of Directors as resource persons to obtain a strategic perspective on the Company's external and internal context. This is followed by the establishment of the Company's objectives and the identification of various strategic and operational risks to be faced. These determinations are then carried forward into the entire risk assessment process, involving all process owners across all RTUs.

The implementation of risk management is carried out with the aim of minimizing the potential risk of events with negative impacts, maximizing the probability of favorable events, and managing potential risks that may impede the achievement of objectives, business continuity, and the optimization of business opportunities through well-measured and well-managed risks.

As of December 31, 2025, the Company has conducted identification of all key risks and opportunities that may arise from the Company's business activities, measured such risks, developed control plans, and monitored risk levels in accordance with the Company's risk management policies and procedures.

COMPANY RISKS AND THEIR MANAGEMENT

In 2025, the Company identified a total of 11 risks. Information on the risk profile and mitigation efforts undertaken throughout 2025 is as follows:

Tabel Profil Risiko dan Upaya Mitigasi Risiko Tahun 2025

Risk Profile Table and Risk Mitigation Efforts for 2025

No	Jenis Risiko *Type of Risk*	Mitigasi Risiko *Risk Mitigation*
1	**Kepatuhan terhadap Persyaratan dan Peraturan** Risiko yang terkait dengan kepatuhan terhadap persyaratan dan peraturan dalam menjalankan kegiatan bisnis. **Compliance with Requirements and Regulations** Risks related to compliance with applicable requirements and regulations in the conduct of business activities	1. Berkolaborasi dengan holding untuk menyiapkan rencana rights issue, serta melakukan advokasi kepada lembaga negara terkait. 2. Melakukan kerja sama dengan Pemangku Kepentingan terkait, Pemerintah Daerah, dan Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional (ATR/BPN) untuk memfasilitasi proses penerbitan Hak Pengelolaan Lahan (HPL). 1. Collaborate with the holding company to prepare a rights issue plan and conduct advocacy with relevant government institutions. 2. Establish cooperation with relevant stakeholders, the Regional Government, and the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) to facilitate the issuance of Land Management Rights (HPL).

No	Jenis Risiko *Type of Risk*	Mitigasi Risiko *Risk Mitigation*
2	**Ketersediaan dan Pemenuhan SDM** Risiko regenerasi SDM terkait dengan banyaknya karyawan level manajerial dan karyawan spesialis yang memasuki masa pension, namun belum memiliki pengganti yang tepat. **Talent Availability and Fulfillment** Talent regeneration risk related to a large number of managerial level and specialist employees entering retirement, with no adequate successors currently in place.	1. Koordinasi dengan SIG untuk memenuhi kebutuhan SDM melalui permintaan resmi 2. Kolaborasi dengan Talent & Performance Management (TPM) dalam mencari talenta dari Rekrutmen Bersama BUMN (RBB), lulusan baru, tenaga berpengalaman, maupun AP lainnya. 3. Melakukan pengembangan talenta, sistem manajemen karier, serta sistem caretaker diterapkan untuk menutup kesenjangan suksesi dan mengatasi pembatasan rekrutmen eksternal. 1. Coordinate with SIG to fulfill talent requirements through formal requests. 2. Collaborate with Talent & Performance Management (TPM) in sourcing talent from RBB, fresh graduates, experienced professionals, as well as other Operating Companies (OpCos). 3. Implement talent development programs, career management systems, and a caretaker system to address succession gaps and mitigate limitations on external recruitment.
3	**Risiko Proyek Dermaga Tuban** Risiko yang terkait dengan gangguan dalam pelaksanaan dan penyelesaian proyek Dermaga Tuban. **Tuban Jetty Project Risk** Risks relatested with disruptions in the implementation and completion of the Tuban Jetty Project.	1. Menerapkan standar yang ketat dalam proses tender dan pengawasan yang cermat pada pengajuan FS dan realisasinya serta meningkatkan kualitas proyek melalui peningkatan proses internal dan koordinasi dengan vendor 2. Penguatan pengendalian dan koordinasi proyek melalui rapat rutin, peningkatan sumber daya, serta keterlibatan yang lebih besar dari personel pemberi kerja. 3. Melakukan perbaikan atau penggantian material maupun peralatan yang tidak sesuai. 4. Koordinasi dengan SCM, operasi, dan kontraktor untuk memastikan ketersediaan kapal, tenaga ahli, dan material, serta pemenuhan persyaratan administratif. 5. Melakukan percepatan pembayaran, mempercepat penyelesaian klaim, serta menetapkan izin dan tanggung jawab *dredging.* 1. Implement strict standards in the tender process and conduct thorough supervision of feasibility study (FS) submissions and their realization, as well as enhance project quality through improvements in internal processes and coordination with vendors. 2. Strengthen project control and coordination through regular meetings, increased resource allocation, and more involvement of employer personnel. 3. Carry out repairs or replacement of materials and equipment that do not meet the required specifications. 4. Coordinate with SCM, operations, and contractors to ensure the availability of vessels, qualified experts, and materials, as well as compliance with administrative requirements. 5. Accelerate payments, expedite the settlement of claims, and clearly define permits and responsibilities related to dredging activities.
4	**Risiko Efisiensi Produksi** Risiko kondisi abnormal dan ketidakefisienan pada proses produksi. **Production Efficiency Risk** Risk related to abnormal conditions and inefficiencies in the production process.	1. Melakukan optimalisasi parameter operasi pada setiap tahapan proses produksi (dari *raw mill* hingga *cement mill*) melalui *fine-tuning*, *process control improvement*, serta penerapan *troubleshooting* secara berkala untuk menjaga stabilitas proses dan menurunkan *specific consumption* bahan baku serta material tambahan. 2. Mengimplementasikan inisiatif *Operational Excellence* untuk meningkatkan produktivitas dan menekan biaya produksi, termasuk analisis *bottleneck*, *process benchmarking*, dan digitalisasi pemantauan kinerja produksi di seluruh pabrik. 3. Memastikan ketersediaan peralatan utama melalui pelaksanaan program preventive dan *predictive maintenance* secara disiplin guna menurunkan frekuensi *breakdown* dan *downtime* yang berdampak pada efisiensi lini produksi. 4. Melakukan peningkatan kompetensi dan kedisiplinan operator pabrik melalui pelatihan teknis, refresher training, serta monitoring kepatuhan terhadap SOP produksi untuk memastikan proses berjalan stabil dan efisien, serta rencana suksesi sesuai dengan mitigasi pada R2. 5. Melakukan review rutin terhadap *key performance indicators* (KPI) produksi seperti *clinker factor, plant availability, dan overall equipment effectiveness (OEE)* untuk memastikan perbaikan berkelanjutan terhadap efisiensi produksi. 1. Optimize operating parameters at each stage of the production process (from raw mill to cement mill) through fine-tuning, process control improvements, and periodic troubleshooting to maintain process stability and reduce the specific consumption of raw materials and additives. 2. Implement Operational Excellence initiatives to improve productivity and reduce production costs, including bottleneck analysis, process benchmarking, and the digitalization of production performance monitoring across all plants. 3. Ensure the availability of critical equipment by rigorously implementing preventive and predictive maintenance programs to reduce the frequency of breakdowns and downtime that impact production line efficiency. 4. Enhance operator competency and discipline through technical training, refresher programs, and monitoring compliance with production SOPs to ensure stable and efficient operations, as well as succession planning in line with the mitigation measures under R2. 5. Conduct regular reviews of key production performance indicators (KPIs), such as clinker factor, plant availability, and overall equipment effectiveness (OEE), to ensure continuous improvement in production efficiency.

No	Jenis Risiko *Type of Risk*	Mitigasi Risiko *Risk Mitigation*
5	**Risiko Pemenuhan Suplai Bahan Baku** Risiko yang terkait dengan gangguan pasokan bahan baku. **Raw Material Supply Fulfillment Risk** Risk related with disruptions in raw material supply.	1. Mengidentifikasi lokasi atau area sumber daya baru. 2. Melakukan studi dan eksplorasi tambahan, serta mitigasi risiko terkait keberlanjutan bahan baku. 3. Memetakan area prospektif yang berpotensi mengandung clay (Tuban, Cilacap, dan Narogong). 4. Mengajukan CAPEX untuk akuisisi lahan dengan tujuan memperpanjang umur cadangan shale serta memperoleh Alternative Raw Materials sebagai pengganti unsur alumina (AL_2O_2) yang terdapat pada shale. 5. Memperbarui perizinan paling lambat 2 tahun sebelum masa berlakunya berakhir. 1. Identify new resource locations or source areas. 2. Conduct additional studies and exploration, as well as risk mitigation related to raw material sustainability. 3. Map prospective areas with potential clay resources (Tuban, Cilacap, and Narogong). 4. Propose CAPEX for land acquisition to extend the life of shale reserves and to obtain alternative raw materials as substitutes for the alumina (Al_2O_2) component contained in shale. 5. Renew permits no later than two years prior to their expiration.
6	**Risiko Pemenuhan Suplai Energi** Risiko terkait dengan adanya gangguan pada suplai energi dan fluktuasi harga (terutama batu bara). **Energy Supply Fulfillment Risk** Risk related to disruptions in energy supply and price fluctuations (especially coal).	1. Melakukan proses mixing batubara dengan kualitas yang bervariasi dengan bahan tambahan untuk menjaga kualitas batubara. Dan menekan biaya bahan bakar sesuai RKAP misalnya dengan mendapatkan supply batubara yang memiliki kandungan sulfur dan ash yang lebih tinggi serta kalori yang rendah yang kurang diminati pasar 2. Melakukan pemantauan secara berkala terhadap stok dan kualitas batubara agar sesuai spesifikasi pembakaran kiln. 3. Melakukan koordinasi dengan pemasok dan pihak holding untuk memastikan jadwal pasokan tidak mengalami keterlambatan serta memenuhi kebutuhan produksi setiap plant. 1. Implement coal blending using coal of varying qualities combined with additives to maintain coal quality and reduce fuel costs in line with the RKAP, for example by securing coal supplies with higher sulfur and ash content and lower calorific value that are less favored by the market. 2. Conduct regular monitoring of coal inventory levels and coal quality to ensure compliance with kiln combustion specifications. 3. Coordinate with suppliers and the holding company to ensure timely delivery schedules and fulfillment of production requirements at each plant.
7	**Risiko Efisiensi Distribusi** Risiko terkait dengan kondisi abnormal dalam proses distribusi dan perubahan regulasi yang dapat berdampak pada efisiensi distribusi. **Distribution Efficiency Risk** Risk related to abnormal conditions in the distribution process and regulatory changes that may impact distribution efficiency.	1. Koordinasi dengan tim Sales dan Production Planning untuk perencanaan reroute supply dan transaksi antarperusahaan sesuai kebutuhan. 2. Koordinasi dengan tim IT/MOS/System untuk menjalankan sistem cadangan (BCP), melakukan pencatatan dan rekonsiliasi transaksi manual, serta pemeliharaan infrastruktur IT secara berkala. 3. Persiapan pelaksanaan ZODOL dengan mempertimbangkan peralihan moda transportasi dari truk ke kereta api/kapal, termasuk penggunaan gudang penyangga 4. Penyesuaian kapasitas muatan semen dan waktu sandar kapal sesuai kondisi pasang surut. 1. Coordinate with the Sales and Production Planning teams to plan supply rerouting and intercompany transactions as required. 2. Coordinate with the IT/MOS/System teams to implement backup systems (BCP), perform manual transaction recording and reconciliation, and conduct periodic maintenance of IT infrastructure. 3. Prepare for the implementation of ZODOL by considering a shift in transportation modes from trucks to rail and/or vessels, including the use of buffer warehouses. 4. Adjust cement loading capacity and vessel berthing time in accordance with tidal conditions.
8	**Risiko Kecelakaan Kerja dan Penyakit akibat Kerja** Risiko terkait tanggung jawab Perusahaan dalam melindungi karyawan, kontraktor, tamu, konsumen, dan masyarakat dalam aspek kesehatan dan keselamatan di tempat kerja. **Occupational Accidents and Occupational Diseases (PAK) Risk** Risk related to the Company's responsibility to protect employees, contractors, visitors, customers, and the community with respect to health and safety in the workplace.	1. Monitoring rutin program K3 serta penetapan fokus dan program tambahan untuk kasus-kasus tertentu yang memerlukan perhatian khusus. 2. Monitoring inspeksi proteksi kebakaran, pembaruan FERA, pelengkapan peralatan kritis FAR, penyusunan skala prioritas perbaikan sistem proteksi kebakaran, serta implementasi CAPEX Fire Suppression di ER3 Tuban Plant sesuai persetujuan. 3. Monitoring pelaksanaan pelatihan internal dan sertifikasi tim FAR maupun FAR volunteer, pelaksanaan drill & simulation bagi seluruh tim, penyegaran proses Cement Flow, serta penyediaan layanan dukungan OHS di Tuban Plant. 4. Monitoring dan pengingat pencapaian VSL per unit kerja sebanyak dua kali setiap bulan kepada GM, GH, dan OHS Manager. 1. Conduct regular monitoring of Occupational Health and Safety (OHS) programs, including the establishment of focus areas and additional programs for specific cases requiring special attention. 2. Monitor fire protection inspections, update the Fire Emergency Response Assessment (FERA), complete critical Fire Action Response (FAR) equipment, prioritize improvements to fire protection systems, and implement CAPEX-funded fire suppression systems at ER3 Tuban Plant in accordance with approved plans. 3. Monitor the implementation of internal training and certification for FAR teams and FAR volunteers, conduct drills and simulations for all teams, refresh the Cement Flow process, and provide OHS support services at Tuban Plant. 4. Monitor and provide reminders on the achievement of the VSL targets for each work unit twice a month to the General Manager (GM), Group Head (GH), and OHS Manager.

No	Jenis Risiko *Type of Risk*	Mitigasi Risiko *Risk Mitigation*
9	**Keberlanjutan Lingkungan dan Sosial** Risiko yang berkaitan dengan aspek lingkungan dan sosial yang jika tidak ditangani dengan baik dapat membawa dampak negatif bagi Perusahaan. **Environmental and Social Sustainability** Risk related to environmental and social aspects which, if not properly managed, may have negative impacts on the Company.	1. Melakukan pemantauan dan pemenuhan seluruh kewajiban perizinan lingkungan, termasuk pembaruan dokumen AMDAL/UKL-UPL, serta pelaporan RKL-RPL kepada instansi terkait secara tepat waktu untuk menghindari sanksi administratif maupun gangguan operasional. 2. Menjalankan pengelolaan limbah B3 dan non-B3 sesuai peraturan yang berlaku serta memantau kualitas udara emisi utama untuk memastikan kesesuaian dengan baku mutu lingkungan dan target pengurangan emisi perusahaan. 3. Melaksanakan program CSR dan Community Development secara berkelanjutan dan terukur untuk meningkatkan hubungan baik dengan masyarakat sekitar area operasi, serta mendukung pencapaian indikator sosial dan reputasi korporat. 4. Melakukan kegiatan edukasi dan sosialisasi internal terkait kepatuhan lingkungan, pengurangan limbah, serta tanggung jawab sosial untuk meningkatkan kesadaran dan partisipasi seluruh karyawan terhadap praktik keberlanjutan. 1. Monitor and fulfill all environmental permitting obligations, including the renewal of AMDAL/UKL-UPL documents, and submit RKL-RPL reports to the relevant authorities in a timely manner to avoid administrative sanctions and operational disruptions. 2. Manage hazardous (B3) and non-hazardous waste in accordance with applicable regulations and monitor key emission air quality to ensure compliance with environmental standards and the Company's emission reduction targets. 3. Implement sustainable and measurable CSR and Community Development programs to strengthen relationships with communities surrounding operational areas and to support the achievement of social performance indicators and corporate reputation. 4. Conduct internal education and awareness programs on environmental compliance, waste reduction, and social responsibility to enhance employee awareness and participation in sustainability practices.
10	**Ketersediaan Kas** Risiko yang berkaitan dengan adanya gangguan terhadap pemenuhan *covenant rasio.* **Cash Availability** Risk related to potential disruptions to maintain covenant ratio requirements.	1. Memantau kinerja keuangan Perusahaan dan kewajiban finansial setiap bulan untuk memastikan pencapaian RKAP yang telah ditetapkan. 2. Penerapan inisiatif penghematan biaya di seluruh fungsi bisnis. 3. Pemantauan arus kas dan kinerja keuangan, serta perancangan struktur pembiayaan yang optimal yang selaras dengan kebijakan SIG. 4. Penyediaan dana cadangan untuk kewajiban pinjaman, eksplorasi restrukturisasi utang atau pelunasan lebih awal, dan memastikan adanya perlindungan asuransi yang memadai. 5. Pemantauan CAPEX secara ketat, melacak kewajiban kepada vendor—terutama vendor kritikal dan vendor capex—serta menghindari keterlambatan penagihan piutang untuk mencegah *aging issues.* 1. Monitor the Company's financial performance and financial obligations on a monthly basis to ensure the achievement of the approved RKAP. 2. Implement cost-saving initiatives across all business functions. 3. Monitor cash flow and financial performance, and design an optimal financing structure aligned with SIG policies. 4. Provide reserve funds for loan obligations, explore debt restructuring or early repayment options, and ensure adequate insurance coverage is in place. 5. Closely monitor CAPEX, track payables to vendors—particularly critical and CAPEX vendors—and prevent delays in receivables collection to avoid aging issues.
11	**Risiko Portofolio Bisnis *Non-Cement*** Risiko yang terkait dengan kinerja dan keberlanjutan bisnis portofolio Perusahaan di *sector* non-semen. **Non-Cement Business Risk** Risk related to the performance and sustainability of the Company's business portfolio in the non-cement sector.	1. Melakukan diversifikasi basis pelanggan dan perluasan jaringan pasar ke wilayah di luar pelanggan utama, dengan tujuan mengurangi ketergantungan pada satu sumber pendapatan dan menjaga keberlanjutan pencapaian target revenue RKAP. 2. Pengembangan produk Value Added Services (VAS) serta menjajaki peluang kemitraan strategis dengan pihak eksternal, khususnya untuk produk inovatif di segmen konstruksi dan material ramah lingkungan. 3. Memperkuat implementasi program Quality Control dan K3, melalui evaluasi rutin, redesign proses, serta peningkatan kesadaran dan pelatihan keselamatan bagi seluruh karyawan operasional. 4. Penguatan program perawatan preventif dan prediktif pada peralatan produksi utama, termasuk penyediaan suku cadang kritikal dan rencana penggantian berkala untuk menghindari downtime produksi yang dapat berdampak pada kinerja Batching Plant maupun Quarry. 1. Diversify the customer base and expand market networks beyond key customers to reduce dependence on a single revenue source and ensure the sustainability of achieving the RKAP revenue targets. 2. Develop Value Added Services (VAS) products and explore strategic partnership opportunities with external parties, particularly for innovative products in the construction segment and environmentally friendly materials. 3. Strengthen the implementation of Quality Control and Occupational Health and Safety (OHS) programs through regular evaluations, process redesign, and enhanced safety awareness and training for all operational employees. 4. Enhance preventive and predictive maintenance programs for critical production equipment, including the provision of critical spare parts and scheduled replacement plans, to avoid production downtime that could impact the performance of Batching Plants and Quarries.

Pada tahun 2025, selain melakukan identifikasi ancaman yang mungkin akan mempengaruhi pencapaian sasaran perusahaan (*downside risk*), Perseroan juga melihat kemampuan dan aset yang dimiliki untuk menangkap peluang menjadi nilai tambah (*upside risk*).

In 2025, in addition to identifying threats that may affect the achievement of the Company's objectives (downside risk), the Company also assessed its capabilities and assets to capture opportunities as added value (upside risk).

No	Jenis Peluang *Type of Opportunity*	Optimalisasi Peluang *Opportunity Optimization*
1.	**Portofolio Produk yang Variatif** Perusahaan memiliki peluang untuk meningkatkan pendapatan dan reputasi dengan produk portofolio bervariatif dan layanan inovatif Solusi Bangun Indonesia, seperti semen, beton, agregat, jasa konstruksi lainnya, dan pengelolaan limbah yang didukung oleh pengalaman lebih dari 15 tahun dari Nathabumi. **Variative Product Portfolio** The Company has the opportunity to enhance revenue and reputation through a diversified product portfolio and innovative services Solusi Bangun Indonesia, including cement, ready-mix concrete, aggregates, other construction services, and waste management, supported by over 15 years of experience from Nathab umi.	1. Meningkatkan kerjasama dengan partner dan pengembangan solusi baru terkait produk Solusi Bangun Indonesia seperti StilCrete, TopCrete, Comfilplas, Soil stabilization, dan mineral resources (limestone, dolomite, dan lain-lain). 2. Memprioritaskan persetujuan CAPEX intuk membangun fasilitas tambahan dan meningkatkan sinergi waste management dengan SIG untuk mengoptimalkan pengelolaan limbah 3. Melakukan Studi kelayakan dan evaluasi operasional untuk potensi penunjukan Solusi Bangun Indonesia sebagai operator fasilitas baru, dengan mengacu pada pengalaman pengelolaan RDF Jeruk Legi. 4. Kajian kelayakan dan penjajakan kerja sama dengan mitra atau investor potensial dalam pengembangan usaha landfill mining. 5. Pengadaan tenaga ahli melalui jasa konsultasi untuk mendukung studi teknis dan strategis. 6. Studi kelayakan teknologi dan keekonomian dalam pengembangan material plastik daur ulang. 1. Enhance collaboration with partners and develop new solutions related to Solusi Bangun Indonesia products, such as StilCrete, TopCrete, Comfilplas, soil stabilization, and mineral resources (limestone, dolomite, and others). 2. Prioritize CAPEX approval for the construction of additional facilities and strengthen waste management synergies with SIG to optimize waste processing. 3. Conduct feasibility studies and operational evaluations for the potential appointment of Solusi Bangun Indonesia as the operator of new facilities, leveraging experience from the management of the Jeruk Legi RDF facility. 4. Perform feasibility assessments and explore cooperation with partners or potential investors in the development of landfill mining businesses. 5. Procure subject-matter experts through consulting services to support technical and strategic studies. 6. Conduct feasibility studies on technology and economic viability for the development of recycled plastic materials.
2.	**Reputasi Perusahaan dalam ESG** Peluang peningkatan reputasi dan nilai Perusahaan dalam aspek ESG **Company Reputation in ESG** Opportunities to increase the Company's reputation and value in the ESG aspects	1. Memperkuat sinergi dengan berbagai sektor dan pihak terkait demi meningkatkan rating PROPER serta mendukung inovasi sosial di seluruh pabrik. 2. Meningkatkan pencapaian TSR di semua pabrik dan melacak emisi CO2 secara berkala. 3. Menciptakan Kebaharuan Inovasi Sosial yang harus mampu menarik perhatian juri dan memiliki semua syarat LCA dan SROI yang diminta 4. Pendampingan aspek PROPER Comdev dengan Sodec UGM, dan evaluasi rutin dengan juri PROPER 1. Strengthen synergies with various sectors and relevant stakeholders to improve PROPER ratings and support social innovation initiatives across all plants. 2. Enhance the achievement of TSR across all plants and conduct regular tracking of CO2 emissions. 3. Develop new social innovation initiatives that are capable of attracting the attention of PROPER evaluators and fully meeting the required Life Cycle Assessment (LCA) and Social Return on Investment (SROI) criteria. 4. Provide support for PROPER Community Development (Comdev) aspects in collaboration with SODEC UGM, along with regular evaluations involving PROPER assessors.
3.	**Inovasi Teknologi** Peluang peningkatan nilai kompetitif Solusi Bangun Indonesia terhadap SBI Strategic House 2025: *Leverage Innovation and Digital Transformation* **Technological Innovation** Opportunities to strengthen Solusi Bangun Indonesia's competitive advantage in alignment with the SBI Strategic House 2025 through innovation and digital transformation.	1. Mengembangkan budaya inovasi yang dipupuk dalam Perusahaan melalui beberapa program pengembangan seperti Juara Inovasi, Digitalisasi, End User Developer, National/Global Lighthouse Industry 4.0. 2. Implementasi project Rooftop Solar Panel/PLTS pada fasilitas di pabrik semen 1. Develop and nurture a culture of innovation within the Company through various development programs, such as Innovation Champions, Digitalization initiatives, End User Developer programs, and National/Global Industry 4.0 Lighthouse initiatives. 2. Implement Rooftop Solar Panel (PLTS) projects at cement plant facilities.
4.	**Optimasi Aset** Peluang pemanfaatan bahan baku tambang dan aset non produktif pada industri lainnya sehingga dapat meningkatkan pendapatan usaha **Asset Optimization** Opportunities to utilize mining raw materials and non-productive assets in other industries in order to increase business revenue.	1. Merancang strategi pemanfaatan optimal raw mineral material dengan membentuk divisi bisnis khusus raw mineral material, mendorong riset dan pengembangan untuk product development guna memenuhi kebutuhan pasar, serta mengembangkan instalasi produk turunan sebagai langkah diversifikasi bisnis. 2. Melakukan analisis terhadap aset non-operasional, pengembangan kerjasama dengan pihak lain yang berpotensi menggunakan aset tersebut, serta evaluasi kontrak eksisting untuk meningkatkan pemanfaatan dan nilai tambahnya bagi Perusahaan. 1. Design an optimal utilization strategy for raw mineral materials by establishing a dedicated raw mineral materials business division, promoting research and development for product development to meet market demand, and developing downstream product facilities as part of business diversification initiatives. 2. Conduct analyses of non-operational assets, develop partnerships with external parties that may utilize such assets, and evaluate existing contracts to enhance asset utilization and generate added value for the Company.

TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Di sepanjang tahun 2025, Perseroan telah menerapkan Enterprise Risk Management (ERM) dengan baik. Dewan Komisaris dan Direksi menilai bahwa Sistem Manajemen Risiko telah berjalan secara efektif dalam mendukung kemampuan Perseroan untuk mengelola risiko-risiko utama. Meskipun beberapa risiko utama masih berada dalam pemantauan ketat, secara keseluruhan proses manajemen risiko dinilai telah memadai dan mendukung pencapaian tujuan operasional maupun strategis Perseroan selama tahun 2025.

Selain itu, di tahun 2025 Perseroan juga melakukan *Risk Maturity Assessment* dan menghasilkan rekomendasi sebagai berikut:

1. Penyelarasan dokumen Sistem Manajemen Risiko terhadap Permen BUMN Nomor PER-02/MBU/03/2023.
2. Meningkatkan *awareness* dan kemampuan manajemen risiko melalui sosialisasi dan pelatihan.
3. Mengembangkan Strategi Risiko dalam bentuk Kapasitas Risiko, Selera Risiko, Toleransi Risiko, dan Batasan Risiko
4. Mengembangkan berbagai indikator kuantitatif dalam bentuk *Key Risk Indicator* (KRI).
5. Mengintegrasikan analisis risiko dan kinerja (KPI) ke dalam *risk register.*
6. Mengidentifikasi risiko positif (peluang keuntungan) dan risiko negatif (potensi ancaman).
7. Melakukan penyusunan RKAP berbasis risiko.

PERNYATAAN MANAJEMEN ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Direksi dan Dewan Komisaris menilai bahwa Sistem Manajemen Risiko telah memenuhi aspek kecukupan dalam penerapannya. Direksi dan Dewan Komisaris senantiasa mempertimbangkan faktor risiko dalam pencapaian sasaran-sasaran Perseroan dan memastikan risiko-risiko tersebut dikelola secara efektif dan dikomunikasikan secara memadai kepada pihak-pihak yang berkepentingan.

REVIEW OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

Throughout 2025, the Company effectively implemented Enterprise Risk Management (ERM). The Board of Commissioners and the Board of Directors assessed that the Risk Management System functioned effectively in supporting the Company's ability to manage its principal risks. Although several principal risks remained subject to close monitoring, the overall risk management process was considered adequate and contributed to the achievement of the Company's operational and strategic objectives during the year.

In addition, in 2025 the Company also conducted a Risk Maturity Assessment, which produced the following recommendations:

1. Alignment of the Risk Management System documentation with the Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/03/2023.
2. Enhancement of risk management awareness and capabilities through socialization and training.
3. Development of a Risk Strategy in the form of Risk Capacity, Risk Appetite, Risk Tolerance, and Risk Limits.
4. Development of various quantitative indicators in the form of Key Risk Indicators (KRI).
5. Integration of risk analysis and performance (KPI) into the risk register.
6. Identification of positive risks (profit opportunities) and negative risks (potential threats).
7. Preparation of a risk-based Work Plan and Budget (RKAP).

MANAGEMENT'S STATEMENT ON THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

The Board of Directors and the Board of Commissioners assess that the Risk Management System has fulfilled the adequacy aspects in its implementation. The Board of Directors and the Board of Commissioners consistently take risk factors into consideration in the achievement of the Company's objectives and ensure that such risks are managed effectively and communicated adequately to relevant parties.

Implementasi Sistem Manajemen Risiko senantiasa selaras dengan ketentuan dalam Permen BUMN No. PER-02/MBU/03/2023, serta prosedur ERM dan Pedoman Tata Kelola Perusahaan dari SIG. Direksi dan Dewan Komisaris menjamin bahwa Sistem Manajemen Risiko Perseroan dan entitas anak telah selaras dengan sasaran, strategi, dan budaya Perseroan, serta ketentuan peraturan perundang-undangan yang berlaku.

The implementation of the Risk Management System is consistently aligned with the provisions of the Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/03/2023, as well as the ERM procedures and Corporate Governance Guidelines from SIG. The Board of Directors and the Board of Commissioners ensure that the Risk Management System of the Company and its subsidiaries is aligned with the Company's objectives, strategies, and culture, as well as applicable statutory and regulatory provisions.

PERKARA HUKUM

Kasus Hukum Material

Hingga akhir tahun 2025, Perseroan dan entitas anak, Dewan Komisaris dan Direksi Perseroan serta entitas anak tidak terlibat perkara hukum yang bersifat material dan mempengaruhi kegiatan operasional, kegiatan usaha dan pendapatan Perseroan dan entitas anak secara negatif dan material.

LEGAL CASES

Material Legal Cases

Through the end of 2025, the Company and its subsidiaries, as well as the Board of Commissioners and Board of Directors of the Company and its subsidiaries, were not involved in any legal cases of a material nature that negatively and materially affected the operational activities, business activities, and revenues of the Company and its subsidiaries.

KASUS HUKUM MATERIAL

Perseroan, entitas anak, Dewan Komisaris maupun Direksi tidak ada yang menerima sanksi administrasi dari regulator yang sifatnya material dan berdampak pada kelangsungan kegiatan usaha Perseroan sepanjang tahun 2025.

MATERIAL LEGAL CASES

Neither the Company, its subsidiaries, the Board of Commissioners, nor the Board of Directors received any administrative sanctions from regulators that are material in nature and impact the continuity of the Company's business activities throughout 2025.

SANKSI ADMINISTRATIF

Hingga 31 Desember 2025, tidak terdapat sanksi administratif yang dihadapi oleh Perseroan atau pun tertuju kepada entitas anak, yang dapat berdampak atau mempengaruhi operasional Perseroan.

ADMINISTRATIVE SANCTIONS

As of December 31, 2025, there are no administrative sanctions faced by the Company or directed at its subsidiaries that may impact or affect the Company's operations

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PEDOMAN PERILAKU ETIKA BISNIS

Perseroan memiliki Pedoman Perilaku Etika Bisnis sebagai perwujudan komitmen etika usaha Perseroan dan etika perilaku setiap insan Perseroan yang disusun untuk mempengaruhi, membentuk, mengatur dan melakukan kesesuaian perilaku berdasarkan prinsip-prinsip berkesadaran (*ethical sensibility*), berpikir etis *(ethical reasoning*), dan berperilaku etis (*ethical conduct*) sehingga tercapai hasil yang konsisten yang sesuai dengan nilai dan budaya dalam mencapai visi dan misi Perseroan.

CODE OF BUSINESS CONDUCT

The Company has a Code of Business Conduct as a manifestation of the Company's business ethics commitment and the behavioral ethics of all Company personnel, developed to influence, shape, regulate, and align conduct based on the principles of ethical sensibility, ethical reasoning, and ethical conduct, in order to achieve consistent results in accordance with the values and culture in pursuit of the Company's vision and mission.

Secara berkala, Pedoman Perilaku Etika Bisnis diperbaharui guna menyelaraskan dengan kebijakan dari SIG, sekaligus penyegaran dan penyempurnaan atas Kode Etik sebelumnya.

The Code of Business Conduct is regularly updated to align with SIG's policies, as well as to refresh and refine the previous Code of Conduct.

POKOK-POKOK PEDOMAN PERILAKU ETIKA BISNIS

Dalam Pedoman Perilaku Etika Bisnis menyertakan prinsip-prinsip utama mengenai Etika Usaha Perusahaan, Etika Perilaku Perusahaan, dan Pelaksanaan Pedoman Perilaku Etika Bisnis. Pedoman Perilaku dan Etika Bisnis mengatur hal-hal yang menjadi tanggung jawab Perseroan, insan Perseroan, anak perusahaan dan afiliasinya, serta pihak lain yang melakukan aktivitas dengan Perseroan.

KEY PROVISIONS OF THE CODE OF BUSINESS CONDUCT

The Code of Business Conduct encompasses the key principles of Corporate Business Ethics, Corporate Behavioral Ethics, and the Implementation of the Business Ethics Code of Conduct. The Code of Business Conduct governs matters that constitute the responsibilities of the Company, Company personnel, subsidiaries and affiliates, as well as other parties conducting activities with the Company.

Etika Usaha Perusahaan ***Corporate Business Ethics***	Menjelaskan tentang bagaimana entitas bisnis selayaknya bersikap, beretika dan bertindak dalam upaya menyeimbangkan kepentingan Perseroan dengan para pemangku kepentingan sesuai prinsip-prinsip GCG.	Describes how business entities should conduct themselves, uphold ethical standards, and act in efforts to balance the interests of the Company with those of its stakeholders in accordance with GCG principles.
Etika Perilaku Perusahaan ***Corporate Behavioral Ethics***	Penjelasan Mengenai bagaimana insan korporasi selayaknya menjalin hubungan profesional, bersikap, beretika dan bertindak sesuai kaidah-kaidah dan ketentuan yang berlaku.	Describes how corporate personnel should maintain professional relationships, conduct themselves, uphold ethical standards, and act in accordance with applicable norms and provisions.
Pelaksanaan Pedoman Perilaku Etika Bisnis ***Implementation of the Code of Business Conduct***	Penjelasan mengenai pelaksanaan Pedoman Perilaku Etika Bisnis, melakukan sosialisasi dan pelaporan, penanganan, dan penegakan pelanggaran, serta sanksi yang diterapkan secara efektif dan menyeluruh kepada insan Perseroan dan para pemangku kepentingan.	Describes the implementation of the Code of Business Conduct, including the conduct of socialization and reporting, the handling and enforcement of violations, and the application of sanctions effectively and comprehensively to Company personnel and stakeholders.

SOSIALISASI DAN UPAYA PENEGAKAN PEDOMAN PERILAKU ETIKA BISNIS

Pada tahun 2025, Perseroan melaksanakan sosialisasi/penyegaran Pedoman Perilaku Etika Bisnis dengan program pembelajaran mandiri Kode Etik – Solusi Bangun Indonesia melalui *Learning Management System SuccessFactors* yang dimulai sejak Oktober 2025 sampai dengan 31 Desember 2025 yang diikuti 1.554 peserta. Pedoman Perilaku Etika Bisnis telah disebarluaskan ke semua karyawan dan juga dapat diakses melalui situs dan intranet Perseroan. Karyawan diminta untuk membaca dan menandatangani surat konfirmasi yang menyatakan mereka memahami Pedoman Perilaku Etika Bisnis.

DISSEMINATION AND ENFORCEMENT EFFORTS OF THE CODE OF BUSINESS CONDUCT

In 2025, the Company conducted a dissemination/refresher program on the Code of Business Conduct through a self-learning program on the Solusi Bangun Indonesia Code of Conduct via the Learning Management System SuccessFactors, commencing from October 2025 through December 31, 2025, and attended by 1,554 participants. The Code of Business Conduct has been disseminated to all employees and is also accessible through the Company's website and intranet. Employees are required to read and sign a confirmation letter stating that they have understood the Code of Business Conduct.

PERNYATAAN BAHWA PEDOMAN PERILAKU ETIKA BISNIS BERLAKU BAGI ANGGOTA DIREKSI, ANGGOTA DEWAN KOMISARIS, DAN KARYAWAN

Pedoman Perilaku Etika Bisnis berlaku bagi seluruh level organisasi Perseroan dan anak perusahaan tanpa kecuali, yakni karyawan pada semua tingkatan, anggota Direksi dan Dewan Komisaris, serta pejabat eksekutif lain di Perseroan.

STATEMENT THAT THE CODE OF BUSINESS CONDUCT APPLIES TO MEMBERS OF THE BOARD OF DIRECTORS, MEMBERS OF THE BOARD OF COMMISSIONERS, AND EMPLOYEES

The Code of Business Conduct applies to all organizational levels of the Company and its subsidiaries without exception, including employees at all levels, members of the Board of Directors and Board of Commissioners, and other executive officers of the Company.

KEBIJAKAN PEMBERIAN KOMPENSASI JANGKA PANJANG BERBASIS KINERJA KEPADA MANAJEMEN DAN/ATAU KARYAWAN

Sampai akhir tahun 2025, Perseroan belum menerapkan kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan atau karyawan termasuk Program Kepemilikan Saham Karyawan atau *Employee Stock Option* (ESOP) dan Program Kepemilikan Saham oleh Manajemen atau *Management Stock Option Program* (MSOP). Dengan demikian, tidak terdapat informasi terkait jumlah saham ESOP/MSOP dan realisasinya, jangka waktu, persyaratan karyawan dan/atau manajemen yang berhak, serta harga *exercise*.

POLICY ON PERFORMANCE-BASED LONG-TERM COMPENSATION FOR MANAGEMENT AND/OR EMPLOYEES

Through the end of 2025, the Company has not implemented a policy on performance-based long-term compensation for management and/or employees, including an Employee Stock Ownership Program (ESOP) or a Management Stock Option Program (MSOP). Accordingly, there is no information available regarding the number of ESOP/MSOP shares and their realization, the applicable period, the eligibility requirements for employees and/or management, and the exercise price.

KEBIJAKAN PENGUNGKAPAN KEPEMILIKAN SAHAM ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Berdasarkan Peraturan OJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, Perseroan menyusun kebijakan mengenai kewajiban anggota Direksi dan anggota Dewan Komisaris untuk menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perseroan.

Hingga akhir tahun 2025, seluruh anggota Direksi dan Dewan Komisaris Perseroan tidak memiliki saham Perseroan baik secara langsung maupun tidak langsung.

Oleh karena itu, Perseroan tidak menerima informasi dari baik anggota Direksi maupun anggota Dewan Komisaris mengenai terjadinya kepemilikan (baru) atau perubahan kepemilikan atas saham Perseroan yang telah dimiliki sejak tahun-tahun sebelumnya yang telah diketahui oleh Perseroan.

POLICY ON DISCLOSURE OF SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Pursuant to OJK Regulation No. 11/POJK.04/2017 concerning Reports on Ownership or Any Change in Ownership of Shares of Public Companies, the Company formulates a policy regarding the obligation of members of the Board of Directors and Board of Commissioners to submit information to the Company regarding their ownership and any changes in their ownership of the Company's shares.

Through the end of 2025, all members of the Company's Board of Directors and Board of Commissioners do not hold shares in the Company, either directly or indirectly.

Accordingly, the Company has not received information from either members of the Board of Directors or members of the Board of Commissioners regarding the occurrence of (new) ownership or changes in ownership of the Company's shares that have been held since prior years and have been known to the Company.

SISTEM PELAPORAN PELANGGARAN

Sistem Pelaporan Pelanggaran (*Whistleblowing System*/ WBS) merupakan sistem yang digunakan untuk menampung, mengolah, dan menindaklanjuti pelaporan yang disampaikan oleh pelapor baik dari pihak internal maupun eksternal mengenai tindakan pelanggaran/dugaan pelanggaran yang terjadi di lingkungan Perseroan, antara lain terkait dengan pelanggaran terhadap prinsip-prinsip GCG, Pedoman Perilaku Etika Bisnis, peraturan/kebijakan perusahaan serta peraturan yang berlaku, yang dilakukan oleh insan Perseroan yang dapat merugikan Perseroan maupun para pemangku kepentingan.

WHISTLEBLOWING SYSTEM

The Whistleblowing System (WBS) is a system used to receive, process, and follow up on reports submitted by reporters, both internal and external parties, regarding violations/alleged violations occurring within the Company's environment, including those related to violations of GCG principles, the Code of Business Conduct, company regulations/policies, and applicable regulations, committed by Company personnel that may be detrimental to the Company and its stakeholders.

Penerapan WBS dilakukan dengan tujuan untuk meningkatkan kualitas transparansi, akuntabilitas, independensi dan kesetaraan serta kewajaran dalam implementasi GCG. Kebijakan WBS Perseroan dapat dilihat dan diunduh di situs web Perseroan www.solusibangunindonesia.com.

The implementation of the WBS is carried out with the aim of enhancing the quality of transparency, accountability, independence, equality, and fairness in the implementation of GCG. The Company's WBS policy is accessible and may be downloaded from the Company's website at www.solusibangunindonesia.com.

MEKANISME PENANGANAN PENGADUAN

Pelapor dapat mengajukan laporan pelanggaran dengan mekanisme pengaduan sebagai berikut:

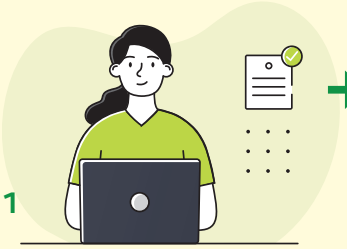
COMPLAINT HANDLING MECHANISM

Whistleblowers may submit violation reports through the following complaint mechanism:

PELAPOR ***WHISTLEBLOWER***	Menyampaikan laporan pengaduan melalui: • Telp: 081295666155 • Email : whistle.blowersbi@sig.id • Surat : Tim Pengelola Pelaporan Pelanggaran (TP3) **PT Solusi Bangun Indonesia Tbk.** Talavera Office Park Talavera Suite 15th Floor Jl. TB Simatupang No. 22-26, Jakarta 12430	Submits a complaint report through: • Phone: 081295666155 • Email: whistle.blowersbi@sig.id • Mail: Violation Reporting Management Team (TP3) **PT Solusi Bangun Indonesia Tbk.** Talavera Office Park, Talavera Suite, 15th Floor Jl. TB Simatupang No. 22-26, Jakarta 12430
TP3/WBS MANAGEMENT TEAM	• Menerima, mencatat, dan mengelompokkan laporan pelanggaran berdasarkan kategori pelanggaran. • Melaksanakan program perlindungan pelapor sesuai dengan kebijakan yang telah ditetapkan, termasuk menjaga kerahasiaan pelapor dan terlapor (asas praduga tak bersalah). • Menjaga komunikasi teratur dengan Pelapor	• Receives, records, and categorizes violation reports based on the category of violation. • Implements the whistleblower protection program in accordance with established policies, including maintaining the confidentiality of the whistleblower and the reported party (presumption of innocence principle). • Maintains regular communication with the Whistleblower.
TIM INVESTIGASI ***INVESTIGATION TEAM***	Melakukan investigasi lebih lanjut terhadap substansi pelanggaran yang dilaporkan dengan tujuan untuk mencari dan mengumpulkan bukti-bukti yang diperlukan guna memastikan bahwa telah terjadi pelanggaran.	Conducts further investigation into the substance of the reported violation with the aim of seeking and gathering the necessary evidence to confirm that a violation has occurred.
DIREKSI ***BOARD OF DIRECTORS***	• Menerima laporan hasil investigasi Tim Investigasi. • Melakukan pemeriksaan atas kategori pelanggaran, pelaku, kelengkapan dokumen, dan kebenaran atas laporan tersebut, dan memutuskan apakah laporan tersebut akan ditindaklanjuti atau diarsip. • Menetapkan rekomendasi tindakan selanjutnya apabila pengaduan tersebut terbukti termasuk menetapkan sanksi sesuai ketentuan yang berlaku.	• Receives the investigation results report from the Investigation Team. • Conducts a review of the violation category, the perpetrator, the completeness of documentation, and the veracity of the report, and determines whether the report will be followed up or archived. • Establishes recommendations for subsequent actions if the complaint is substantiated, including the imposition of sanctions in accordance with applicable provisions.
TP3/ WBS MANAGEMENT TEAM	• Menindaklanjuti Keputusan dan rekomendasi Direksi. • Menyampaikan hasil keputusan Direksi kepada Pelapor.	• Follows up on the resolutions and recommendations of the Board of Directors. • Communicates the Board of Directors' resolutions to the Whistleblower.

Mekanisme Penanganan Pengaduan
Complaint Handling Mechanism

PELAPOR
WHISTLEBLOWER



1

Menyampaikan laporan pengaduan melalui
Submit complaint report via
- Tel: 081295666155
- Surel | Email : whistle.blowersbi@sig.id
- Surat | Letter :
  Tim Pengelola Pelaporan Pelanggaran (TP3)
  PT Solusi Bangun Indonesia Tbk.Talavera
  Office Park Talavera Suite 15th Floor Jl. TB
  Simatupang No. 22-26, Jakarta 12430

TP3
WBS MANAGEMENT TEAM

2

- Menerima, mencatat, dan mengelompokkan laporan pelanggaran berdasarkan kategori pelanggaran.
- Melaksanakan program perlindungan pelapor sesuai dengan kebijakan yang telah ditetapkan, termasuk menjaga kerahasiaan pelapor dan terlapor (asas praduga tak bersalah).
- Menjaga komunikasi teratur dengan Pelapor
- Receive, record, and group violation reports based on violation categories.
- Implement whistleblower protection program in accordance with established policies, including maintaining the confidentiality of the reporter and the reported party (the principle of presumption of innocence).
- Maintain regular communication with the Whistleblower.

TIM INVESTIGASI
INVESTIGATION TEAM

3

Melakukan investigasi lebih lanjut terhadap substansi pelanggaran yang dilaporkan dengan tujuan untuk mencari dan mengumpulkan bukti-bukti yang diperlukan guna memastikan bahwa telah terjadi pelanggaran.
Carry out further investigations into the substance of the reported violation with the aim of searching for and collecting the necessary evidence to confirm that a violation has occured.

DIREKSI
BOARD OF DIRECTORS

4

- Menerima laporan hasil investigasi Tim Investigasi.
- Melakukan pemeriksaan atas kategori pelanggaran, pelaku, kelengkapan dokumen, dan kebenaran atas laporan tersebut, dan memutuskan apakah laporan tersebut akan ditindaklanjuti atau diarsip.
- Menetapkan rekomendasi tindakan selanjutnya apabila pengaduan tersebut terbukti termasuk menetapkan sanksi sesuai ketentuan yang berlaku.
- Receive the Investigation Team's investigation report.
- Conduct an examination of the category of violation, perpetrator, completeness of documents, and the veracity of the report, and decide whether the report will be followed up or archived
- Determine recommendations for further action if the complaint is proven, including determining sanctions in accordance with applicable regulations.

PELAPOR
WBS MANAGEMENT TEAM

5

- Menindaklajuti Keputusan dan rekomendasi Direksi.
- Menyampaikan hasil keputusan Direksi kepada Pelapor.
- Follow up on the Board of Directors' decisions and recommendations.
- Convey the results of the Board of Directors' decisions to the Whistleblower.

PERLINDUNGAN BAGI PELAPOR

1. Perseroan menjamin kerahasiaan identitas Pelapor, kecuali apabila pengungkapan tersebut diperlukan dalam kaitan dengan laporan atau penyidikan yang dilakukan oleh pihak berwajib.
2. Karyawan yang menjadi pelapor dan menunjukkan itikad baik akan dilindungi dari tindakan pemecatan, penurunan jabatan/pangkat, pelecehan atau diskriminasi dalam segala bentuk dan catatan yang merugikan dalam dokumen data pribadinya.
3. Penyampaian laporan tanpa identitas (anonim) tetap akan diterima dan ditindaklanjuti oleh petugas yang diberi kewenangan untuk menerima laporan tersebut sesuai dengan prosedur yang ada. Namun demikian penyampaian pelaporan anonim tidak direkomendasikan karena pelaporan secara anonim akan menyulitkan komunikasi untuk tindak lanjut atas pelaporan.
4. Perseroan akan menetapkan sanksi atas penyalahgunaan WBS, di mana para pihak (baik internal maupun eksternal) yang menyampaikan laporan berupa fitnah atau laporan palsu akan diberikan sanksi termasuk proses hukum dan tidak memperoleh jaminan kerahasiaan maupun perlindungan pelapor.

WHISTLEBLOWER PROTECTION

1. The Company guarantees the confidentiality of the Whistleblower's identity, except where such disclosure is required in connection with a report or investigation conducted by the competent authorities.
2. Employees who serve as whistleblowers and demonstrate good faith will be protected from dismissal, demotion, harassment, or discrimination in any form, and from adverse records in their personal data documentation.
3. Reports submitted without identification (anonymous reports) will still be received and followed up by the authorized officer in accordance with existing procedures. However, anonymous reporting is not recommended, as it will impede communication for follow-up purposes.
4. The Company will impose sanctions for the misuse of the WBS, whereby parties (both internal and external) who submit reports in the form of defamation or false reports will be subject to sanctions, including legal proceedings, and will not be entitled to confidentiality guarantees or whistleblower protection.

PENGELOLA WBS

Direksi telah membentuk Tim Pengelola Pelaporan Pelanggaran (TP3) dan Tim Investigasi di Perseroan yang mencakup pengelolaan pelaporan pelanggaran di Perseroan dan anak perusahaan.

WBS MANAGEMENT

The Board of Directors has established a Violation Reporting Management Team (TP3) and an Investigation Team within the Company, encompassing the management of violation reporting for the Company and its subsidiaries.

LAPORAN PELANGGARAN

Di sepanjang tahun 2025, tidak terdapat pelaporan pelanggaran yang terjadi di lingkungan Perseroan.

VIOLATION REPORTS

Throughout 2025, no violation reports were submitted within the Company's environment.

PENANGANAN PELAPORAN PELANGGARAN

Setiap laporan telah diselidiki secara menyeluruh dan adil. Selain verifikasi keabsahan laporan, tujuan lainnya adalah untuk melihat kesenjangan dalam proses pengendalian Perseroan dan mencegah insiden serupa terjadi di masa depan.

VIOLATION REPORT HANDLING

Each report has been investigated thoroughly and impartially. In addition to verifying the validity of reports, the further objective is to identify gaps in the Company's control processes and to prevent similar incidents from occurring in the future.

KEBIJAKAN ANTIKORUPSI DAN ANTI PENYUAPAN

KEBIJAKAN ANTI KORUPSI

Dalam implementasinya, Perseroan menjalankan praktik bisnis yang sehat dan terbebas dari tindak kecurangan, seperti korupsi, kolusi, dan nepotisme (KKN), termasuk suap. Perseroan telah memiliki beberapa kebijakan yang mengatur hal-hal sebagai berikut:

1. Anti-penyuapan.
2. Benturan Kepentingan dan Penyalahgunaan Jabatan.
3. Informasi Orang Dalam.
4. Gratifikasi, Hadiah, atau Imbalan.
5. Penyuapan.

Seluruh kebijakan tersebut menjadi bagian dari Pedoman Perilaku Etika Bisnis, dan sosialisasi kebijakan tersebut menjadi bagian dari kegiatan sosialisasi dan internalisasi Pedoman Perilaku Etika Bisnis.

SOSIALISASI/INTERNALISASI KEBIJAKAN ANTI KORUPSI

Secara berkala, Perseroan melakukan sosialisasi dan internalisasi terhadap kebijakan anti korupsi kepada seluruh karyawan. Langkah ini dilakukan untuk menciptakan lingkungan kerja yang sehat dan bersih dari kasus korupsi. Agenda sosialisasi dan internalisasi dilakukan dalam pertemuan rutin dalam bentuk pengarahan atau pun rapat internal.

PELATIHAN ANTI KORUPSI

Di tahun 2025, Perseroan telah melakukan upaya peningkatan kebijakan anti korupsi melalui sosialisasi dan pelatihan mengenai anti korupsi. Upaya ini dilakukan untuk meningkatkan bahaya anti korupsi sekaligus meningkatkan kesadaran terhadap nilai integritas. Program sosialisasi anti-korupsi yang dilakukan meliputi Etika Bisnis (Kode Etik) Solusi Bangun Indonesia, ISO 37001: Sistem Manajemen Anti-Suap, Pembangunan Budaya Anti-Suap di SIG, Materi tentang gratifikasi, Sistem Pelaporan Pelanggaran/WBS, dan pengelolaan benturan kepentingan. Program tersebut telah diikuti oleh sebanyak 1.550 karyawan.

ANTI-CORRUPTION AND ANTI-BRIBERY POLICY

ANTI-CORRUPTION POLICY

In its implementation, the Company conducts healthy business practices free from fraudulent conduct, such as corruption, collusion, and nepotism (KKN), including bribery. The Company has established several policies governing the following matters:

1. Anti-bribery.
2. Conflicts of Interest and Abuse of Position.
3. Insider Information.
4. Gratuity, Gifts, or Rewards.
5. Bribery.

All of these policies form part of the Code of Business Conduct, and the dissemination of such policies constitutes part of the dissemination and internalization activities of the Code of Business Conduct.

DISSEMINATION/INTERNALIZATION OF THE ANTI-CORRUPTION POLICY

The Company regularly conducts dissemination and internalization of the anti-corruption policy to all employees. This step is taken to create a healthy working environment free from corruption. The socialization and internalization agenda is carried out during regular meetings in the form of briefings or internal meetings.

ANTI-CORRUPTION TRAINING

In 2025, the Company undertook efforts to strengthen its anti-corruption policy through dissemination and training on anti-corruption matters. These efforts were conducted to raise awareness of the dangers of corruption while simultaneously promoting a culture of integrity. The anti-corruption dissemination programs carried out encompassed Solusi Bangun Indonesia's Business Ethics (Code of Conduct), ISO 37001: Anti-Bribery Management System, Anti-Bribery Culture Development at SIG, Gratuity Materials, the Whistleblowing System (WBS), and Conflict of Interest Management. These programs were attended by a total of 1,550 employees.

KEBIJAKAN ANTI PENYUAPAN

Perseroan memiliki kebijakan anti penyuapan dalam menjalankan operasional bisnisnya. Komitmen terhadap anti penyuapan meliputi:

1. Melarang segala bentuk tindakan penyuapan, baik oleh personil Perusahaan maupun oleh rekan bisnis atas nama perusahaan ataupun untuk kepentingannya sendiri, termasuk penyuapan oleh pihak lain kepada pihak Perusahaan.
2. Mewajibkan kepada semua personil untuk berkomitmen dan mematuhi persyaratan Sistem Manajemen Anti Penyuapan Perusahaan termasuk peraturan perundang-undangan terkait yang berlaku, serta melakukan evaluasi kepatuhan pelaksanaannya.
3. Menyediakan kerangka kerja untuk menetapkan, meninjau, dan mencapai Sasaran Anti Penyuapan Perusahaan.
4. Mendorong kepada segenap personil untuk berani melaporkan dengan itikad baik, atau atas dasar keyakinan yang wajar terhadap tindakan penyuapan ataupun dugaan penyuapan melalui “Sistem Pelaporan Pelanggaran” atau dikenal dengan “WBS (*Whistleblowing System*)” tanpa merasa takut adanya tindakan pembalasan.
5. Berkomitmen untuk melakukan peningkatan berkelanjutan, termasuk perbaikan dan evaluasi secara berkesinambungan terhadap Sistem Manajemen Anti Penyuapan untuk menjamin bahwa kebijakan masih relevan dan sesuai dengan tujuan organisasi.
6. Membentuk Fungsi Kepatuhan Anti Penyuapan (FKAP) yang mempunyai tanggung jawab dan wewenang untuk memastikan penerapan Sistem Manajemen Anti Penyuapan efektif mencapai sasaran-sasaran yang ditetapkan, dengan tetap menjaga independensi (ketidakberpihakan) dalam melaksanakan tugas-tugasnya.
7. Memastikan pemberian sanksi terhadap setiap pelanggaran atas Kebijakan Anti Penyuapan ini sesuai ketentuan perusahaan dan/atau peraturan perundang-undangan yang berlaku.

Kebijakan anti penyuapan secara berkala dievaluasi serta ditingkatkan untuk menjamin efektivitasnya.

ANTI-BRIBERY POLICY

The Company has an anti-bribery policy in the conduct of its business operations. The commitment to anti-bribery encompasses the following:

1. Prohibiting all forms of bribery, whether by Company personnel or by business partners on behalf of the Company or for their own interests, including bribery by external parties directed at the Company.
2. Requiring all personnel to commit to and comply with the requirements of the Company's Anti-Bribery Management System, including applicable related statutory and regulatory provisions, and to conduct compliance evaluations of its implementation.
3. Providing a framework for establishing, reviewing, and achieving the Company's Anti-Bribery Objectives.
4. Encouraging all personnel to report in good faith, or on the basis of reasonable belief, any acts of bribery or alleged bribery through the "Whistleblowing System" (WBS) without fear of retaliation.
5. Committing to continuous improvement, including ongoing refinement and evaluation of the Anti-Bribery Management System to ensure that the policy remains relevant and aligned with the organization's objectives.
6. Establishing an Anti-Bribery Compliance Function (FKAP) with the responsibility and authority to ensure the effective implementation of the Anti-Bribery Management System in achieving the established objectives, while maintaining independence (impartiality) in the performance of its duties.
7. Ensuring the imposition of sanctions for any violation of this Anti-Bribery Policy in accordance with applicable company provisions and/or statutory and regulatory provisions.

The anti-bribery policy is periodically evaluated and enhanced to ensure its effectiveness.

KEBIJAKAN PENGADAAN BARANG DAN JASA

Pengadaan barang dan jasa telah diatur dalam pedoman pengadaan barang dan jasa Solusi Bangun Indonesia. Pedoman ini merupakan hasil penyelarasan dari Pedoman Pengadaan Barang dan Jasa SIG. Pemenuhan kebutuhan Barang dan/atau Jasa di lingkungan Solusi Bangun Indonesia dan anak usahanya merupakan hal yang sangat penting untuk menunjang kegiatan usaha. Sehingga Proses Pengadaan Barang dan/atau Jasa harus dilaksanakan secara tepat, cepat, efektif, dan efisien agar tidak kehilangan momentum bisnis. Oleh karena itu, dalam melakukan proses Pengadaan Barang dan/atau Jasa diperlukan suatu Pedoman yang harus ditaati oleh Perseroan.

Dalam pedoman pengadaan barang dan/atau jasa memuat ketentuan sebagai berikut:

1. Metode dan kriteria pengadaan;
2. Tahapan dalam proses pengadaan;
3. Pelaku pengadaan;
4. Manajemen penyedia;
5. Batal dan gagalnya proses pemilihan penyedia;
6. Penyampaian dan evaluasi penawaran;
7. Sanggahan;
8. Kontrak;
9. Batas kewenangan;
10. Jaminan;
11. Pengadaan jangka panjang;
12. Peningkatan penggunaan produksi dalam negeri;
13. Ketentuan barang impor;
14. Ketentuan peralihan.

Proses pengadaan barang dan/atau jasa Perseroan dilakukan dengan menerapkan prinsip yang efisien, efektif, kompetitif, transparan, adil dan wajar, terbuka, akuntabel, kepatuhan dan penuh dengan integritas. Upaya ini dilakukan untuk menghasilkan barang dan/atau jasa yang tepat kualitas, jumlah, waktu, biaya, lokasi, dan Penyedia. Sehingga diharapkan mampu meningkatkan kinerja Perseroan secara berkelanjutan.

GOODS AND SERVICES PROCUREMENT POLICY

The procurement of goods and services is governed by the Solusi Bangun Indonesia Goods and Services Procurement Guidelines. These guidelines represent the result of alignment with the SIG Goods and Services Procurement Guidelines. The fulfillment of goods and/or services requirements within the Solusi Bangun Indonesia environment and its subsidiaries is of critical importance in supporting business activities. As such, the Goods and/or Services Procurement Process must be carried out accurately, promptly, effectively, and efficiently so as not to miss business opportunities. Accordingly, a set of Guidelines that must be adhered to by the Company is required in conducting the Goods and/or Services Procurement process.

The goods and/or services procurement guidelines contain the following provisions:

1. Procurement methods and criteria.
2. Stages in the procurement process.
3. Procurement parties.
4. Supplier management.
5. Cancellation and failure of the supplier selection process.
6. Submission and evaluation of offers.
7. Objections.
8. Contracts.
9. Authority limits.
10. Guarantees.
11. Long-term procurement.
12. Enhancement of the use of domestic production.
13. Provisions on imported goods.
14. Transitional provisions.

The Company's goods and/or services procurement process is carried out by applying the principles of efficiency, effectiveness, competitiveness, transparency, fairness, openness, accountability, compliance, and integrity. These efforts are undertaken to produce goods and/or services of the right quality, quantity, time, cost, location, and supplier, thereby expected to enhance the Company's performance on a sustainable basis.

KEBIJAKAN *INSIDER TRADING*

Di dalam Pedoman Perilaku Etika Bisnis Perseroan telah dijelaskan mengenai *Insider Trading*, dimana Insan Perusahaan yang memiliki akses informasi material tidak boleh menyalahgunakan jabatan dan pekerjaannya dalam mengungkapkan informasi material yang dapat mempengaruhi keputusan investor. Informasi material adalah informasi yang belum dipublikasikan secara luas yang dapat mendorong seseorang untuk membeli, menjual, atau menahan saham Perusahaan.

Standar etika yang harus diperhatikan:

1. Insan Perusahaan dan pihak yang memperoleh informasi dari orang dalam tidak diperbolehkan melakukan perdagangan saham dan surat berharga lainnya yang diterbitkan oleh Perusahaan, baik secara langsung ataupun melalui perantara orang lain selama informasi material belum dipublikasikan.
2. Insan Perusahaan tidak diperbolehkan memanfaatkan informasi atau fakta material yang belum dipublikasikan untuk memperoleh keuntungan atas informasi tersebut.
3. Insan Perusahaan harus menjaga kerahasiaan informasi material yang diketahuinya.

INSIDER TRADING POLICY

The Company's Code of Business Conduct addresses Insider Trading, whereby Company personnel who have access to material information must not abuse their position and employment in disclosing material information that may influence investor decisions. Material information is information that has not been widely published and that may prompt a person to buy, sell, or hold the Company's shares.

The ethical standards to be observed are as follows:

1. Company personnel and parties who obtain information from insiders are not permitted to trade in shares and other securities issued by the Company, whether directly or through intermediaries, for as long as material information has not been published.
2. Company personnel are not permitted to utilize material information or facts that have not been published to derive benefits from such information.
3. Company personnel must maintain the confidentiality of material information known to them.

KEBIJAKAN PEMENUHAN HAK-HAK KREDITUR

Dalam menjalankan operasional usahanya, Perseroan mengedepankan pemenuhan atas hak-hak kreditur. Langkah ini dilakukan agar permintaan akan kebutuhan Perseroan dapat terpenuhi dengan baik. Melalui pemenuhan hak-hak kreditur ini, diharapkan dapat menjalin kerja sama yang baik antar Perseroan dengan pihak-pihak terkait. Kebijakan pemenuhan atas hak-hak kreditur telah diatur secara jelas dalam pedoman pengadaan barang dan/atau jasa Solusi Bangun Indonesia.

IMPLEMENTATION OF THE PUBLIC COMPANY GOVERNANCE GUIDELINES

Pursuant to the provisions of OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines, the implementation of 5 (five) aspects, 8 (eight) principles, and 25 (twenty-five) recommendations for good corporate governance is based on a "comply or explain" approach. The implementation of the Governance Guidelines by the Company is as follows:

PENERAPAN PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

Berdasarkan ketentuan Peraturan OJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, penerapan 5 (lima) aspek, 8 (delapan) prinsip, dan 25 (dua puluh lima) rekomendasi tata kelola perusahaan yang baik adalah berdasarkan pendekatan "*comply or explain*". Penerapan Pedoman Tata Kelola oleh Perseroan adalah sebagai berikut:

POLICY ON THE FULFILLMENT OF CREDITORS' RIGHTS

According to OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines, the implementation of 5 (five) aspects, 8 (eight) principles, and 25 (twenty-five) recommendations of good corporate governance is based on a "comply or explain" approach. The Company's implementation of the Governance Guidelines is as follows:

Tabel Pemenuhan Pedoman Tata Kelola Perusahaan Terbuka

Table of Public Company Governance Guidelines Compliance

Prinsip *Principle*	Rekomendasi *Recommendation*	Pelaksanaan *Implementation*
A. Hubungan perusahaan terbuka dengan pemegang saham dalam menjamin hak-hak pemegang saham. | *Relationship between the Public Company and Shareholders in Ensuring Shareholders' Rights.*		
Prinsip 1: Meningkatkan nilai penyelenggaraan Rapat Umum Pemegang Saham (RUPS). Principle 1: Enhancing the quality of the General Meeting of Shareholders (GMS).	1.1. Perusahaan terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. | The Public Company has a technical method or procedure for vote collection (voting), both open and closed, that prioritizes independence and the interests of shareholders.	Terpenuhi | Complied Mekanisme pengumpulan suara (voting) telah tertuang dalam tata tertib RUPS. | The vote collection (voting) mechanism has been set out in the GMS Rules of Procedure.
	1.2. Seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka hadir dalam RUPS Tahunan. | All members of the Board of Directors and Board of Commissioners of the Public Company are present at the Annual GMS.	Terpenuhi sebagian | Partially Complied Pada RUPS Tahunan Perseroan tanggal 12 Agustus 2025, seluruh Direksi hadir dan terdapat satu Komisaris (warganegara Jepang) tidak hadir dalam RUPS karena ada urusan penting di Jepang. | At the Company's Annual GMS on August 12, 2025, all members of the Board of Directors were present. However, one Commissioner (a Japanese national) was absent due to important matters in Japan.
	1.3. Ringkasan risalah RUPS tersedia dalam situs web perusahaan terbuka paling sedikit selama 1 (satu) tahun. | A summary of the GMS minutes is available on the Public Company's website for at least 1 (one) year.	Terpenuhi | Complied Ringkasan risalah RUPS tersedia pada situs web Perseroan. www.solusibangunindonesia.com | A summary of the GMS minutes is available on the Company's website at www.solusibangunindonesia.com
Prinsip 2: Meningkatkan kualitas komunikasi perusahaan terbuka dengan pemegang saham atau investor. Principle 2: Enhancing the quality of communication between the Public Company and its shareholders or investors.	1.1. Perusahaan terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor | The Public Company has a communication policy with shareholders or investors.	Terpenuhi | Complied Kebijakan komunikasi dengan pemegang saham atau investor Perseroan diatur di dalam Pedoman Perilaku Etika Bisnis. | The Company's communication policy with shareholders or investors is governed in the Code of Business Conduct.
	1.2. Perusahaan terbuka mengungkapkan kebijakan komunikasi perusahaan terbuka dengan pemegang saham atau investor dalam situs web. | The Public Company discloses its communication policy with shareholders or investors on its website.	Terpenuhi Perseroan telah mengungkapkan kebijakan komunikasi dengan pemegang saham atau investor yang tertuang dalam Pedoman Perilaku Etika Bisnis di situs web Perseroan www.solusibangunindonesia.com. | The Company has disclosed its communication policy with shareholders or investors as set out in the Code of Business Conduct on the Company's website at www.solusibangunindonesia.com.

Prinsip *Principle*	Rekomendasi *Recommendation*	Pelaksanaan *Implementation*
B. Fungsi dan peran Dewan Komisaris. | *Functions and Role of the Board of Commissioners.*		
Prinsip 3: Memperkuat keanggotaan dan komposisi Dewan Komisaris Principle 3: Strengthening the membership and composition of the Board of Commissioners	1.1. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi perusahaan terbuka serta efektivitas dalam pengambilan keputusan. | The determination of the number of members of the Board of Commissioners takes into consideration the condition of the Public Company and the effectiveness of decision-making.	Terpenuhi | Complied Penentuan jumlah anggota Dewan Komisaris telah dilaksanakan sesuai dengan Anggaran Dasar Perseroan. | The determination of the number of members of the Board of Commissioners has been carried out in accordance with the Company's Articles of Association.
	1.2. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. | The determination of the composition of the Board of Commissioners takes into account the diversity of expertise, knowledge, and experience required.	Terpenuhi | Complied Penentuan komposisi anggota Dewan Komisaris telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan Perseroan. | The determination of the composition of the Board of Commissioners has taken into account the diversity of expertise, knowledge, and experience required by the Company.
Prinsip 4: Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris. Principle 4: Enhancing the quality of the implementation of the duties and responsibilities of the Board of Commissioners.	1.1. Dewan Komisaris mempunyai kebijakan penilaian sendiri *(self-assessment)* untuk menilai kinerja Dewan Komisaris. | The Board of Commissioners has a self-assessment policy to evaluate the performance of the Board of Commissioners.	Terpenuhi | Complied Kebijakan penilaian sendiri Dewan Komisaris merujuk pada kebijakan yang berlaku di induk perusahaan. | The Board of Commissioners' self-assessment policy refers to the policies applicable at the parent company.
	1.2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui laporan tahunan perusahaan terbuka. | The self-assessment policy for evaluating the performance of the Board of Commissioners is disclosed through the Public Company's annual report.	Terpenuhi | Complied Kebijakan penilaian sendiri kinerja Dewan Komisaris telah diungkapkan melalui Laporan Tahunan Perseroan. | The self-assessment policy for evaluating the performance of the Board of Commissioners has been disclosed through the Company's Annual Report.
	1.3. Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. | The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners in the event of involvement in financial crimes.	Terpenuhi | Complied Kebijakan terkait dengan hal ini telah dilaksanakan dengan merujuk pada ketentuan Anggaran Dasar Perseroan dan peraturan OJK serta peraturan perundang-undangan yang berlaku. | The policy related to this matter has been implemented with reference to the provisions of the Company's Articles of Association and applicable OJK regulations and statutory provisions.
	1.4. Dewan Komisaris atau Komite yang menjalankan fungsi nominasi dan remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. | The Board of Commissioners or the Committee performing the nomination and remuneration function formulates a succession policy in the nomination process for members of the Board of Directors.	Terpenuhi | Complied Kebijakan suksesi dalam proses nominasi anggota Direksi merujuk pada kebijakan yang berlaku di induk perusahaan. | The succession policy in the nomination process for members of the Board of Directors refers to the policies applicable at the parent company.

Prinsip *Principle*	Rekomendasi *Recommendation*	Pelaksanaan *Implementation*
C. Fungsi dan peran Direksi. | *Functions and Role of the Board of Directors.*		
Prinsip 5: Memperkuat keanggotaan dan komposisi Direksi. Principle 5: Strengthening the membership and composition of the Board of Directors.	1.1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi perusahaan terbuka serta efektivitas dalam pengambilan keputusan. | The determination of the number of members of the Board of Directors takes into consideration the condition of the Public Company and the effectiveness of decision-making.	Terpenuhi | Complied Penentuan jumlah anggota Direksi telah dilaksanakan sesuai dengan Anggaran Dasar Perseroan. | The determination of the number of members of the Board of Directors has been carried out in accordance with the Company's Articles of Association.
	1.2. Penentuan komposisi anggota Direksi memperhatikan, keberagaman, keahlian, pengetahuan, dan pengalaman yang dibutuhkan. | The determination of the composition of the Board of Directors takes into account diversity, expertise, knowledge, and experience required.	Terpenuhi | Complied Penentuan komposisi anggota Direksi telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan Perseroan. | The determination of the composition of the Board of Directors has taken into account the diversity of expertise, knowledge, and experience required by the Company.
	1.3. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. | The member of the Board of Directors overseeing the accounting or finance field has expertise and/or knowledge in the field of accounting.	Terpenuhi | Complied Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki pengetahuan di bidang akuntansi. | The member of the Board of Directors overseeing the accounting or finance field has knowledge in the field of accounting.
Prinsip 6: Meningkatkan kualitas pelaksanaan tugas dan tanggung Jawab Direksi. Principle 6: Enhancing the quality of the implementation of the duties and responsibilities of the Board of Directors.	1.1. Direksi mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi. | The Board of Directors has a self-assessment policy to evaluate the performance of the Board of Directors.	Terpenuhi | Complied Kebijakan penilaian sendiri merujuk pada kontrak manajemen serta ketentuan Anggaran Dasar Perseroan. | The self-assessment policy refers to the management contract and the provisions of the Company's Articles of Association.
	1.2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan perusahaan terbuka. | The self-assessment policy for evaluating the performance of the Board of Directors is disclosed through the Public Company's annual report.	Terpenuhi | Complied Kebijakan penilaian sendiri kinerja Direksi telah diungkapkan dalam laporan tahunan Perseroan. | The self-assessment policy for evaluating the performance of the Board of Directors has been disclosed in the Company's Annual Report.
	1.3. Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. | The Board of Directors has a policy regarding the resignation of members of the Board of Directors in the event of involvement in financial crimes.	Terpenuhi | Complied Kebijakan terkait dengan hal ini telah dilaksanakan dengan merujuk pada ketentuan Anggaran Dasar Perseroan dan peraturan OJK serta peraturan perundang-undangan yang berlaku. | The policy related to this matter has been implemented with reference to the provisions of the Company's Articles of Association and applicable OJK regulations and statutory provisions.

Prinsip *Principle*	Rekomendasi *Recommendation*	Pelaksanaan *Implementation*
D. Partisipasi pemangku kepentingan. | *Stakeholder Participation.*		
Prinsip 7: Meningkatkan aspek tata kelola perusahaan melalui partisipasi pemangku kepentingan. Principle 7: Enhancing corporate governance aspects through stakeholder participation.	1.1. Perusahaan terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. | The Public Company has a policy to prevent insider trading.	Terpenuhi | Complied Kebijakan ini tercantum dalam Pedoman Perilaku Etika Bisnis Perseroan. | This policy is set out in the Company's Code of Business Conduct.
	1.2. Perusahaan terbuka memiliki kebijakan antikorupsi dan anti *fraud*. | The Public Company has an anti-corruption and anti-fraud policy.	Terpenuhi | Complied Kebijakan ini tercantum dalam Pedoman Perilaku Etika Bisnis Perseroan. | This policy is set out in the Company's Code of Business Conduct.
	1.3. Perusahaan terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. | The Public Company has a policy on the selection and capability enhancement of suppliers or vendors.	Terpenuhi | Complied Kebijakan ini tercantum dalam Pedoman Perilaku Etika Bisnis Perseroan. | This policy is set out in the Company's Code of Business Conduct.
	1.4. Perusahaan terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. | The Public Company has a policy on the fulfillment of creditors' rights.	Terpenuhi | Complied Kebijakan ini tercantum dalam Pedoman Perilaku Etika Bisnis Perseroan. | This policy is set out in the Company's Code of Business Conduct.
	1.5. Perusahaan terbuka memiliki kebijakan sistem *whistleblowing*. | The Public Company has a whistleblowing system policy.	Terpenuhi | Complied Kebijakan ini tercantum dalam Pedoman Perilaku Etika Bisnis Perseroan. | This policy is set out in the Company's Code of Business Conduct.
	1.6. Perusahaan terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. | The Public Company has a policy on the provision of long-term incentives for the Board of Directors and employees.	Terpenuhi | Complied Kebijakan ini tercantum dalam Pedoman Perilaku Etika Bisnis Perseroan. | This policy is set out in the Company's Code of Business Conduct.
E. Keterbukaan informasi. | *Information Disclosure.*		
Prinsip 8: Meningkatkan pelaksanaan keterbukaan informasi. Principle 8: Enhancing the implementation of information disclosure.	1.1. Perusahaan terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. | The Public Company utilizes information technology more broadly, beyond the website, as a medium for information disclosure.	Terpenuhi | Complied Perseroan telah memanfaatkan penggunaan teknologi informasi secara luas, antara lain melalui *Whatsapp* Perseroan, email, media internal perusahaan (Intranet), situs web perusahaan dan juga platform Sistem Pelaporan Elektronik OJK – BEI. | The Company has broadly utilized information technology, including through the Company's WhatsApp, email, internal company media (Intranet), the Company's website, and the OJK–IDX Electronic Reporting System platform.
	1.2. Laporan tahunan perusahaan terbuka mengungkapkan kepemilikan saham perusahaan terbuka paling sedikit 5%, selain pengungkapan kepemilikan saham perusahaan terbuka melalui pemegang saham utama dan pengendali. | The Public Company's annual report discloses shareholdings in the Public Company of at least 5%, in addition to the disclosure of shareholdings in the Public Company through the principal and controlling shareholders.	Terpenuhi | Complied Dalam Laporan Tahunan Perseroan telah diungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka paling sedikit 5%. | The Company's Annual Report has disclosed the ultimate beneficial owners of shareholdings in the Public Company of at least 5%.

Revitalisasi Kampung Nelayan Tanjung Kait.
Revitalization of the Tanjung Kait Fishing Village

Tanggung Jawab Sosial dan Lingkungan

Corporate Social and Environmental Responsibility

07

Ikhtisar Keberlanjutan 2025

2025 Sustainability Highlights

EKONOMI
Economic

Pendapatan
Revenue

Rp **10,73**

triliun | trillion

Menurun sebesar 9,14% dari tahun 2024 Rp11,82 triliun.

Decreased by 9.14% from Rp11.82 trillion in 2024.

Laba Periode Berjalan
Profit for the Year

Rp **658,74**

miliar | billion

Menurun sebesar 11,59% dari tahun 2024 Rp745,10 miliar

Decreased by 11.59% from Rp745.10 trillion in 2024.

Biaya Operasional
Operational Costs

Rp **8,32**

triliun | trillion

Menurun sebesar 10,17% dari tahun 2024 Rp9,26 triliun.

Decreased by 10.17% from Rp9.26 trillion in 2024.

Pembayaran kepada Pemerintah (pajak, royalti, dan lain-lain)
Payments to the Government (taxes, royalties, and others)

Rp **280,38**

miliar | billion

Meningkat sebesar 3,24% dari tahun 2024 Rp271,59 miliar.

An increase of 3.24% from 2024's figure of Rp271.59 billion

46 %

Pendapatan dari solusi berkelanjutan telah berkontribusi sebesar 46% dari total pendapatan Perusahaan.

Revenue from sustainable solutions contributed 46% of the Company's total revenue.

12 **Sertifikat Green Label** | Green Label Certificates

Untuk produk semen dari Green Product Council Indonesia.

For cement products from the Green Product Council Indonesia.

2 **Sertifikat Ekolabel** | Ecolabel Certificates

Sertifikat Ekolabel Swadeklarasi (Tipe 2) dari Kementerian Lingkungan Hidup Republik Indonesia.

Self-declared Ecolabel Certificate (Type 2) from the Ministry of Environment of the Republic of Indonesia

TKDN
TKDN

91,43 %

semen | cement

95,28 %

beton | concrete

Produk Solusi Bangun Indonesia memperoleh TKDN sebesar 91,43% untuk semen dan 95,28% untuk beton.

Solusi Bangun Indonesia's products achieved a Domestic Component Level (TKDN) of 91.43% for cement and 95.28% for concrete.

Ikhtisar Keberlanjutan 2025
2025 Sustainability Highlights

LINGKUNGAN
Environment

Emisi GRK Cakupan 3
Scope 3 Greenhouse Gas (GHG) Emissions

Perusahaan telah melakukan pengukuran Emisi GRK Cakupan 3.

The Company has conducted Scope 3 Greenhouse Gas (GHG) Emissions measurement.

Emisi
Emission

17,16 %

Emisi CO_2 berhasil dikurangi sebesar 17,16% dibandingkan *baseline* tahun 2010.

CO_2 emissions have been successfully reduced by 17.16% compared to the 2010 baseline.

TSR
TSR

15,11 %

Mencapai TSR (*Thermal Substitution Rate*) sebesar 15,11% dengan memanfaatkan bahan bakar alternatif sebagai pengganti energi fosil.

Achieved a Thermal Substitution Rate (TSR) of 15.11% through the utilization of alternative fuels as a substitute for fossil energy.

Limbah
Waste

1,98

juta ton | million tons

Memanfaatkan 1,98 juta ton limbah untuk penggunaan kembali.

Utilized 1.98 million tons of waste for reuse.

Air
Water

45 %

Penarikan air bersih berhasil diturunkan 45% dari *baseline* tahun 2019 dan digantikan dengan air daur ulang dan hasil panen/tampung air hujan.

Fresh water withdrawal has been successfully reduced by 45% from the 2019 baseline, replaced by recycled water and rainwater harvesting

Bahan Bakar Biomassa
Biomass Fuel

1.861,0

Tera-Joules | Tera-Joules

Thermal Substitution Rate (TSR) dari penggunaan bahan bakar alternatif sebagai pengganti energi fosil, meningkat sebesar 42,39% dari tahun 2024 sebanyak 1.307,0 Tera-Joules.

Thermal substitution rate (TSR) from the use of alternative fuels as a substitute for fossil energy increased by 42.39% compared to that of 2024 of 1,307.0 Tera-Joules.

Penghargaan Lingkungan
Environmental Awards

1. Ruby Achievement in Emission Transparency, kategori Perusahaan Terbuka, The Best Corporate Emission Reduction 2025 dari InvestorTrust.id
2. Gold Alignment, La Tofi ESG Rating 2025
3. Industri Hijau untuk Pabrik Tuban dari Gubernur Jawa Timur
4. PROPER Hijau untuk Pabrik Lhoknga, Cilacap, dan Tuban.
5. 1st Runner-Up ASEAN Mineral Awards

1. Ruby Achievement in Emission Transparency, Public Company category, The Best Corporate Emission Reduction 2025 from InvestorTrust.id
2. Gold Alignment, La Tofi ESG Rating 2025
3. Green Industry Award for the Tuban Plant from the Governor of East Java
4. Green PROPER for the Lhoknga, Cilacap, and Tuban Plants.
5. 1st Runner-Up, ASEAN Mineral Awards

Ikhtisar Keberlanjutan 2025
2025 Sustainability Highlights

Solusi Bangun Indonesia berhasil mendapatkan 7 (tujuh) bendera emas dalam pelaksanaan audit sertifikasi SMK3 sesuai PP50 tahun 2012 selama periode 2025.
Solusi Bangun Indonesia successfully obtained 7 (seven) golden flags in the implementation of the OHS Management System (SMK3) certification audit in accordance with Government Regulation No. 50 of 2012 during the 2025 period.

SOSIAL
Social

Pemasok Lokal
Local Suppliers

96,24%

Meningkat 0,2% dari tahun 2024 sebesar 96,05%

An increase of 0.2% from 2024's figure of 96.05%.

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

- Sebanyak 7% dari seluruh jumlah karyawan Solusi Bangun Indonesia merupakan anggota P2K3.
- Pada tahun 2025, sebanyak 24% atau 1.920 pekerja kontraktor telah mengikuti pelatihan K3 wajib.
- *Zero Fatality*.
- *Lost Time Injury Frequency Rate* (LTIFR): 0,26.
- *Total Injury Frequency Rate* (TIFR): 0,79.
- *Health & Safety Improvement Plan* (HSIP): 98,5%.
- Audit Eksternal ISO 45001 dan SMK3: Seluruh pabrik memperoleh tingkat kepatuhan skor sebesar 91%-93%.
- *Corporate Life Saving Rules Improvement Program* (CLSRIP): 98%.

- 7% of all Solusi Bangun Indonesia employees are members of the OHS Committee (P2K3).
- In 2025, 24% or 1.920 contractor workers have attended mandatory OHS training.
- Zero Fatality.
- Lost Time Injury Frequency Rate (LTIFR): 0.26.
- Total Injury Frequency Rate (TIFR): 0.79.
- Health & Safety Improvement Plan (HSIP): 98,5%.
- External ISO 45001 and SMK3 Audit: All plants achieved a compliance score of 91%–93%.
- Corporate Life Saving Rules Improvement Program (CLSRIP): 98%.

Eksternal Audit SMK3 dan ISO 45001
External SMK3 and ISO 45001

Zero Major Finding

di seluruh lokasi operasional.

across all operational locations.

Tata Kelola SDM
Human Capital Governance

26 orang | persons

Karyawan Baru | New employees

Tingkat Pergantian Karyawan
Employee Turnover Rate

14,04%

Tingkat Pergantian Karyawan/*Tunover*: 9,4% menurun dari tahun 2024 dengan *tunover* sebesar 14,05%.

Employee Turnover Rate: 9.4%, a decrease from 2024's turnover rate of 14.05%.

Total Jam Pelatihan Karyawan
Total Hours Employee Training

Laki-laki | *Male*

4.8951,09
Jam | Hours

Perempuan | *Female*

5.360,73
Jam | Hours

Rata-rata Jam Pelatihan
Average Training Hours

68,46
Jam/Karyawan | Hours/Employee

Meningkat sebesar 4,00% dari tahun 2024 dengan jam pelatihan selama 65,83 jam/karyawan

Increased by 4.00% from 2024, with 65.83 training hours/employee

Ikhtisar Keberlanjutan 2025
2025 Sustainability Highlights

Juara Inovasi
Innovation Champion

594 ide | idea

Sebanyak 594 ide inovasi, dengan 126 ide atau 21% di antaranya telah berhasil diimplementasikan sesuai kriteria kompetisi yang disyaratkan dan dipantau oleh panitia dari Perusahaan.

A total of 594 innovation ideas were submitted, of which 126 ideas, or 21%, have been successfully implemented in accordance with the competition criteria required and monitored by the Company's organizing committee.

Pencapaian dan Target CSR 2025
2025 CSR Achievements and Targets

- Program Sampah Kelapa untuk Desa Sejahera (SAKELADERA), Lhoknga penilaian SROI sebesar 2,5
- Program SAFFE D'Joyo Lestari, di plant Tuban, penilaian SROI sebesar SROI 1,89
- Program Bioskop Hijau Demangkarta, Cilacap, penilaian sebesar SROI 2,01
- Realisasi anggaran CSR Solusi Bangun Indonesia sebesar Rp11,8 miliar

- SAKELADERA (Coconut Waste for Prosperous Villages) Program, Lhoknga SROI assessment: 2.5
- SAFFE D'Joyo Lestari Program at the Tuban Plant, SROI assessment: 1.89
- Bioskop Hijau Demangkarta Program, Cilacap, SROI assessment: 2.01
- Solusi Bangun Indonesia CSR budget realization: Rp11.8 billion

Indeks Kepuasan Pelanggan
Customer Satisfaction Index

85,8% Dynamix

80,4% Semen Andalas

89,3% Nathabumi

SOCIAL LICENSE INDEX (SLI) 2025

- 52% masyarakat setuju atau menerima keberadaan Solusi Bangun Indonesia di wilayah mereka.
- 3 pabrik telah mencapai level "approval" dan 1 pabrik berada di level acceptance
- Pencapaian level *Co-Ownership* pada kelompok *Stakeholder* di Pabrik Lhoknga dengan skor 85,61%.

- 52% of the surrounding community agree with or accept the presence of Solusi Bangun Indonesia in their area.
- 3 plants have reached the "approval" level and 1 plant is at the "acceptance" level.
- Achievement of Co-Ownership level on Stakeholder group at Lhoknga Plant, with a score of 85.61%.

Penghargaan di Bidang Sosial
Awards in the Social Category

1. Penghargaan Platinum, kategori Pembina UMKM Terbaik untuk Pabrik Narogong, Bina Mitra UMKM Award 2025 dari Corporate Forum for CSR Development (CFCD) Foundation
2. Penghargaan Platinum, kategori UMKM Terbaik untuk Program Penguatan Lembaga Keuangan Pro Bumi (Paku Bumi) sebagai poros pemberdayaan, Bina Mitra UMKM Award 2025 dari Corporate Forum for CSR Development (CFCD) Foundation
3. 3rd Place Winner for Sustainability Award untuk Pabrik Narogong, Forum CSR Jabar dari Gubernur Jawa Barat.
4. Top Leader on CSR Commitment untuk Direktur Utama Solusi Bangun Indonesian dari TOP CSR Award 2025
5. Top Leader on CSR Commitment untuk Direktur Utama Solusi Bangun Andalas dari TOP CSR Award 2025
6. TOP CSR Award # Star 4 untuk program Mliwang Metubanyune - Pabrik Tuban dari TOP CSR Award 2025
7. TOP CSR Award # Star 4 untuk program Sobat Si Abes - Pabrik Lhoknga dari TOP CSR Award 2025
8. Empat Penghargaan Perempuan Berbakti 2025 dari Corporate Forum for CSR Development (CFCD)
9. Predikat Gold, Indonesian SDGs Award (ISDA) 2025 dari Corporate Forum for CSR Development (CFCD)

1. Platinum Award, Best MSME Development category for Narogong Plant, Bina Mitra MSME Award 2025 from the Corporate Forum for CSR Development (CFCD) Foundation.
2. Platinum Award, Best MSME category for the Pro Bumi Financial Institution Strengthening Program (Paku Bumi) as a center of empowerment, Bina Mitra MSME Award 2025 from the Corporate Forum for CSR Development (CFCD) Foundation.
3. 3rd Place Winner for the Sustainability Award for Narogong Plant, West Java CSR Forum from the Governor of West Java.
4. Top Leader on CSR Commitment for the President Director of Solusi Bangun Indonesia, TOP CSR Award 2025.
5. Top Leader on CSR Commitment for the President Director of Solusi Bangun Andalas, TOP CSR Award 2025.
6. TOP CSR Award Star 4 for the Mliwang Metubanyune Program — Tuban Plant, TOP CSR Award 2025.
7. TOP CSR Award Star 4 for the Sobat Si Abes Program — Lhoknga Plant, TOP CSR Award 2025.
8. Four Perempuan Berbakti (Dedicated Women) Awards 2025 from the Corporate Forum for CSR Development (CFCD).
9. Gold Predicate, Indonesian SDGs Award (ISDA) 2025 from the Corporate Forum for CSR Development (CFCD).

Komitmen Kami

Our Commitment

Perseroan berkomitmen menjalankan usaha sesuai praktik terbaik dan strategi keberlanjutan, yang mengedepankan prinsip tata kelola yang baik, inisiatif ramah lingkungan, pengelolaan sumber daya yang berkelanjutan, serta pemberdayaan SDM dan masyarakat. Aktivitas CSR Perseroan dirancang secara komprehensif, terarah dan terukur dengan mengedepankan prinsip kolaboratif dan melibatkan berbagai elemen *stakeholder* mulai dari proses perencanaan, pelaksanaan maupun *monitoring* dan evaluasi. Sehingga dapat memberikan manfaat optimal dan menjangkau masyarakat secara luas, sebagai wujud kontribusi Perseroan dalam mendukung Pemerintah mencapai Target Pembangunan Berkelanjutan 2030.

The Company is committed to running its business in accordance with best practices and sustainability strategies, which prioritize good corporate governance principles, environmentally friendly initiatives, sustainable resource management, and empowerment of human capital and communities. The Company's CSR activities are designed in a comprehensive, targeted, and measurable manner by prioritizing collaborative principles and involving various stakeholder elements, starting from the planning, implementation, as well as monitoring and evaluation processes. Thus, it can provide optimal benefits and reach the wider community, as a form of the Company's contribution in supporting the Government in achieving the 2030 Sustainable Development Targets.

Melalui komitmen tersebut, realisasi Tanggung Jawab Sosial dan Lingkungan (TJSL) menjadi bagian penting dalam pembangunan yang berkelanjutan. Upaya ini dilakukan untuk meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perusahaan sendiri, komunitas setempat, maupun masyarakat pada umumnya.

Through the commitment, the Corporate Social Responsibility (CSR) realization becomes an important part of sustainable development. This effort is made to improve the quality of life and the environment, which is beneficial for both the Company itself, the local community, and society in general.

Perseroan berkomitmen mengintegrasikan aktivitas operasional dengan langkah keberlanjutan. Melalui inisiatif berkelanjutan, Perseroan diharapkan mampu mengurangi dampak negatif dari kegiatan operasional terhadap lingkungan sekitar dan masyarakat.

The Company is committed to integrating operational activities with sustainability initiatives. Through sustainability initiatives, the Company hopes to reduce the negative impact of its operations on the surrounding environment and communities.

Dalam implementasinya, Perseroan menyelaraskan kinerja keberlanjutan ke dalam aspek ekonomi, lingkungan dan sosial, mencangkup:

In its implementation, the Company aligns sustainability performance into economic, environmental, and social aspects, covering:

Aspek Ekonomi
Economic Aspect

Perseroan berkomitmen untuk mengembangkan dan menyediakan produk serta jasa yang inovatif dan ramah lingkungan.

The Company is committed to developing and providing innovative and environmentally friendly products and services.

Aspek Lingkungan
Environmental Aspect

Dalam setiap kegiatan operasional, kami menempatkan pengurangan polusi, pelestarian keanekaragaman hayati, pemanfaatan sumber daya terbarukan, dan konservasi air sebagai prioritas utama. Upaya ini kami lakukan dengan memanfaatkan teknologi modern dan pendekatan produksi yang efisien.

In every operational activity, we place pollution reduction, biodiversity preservation, renewable resource utilization, and water conservation as top priorities. We carry out these efforts by utilizing modern technology and efficient production approaches.

Aspek Sosial
Social Aspect

Perseroan mengutamakan karyawan serta berkomitmen memberikan kontribusi positif terhadap masyarakat, yang menjadi salah satu pilar dalam strategi keberlanjutan kami.

The Company prioritizes employees and is committed to making positive contributions to society, which is one of the pillars of our sustainability strategy.

Strategi Keberlanjutan 2025-2030

2025-2030 Sustainability Strategy

Perseroan telah menyusun dan menetapkan strategi keberlanjutan tahun 2025-2030. Strategi keberlanjutan disusun sebagai acuan dalam menjalankan aktivitas bisnis dan operasional. Strategi tersebut menjadi manifestasi komitmen keberlanjutan Solusi Bangun Indonesia yang mengedepankan prinsip-prinsip tata kelola yang baik, tata kelola sumber daya yang berkelanjutan, inisiatif ramah lingkungan, serta pemberdayaan SDM dan masyarakat.

The Company has prepared and established a 2025-2030 sustainability strategy, which serves as a reference for business and operational activities. The strategy is also a manifestation of Solusi Bangun Indonesia's sustainability commitment, which prioritizes the principles of good governance, sustainable resource management, environmentally friendly initiatives, and empowerment of human capital and communities.

Strategi ini mencakup tiga aspek utama yaitu aspek ekonomi, lingkungan, dan sosial. Dalam aspek ekonomi, fokus diberikan pada pengembangan produk dan jasa sebagai solusi yang berkelanjutan. Strategi tersebut meliputi inisiatif untuk menciptakan solusi yang tidak hanya ekonomis tetapi juga berkelanjutan dalam jangka panjang.

This strategy covers three main aspects, which are: economic, environmental, and social. Within the economic aspect, the focus is on developing products and services as sustainable solutions. This includes initiatives to create economical and sustainable solutions in the long term.

Aspek Ekonomi ***Economic Aspect***	Aspek ekonomi Perseroan berorientasi pada ekonomi sirkuler. Ekonomi sirkuler berkaitan dengan optimisasi penggunaan bahan baku dan bahan bakar alternatif, termasuk pendaur-ulangan produk dan limbah dengan cara yang tepat.	The Company's economic aspects are oriented towards a circular economy. A circular economy relates to optimizing the use of raw materials and alternative fuels, including the proper recycling of products and waste.
Aspek Lingkungan ***Environmental Aspect***	Aspek lingkungan terbagi dalam tiga pilar: iklim, air dan alam. Dalam konteks iklim, usaha-usaha difokuskan pada pengurangan emisi karbon, yang merupakan langkah penting dalam mitigasi perubahan iklim. Fokus pada konservasi air dan alam mencerminkan upaya untuk mempertahankan dan memperbaiki kondisi sumber daya alam dan ekosistem yang ada.	The environmental aspect is divided into three pillars: climate, water, and nature, and circular economy. In the context of climate, efforts are focused on reducing carbon emissions, which is an important step in mitigating climate change. The focus on water and nature conservation reflects efforts to maintain and improve the condition of existing natural resources and ecosystems.
Aspek Sosial ***Social Aspect***	Dalam aspek sosial, perhatian tertuju pada keselamatan dan kesehatan karyawan serta menciptakan nilai bersama bagi pemangku kepentingan. Aspek ini juga fokus dalam memberikan kontribusi yang signifikan terhadap pembangunan masyarakat yang berkelanjutan dan adil.	In the social aspect, attention is focus on employee health and safety as well as creating shared value for stakeholders. This aspect also strives strive to make a significant contribution to the development of a sustainable and just society.

Strategi Keberlanjutan 2025-2030

2025-2030 Sustainability Strategy

Skema Strategi Keberlanjutan | **Sustainability Strategy Scheme**

Visi
Vision

Menjadi Perusahaan Penyedia Solusi Bahan Bangunan Terbesar di Regional

To Become the Leading Building Materials Solutions Provider Company in the Region

Ekonomi
Economic

Solusi Berkelanjutan
Sustainable Solution

- Memberikan solusi (produk & layanan inovatif) untuk mengatasi masalah lingkungan dan perkotaan.
  Providing solutions (innovative products & services) to address environmental and urban problems.
- Menghasilkan pendapatan dan solusi berkelanjutan melalui produk dari jasa ramah lingkungan.
  Generating income from sustainable solutions through eco-friendly products and services.

Lingkungan
Environmental

Iklim, Ekonomi Sirkuler, Air dan Alam
Climate, Circular Economy, Water, and Nature

Menunjukkan kepemimpinan dalam pengelolaan lingkungan dan menjadi panutan yang bertanggung jawab untuk generasi masa depan.
Demonstrating leadership in environmental management and being a responsible role model for future generations.

1. Reduksi emisi CO2
   Reducing CO2 emissions.
2. Pemanfaatan sumber daya terbarukan
   Utilizing renewable resources.
3. Inisiatif keanekaragamasn hayati.
   Biodiversity initiative.
4. Pengelolaan air
   Water management.

Sosial
Social

Karyawan & Komunitas
People & Community

Menciptakan nilai bersama untuk komunitas
Creating shared value for the community.

1. Menjaga keselamatan dan kesehatan pekerja.
   Keeping our employees safe and healthy.
2. Pemberdayaan masyarakat melalui kemitraan.
   Empowering communities through partnership.
3. Keberterimaan sosial.
   Social license.

Target Dasar
Basic Target

PROPER Hijau untuk semua pabrik semen & penerapan sistem manajemen ISO yang berkelanjutan (9001, 14001, 17025, 45001, 50001) di seluruh area operasi.

Green PROPER for all cement plants & implementation of sustainable management system ISO (9001, 14001, 17025, 45001, 50001) in all operation area.

Target Keberlanjutan 2025-2030

2025-2030 Sustainability Targets

SOLUSI BERKELANJUTAN / SUSTAINABLE SOLUTION

PENCAPAIAN PADA TAHUN 2025 Achievement in 2025	TARGET 2025 2025 Target	TARGET 2030 2030 Target
46% dari total pendapatan yang dihasilkan berasal dari solusi berkelanjutan. 46% of total revenue generated from sustainable solutions.	45% dari total pendapatan yang dihasilkan berasal dari solusi berkelanjutan. 45% of total revenue generated from sustainable solutions.	50% dari total pendapatan yang dihasilkan berasal dari solusi berkelanjutan. 50% of total revenue generated from sustainable solutions.

IKLIM / CLIMATE

PENCAPAIAN PADA TAHUN 2025 Achievement in 2025	TARGET 2025 2025 Target	TARGET 2030 2030 Target
17% reduksi CO_2 (567 kg CO_2/ton semen ekuivalen). 17% CO_2 reduction (567 kg CO_2/ton cement equivalent).	Menurunkan emisi CO_2 sebesar 18% basis 2010 per ton semen ekuivalen. Reduce CO_2 emissions by 18% from the 2010 baseline per ton of cement equivalent.	Menurunkan emisi CO_2 sebesar 29% berbasis tahun 2010 per ton semen ekuivalen. Reduce CO_2 emissions by 29% from the 2010 baseline per ton.
Mencapai 15,11% *Thermal Substitution Rate* (TSR). Achieved 15.11% Thermal Substitution Rate (TSR).	Mencapai 15 % *Thermal Substitution Rate* (TSR). Achieve 15% Thermal Substitution Rate (TSR).	Mencapai 25% *Thermal Substitution Rate* (TSR) Achieve 25% Thermal Substitution Rate (TSR).
Mencapai 69,31% faktor klinker. Achieved 69.31% clinker factor.	Mencapai 69% faktor klinker. Achieve 69% clinker factor.	Mencapai 62% faktor klinker. Achieve 62% clinker factor.
Pengembangan Mikroalga bersama Tim Pusat Unggulan IPTEK Perguruan Tinggi Mikroalga dari Pusat Studi Energi Universitas Gadjah Mada (UGM) telah selesai dilaksanakan. Microalgae development in collaboration with the Center of Excellence for Microalgae Science and Technology from the Energy Studies Center of Universitas Gadjah Mada (UGM) has been completed.	Mempunyai inisiatif dan studi kelayakan untuk program pengurangan emisi CO_2. Have initiatives and feasibility studies for CO_2 emission reduction programs.	Memiliki inisiatif dan studi kelayakan untuk program pengurangan emisi CO_2. Have initiatives and feasibility studies for CO_2 emission reduction programs.

Target Keberlanjutan 2025-2030

Sbi 2025-2030 Sustainability Targets

EKONOMI SIRKULAR / CIRCULAR ECONOMY

PENCAPAIAN PADA TAHUN 2025 Achievement in 2025	TARGET 2025 2025 Target	TARGET 2030 2030 Target
Memanfaatkan 1,98 juta ton limbah atau sampah pada tahun 2025. Utilized 1.98 million tons of waste in 2025.	Memanfaatkan minimal 1 juta ton limbah atau sampah per tahun. Utilize a minimum of 1 million tons of waste per year.	Memanfaatkan minimal 1,5 juta ton limbah/ sampah. Utilize a minimum of 1.5 million tons of waste.
Fasilitas RDF telah beroperasi di Cilacap dengan kapasitas 160 ton sampah per hari. The RDF facility has been operational in Cilacap with a capacity of 160 tons of waste per day.	Proyek MSW menjadi RDF terealisasi. Realization of the MSW-to-RDF project.	Proyek MSW menuju RDF terealisasi. Realization of the MSW-to-RDF project

AIR DAN ALAM / WATER AND NATURE

PENCAPAIAN PADA TAHUN 2025 Achievement in 2025	TARGET 2025 2025 Target	TARGET 2030 2030 Target
• Menurunkan 45% pengambilan air baku dari air alam di semua pabrik semen (basis 2019). • Pemanfaatan 687.644 m3 pemanenan air hujan • Reduced fresh water withdrawal from natural water sources by 45% across all cement plants (2019 baseline). • Utilized 687,644 m³ of rainwater harvesting.	Inisiatif pemanfaatan air hujan terealisasi di semua pabrik semen. Rainwater harvesting initiatives realized at all cement plants.	Menurunkan 10% pengambilan air baku dari air alam di semua pabrik semen (10% dari tahun 2019). Reduce fresh water withdrawal from natural water sources by 10% across all cement plants (10% from 2019 baseline).
Pembaruan Rencana Aksi Keanekaragaman Hayati (BAP) 1. BAP Nusakambangan telah 100% terpenuhi 2. BAP Lhoknga telah mencapai 72% Biodiversity Action Plan (BAP) Update 1. Nusakambangan BAP has been 100% fulfilled 2. Lhoknga BAP has reached 72%	100% rencana aksi keanekaragaman hayati dan konservasi terimplementasi di semua tambang pabrik semen. 100% of biodiversity and conservation action plans implemented at all cement plant quarries.	100% rencana aksi keanekaragaman hayati dan konservasi terimplementasi di semua tambang pabrik semen. 100% of biodiversity and conservation action plans implemented at all cement plant quarries.
• Pemanfaatan lahan bekas tambang Cibadak menjadi Renzo-Dynamix Edupark • Pemanfaatan Pemanfaatan lahan bekas Tambang Jeruklegi menjadi kebun buah • Utilization of the former Cibadak quarry land as the Renzo-Dynamix Edupark • Utilization of the former Jeruklegi quarry land as a fruit orchard	Pascatambang yang berkelanjutan di Cibadak Sustainable post-mining program at Cibadak	Program rehabilitasi dan pasca tambang yang berkelanjutan. Sustainable rehabilitation and post-mining program
Menjalin kerja sama dengan Yayasan Renzo Established collaboration with the Renzo Foundation	Menjalin kerja sama dengan universitas dan Lembaga Swadaya Masyarakat (LSM) untuk program konservasi Establish collaboration with universities and Non-Governmental Organizations (NGOs) for conservation programs	Menjalin kerja sama dengan universitas dan Lembaga Swadaya Masyarakat (LSM) untuk program konservasi Establish collaboration with universities and Non-Governmental Organizations (NGOs) for conservation programs

Target Keberlanjutan 2025-2030

Sbi 2025-2030 Sustainability Targets

KARYAWAN DAN KOMUNITAS

EMPLOYEE AND COMMUNITY

PENCAPAIAN PADA TAHUN 2025 Achievement in 2025	TARGET 2025 2025 Target	TARGET 2030 2030 Target
• NIHIL fatalitas • *Lost Time Injury Frequency Rate* (LTIFR): 0,26 • *Total Injury Frequency Rate* (TIFR): 0,79 • *Health & Safety Improvement Plan* (HSIP) 98,5% • ZERO fatalities • *Lost Time Injury Frequency Rate* (LTIFR): 0,26 • *Total Injury Frequency Rate* (TIFR): 0,79 • *Health & Safety Improvement Plan* (HSIP) 98.5%	• NIHIL fatalitas • LTIFR < 0,15 • TIFR < 0,75 • HSIP > 96% • ZERO fatalities • LTIFR < 0,15 • TIFR < 0,75 • HSIP > 96%	• Nihil *fatalities on* & *off site* (karyawan dan kontraktor) • Nihil LTIFR *on site* (karyawan dan kontraktor) • TIFR ≤ 0,56, HSIP ≥ 98% • Zero fatalities on & off site (employees and contractors • Zero LTIFR on site (employees and contractors) • TIFR ≤ 0,56, HSIP ≥ 98%
• NIHIL pelanggaran HAM • 1.221.711 orang telah mendapat manfaat langsung dari program CSR (kumulatif dari tahun 2019) • ZERO human rights violations • 1,221,711 people have directly benefited from CSR programs (cumulative from 2019)	• NIHIL pelanggaran HAM • 1.050.000 orang telah mendapat manfaat langsung dari program CSR (kumulatif dari tahun 2019) • ZERO human rights violations • 1,050,000 people have directly benefited from CSR programs (cumulative from 2019)	• Nihil pelanggaran HAM • 2.100.000 orang telah mendapat manfaat langsung dari program CSR (kumulatif dari tahun 2019) • Zero human rights violations • 2,100,000 people have directly benefited from CSR programs (cumulative from 2019)
Pencapaian *Social License Index*: a. Pabrik Lhoknga: Approval (61,23%) b. Pabrik Narogong: Approval (50,63%) c. Pabrik Cilacap: Acceptance (37,22%) d. Pabrik Tuban: Approval (60,70%) Social License Index achievements:: a. Lhoknga Plant: Approval (61.23%) b. Narogong Plant: Approval (50.63%) c. Cilacap Plant: Acceptance (37.22%) d. Tuban Plant: Approval (60.70%)	1 pabrik semen mendapatkan tingkat penerimaan "*Co-ownership*" berdasarkan pengukuran *Social License Index* (SLI). 1 cement plant achieves a "Co-ownership" acceptance level based on the Social License Index (SLI) measurement.	2 pabrik semen mendapatkan tingkat penerimaan "*Co-ownership*" berdasarkan pengukuran *Social License Index* (SLI). 2 cement plants achieve a "Co-ownership" acceptance level based on the Social License Index (SLI) measurement.

Peta Jalan *Corporate Social Responsibility* (CSR)

Corporate Social Responsibility (CSR) Roadmap

Dalam implementasinya, Perseroan berkontribusi aktif untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDG) yang berisi 17 Tujuan dan 169 Target sebagai rencana aksi global untuk mengakhiri kemiskinan, mengurangi kesenjangan sosial dan melindungi lingkungan hidup. Hingga tahun 2025, Perseroan telah mengidentifikasi 15 TPB sebagai prioritas capaian dari 17 TPB.

In its implementation, the Company actively contributes to supporting the achievement of the Sustainable Development Goals (SDGs), which consist of 17 Goals and 169 Targets as a global action plan to end poverty, reduce inequalities, and protect the environment. Out of these 17 SDGs, the Company has identified 15 priority goals to focus on.

Strategi untuk mencapai target TPB dan target keberlanjutan Solusi Bangun Indonesia 2025-2030 dituangkan di dalam Peta Jalan CSR 2021-2025 yang disusun berdasarkan Peraturan Menteri BUMN No. PER-05/MBU/04/2021, sebagai pedoman strategis bagi BUMN dan anak usahanya dalam memastikan program CSR yang terarah, relevan, dan berdampak nyata bagi masyarakat dan lingkungan.

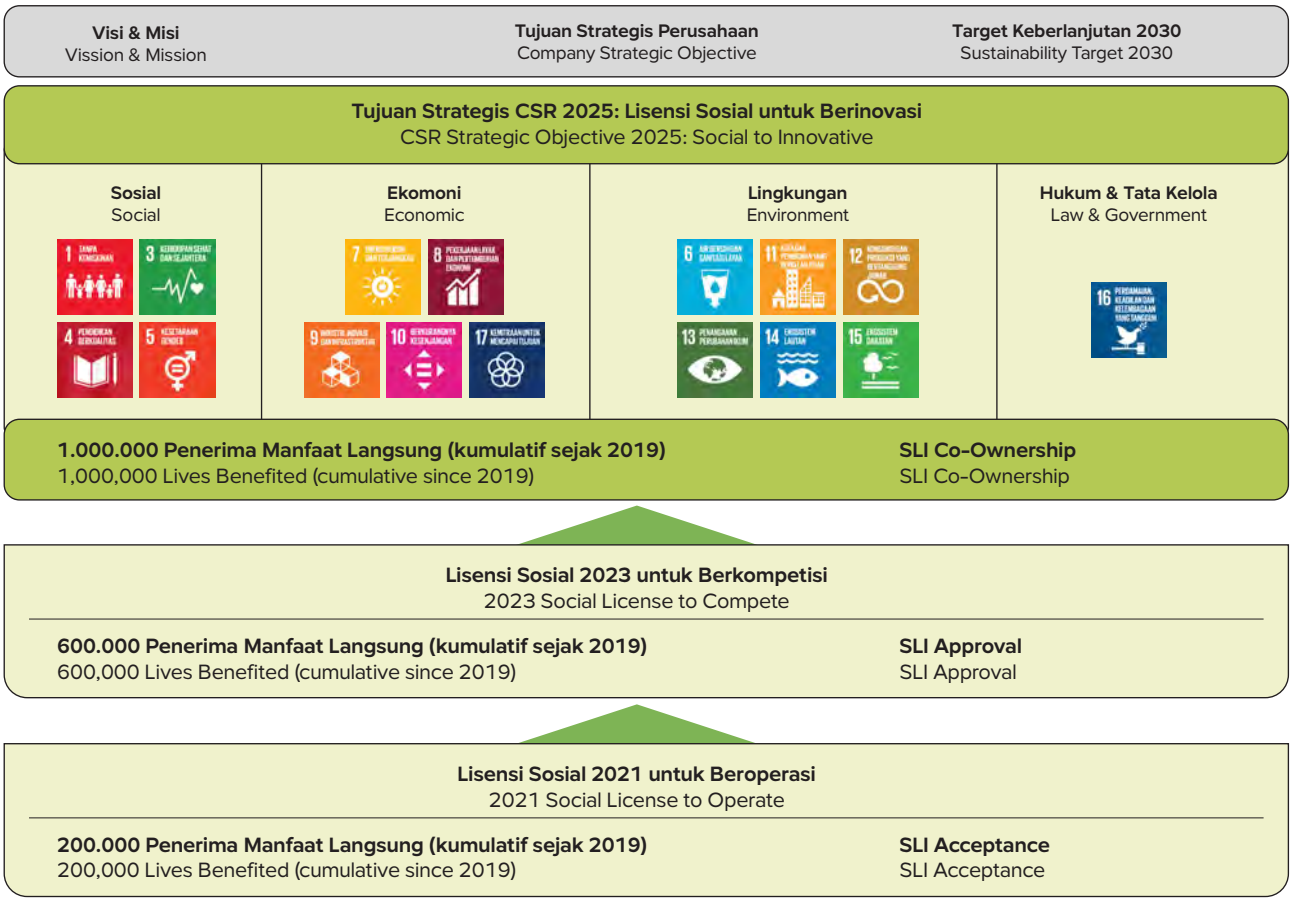
The strategy to achieve SDG targets and Solusi Bangun Indonesia 2025-2030 sustainability targets is outlined in the 2021-2025 CSR Roadmap, which is developed based on the Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021 as a strategic guideline for SOEs and their subsidiaries, ensuring that CSR programs are well-targeted, relevant, and create a meaningful impact on society and the environment.

Realisasi program CSR telah diselaraskan dengan Target Keberlanjutan Solusi Bangun Indonesia 2025-2030, Peta Jalan CSR, dan 15 TPB.

Every CSR program is aligned with Solusi Bangun Indonesia's 2025-2030 Sustainability Targets, the CSR Roadmap, and the 15 SDGs.

Peta Jalan CSR Solusi Bangun Indonesia

CSR Roadmap for Solusi Bangun Indonesia



Peta Jalan Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) Roadmap

PENCAPAIAN DAN TARGET CSR 2025

Solusi Bangun Indonesia terus meningkatkan efektivitas program CSR dengan menerapkan pengukuran berbasis *Social Return on Investment* (SROI) untuk menilai kontribusi sosial dan lingkungan secara kuantitatif. Seluruh program CSR yang diajukan untuk PROPER Emas telah menjalani kajian SROI dengan skor lebih dari 1, menandakan bahwa manfaat yang dihasilkan melebihi investasi yang dikeluarkan.

Untuk memastikan kebermanfaatan dan efektivitas program CSR yang sudah di jalankan, Solusi Bangun Indonesia melakukan pengukuran kontribusi sosial dan lingkungan dengan menggunakan kajian SROI. Tahun ini beberapa program unggulan juga telah dilakukan pengukuran tersebut, adapun program itu adalah

1. Bioskop Hijau DEMANGKARTA - Depok Mangrove Karangtalun dari Cilacap (2.1),
2. SAFEE D'JOYO LESTARI - Safe Action for Environment and Earth dari Tuban (1.89),
3. SAKELADERA - Sampah Kelapa untuk Desa Sejahtera dari Lhoknga (2.5).

Ketiganya mendapatkan skor lebih dari 1, ini artinya manfaat yang dihasilkan melebihi investasi yang dikeluarkan.

Di tahun 2025, Perseroan menargetkan pencapaian *Social License Index* (SLI), sebagai bagian dari strategi keberlanjutan dalam membangun hubungan yang lebih erat dengan pemangku kepentingan sekitar. Keberhasilan ini semakin memperkuat posisi Perusahaan sebagai perusahaan yang tidak hanya berorientasi pada keberlanjutan bisnis, tetapi juga berperan aktif dalam menciptakan kesejahteraan bagi masyarakat dan lingkungan.

CSR ACHIEVEMENTS AND 2025 TARGETS

Solusi Bangun Indonesia continues to enhance the effectiveness of its CSR programs by implementing Social Return on Investment (SROI) measurement to quantitatively assess social and environmental contributions. All CSR programs submitted for the Gold PROPER certification have undergone SROI evaluations, scoring above 1, indicating that the benefits generated exceed the investments made.

To ensure the effectiveness and impact of its CSR programs, Solusi Bangun Indonesia measures its social and environmental contributions through Social Return on Investment (SROI) assessments. This year, several flagship programs underwent such measurement, namely:

1. Bioskop Hijau DEMANGKARTA — Depok Mangrove Karangtalun, from the Cilacap Plant (SROI: 2.1);
2. SAFFE D'JOYO LESTARI — Safe Action for Environment and Earth, from the Tuban Plant (SROI: 1.89);
3. SAKELADERA — Coconut Waste for Prosperous Villages, from the Lhoknga Plant (SROI: 2.5).

All three programs achieved scores above 1, indicating that the benefits generated exceeded the investment made.

In 2025, the Company targeted achieving a Social License Index (SLI) as part of its sustainability strategy to strengthen the surrounding stakeholders' relations. These achievements reinforce the Company's position as a company that not only prioritizes business sustainability but also actively contributes to societal and environmental well-being.

Peta Jalan Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) Roadmap

Sesuai yang ditargetkan pada tahun sebelumnya, sebagai bagian strategi keberlanjutan dalam membangun hubungan dengan masyarakat sekitar, Solusi Bangun Indonesia telah melakukan pengukuran SLI di 4 (empat) area operasional pabrik dengan level "*Approval*" untuk Pabrik Lhoknga, Aceh; Pabrik Narogong, Jawa Barat; Pabrik Tuban, Jawa Timur dan "*Acceptance*" untuk Pabrik Cilacap, Jawa Tengah.

Selanjutnya dalam upaya meningkatkan level penerimaan SLI, pabrik Cilacap merespon dengan menyiapkan strategi dalam bentuk *Project Charter: SLI Recovery Program* dengan beberapa pilar strategi yaitu pilar komunikasi - membangun kepercayaan dengan berdialog langsung, pilar keterlibatan - kontribusi karyawan di masyarakat dan pilar ekonomi - kebermanfaatan dan dampak nyata yang dirasakan masyarakat.

Pencapaian yang terjadi di sepanjang tahun 2025 meliputi:

1. Penghargaan Platinum, kategori Pembina UMKM Terbaik untuk Pabrik Narogong, Bina Mitra UMKM Award 2025 dari Corporate Forum for CSR Development (CFCD) Foundation.
2. Penghargaan Platinum, kategori UMKM Terbaik untuk Program Penguatan Lembaga Keuangan Pro Bumi (Paku Bumi) sebagai poros pemberdayaan, Bina Mitra UMKM Award 2025 dari Corporate Forum for CSR Development (CFCD) Foundation.
3. 3rd Place Winner for Sustainability Award untuk Pabrik Narogong, Forum CSR Jabar dari Gubernur Jawa Barat.

In line with the targets set in the previous year, and as part of its sustainability strategy for building relationships with surrounding communities, Solusi Bangun Indonesia conducted Social License Index (SLI) measurements at all four (4) plant operational areas. The results showed an "Approval" acceptance level for the Lhoknga Plant in Aceh, the Narogong Plant in West Java, and the Tuban Plant in East Java, and an "Acceptance" level for the Cilacap Plant in Central Java.

In an effort to improve the SLI acceptance level, the Cilacap Plant has responded by preparing a strategy in the form of a Project Charter: SLI Recovery Program, built around three strategic pillars, the Communication Pillar, focused on building trust through direct dialogue; the Engagement Pillar, centered on employee involvement in the community; and the Economic Pillar, aimed at delivering tangible benefits and real impact to the surrounding community.

The achievements recorded throughout 2025 include the following:

1. Platinum Award, Best MSME Patron category for the Narogong Plant, Bina Mitra UMKM Award 2025 from the Corporate Forum for CSR Development (CFCD) Foundation.
2. Platinum Award, Best MSME category for the Pro Bumi Financial Institution Strengthening Program (Paku Bumi) as a Pillar of Empowerment, Bina Mitra UMKM Award 2025 from the Corporate Forum for CSR Development (CFCD) Foundation.
3. 3rd Place Winner for Sustainability Award for the Narogong Plant, West Java CSR Forum from the Governor of West Java.

Peta Jalan Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) Roadmap

4. Top Leader on CSR Commitment untuk Direktur Utama Solusi Bangun Indonesia dari TOP CSR Award 2025.
5. Top Leader on CSR Commitment untuk Direktur Utama Solusi Bangun Andalas dari TOP CSR Award 2025.
6. TOP CSR Award #Star 4 untuk program Mliwang Metubanyune - Pabrik Tuban dari TOP CSR Award 2025.
7. TOP CSR Award #Star 4 untuk program Sobat Si Abes - Pabrik Lhoknga dari TOP CSR Award 2025.
8. Empat Penghargaan Perempuan Berbakti 2025 dari Corporate Forum for CSR Development (CFCD).
9. Predikat Gold, Indonesian SDGs Award (ISDA) 2025 dari Corporate Forum for CSR Development (CFCD) .

4. Top Leader on CSR Commitment for the President Director of Solusi Bangun Indonesia, TOP CSR Awards 2025.
5. Top Leader on CSR Commitment for the President Director of Solusi Bangun Andalas, TOP CSR Awards 2025.
6. TOP CSR Awards #Star 4 for the Mliwang Metubanyune Program – Tuban Plant, TOP CSR Awards 2025.
7. TOP CSR Awards #Star 4 for the Sobat Si Abes Program – Lhoknga Plant, TOP CSR Awards 2025.
8. Four Perempuan Berbakti 2025 Awards from the Corporate Forum for CSR Development (CFCD).
9. Gold designation, Indonesian SDGs Award (ISDA) 2025 from the Corporate Forum for CSR Development (CFCD).

Program Unggulan

Featured Program

Program Bioskop Hijau Demangkarta atau Depok Mangrove Karang Talun, merupakan program kolaborasi unggulan dengan warga Dusun Depok, Kelurahan Karangtalun, Cilacap Utara.

Demangkarta Green Theater Program or Depok Mangrove Karang Talun, is a flagship collaboration program with the people of Depok Hamlet, Karangtalun Subdistrict, North Cilacap.

TITIK NOL: MENGHADAPI KERENTANAN MULTIDIMENSI

Ground Zero: Facing Multidimensional Vulnerability

Kisah Demangkarta tidak bermula dari kondisi yang ideal. Beberapa tahun lalu, pesisir Karangtalun menghadapi kerentanan multidimensi yang mengancam urat nadi kehidupan warganya. Seluas 15 hektar kawasan mangrove Segara Anakan yang sejatinya merupakan kawasan mangrove terluas dengan keanekaragaman hayati tertinggi di Jawa rusak parah akibat penebangan masif.

Kerusakan benteng alami (*bio-shield*) ini membawa efek domino. Tangkapan ikan nelayan merosot tajam. Masyarakat pesisir yang selama ini terjebak dalam *monolivelihood* (ketergantungan tunggal pada hasil laut) tiba-tiba kehilangan pegangan saat krisis datang. Lebih jauh lagi, program-program bantuan masa lalu yang bersifat *top-down* gagal membangun rasa memiliki (*ownership*), justru memicu kecemburuan sosial karena tidak menyentuh seluruh elemen masyarakat.

Karangtalun butuh lebih dari sekadar bantuan amal; mereka butuh transformasi menyeluruh.

The story of Demangkarta did not begin from a position of strength. Several years ago, the Karangtalun coastline faced multidimensional vulnerabilities that threatened the very lifeblood of its community. Some 15 hectares of the Segara Anakan mangrove area, which, in fact the most extensive mangrove zone with the highest biodiversity in Jawa, had been severely damaged by mass deforestation.

The destruction of this natural barrier (bio-shield) triggered a domino effect. Fish catches by local fishermen plummeted sharply. The coastal community, long trapped in a mono-livelihood (sole dependence on marine resources), suddenly found itself without a safety net when crisis struck. Compounding the problem, past top-down assistance programs failed to cultivate a sense of ownership among residents, and instead fueled social jealousy by failing to reach all segments of the community.

Karangtalun needed more than charity. It needed comprehensive transformation.

Wisata olahraga paddle board sebagai bagian dari Program Demangkarta.
Paddle board sports tourism as part of the Demangkarta Program.

Program Unggulan
Featured Program

INTERVENSI KOLABORATIF: MEMBANGUN FONDASI BARU
Collaborative Intervention: Building a New Foundation

Menjawab tantangan tersebut, PT Solusi Bangun Indonesia Tbk Pabrik Cilacap tidak datang dengan solusi instan. Kami hadir dengan pendekatan Inovasi Sosial yang bertumpu pada kolaborasi dan inklusivitas kelembagaan. Langkah pertama adalah menyatukan visi melalui Kelompok Usaha Bersama (KUB) Demangkarta yang menaungi seluruh unit usaha, serta membangun transparansi tata kelola melalui platform terintegrasi www.demangkarta.id.

Dari fondasi kelembagaan yang kuat ini, kami bersama masyarakat merumuskan cetak biru menuju "Pesisir Tangguh, Lestari, dan Mandiri" melalui empat pilar intervensi:

In response to these challenges, PT Solusi Bangun Indonesia Tbk's Cilacap Plant did not arrive with quick-fix solutions. Instead, we came with a Social Innovation approach grounded in collaboration and institutional inclusivity. The first step was to align visions through the Demangkarta Joint Business Group (KUB), which serves as an umbrella for all business units, and to build governance transparency through the integrated platform www.demangkarta.id.

From this strong institutional foundation, we worked together with the community to formulate a blueprint toward a "Resilient, Sustainable, and Self-Reliant Coast" through four pillars of intervention:

Restorasi Ekologi sebagai Benteng Hidup (Adaptasi Iklim)
Kami mengubah pendekatan penanaman yang dulunya memiliki tingkat keberhasilan (viability) di bawah 10%. Melalui keahlian jasa konservasi yang kini dikuasai langsung oleh nelayan setempat, lebih dari **10.000 pohon mangrove telah tertanam dengan tingkat kelulushidupan melampaui 85%**. Hasilnya nyata, laju abrasi di kawasan pesisir berhasil ditekan hingga 90%, mengembalikan fungsi *Bio-Shield* secara optimal.

Ecological Restoration as a Living Barrier (Climate Adaptation)
We transformed the planting approach, which previously had a viability rate of below 10%. Through conservation expertise now directly mastered by local fishermen, more than **10,000 mangrove trees have been planted with a survival rate exceeding 85%**. The results are tangible: the rate of coastal erosion has been reduced by up to 90%, restoring the Bio-Shield function to its optimal capacity.

Sistem Biomassa Sirkular (Mitigasi Iklim)
Mangrove bukan hanya soal menanam, tapi juga mengelola siklus hidupnya. Kami menginisiasi *Circular Biomass System* dengan memanfaatkan limbah daun mangrove dan material organik pesisir sebagai bahan bakar biomassa. Melalui uji coba pengolahan 10 hingga 20 ton limbah per bulan, Demangkarta telah berkontribusi pada mitigasi perubahan iklim dengan **penurunan emisi terverifikasi sebesar 246 Ton CO_2eq/tahun.**

Circular Biomass System (Climate Mitigation)
Mangroves are not only about planting, they are about managing the full lifecycle. We initiated a Circular Biomass System by utilizing mangrove leaf waste and coastal organic materials as biomass fuel. Through the processing of 10 to 20 tons of waste per month in trial runs, Demangkarta has contributed to climate change mitigation with **verified emission reductions of 246 tons of CO_2eq per year.**

Diversifikasi Ekonomi & Ekowisata Berbasis Alam
Untuk melepaskan ketergantungan warga pada satu sumber penghasilan laut, kawasan Demangkarta disulap menjadi pusat ekowisata dan ekonomi kreatif. Kami mengembangkan wisata air *Stand Up Paddle* (SUP) lengkap dengan fasilitas *lifeguard* lokal. Keanekaragaman hayati lokal pun diolah menjadi nilai ekonomi baru, melahirkan inovasi kuliner ikonik seperti **Sega Gandhul Tenggeleng** dan **Minuman Bunga Nipah**. Inisiatif ini membuka lebih dari 4 lapangan kerja hijau (*green jobs*) baru di unit konservasi, wisata, kuliner, dan kreatif.

Economic Diversification and Nature-Based Ecotourism
To break the community's dependence on a single marine income source, the Demangkarta area was transformed into an ecotourism and creative economy hub. We developed Stand Up Paddle (SUP) water tourism, complete with local lifeguard facilities. Local biodiversity was also converted into new economic value, giving rise to iconic culinary innovations such as **Sega Gandhul Tenggeleng and Nipah Flower Beverages.** These initiatives have created more than 4 new green jobs across conservation, tourism, culinary, and creative units.

Ekonomi Kreatif Berbasis Narasi
Melalui program-program inovatif seperti Bioskop Hijau, kami menggunakan instrumen rekayasa sosial untuk mendorong perubahan perilaku masyarakat yang lebih mencintai lingkungan pesisir mereka.

Narrative-Based Creative Economy
Through innovative programs such as Bioskop Hijau (Green Cinema), we employed social engineering instruments to drive behavioral change and foster a deeper love for the coastal environment among the community.

Program Unggulan
Featured Program

DAMPAK TERUKUR: SEJAHTERA, INKLUSIF, DAN OPTIMIS.
Measurable Impact: Prosperous, Inclusive, and Optimistic

Kolaborasi ini telah membuahkan hasil yang melampaui sekadar perbaikan fisik kawasan. Perubahan itu menyentuh dompet, tatanan sosial, dan pikiran masyarakat:

- **Kesejahteraan Ekonomi**: Diversifikasi usaha menciptakan potensi omzet hingga **Rp478 Juta/tahun**, yang secara langsung mendongkrak pendapatan rata-rata anggota KUB sebesar **75%**.
- **Inklusivitas Sosial**: Skala gerakan membesar dari hanya 12 orang perintis menjadi 65 orang dalam satu KUB yang kohesif. Hebatnya, gerakan ini **didominasi oleh perempuan dan pemuda (lebih dari 60%)**, membuktikan bahwa konservasi memberi ruang setara bagi semua. Distribusi manfaat ekonomi juga dipastikan adil bagi 100% anggota aktif.
- **Pergeseran Psikologis**: Ini adalah pencapaian kami yang paling membanggakan. Keberhasilan program ini secara drastis mengubah mentalitas masyarakat dari pesimisme menjadi optimisme berorientasi jangka panjang. Metrik internal kami mencatat **lonjakan Indeks Harapan Masa Depan sebesar 60%.**

This collaboration has yielded results that go far beyond physical improvements to the area. The change has touched the wallets, social fabric, and mindset of the community:

- **Economic Prosperity**: Business diversification has created revenue potential of up to **Rp478 million per year**, directly boosting the average income of KUB members by **75%**.
- **Social Inclusivity**: The movement has grown from just 12 pioneers to 65 members within a cohesive KUB. Notably, the movement is **dominated by women and youth (over 60%)**, demonstrating that conservation provides equal space for all. The distribution of economic benefits is also ensured to be equitable for 100% of active members.
- **Psychological Shift**: This is our most proud achievement. The success of the program has dramatically transformed the community's mentality from pessimism to long-term optimism. Our internal metrics recorded a **60% surge in the Future Hope Index.**

Bioskop Hijau Demangkarta adalah bukti bahwa ketika kerentanan ekologis dan kemiskinan ekonomi didekati dengan kolaborasi yang setara dan tata kelola yang transparan, alam bisa kembali pulih dan masyarakat bisa mandiri. Solusi Bangun Indonesia berkomitmen untuk terus menjadikan model Demangkarta sebagai tonggak Inovasi Sosial yang bisa direplikasi demi pesisir Indonesia yang lebih tangguh.

Bioskop Hijau Demangkarta is proof that when ecological vulnerability and economic poverty are approached through equal collaboration and transparent governance, nature can recover and communities can become self-reliant. Solusi Bangun Indonesia is committed to continuing to position the Demangkarta model as a landmark of Social Innovation that can be replicated for a more resilient Indonesian coastline.

Seluruh realisasi program CSR di tahun 2025 dan pencapaian Strategi Keberlanjutan Solusi Bangun Indonesia 2025-2030 telah disajikan pada Laporan Keberlanjutan Perseroan yang diterbitkan terpisah dan dapat diakses melalui www. solusibangunindonesia.com.

All realizations of CSR programs in 2025 and the achievement of the Solusi Bangun Indonesia 2025-2030 Sustainability Strategy are presented in the Company's Sustainability Report, which is published separately and can be accessed through www. solusibangunindonesia.com.

Menciptakan Lingkungan Bekerja yang Layak dan Aman Bagi Karyawan Kami

Creating Proper and Safe Work Environment for our People

Solusi Bangun Indonesia berkomitmen untuk hadirkan lingkungan kerja yang layak dan aman bagi seluruh karyawan Perseroan. Komitmen ini diselaraskan dengan Visi Perseroan dalam aspek Keselamatan dan Kesehatan Kerja (K3) adalah menjalankan bisnis dengan tujuan mencapai *zero harm*.

Dalam implementasinya, Perseroan menerapkan manajemen K3 aktif, mencegah kecelakaan kerja dan penyakit akibat kerja (PAK), serta menyediakan tempat kerja dan sistem kerja yang aman. Perseroan mempertajam fokus pada *Health and Safety Improvement Plan* (HSIP) yang selaras dengan semangat perbaikan berkelanjutan, meliputi:

1. HSIP#1 : Strengthening Safety Culture & Leadership (pencapaian 97%)
2. HSIP#2 : Respirable Dust & Respirable Crystalline Silica Management (pencapaian 100%)

Solusi Bangun Indonesia is committed to providing a decent and safe work environment for all Company employees. This commitment is in line with the Company's vision in the Occupational Health and Safety (OHS) aspect, which is to run a business with zero harm.

In its implementation, the Company applies active OHS management, prevents work accidents and occupational diseases (PAK), and provides a safe workplace and work system. The Company sharpens its focus on the Health and Safety Improvement Plan (HSIP), which is in line with the spirit of continuous improvement, including:

1. HSIP#1 : Strengthening Safety Culture & Leadership (97% achievement)
2. HSIP#2 : Respirable Dust & Respirable Crystalline Silica Management (100% achievement)

Menciptakan Lingkungan Bekerja yang Layak dan Aman Bagi Karyawan Kami

Creating Proper and Safe Work Environment for our People

Di tahun 2025 Solusi Bangun Indonesia semakin memperkuat komitmennya dengan memperdalam fokus pada HSIP dengan merumuskan target keselamatan jangka panjang hingga tahun 2030.

In 2025, Solusi Bangun Indonesia further strengthened its commitment by deepening its focus on the Health & Safety Improvement Plan (HSIP), formulating long-term safety targets through to 2030.

TINGKAT KECELAKAAN KERJA

Solusi Bangun Indonesia senantiasa mewujudkan kinerja baik tanpa kecelakaan kerja. Melalui penerapan sistem K3 yang konsisten dan budaya kerja yang berorientasi pada keselamatan, Perseroan berharap tidak terjadi insiden fatal maupun tantangan besar terkait keselamatan kerja sepanjang tahun.

WORK ACCIDENT RATE

Solusi Bangun Indonesia strives to realize good performance with zero work accidents. Through the consistent application of OHS systems and a safety-oriented work culture, the Company expects that there will be no fatal incidents or major safety-related challenges recorded throughout the year.

Komitmen ini senantiasa ditingkatkan dan dioptimalkan guna membangun lingkungan kerja yang aman, sehat, dan produktif bagi seluruh karyawan. Selain itu, Perseroan akan terus memperkuat implementasi K3 di seluruh lini operasional, sebagai bagian dari komitmen berkelanjutan untuk menjaga kesejahteraan karyawan dan mendukung pertumbuhan bisnis yang berkelanjutan.

This commitment is always improved and optimized to foster a safe, healthy, and productive working environment for all employees. Furthermore, the Company will continue to strengthen the implementation of OHS practices across all operational lines as part of its ongoing commitment to employee well-being and sustainable business growth.

Tabel Tingkat Kecelakaan Tahun 2024-2025

Table of Accident Rate in 2024-2025

No	Data K3 *OHS Data*	Karyawan *Employee*		Kontraktor *Contractor*	
		2025	2024	2025	2024
1	Insiden Fatal | Fatalities	0	0	0	0
2	Insiden dengan konsekuensi tinggi (cacat tetap atau dengan waktu pemulihan lebih dari 6 bulan) | Incidents with high consequences (permanent disability or with recovery time of more than 6 months)	0	0	0	0
3	Cedera Terekam (insiden Waktu Hilang, Tugas Kerja yang Diubah, Insiden Medis) | Recorded injuries (Lost Time Incident, Modified Work Duty, Medical Incident)	1	0	4	5
4	Hari Kerja Hilang | Day Lost	4	0	53	6
5	Lokasi di area pabrik | On-site	1	0	4	5
6	Lokasi di luar area pabrik | Off-site	0	0	0	0
7	Jumlah jam kerja | Total working hours	3.764.058	4.117.427	15.142.166	16.150.567
8	Tingkat Frekuensi Kecelakaan Penyebab Hilangnya Waktu Kerja (LTIFR) *On-Site* | On-Site Lost Time Injury Frequency Rate (LTIFR)	0,27	0,14	0,26	0,18
9	Tingkat Frekuensi Kecelakaan Kerja (TIFR) *On-Site* | On-Site Total Injury Frequency Rate (TIFR)	0,53	0	0,86	0,31

Menciptakan Lingkungan Bekerja yang Layak dan Aman Bagi Karyawan Kami

Creating Proper and Safe Work Environment for our People

Secara berkala, Solusi Bangun Indonesia juga memberikan kesempatan yang sama bagi seluruh karyawan untuk ikut sera dalam program kompetensi mengenai K3. Realisasi program kompetensi K3 yang diselenggarakan di sepanjang tahun 2025 adalah sebagai berikut:

Solusi Bangun Indonesia also periodically provides equal opportunities for all employees to participate in OHS competency programs. The implementation of the OHS competency programs throughout 2025 is as follows:

Tabel Realisasi Program Kompetensi K3 Tahun 2025 / **Table of Realization of OHS Competency Program in 2025**

No	Tindakan *Action*	Keterangan *Description*	Implementasi *Implementation*			
			Pencapaian *Achievement*	Tenggat *Deadline*	Status	Aktivitas *Activities*
1	Teknisi K3 Listrik | Electrical OHS Technician	Sertifikasi | Certification	5	5	Terlaksana | Completed	*Training Offline* | Offline Training
2	TKBT Tingkat 2 | TKBT Level 2	Sertifikasi | Certification	11	20	Terlaksana | Completed	Penjadwalan ulang | Rescheduled
3	Lisensi K3 Pesawat angkat angkut | Lifting and Transport Equipment OHS License	Sertifikasi | Certification	5	5	Terlaksana | Completed	*Training Offline* | Offline Training
4	K3 Juru ikat tali (*Rigger*) | OHS Rigging/Rigger Certification	Sertifikasi | Certification	3	8	Terlaksana | Completed	Penjadwalan ulang | Rescheduled
5	Petugas P3K | First Aid Officer	Sertifikasi | Certification	30	32	Terlaksana | Completed	Penjadwalan ulang | Rescheduled

Surat Pernyataan Anggota Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2025 PT Solusi Bangun Indonesia Tbk

Statement of Members of the Board of Commissioners and the Board of Directors Regarding Responsibility for the 2025 Annual Report of PT Solusi Bangun Indonesia Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Solusi Bangun Indonesia Tbk tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

We, the undersigned, hereby declare that all information in the Annual Report of PT Solusi Bangun Indonesia Tbk for the year 2025 has been presented in its entirety, and that we assume full responsibility for the accuracy of the contents of this Annual Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is duly made in all integrity.

Jakarta, 29 April 2026 / Jakarta, April 29, 2026

DEWAN KOMISARIS
Board of Commissioners

FADLANSYAH LUBIS
Komisaris Utama
President Commissioner

AGNES MARCELLINA TJHIN
Komisaris Independen
Independent Commissioner

HUSNEDI
Komisaris Independen
Independent Commissioner

PRASETYO SUHARTO
Komisaris
Commissioner

SHINJI FUKAMI
Komisaris
Commissioner

DIREKSI
Board of Directors

RIZKI KRESNO EDHIE HAMBALI
Direktur Utama
President Director

ASRUDDIN
Direktur Keuangan & Manajemen Risiko
Finance & Risk Management Director

EDI SARWONO
Direktur Operasi
Operations Director

YASUHIDE ABE
Direktur Offtake & Partnership
Offtake & Partnership Director

Laporan Keuangan

Financial Report

08

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SOLUSI BANGUN INDONESIA

PT Solusi Bangun Indonesia Tbk

dan Entitas Anak/*and Subsidiaries*

Laporan Keuangan Konsolidasian/

Consolidated Financial Statements

31 Desember 2025 /
December 31, 2025

SIG

SOLUSI BANGUN INDONESIA

SURAT PERNYATAAN DIREKSI TENTANG/
BOARD OF DIRECTOR'S STATEMENT REGARDING

TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN PADA TANGGAL DAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025

THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS AT AND FOR THE YEAR ENDED DECEMBER 31, 2025

PT SOLUSI BANGUN INDONESIA TBK
DAN ENTITAS ANAK/*AND ITS SUBSIDIARIES*

Kami yang bertanda tangan di bawah

1. Nama : Rizki Kresno Edhie Hambali
   Alamat kantor : Talavera Suite, Lt. 15, Talavera Office Park Jl. T.B. Simatupang Kav. 22-26, Jakarta 12430
   Jabatan : Direktur Utama
   Nomor Telepon : (021) 29861000
2. Nama : Asruddin
   Alamat kantor : Talavera Suite, Lt. 15, Talavera Office Park Jl. T.B. Simatupang Kav. 22-26, Jakarta 12430
   Jabatan : Direktur Keuangan & Manajemen Risiko
   Nomor Telepon : (021) 29861000

menyatakan bahwa:

1. Direksi bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Solusi Bangun Indonesia Tbk dan entitas anak ("Grup");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsodilasian Grup telah dimuat secara lengkap dan benar;

   b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan
4. Direksi bertanggung jawab atas sistem pengendalian internal Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned:

1. *Name : Rizki Kresno Edhie Hambali*
   Office address : Talavera Suite 15th Floor, Talavera Office Park Jl. T.B. Simatupang Kav. 22-26, Jakarta 12430
   Position : President Director
   Phone Number : (021) 29861000
2. *Name : Asruddin*
   Office address : Talavera Suite 15th Floor, Talavera Office Park Jl. T.B. Simatupang Kav. 22-26, Jakarta 12430
   Position : Finance & Risk Management Director
   Phone Number : (021) 29861000

declare that:

1. *The Board of Director is responsible for the preparation and presentation of the consolidated financial statements of PT Solusi Bangun Indonesia Tbk and its subsidiaries (the "Group");*
2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. *a. All information in the Group's consolidated financial statements have been disclosed in complete and truthful manner;*

   b. The Group's consolidated financial statements do not contain any incorrect information or material facts, nor do they omit information or material facts; and
4. *The Board of Director is responsible for the Group's internal control systems.*

Thus, this statement letter is made truthfully.

Atas nama dan mewakili Direksi/*For and on behalf of the Board of Director*

Jakarta, 27 Maret/*March 27,* 2026

METERAI TEMPEL
D6AMX275477097

Rizki Kresno Edhie Hambali
Direktur Utama/*President Director*

Asruddin
Direktur Keuangan & Manajemen Risiko
Finance & Risk Management Director

Deloitte.

Liana Ramon Xenia & Rekan
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Indonesia

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Email: iddttl@deloitte.com
www.deloitte.com/id

Laporan Auditor Independen

No. 00095/2.1460/AU.1/04/1672-3/1/III/2026

Pemegang Saham, Dewan Komisaris dan Direksi

PT Solusi Bangun Indonesia Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Solusi Bangun Indonesia Tbk dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Independent Auditor's Report

No. 00095/2.1460/AU.1/04/1672-3/1/III/2026

The Shareholders, Boards of Commissioners and Directors

PT Solusi Bangun Indonesia Tbk

Opinion

We have audited the consolidated financial statements of PT Solusi Bangun Indonesia Tbk and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Liana Ramon Xenia & Rekan ("LRX") is a member (as such term is used in Regulation of the Ministry of Finance Number 186/PMK.01/2021 and Regulation of the Financial Services Authority Number 9 of 2023 (the "Relevant Law")) of Deloitte Southeast Asia Limited ("DSEAL"). DSEAL is the registered Foreign Audit Organisation ("Organisasi Audit Asing" or "OAA") to LRX for the purposes of the Relevant Law.

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Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Penyisihan untuk kerugian kredit ekspektasian atas piutang usaha

Pada tanggal 31 Desember 2025, piutang usaha Grup adalah sebesar Rp2.020.740 juta, yang mencakup 9,9% dari total aset Grup, terdiri dari total piutang usaha sebesar Rp2.236.544 juta dan cadangan kerugian kredit ekspektasian sebesar Rp215.804 juta.

Sesuai dengan PSAK 109 *Instrumen Keuangan*, Grup menentukan kerugian kredit ekspektasian dengan menerapkan pendekatan yang disederhanakan, yang menggunakan kerugian kredit ekspektasian sepanjang umur dengan basis masa depan. Tingkat kerugian kredit ekspektasian adalah berdasarkan tingkat gagal bayar historis atas pengelompokan berbagai segmen pelanggan yang memiliki resiko kredit yang sama, disesuaikan dengan informasi masa depan sesuai yang diungkapkan pada Catatan 4 di laporan keuangan konsolidasian. Penilaian ini melibatkan estimasi manajemen yang signifikan.

Pengungkapan Grup mengenai piutang usaha dijelaskan dalam Catatan 6 atas laporan keuangan konsolidasian.

Bagaimana hal ini ditangani dalam audit

Kami memperoleh pemahaman dan melaksanakan prosedur untuk mengevaluasi desain dan implementasi dari pengendalian internal manajemen yang relevan sehubungan dengan penyisihan kredit ekspektasian atas piutang usaha.

Kami mengevaluasi kesesuaian model kerugian kredit ekspektasian yang digunakan dan menguji kewajaran asumsi utama (yaitu definisi gagal bayar, pengelompokan berbagai segmen pelanggan, karakteristik risiko kredit, dan informasi masa depan) yang digunakan oleh manajemen untuk mengestimasi cadangan kerugian kredit ekspektasian.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Allowance for expected credit losses (ECL) for trade receivables

As at December 31, 2025, the Group's net trade receivables of IDR 2,020,740 million, which account for approximately 9.9% of the Group's total assets, comprise gross trade receivables of IDR 2,236,544 million and a corresponding allowance for expected credit losses of IDR 215,804 million.

In accordance with PSAK 109 *Financial Instruments*, the Group determines ECL by applying the simplified approach, which uses a lifetime ECL on a forward-looking basis. The expected credit loss rates are based on historical default rates for groupings of various customer segments that have similar credit risk characteristics, adjusted with forward-looking information as disclosed in Note 4 to the consolidated financial statements. The determination of ECL involves significant management estimates.

The Group's disclosures on the trade receivables are set out in Note 6 to the consolidated financial statements.

How the matter was addressed in the audit

We obtained an understanding and performed procedures to evaluate the design and implementation of management's relevant controls in respect of the allowance for expected credit losses of trade receivables.

We evaluated the appropriateness of the expected credit loss model used and challenged the reasonableness of key assumptions (i.e., definition of default, grouping of various customer segments, credit risk characteristics, and forward-looking information) used by management to estimate the allowance for expected credit losses.

Kami menguji keakuratan dan kelengkapan data yang digunakan dalam model kerugian kredit ekspektasian dan memeriksa keakuratan matematis dari perhitungan tersebut.

Kami menilai ketepatan pengungkapan terkait dalam laporan keuangan konsolidasian.

We tested the accuracy and completeness of data used in the expected credit loss model and checked mathematical accuracy of the calculation.

We assessed the appropriateness of the related disclosures in the consolidated financial statements.

Penurunan nilai goodwill

Pada tanggal 31 Desember 2025, nilai tercatat goodwill adalah sebesar Rp331.808 juta, yang mencakup 1,6% dari total aset Grup.

Goodwill diisyaratkan untuk penilaian penurunan nilai setiap tahun dan ketika keadaan mengindikasikan bahwa nilai tercatat mungkin mengalami penurunan nilai. Penilaian penurunan nilai goodwill melibatkan pertimbangan manajemen yang signifikan dalam estimasi jumlah terpulihkan, yang telah dihitung oleh manajemen menggunakan model nilai pakai ("VIU") dari unit-unit penghasil kas ("CGUs"). Model tersebut melibatkan pertimbangan dan estimasi yang signifikan dari manajemen sehubungan dengan tingkat diskonto, tingkat pertumbuhan tahunan dan tingkat pertumbuhan perpetuitas.

Mengingat kompleksitas dan sifat penilaian dari pengujian penurunan nilai, manajemen melibatkan penilai eksternal independen untuk mengestimasi VIU dari CGUs.

Pengungkapan Grup mengenai goodwill dijelaskan dalam Catatan 14 atas laporan keuangan konsolidasian.

Bagaimana hal ini ditangani dalam audit

Kami memperoleh pemahaman dan mengevaluasi desain dan implementasi dari pengendalian internal manajemen yang relevan sehubungan dengan proses penilaian penurunan nilai goodwill.

Kami menilai ketepatan identifikasi CGUs oleh manajemen dan mengevaluasi apakah proses penilaian penurunan nilai telah diterapkan secara konsisten di seluruh CGUs.

Kami menilai kompetensi, kapabilitas, dan objektivitas penilai eksternal independen yang dilibatkan oleh manajemen dan melibatkan ahli penilai internal kami untuk mendukung pekerjaan audit kami.

Impairment of goodwill

As at Desember 31, 2025, the carrying amount of goodwill is IDR 331,808 million, which accounted for approximately 1.6% of the Group's total assets.

Goodwill is required to be assessed for impairment annually and when circumstances indicate that the carrying value may be impaired. Impairment assessment of goodwill involves significant management judgment in the estimation of the recoverable amounts, which management has calculated using the value-in-use ("VIU") model of the cash-generating units ("CGUs"). The model involves significant judgment and estimates from management in respect of discount rate, annual growth rate and perpetuity growth rate.

Given the complexity and judgmental nature of the impairment testing, management engaged an independent external valuer to estimate the VIU of the CGUs.

The Group's disclosures on the goodwill are set out in Note 14 to the consolidated financial statements.

How the matter was addressed in the audit

We obtained an understanding and evaluated the design and implementation of the Group's relevant controls in respect of the goodwill impairment assessment process.

We assessed the appropriateness of the management's identification of the CGUs and evaluated whether the impairment assessment process has been applied consistently across the CGUs.

We assessed the competence, capability and objectivity of the independent external valuer engaged by management and involved our internal valuation expert to support us in our audit work.

Kami melibatkan penilai ahli internal kami untuk membantu kami dalam meninjau dan mengevaluasi pendekatan manajemen, metodologi penilaian, dan teknik yang digunakan dalam penilaian penurunan nilai goodwill dan menguji asumsi utama yang digunakan oleh manajemen, yaitu tingkat diskonto, tingkat pertumbuhan dan asumsi makroekonomi lainnya yang digunakan dalam proyeksi arus kas.

We have engaged our internal valuation expert to assist us in reviewing and evaluating management's approach, valuation methodology and technique used in the goodwill impairment assessment are appropriate in the circumstances, the discount and growth rates' assumptions, and other macroeconomic assumptions used.

Kami menilai kewajaran proyeksi arus kas dan membandingkan input utama dengan data historis dan kinerja CGU. Hal ini termasuk dengan melakukan analisis *lookback*. Kami juga memeriksa keakuratan matematis perhitungan.

We assessed the reasonableness of the cash flow projections and compared the key inputs against the CGU's historical data and performance. This included performing lookback analysis. We also checked the mathematical accuracy of the calculation.

Kami menilai apakah keseluruhan VIU berada dalam kisaran yang dapat diterima dengan melakukan analisis sensitivitas pada hasil penilaian penurunan nilai manajemen.

We assessed whether the overall VIU was within the acceptable range by performing sensitivity analysis on the results of management's impairment assessment.

Kami menilai ketepatan pengungkapan terkait dalam laporan keuangan konsolidasi.

We assessed the appropriateness of the related disclosures in the consolidated financial statements.

Penekanan Suatu Hal

Emphasis of Matter

Kami menarik perhatian ke Catatan 1c pada laporan keuangan konsolidasian yang menggambarkan dampak persyaratan free float di Bursa Efek Indonesia termasuk penghentian sementara perdagangan saham Perusahaan. Opini kami tidak diubah sehubungan dengan hal tersebut.

We draw attention to Note 1c to the consolidated financial statements which describes the effects of the Indonesia Stock Exchange's free float requirements including the trading suspension on the shares of the Company. Our opinion is not modified in respect of these matters.

Informasi Lain

Other Information

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak mencantumkan laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak akan menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan yang tepat sesuai dengan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

LIANA RAMON XENIA & REKAN

Juan Ramon Junius Siahaan
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27 Maret 2026/*March 27, 2026*

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PT SOLUSI BANGUN INDONESIA TBK
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

Lampiran 1/1 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS AT DECEMBER 31, 2025
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2025	2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	5	215,220	150,342	*Cash and cash equivalents*
Piutang usaha				*Trade receivables*
- Pihak ketiga	6	110,388	178,161	*Third parties -*
- Pihak berelasi	6, 35g	1,910,352	2,317,488	*Related parties -*
Piutang lain-lain				*Other receivables*
- Pihak ketiga	7	85,395	116,656	*Third parties -*
- Pihak berelasi	7, 35f	226,433	147,841	*Related parties -*
Persediaan	8	1,213,459	1,151,302	*Inventories*
Pajak lain-lain dibayar di muka	18b	613,155	609,659	*Other prepaid taxes*
Biaya dibayar di muka	9	5,554	9,968	*Prepaid expenses*
Aset derivatif		-	67	*Derivative assets*
Aset lancar lainnya	10	15,843	22,312	*Other current assets*
Jumlah Aset Lancar		**4,395,799**	**4,703,796**	***Total Current Assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Kas dan setara kas yang dibatasi penggunaannya	11	50,317	46,554	*Restricted cash and cash equivalents*
Aset pajak tangguhan	18e	28,989	33,398	*Deferred tax assets*
Aset tetap dan tanah pertambangan	12	15,159,111	15,449,192	*Fixed assets and quarry*
Aset hak-guna	13a	269,840	261,969	*Right-of-use assets*
Tagihan pengembalian pajak				*Claims for tax refund*
- Pajak penghasilan badan	18a	77,695	152,669	*Corporate income tax -*
- Pajak lain-lain	18a	4,947	1,883	*Other taxes -*
Goodwill	14	331,808	331,808	*Goodwill*
Aset tidak lancar lainnya	15	60,995	65,083	*Other non-current assets*
Jumlah Aset Tidak Lancar		**15,983,702**	**16,342,556**	***Total Non-Current Assets***
JUMLAH ASET		**20,379,501**	**21,046,352**	***TOTAL ASSETS***

PT SOLUSI BANGUN INDONESIA TBK
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

Lampiran 1/2 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS AT DECEMBER 31, 2025
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2025	2024	
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha				*Trade payables*
- Pihak ketiga	16	1,854,530	1,952,230	*Third parties -*
- Pihak berelasi	16, 35h	784,783	1,401,741	*Related parties -*
Utang lain-lain				*Other payables*
- Pihak ketiga	17	66,592	83,112	*Third parties -*
- Pihak berelasi	17, 35i	69,140	8,526	*Related parties -*
Utang pajak				*Taxes payable*
- Pajak penghasilan badan	18c	22,159	2,704	*Corporate income tax -*
- Pajak lain-lain	18c	15,718	6,266	*Other taxes -*
Beban masih harus dibayar	19	302,162	252,867	*Accrued expenses*
Liabilitas derivatif		53	-	*Derivative liabilities*
Liabilitas imbalan kerja jangka pendek	34a	235,272	248,205	*Short-term employee benefit liabilities*
Pinjaman bank jangka pendek	20	400,000	-	*Short-term bank loans*
Pinjaman bank jangka panjang jatuh tempo dalam satu tahun				*Current maturities of long-term bank loans*
- Pihak ketiga	21	500,000	400,000	*Third parties -*
Liabilitas sewa jatuh tempo dalam satu tahun	13b	124,960	108,992	*Current maturities of lease liabilities*
Jumlah Liabilitas Jangka Pendek		**4,375,369**	**4,464,643**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas pajak tangguhan	18e	1,268,252	1,230,890	*Deferred tax liabilities*
Pinjaman bank jangka panjang	21	742,056	1,539,857	*Long-term bank loans*
Liabilitas imbalan kerja jangka panjang	34b	446,803	562,466	*Long-term employee benefit liabilities*
Provisi untuk restorasi	22	98,001	88,867	*Provision for restoration*
Utang lain-lain				*Other payables*
- Pihak berelasi	35i, 37c	130,602	121,648	*Related party -*
Provisi jangka panjang	23	16,989	30,057	*Non-current provisions*
Liabilitas sewa	13b	96,810	93,814	*Lease liabilities*
Jumlah Liabilitas Jangka Panjang		**2,799,513**	**3,667,599**	***Total Non-Current Liabilities***
JUMLAH LIABILITAS		**7,174,882**	**8,132,242**	***TOTAL LIABILITIES***

PT SOLUSI BANGUN INDONESIA TBK
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

Lampiran 1/3 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS AT DECEMBER 31, 2025
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2025	2024	
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp500 per saham Modal dasar - 30.651.600.000 saham Modal ditempatkan dan disetor - 9.019.381.973 saham pada tanggal 31 Desember 2025 dan 2024	24	4,509,691	4,509,691	*Share capital - par value Rp500 per share Authorised - 30,651,600,000 shares Issued and paid-up - 9,019,381,973 shares as at December 31, 2025 and 2024*
Tambahan modal disetor	25	5,014,275	5,014,275	*Additional paid-in capital*
Komponen ekuitas lain				*Other components of equity*
Pengukuran kembali liabilitas imbalan pascakerja setelah pajak	34	(284,316)	(288,620)	*Remeasurement of post employment benefit obligations, net of tax*
Saldo laba:				*Retained earnings:*
- Dicadangkan	33	901,938	901,938	*Appropriated -*
- Belum dicadangkan		3,063,031	2,776,826	*Unappropriated -*
JUMLAH EKUITAS		**13,204,619**	**12,914,110**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**20,379,501**	**21,046,352**	***TOTAL LIABILITIES AND EQUITY***

PT SOLUSI BANGUN INDONESIA TBK
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

Lampiran 2 *Schedule*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2025
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2025	2024	
PENDAPATAN	26	10,737,250	11,818,978	***REVENUE***
BEBAN POKOK PENDAPATAN	27	(8,320,614)	(9,263,093)	***COST OF REVENUE***
LABA KOTOR		**2,416,636**	**2,555,885**	***GROSS PROFIT***
Beban usaha				*Operating expenses*
Distribusi dan penjualan	28	(977,202)	(954,720)	*Distribution and selling*
Umum dan administrasi	29	(309,372)	(365,423)	*General and administrative*
(Rugi) laba selisih kurs		(30,256)	24,819	*Foreign exchange (loss) gain*
Rugi dari penghapusan aset tetap	12	-	(264)	*Loss from write-offs of fixed assets*
Lainnya-bersih	30	(7,498)	(8,656)	*Others-net*
LABA SEBELUM BUNGA DAN PAJAK PENGHASILAN		**1,092,308**	**1,251,641**	***PROFIT BEFORE INTEREST AND INCOME TAX***
Penghasilan keuangan		5,838	5,545	*Finance income*
Beban keuangan	31	(159,021)	(240,504)	*Finance costs*
LABA SEBELUM PAJAK PENGHASILAN		**939,125**	**1,016,682**	***PROFIT BEFORE INCOME TAX***
Beban pajak penghasilan	18d	(280,383)	(271,592)	*Income tax expenses*
LABA TAHUN BERJALAN		**658,742**	**745,090**	***PROFIT FOR THE YEAR***
LABA (RUGI) KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME (LOSS)***
Pengukuran kembali atas liabilitas imbalan kerja jangka panjang		5,439	(86,019)	*Remeasurement of long-term employee benefit liabilities*
(Beban) manfaat pajak penghasilan terkait		(1,135)	18,819	*Related income tax (expense) benefit*
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN		**663,046**	**677,890**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
Laba per saham - dasar dan dilusian (nilai penuh)	32	73	83	***Earnings per share - basic and diluted*** *(full amount)*

T SOLUSI BANGUN INDONESIA TBK
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

Lampiran 3 *Schedule*

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah)

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED
DECEMBER 31, 2025
(Expressed in millions of Rupiah)

	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Komponen ekuitas lain/ *Other component of equity* Pengukuran kembali liabilitas imbalan pascakerja, setelah pajak/ *Remeasurement of post-employment benefit obligations, net of tax*	Saldo laba/ *Retained earnings* Dicadangkan/ *Appropriated*	Saldo laba/ *Retained earnings* Belum dicadangkan/ *Unappropriated*	Jumlah ekuitas/ *Total equity*	
Saldo per 1 Januari 2024		**4,509,691**	**5,014,275**	**(221,420)**	**901,938**	**2,300,130**	**12,504,614**	***Balance as at January 1, 2024***
Dividen	33	-	-	-	-	(268,394)	(268,394)	*Dividends*
Laba tahun berjalan		-	-	-	-	745,090	745,090	*Profit for the year*
Rugi komprehensif lain		-	-	(67,200)	-	-	(67,200)	*Other comprehensive loss*
Saldo per 31 Desember 2024		**4,509,691**	**5,014,275**	**(288,620)**	**901,938**	**2,776,826**	**12,914,110**	***Balance as at December 31, 2024***
Dividen	33	-	-	-	-	(372,537)	(372,537)	*Dividends*
Laba tahun berjalan		-	-	-	-	658,742	658,742	*Profit for the year*
Laba komprehensif lain		-	-	4,304	-	-	4,304	*Other comprehensive income*
Saldo per 31 Desember 2025		**4,509,691**	**5,014,275**	**(284,316)**	**901,938**	**3,063,031**	**13,204,619**	***Balance as at December 31, 2025***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements

PT SOLUSI BANGUN INDONESIA TBK
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

Lampiran 4 *Schedule*

LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah)

CONSOLIDATED STATEMENTS OF CASH FLOWS FOR
THE YEAR ENDED
DECEMBER 31, 2025
(Expressed in millions of Rupiah)

	Catatan/ *Notes*	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan		11,260,741	13,196,148	*Receipts from customers*
Pembayaran kepada pemasok		(8,796,089)	(9,697,530)	*Payments to suppliers*
Pembayaran kepada karyawan		(894,778)	(977,510)	*Payments to employees*
Penerimaan dari penghasilan bunga		5,838	5,545	*Interest income received*
Pembayaran beban keuangan		(162,486)	(245,623)	*Interest and finance charges paid*
Pembayaran pajak penghasilan dan pajak lainnya		(953,488)	(1,065,666)	*Payment of income taxes and other taxes*
Penerimaan dari kantor pajak		745,274	661,435	*Refund from tax office*
Arus kas bersih yang diperoleh dari aktivitas operasi		**1,205,012**	**1,876,799**	***Net cash flows generated from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap	12	(370,261)	(730,229)	*Acquisition of fixed assets*
Penambahan aset hak-guna	13b	(18,159)	(27,661)	*Addition of right-of-use assets*
Penempatan kas dan setara kas yang dibatasi penggunaannya		(2,589)	(10,185)	*Placement of restricted cash and cash equivalents*
Penarikan kas yang dibatasi penggunaannya		-	1,070	*Withdrawal of restricted cash and cash equivalents*
Arus kas bersih yang digunakan untuk aktivitas investasi		**(391,009)**	**(767,005)**	***Net cash flows used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran pinjaman bank jangka panjang	21	(700,000)	(800,000)	*Repayment of long-term bank loans*
Penerimaan pinjaman bank jangka pendek	20	400,000	-	*Proceeds from drawdown of short-term bank loans*
Pembayaran dividen	33	(363,167)	(262,226)	*Payment of dividends*
Pembayaran pokok liabilitas sewa	13b	(85,352)	(237,669)	*Principal repayments of lease liabilities*
Arus kas bersih yang digunakan untuk aktivitas pendanaan		**(748,519)**	**(1,299,895)**	***Net cash flows used in financing activities***
Kenaikan (penurunan) bersih kas dan setara kas		**65,484**	**(190,101)**	***Net increase (decrease) in cash and cash equivalents***
Kas dan setara kas pada awal tahun		**150,342**	**339,455**	***Cash and cash equivalents at beginning of year***
Pengaruh perubahan kurs mata uang asing		(606)	988	*Effect of changes in foreign currency exchange rates*
KAS DAN SETARA KAS PADA AKHIR TAHUN		**215,220**	**150,342**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

1. UMUM

a. Pendirian dan informasi umum

PT Solusi Bangun Indonesia Tbk ("Perusahaan") didirikan dalam rangka Undang-undang No.1 tahun 1967 juncto Undang-undang No. 11 tahun 1970 tentang Penanaman Modal Asing ("PMA"), berdasarkan Akta No. 53 tanggal 15 Juni 1971 dari Notaris Abdul Latief, S.H. Akta pendirian Perusahaan telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. JA.5/149/7 tanggal 23 September 1971 dan diumumkan dalam Berita Negara Republik Indonesia No. 82 tanggal 12 Oktober 1971, Tambahan No. 466. Perusahaan mengganti status investasinya dari penanaman modal asing (PMA) ke penanaman modal dalam negeri (PMDN) berdasarkan persetujuan dari Ketua Badan Koordinasi Penanaman Modal No. 17/V/1988 tanggal 19 November 1988. Efektif tanggal 1 Januari 2006, Perusahaan mengganti namanya dari PT Semen Cibinong Tbk menjadi PT Holcim Indonesia Tbk.

Sesuai dengan pasal 1 ayat 1 Akta No. 11 tanggal 11 Februari 2019, PT Holcim Indonesia Tbk berubah nama menjadi PT Solusi Bangun Indonesia Tbk. Perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui keputusan No. AHU-0008550.AH.01.02.TAHUN 2019 tanggal 18 Februari 2019.

Anggaran Dasar Perusahaan telah mengalami perubahan dari waktu ke waktu, terakhir dengan Akta No. 10 tanggal 5 Desember 2025 dibuat dihadapan Notaris Aulia Taufani, S.H., yang telah mendapatkan Persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0085911.AH.01.02 tanggal 29 Desember 2025, di mana Perusahaan mengubah pasal 3 dalam Anggaran Dasar.

Ruang lingkup kegiatan usaha Perusahaan menurut anggaran dasar antara lain adalah berusaha dalam bidang industri pengolahan; konstruksi; pengangkutan dan pergudangan; aktivitas penyewaan dan sewa guna usaha tanpa hak opsi, ketenagakerjaan, agen perjalanan dan penunjang usaha lainnya; perdagangan besar dan eceran, reparasi dan perawatan mobil dan sepeda motor; treatment air, treatment air limbah, treatment dan pemulihan material sampah dan aktivitas remediasi; aktivitas profesional ilmiah dan teknis; pertambangan dan penggalian; real estat.

1. GENERAL

a. Establishment and general information

PT Solusi Bangun Indonesia Tbk (the "Company") was established within the framework of the Foreign Capital Investment Law No. 1 year 1967 as amended by Law No. 11 year 1970 concerning Investment ("PMA"), based on Deed No. 53 dated June 15, 1971 of Notary Abdul Latief, S.H. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia through Decision Letter No. JA.5/149/7 dated September 23, 1971 and was published in Supplement No. 466 to the State Gazette of the Republic of Indonesia No. 82, dated October 12, 1971. The Company changed its foreign capital investment status (PMA) to domestic capital investment (PMDN) based on the approval from the Chairman of the Capital Investment Coordinating Board No. 17/V/1988 dated November 19, 1988. Effective January 1, 2006, the Company changed its name from PT Semen Cibinong Tbk to PT Holcim Indonesia Tbk.

In accordance with article 1 paragraph 1 of Deed No. 11 dated February 11, 2019, the name of the Company changed from PT Holcim Indonesia Tbk to PT Solusi Bangun Indonesia Tbk. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0008550.AH.01.02.TAHUN 2019 dated February 18, 2019.

The Company's Articles of Association have been amended from time to time, most recently with Deed No. 10 dated December 5, 2025 made before Notary Aulia Taufani, S.H., who has obtained the approval from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0085911.AH.01.02 dated December 29, 2025, whereby the Company amended article 3 in the Articles of Association.

The scope of the Company's business activities in accordance to the Articles of Association are includes to operate in the processing industry; construction; transportation and warehousing; rental and leasing activities without options, employment, travel agents and other business support; wholesale and retail trade, repair and maintenance of cars and motorbikes; water treatment, waste water treatment, waste material treatment and recovery and remediation activities; scientific and technical professional activities; mining and excavation; real estate.

1. UMUM (lanjutan)

a. Pendirian dan informasi umum (lanjutan)

Perusahaan berdomisili di Jakarta dengan pabrik semen berlokasi di Narogong di provinsi Jawa Barat, Cilacap di provinsi Jawa Tengah, Tuban di provinsi Jawa Timur dan di Lhoknga di provinsi Aceh yang dimiliki oleh entitas anak. Jumlah karyawan Perusahaan dan entitas anaknya ("Grup") adalah 1.750 karyawan (tidak diaudit) pada 31 Desember 2025 (2024: 1.893 karyawan (tidak diaudit)).

Kantor pusat Perusahaan berada di Gedung Talavera Suite Lantai 15, Talavera Office Park, Jl. TB Simatupang No. 22-26, Jakarta, Indonesia.

Perusahaan melakukan kuasi reorganisasi pada tanggal 30 Juni 2010. Defisit yang dieliminasi sebesar Rp3.983.891 mengikuti urutan sebagai berikut:

1. Eliminasi saldo penilaian kembali surplus revaluasi sebesar Rp2.680.678.

2. Eliminasi saldo tambahan modal disetor sebesar Rp1.303.213 (Catatan 25).

Kuasi reorganisasi tersebut dicatat sesuai dengan Pernyataan Standar Akuntansi Keuangan sebelumnya, PSAK 51 (Revisi 2003) yang mana telah dicabut oleh Pernyataan Pencabutan (PPSAK) No. 10, efektif tanggal 1 Januari 2013.

Pada tanggal 31 Januari 2019, PT Semen Indonesia (Persero) Tbk melalui anak perusahaannya, PT Semen Indonesia Industri Bangunan ("SIIB"), membeli 80,64% saham Perusahaan yang dimiliki oleh Holderfin B.V., The Netherlands ("Holderfin") di Perusahaan dengan nilai akuisisi AS$916.929.814 (setara dengan Rp12,927 triliun).

Pada tanggal 22 April 2019, PT Semen Indonesia (Persero) Tbk melalui SIIB telah melaksanakan penawaran tender wajib dalam rangka pemenuhan ketentuan dalam POJK No.9/POJK.04/2018, dengan membeli 17,67% saham yang dimiliki publik di Perusahaan senilai Rp2.838 triliun.

Pada tanggal 29 Desember 2022, PT Semen Indonesia (Persero) Tbk membeli semua saham Perusahaan yang dimiliki oleh SIIB dengan nilai Rp10.998 triliun.

***1. GENERAL** (continued)*

***a. Establishment and general information** (continued)*

The Company is domiciled in Jakarta and its cement plants are located in Narogong in West Java province, Cilacap in Central Java province, Tuban in East Java province, and Lhoknga in Aceh province which is owned by a subsidiary. The Company and its subsidiaries (the "Group") had a total number of 1,750 employees (unaudited) as at December 31, 2025 (2024: 1,893 employees (unaudited)).

The Company's head office is located at Talavera Suite Building 15th Floor, Talavera Office Park, Jl. TB Simatupang No. 22-26, Jakarta, Indonesia.

The Company conducted a quasi-reorganisation on June 30, 2010. The deficit amounting to Rp3,983,891 was eliminated in the following order:

1. Elimination against the revaluation surplus amounting to Rp2,680,678.

2. Elimination against the additional paid-in capital amounting to Rp1,303,213 (Note 25).

The quasi-reorganisation was accounted for in accordance with the previous Indonesian Financial Accounting Standards, SFAS 51 (Revised 2003) which was revoked by Revocation Statement (PPSAK) No. 10, effective on January 1, 2013.

On January 31, 2019, PT Semen Indonesia (Persero) Tbk, through its subsidiary, PT Semen Indonesia Industri Bangunan ("SIIB"), acquired 80.64% shares of the Company held by Holderfin B.V., The Netherlands ("Holderfin"), with an acquisition value of US$916,929,814 (equivalent to Rp12.927 trillion).

On April 22, 2019, PT Semen Indonesia (Persero) Tbk, through SIIB, performed a mandatory tender offer in order to fulfill the obligation under POJK No.9/POJK.04/2018, by purchasing 17.67% publicly owned shares of the Company valued at Rp2,838 trillion.

On December 29, 2022, PT Semen Indonesia (Persero) Tbk acquired all shares of the Company held by SIIB amounting to Rp10,998 trillion.

1. UMUM (lanjutan)

a. Pendirian dan informasi umum (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, susunan anggota Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

1. GENERAL *(continued)*

a. Establishment and general information *(continued)*

As at December 31, 2025 and 2024, the composition of the Company's Board of Commissioners and Directors was as follows:

	2025	2024	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama	Fadlansyah Lubis	Prijo Sambodo	*President Commissioner*
Komisaris Independen	Husnedi	Prijo Sambodo	*Independent Commissioners*
	Agnes Marcellina Tjhin	Yohanes Surya	
Komisaris	Prasetyo Suharto	Herudi Kandau Nugroho	*Commissioners*
	Shinji Fukami	Shinji Fukami	
Direksi			***Board of Directors***
Direktur Utama	Rizki Kresno Edhie Hambali	Asri Mukhtar	*President Director*
Direktur	Asruddin	Soni Asrul Sani	*Directors*
	Edi Sarwono	Ony Suprihartono	
	Yasuhide Abe	Yasuhide Abe	
Komite Audit			***Audit Committees***
Ketua	Husnedi	Prijo Sambodo	*Chairman*
Anggota	Sugianto	Sugianto	*Members*
	Amral Ahmad	Erlin Sarwin	

b. Penawaran umum saham Perusahaan

Pada tanggal 6 Agustus 1977, Perusahaan memperoleh surat pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dengan suratnya No. SI-001/PM/E/1977, untuk melakukan Penawaran Umum I sejumlah 178.750 saham. Pada tanggal 8 Agustus 1977, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Perusahaan telah melakukan beberapa kali penawaran umum dan penawaran umum terbatas, termasuk pembagian dividen saham, saham bonus dan pemecahan nominal saham.

Pada tanggal 25 Juni 2021, Perusahaan memperoleh surat pernyataan efektif dari Kepala Eksekutif Pengawas Pasar Modal dengan suratnya No. S-90/D.04/2021, untuk melakukan Penawaran Umum II sebanyak-banyaknya 1.379.061.940 saham. Pada tanggal 29 Juli 2021, saham hasil Penawaran Umum II telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 31 Desember 2025 seluruh saham Perusahaan atau sejumlah 9.019.381.973 lembar saham telah dicatatkan pada Bursa Efek Indonesia.

b. Public offering of the Company's shares

On August 6, 1977, the Company obtained the notice of effectivity from the Chairman of the Capital Market Supervisory Agency in his Letter No. SI-001/PM/E/1977 for the Public Offering I of 178,750 shares. On August 8, 1977, these shares were listed on the Indonesia Stock Exchange.

The Company has undertaken several public and limited public offerings of its shares, including declaration of stock dividends, bonus shares and stock splits.

On June 25, 2021, the Company obtained the notice of effectivity from the Chairman of the Capital Market Supervisory Agency in his Letter No. S-90/D.04/2021 for the Public Offering II of 1,379,061,940 shares. On July 29, 2021, these shares were listed on the Indonesia Stock Exchange.

As at December 31, 2025, all of the Company's 9,019,381,973 shares are listed on the Indonesia Stock Exchange.

1. UMUM (lanjutan)

c. Dampak persyaratan *free float* di Bursa Efek Indonesia termasuk dampak penghentian sementara perdagangan saham Perusahaan

Sesuai dengan Perubahan Peraturan BEI No. I-A tentang Pencatatan Saham dan Efek Perseroan Ekuitas Selain Saham yang Diterbitkan oleh Perusahaan Terdaftar (Peraturan I-A Tahun 2021) berdasarkan Surat Keputusan Direksi BEI No. KEP-00101/BEI/12-2021, perseroan tercatat harus memenuhi kriteria berikut untuk mempertahankan pencatatannya di BEI: (a) jumlah total saham yang dimiliki oleh pemegang saham nonpengendali dan pemegang saham nonsubstansial harus paling sedikit 50 juta saham dan paling sedikit 7,5% saham dari total modal disetor; dan (b) jumlah total pemegang saham harus paling sedikit 300 yang memiliki rekening efek dengan pialang yang tergabung dalam BEI ("Persyaratan *Free Float* BEI").

Pada tanggal 31 Januari 2024, BEI memindahkan saham Perusahaan ke Papan Pemantauan Khusus karena pemegang saham nonpengendali dan pemegang saham nonsubstansial Perusahaan memiliki kepemilikan kurang dari ambang batas 7,5% yang disyaratkan. BEI juga telah menerbitkan surat teguran (Peringatan Tertulis) dan mengenakan denda sebesar Rp85 yang dibayarkan oleh Perusahaan di tahun berjalan.

Pada tanggal 31 Januari 2025, BEI memberlakukan penghentian sementara perdagangan saham Perusahaan karena pemegang saham nonpengendali dan pemegang saham nonsubstansial Perusahaan masih memiliki kepemilikan kurang dari ambang batas 7,5% yang disyaratkan.

Dalam hal saham Perusahaan telah disuspensi selama sekurang-kurangnya 24 bulan, maka BEI dapat melakukan penghapusan pencatatan saham Perusahaan di BEI.

***1. GENERAL** (continued)*

c. The effects of the Indonesia Stock Exchange's free float requirements including the trading suspension on the shares of the Company

Pursuant to Amendment on IDX Regulation No. I-A concerning Listing of Shares and Equity-Linked Securities other than Shares Issued by Listed Companies (Rule I-A of 2021) based on IDX Directors Decree No. KEP-00101/BEI/12-2021, existing listed companies shall fulfill the following criteria in order to maintain their listing on the IDX: (a) the total number of shares owned by noncontrolling shareholders and non-substantial shareholders must be at least 50 million shares and at least 7.5% shares in the total paid-up capital; and (b) the total numbers of shareholders must be at least 300 that have securities account with brokers who are members of IDX (the "IDX Free Float Requirements").

On January 31, 2024, IDX moved the Company's shares to Special Monitoring Board as the Company's noncontrolling shareholders and non-substantial shareholders owned less than the 7.5% threshold required. IDX also issued warning letters ("Peringatan Tertulis") and imposed penalties amounting to Rp85 which were settled by the Company in the current year.

On January 31, 2025, IDX imposed a trading suspension on the Company's shares as the Company's noncontrolling shareholders and non-substantial shareholders still owned less than the 7.5% threshold required.

In the event that the Company's shares have been suspended for at least 24 months, the Company's shares may be delisted from IDX.

1. UMUM (lanjutan)

c. Dampak persyaratan *free float* di Bursa Efek Indonesia termasuk dampak penghentian sementara perdagangan saham Perusahaan (lanjutan)

Pada tanggal 9 Februari 2026, terdapat siaran pers bersama yang diterbitkan oleh Otoritas Jasa Keuangan (“OJK”), Bursa Efek Indonesia (“BEI”), dan Kustodian Sentral Efek Indonesia (“KSEI”) yang menyampaikan komitmen mereka untuk mempercepat reformasi struktural di pasar modal Indonesia guna memperkuat integritas, transparansi, dan daya saing pasar, serta menindaklanjuti masukan dari MSCI Inc. (“MSCI”). OJK juga telah menyampaikan arah kebijakan mengenai persyaratan free float kepada BEI, yang sedang ditindaklanjuti melalui penyusunan perubahan atas Peraturan BEI No. I-A tentang Pencatatan Saham dan Efek Bersifat Ekuitas yang Diterbitkan oleh Perusahaan Tercatat. Sebagai bagian dari proses tersebut, BEI telah melakukan dengar pendapat dengan asosiasi pasar modal.

Pada tanggal penerbitan laporan keuangan konsolidasian ini, Manajemen telah menyusun kerangka tahapan pemulihan yang bersifat indikatif sebagai bagian dari proses kajian pemenuhan ketentuan saham free float, yang pelaksanaannya akan bergantung pada hasil kajian menyeluruh dari PT Danantara Asset Management (DAM) serta persetujuan dan arahan pemegang saham pengendali sesuai dengan ketentuan yang berlaku.

Manajemen telah menilai bahwa kondisi ini tidak berdampak material terhadap kegiatan operasional, hukum, dan keuangan Perusahaan per tanggal penerbitan laporan keuangan konsolidasian ini, dan Perusahaan akan dapat melanjutkan keberlangsungan usahanya.

***1. GENERAL** (continued)*

c. The effects of the Indonesia Stock Exchange’s free float requirements including the trading suspension on the shares of the Company *(continued)*

On February 9, 2026, there was a joint press release issued by the Indonesia Financial Services Authority ("OJK"), IDX and the Indonesia Central Securities Depository ("KSEI") conveying their commitment to accelerate structural reforms in Indonesia’s capital market to strengthen market integrity, transparency, and competitiveness, while following up on feedback from MSCI Inc. ("MSCI"). OJK has also communicated the policy direction on free float requirements to IDX, which is being followed up through rule-making to amend IDX Regulation No. I-A concerning the Listing of Shares and Equity-Type Securities Issued by Listed Companies. As part of this process, IDX has conducted hearings with capital market associations.

As of the issuance date of these consolidated financial statements, management has prepared an indicative recovery pathway framework as part of the review process for compliance with the free float share provisions, the implementation of which will depend on the results of comprehensive reviews from PT Danantara Asset Management (DAM) as well as the approval and direction of the controlling shareholder in accordance with applicable provisions.

Management has assessed that this condition does not have any significant impact on the Company’s operational, legal, and financial activities as of the issuance date of these consolidated financial statements, and the Company will be able to continue as going concern.

1. UMUM (lanjutan)

d. Entitas anak

Rincian entitas anak Perusahaan pada akhir tahun pelaporan adalah sebagai berikut:

***1. GENERAL** (continued)*

d. Subsidiaries

Details of the Company's subsidiaries at the end of the reporting year are as follows:

Entitas anak/ *Subsidiaries*	Domisili/ *Domicile*	Jenis Usaha/ *Nature of Business*	Persentase Kepemilikan/ *Percentage of Ownership* 31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	Tahun Operasi Komersial/ *Start of Commercial Operations*	Sebelum Eliminasi/*Before Elimination* Jumlah Aset 31 Desember 2025/ *Total Assets December 31, 2025*	Jumlah Aset 31 Desember 2024/ *Total Assets December 31, 2024*
PT Solusi Bangun Beton ("SBB")	Jakarta	Beton siap pakai dan tambang agregat/*Readymix concrete and aggregate quarry*	100%	100%	1990	825,911	960,470
PT Readymix Concrete Indonesia ("RCI")	Surabaya	Beton siap pakai/ *Readymix concrete*	100%	100%	1992	41,728	45,410
PT Pendawa Lestari Perkasa ("PLP")	Surabaya	Tambang agregat dan konstruksi/*Aggregate quarry and construction*	100%	100%	2007	148,266	162,127
PT Solusi Bangun Andalas ("SBA")	Aceh	Produsen semen/ *Cement producer*	100%	100%	1983	2,949,581	3,185,516
PT Aroma Cipta Anugrahtama ("ACA")	Jakarta	Jasa konsultansi/ *Consulting services*	100%	100%	2000	36,074	36,831
PT Ciptanugrah Indonesia ("CI")	Jakarta	Jasa konsultansi/ *Consulting services*	100%	100%	2018	1,958	1,948
PT Aroma Sejahtera Indonesia ("ASI")*	Jakarta	Jasa konsultansi/ *Consulting services*	100%	100%	-	521	521
PT SBI Bangun Nusantara ("SBN")	Jakarta	Aktivitas tambang/ *Mining activities*	100%	100%	2023	24,687	18,537

* Belum beroperasi secara komersial

** Not yet in commercial operation*

2. PENERAPAN STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI ("PSAK") DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN

a. Amendemen/Penyesuaian Standar yang Berlaku Efektif pada Tahun Berjalan

Dalam tahun berjalan, Grup telah menerapkan standar dan sejumlah amendemen/penyesuaian PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2025. Penerapan atas amendemen/penyesuaian atas PSAK tersebut tidak mengakibatkan perubahan atas kebijakan akuntansi Grup dan tidak memiliki dampak material terhadap jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

b. Amendemen/Penyesuaian dan Interpretasi Standar Telah Diterbitkan Tapi Belum Diterapkan

Pada tanggal persetujuan laporan keuangan konsolidasian, amandemen atas PSAK yang relevan bagi Grup, yang telah diterbitkan namun belum berlaku efektif, dengan penerapan dini diijinkan, adalah sebagai berikut:

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2026

- Amandemen dan Penyesuaian Tahunan PSAK 109 Instrumen Keuangan
- Amandemen PSAK 107 Instrumen Keuangan: Pengungkapan
- Penyesuaian Tahunan PSAK 110 Laporan Keuangan Konsolidasian
- Penyesuaian Tahunan PSAK 207 Laporan Arus Kas

2. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS ("SFAS") AND INTERPRETATIONS OF SFAS

a. Amendments/Improvements to Standards Effective in the Current Year

In the current year, the Group has applied amendments/improvements to SFAS that are relevant to its operations and effective for accounting period beginning on or after January 1, 2025. The adoption of these amendments/improvements to SFAS does not result in changes to the Group's accounting policies and has no material effect on the amounts reported in these consolidated financial statements.

b. Amendments/Improvements and Interpretations to Standards Issued not yet Adopted

At the date of authorization of these consolidated financial statements, the following amendment to SFAS relevant to the Group was issued but not effective, with early application permitted:

Effective for periods beginning on or after January 1, 2026

- *Amendment to and Annual Improvement SFAS 109 Financial Instruments*
- *Amendment to and Annual Improvement SFAS 107 Financial Instruments: Disclosure*
- *Annual Improvement SFAS 110 Consolidated Financial Statements*
- *Annual Improvement SFAS 207 Statement of Cash Flows*

2. PENERAPAN STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI ("PSAK") DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN

b. Amendemen/Penyesuaian dan Interpretasi Standar Telah Diterbitkan Tapi Belum Diterapkan (lanjutan)

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2027

- PSAK 118: Penyajian dan Pengungkapan dalam Laporan Keuangan

Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, dampak dari penerapan amendemen atas PSAK terhadap laporan keuangan konsolidasian tidak dapat diketahui atau diestimasi oleh manajemen.

2. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS ("SFAS") AND INTERPRETATIONS OF SFAS

b. Amendments/Improvements and Interpretations to Standards Issued not yet Adopted *(continued)*

Effective for periods beginning on or after January 1, 2027

- *SFAS 118: Presentation and Disclosure in Financial Statements*

As at the issuance date of the consolidated financial statements, the effects of adopting these amendments to SFAS on the consolidated financial statements are not known nor reasonably estimable by management.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Berikut ini adalah kebijakan akuntansi material yang diterapkan dalam penyusunan laporan keuangan konsolidasian.

a. Pernyataan Kepatuhan

Laporan keuangan konsolidasian Grup disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia.

b. Dasar Penyusunan

Dasar penyusunan laporan keuangan konsolidasian adalah biaya historis, kecuali instrumen keuangan tertentu yang diukur pada nilai wajar pada setiap akhir periode pelaporan, yang dijelaskan dalam kebijakan akuntansi di bawah ini serta menggunakan dasar akrual kecuali untuk laporan arus kas konsolidasian.

Biaya historis umumnya didasarkan pada nilai wajar dari imbalan yang diberikan dalam pertukaran barang dan jasa.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam suatu transaksi teratur antara pelaku pasar pada tanggal pengukuran, terlepas dari apakah harga tersebut dapat diamati secara langsung atau diestimasi menggunakan teknik penilaian lain. Dalam mengestimasi nilai wajar dari suatu aset atau liabilitas, Grup memperhitungkan karakteristik aset atau liabilitas jika pelaku pasar akan memperhitungkan karakteristik tersebut ketika menentukan harga aset atau liabilitas pada tanggal pengukuran. Nilai wajar untuk tujuan pengukuran dan/atau pengungkapan pada laporan keuangan konsolidasian ditentukan atas dasar tersebut, kecuali untuk transaksi sewa yang merupakan ruang lingkup PSAK 116 Sewa, dan pengukuran yang memiliki kemiripan dengan nilai wajar namun bukan merupakan nilai wajar, seperti nilai realisasi bersih dalam PSAK 202 Persediaan atau nilai pakai dalam PSAK 236 Penurunan Nilai Aset.

3. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied in the preparation of the consolidated financial statements are set out below.

a. Statement of Compliance

The consolidated financial statements of the Group have been prepared in accordance with Indonesian Financial Accounting Standards.

b. Basis of Preparation

The consolidated financial statements have been prepared on the historical cost basis except for financial instruments that are measured at fair value at the end of each reporting period, as explained in the accounting policies below and using the accrual basis except for the consolidated statement of cash flow.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for leasing transactions that are within the scope of SFAS 116 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realizable value in SFAS 202 Inventories or value in use in SFAS 236 Impairment of Assets.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Dasar Penyusunan (lanjutan)

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas ke dalam aktivitas operasi, investasi dan pendanaan.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam jutaan Rupiah ("Rp"), kecuali dinyatakan lain. Lihat Catatan 3d untuk informasi mata uang fungsional Grup.

Direksi memiliki, pada saat persetujuan laporan keuangan, suatu ekspektasi yang memadai bahwa Grup memiliki sumber daya yang cukup untuk melanjutkan keberadaan operasinya untuk dimasa yang akan datang. Sehingga, mereka melanjutkan penerapan dasar akuntansi kelangsungan usaha dalam penyusunan laporan keuangan konsolidasian.

c. Prinsip-prinsip Konsolidasi

Laporan keuangan konsolidasian menggabungkan laporan keuangan Perusahaan dan entitas yang dikendalikan oleh Perusahaan dan entitas anak (termasuk entitas terstruktur). Pengendalian tercapai dimana Perusahaan memiliki kekuasaan atas investee; eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan investee; dan kemampuan untuk menggunakan kekuasaannya atas investee untuk mempengaruhi jumlah imbal hasil investor.

Perusahaan menilai kembali apakah entitas tersebut adalah *investee* jika fakta dan keadaan yang mengindikasikan adanya perubahan terhadap satu atau lebih dari tiga elemen pengendalian yang disebutkan di atas.

Ketika Perusahaan memiliki kurang dari hak suara mayoritas di-*investee*, Perusahaan memiliki kekuasaan atas *investee* ketika hak suara investor cukup untuk memberinya kemampuan praktis untuk mengarahkan aktivitas relevan secara sepihak.

Perusahaan mempertimbangkan seluruh fakta dan keadaan yang relevan dalam menilai apakah hak suara Perusahaan cukup untuk memberikan Perusahaan kekuasaan, termasuk (i) ukuran kepemilikan hak suara Perusahaan relatif terhadap ukuran dan penyebaran kepemilikan pemilik hak suara lain; (ii) hak suara potensial yang dimiliki oleh Perusahaan, pemegang suara lain atau pihak lain; (iii) hak yang timbul dari pengaturan kontraktual lain; dan (iv) setiap fakta dan keadaan tambahan apapun mengindikasikan bahwa Perusahaan memiliki, atau tidak memiliki, kemampuan kini untuk mengarahkan aktivitas yang relevan pada saat keputusan perlu dibuat, termasuk pemilikan suara dalam rapat umum pemegang saham sebelumnya.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

b. Basis of Preparation (continued)

The consolidated statement of cash flow is prepared based on the direct method by classifying cash flows into operating, investing, and financing activities.

Figures in the consolidated financial statements are rounded to and stated in millions of Rupiah ("Rp"), unless otherwise stated. Refer to Note 3d for the information on the Group's functional currency.

The Directors have, at the time of approving the financial statements, a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

c. Principles of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries. Control is achieved where the Company has the power over the investee; is exposed, or has rights, to variable returns from its involvement with the investee; and has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally.

The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including (i) the size of the Company's holding of voting rights relative to the size and dispersion of holding of the other vote holders; (ii) potential voting rights held by the Company, other vote holders or other parties; (iii) rights arising from other contractual arrangements; and (iv) any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous stockholder's meetings.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip Konsolidasi (lanjutan)

Konsolidasi entitas anak dimulai ketika Perusahaan memperoleh pengendalian atas entitas anak dan akan dihentikan ketika Perusahaan kehilangan pengendalian pada entitas anak. Secara khusus, pendapatan dan beban entitas anak diakuisisi atau dijual selama periode berjalan termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dari tanggal diperolehnya pengendalian Perusahaan sampai tanggal ketika Perusahaan berhenti untuk mengendalikan entitas anak.

Jika diperlukan, penyesuaian dapat dilakukan terhadap laporan keuangan entitas anak agar kebijakan akuntansi yang digunakan sesuai dengan kebijakan akuntansi sesuai dengan kebijakan akuntansi Grup.

Grup menerapkan metode akuisisi untuk mencatat kombinasi bisnis. Imbalan yang dialihkan untuk akuisisi suatu entitas anak adalah sebesar nilai wajar aset yang dialihkan, liabilitas yang diakui terhadap pemilik pihak yang diakuisisi sebelumnya dan kepentingan ekuitas yang diterbitkan oleh Grup. Imbalan yang dialihkan termasuk nilai wajar aset atau liabilitas yang timbul dari kesepakatan imbalan kontinjensi. Aset teridentifikasi yang diperoleh dan liabilitas serta liabilitas kontinjensi yang diambil alih dalam suatu kombinasi bisnis diukur pada awalnya sebesar nilai wajar pada tanggal akuisisi.

Kepentingan non-pengendali di entitas anak diidentifikasi secara terpisah dari ekuitas Grup yang ada. Kepentingan pemegang saham non-pengendali yang merupakan kepentingan kepemilikan yang memberikan pemiliknya hak terhadap bagian proporsional aset bersih pada saat likuidasi pada awalnya dapat diukur sebesar nilai wajar atau bagian proporsional kepentingan non-pengendali atas nilai wajar aset bersih teridentifikasi pihak yang diakuisisi. Pilihan pengukuran dibuat untuk masing-masing akuisisi. Kepentingan non-pengendali lain awalnya diukur sebesar nilai wajar. Setelah akuisisi, jumlah tercatat kepentingan non-pengendali adalah jumlah kepentingan tersebut pada pengakuan awal ditambah bagian kepentingan non-pengendali dari perubahan selanjutnya di ekuitas.

Selisih lebih imbalan yang dialihkan, jumlah setiap kepentingan non-pengendali pada pihak diakuisisi dan nilai wajar pada tanggal akuisisi kepentingan ekuitas sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi atas nilai wajar aset bersih teridentifikasi yang diperoleh dicatat sebagai *goodwill* (Catatan 14). Jika jumlah tersebut lebih rendah dari nilai wajar aset bersih teridentifikasi atas bisnis yang diakuisisi dalam kasus pembelian dengan diskon, selisihnya diakui dalam laba rugi.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

c. Principles of Consolidation *(continued)*

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expense of a subsidiary acquired or disposed of during the period are included in the consolidated statements of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

When necessary, adjustments are made to the financial statements of the subsidiaries to bring their accounting policies in line with the Group's accounting policies.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. Those interests of non-controlling stockholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interest's proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

The excess of the consideration transferred the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill (Note 14). If those amount are less than the fair value of the net identifiable assets of the business acquired, in the case of a bargain purchase, the difference is recognised directly in profit or loss.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip Konsolidasi (lanjutan)

Laba rugi dan setiap komponen penghasilan komprehensif lain diatribusikan kepada pemilik entitas induk dan untuk kepentingan non-pengendali. Perusahaan juga mengatribusikan total laba komprehensif entitas anak kepada pemilik entitas induk dan kepentingan non-pengendali meskipun hal tersebut mengakibatkan kepentingan non-pengendali memiliki saldo defisit.

Perubahan kepemilikan Grup pada entitas anak yang tidak mengakibatkan kehilangan pengendalian Grup atas entitas anak dicatat sebagai transaksi ekuitas. Jumlah tercatat dari kepemilikan Grup dan kepentingan non-pengendali disesuaikan untuk mencerminkan perubahan kepentingan relatifnya dalam entitas anak. Selisih antara jumlah tercatat kepentingan non-pengendali yang disesuaikan dan nilai wajar imbalan yang dibayar atau diterima diakui secara langsung dalam ekuitas dan diatribusikan dengan pemilik entitas induk.

Ketika Grup kehilangan pengendalian pada entitas anak, keuntungan atau kerugian diakui dalam laba rugi dan dihitung sebagai perbedaan antara (i) agregat nilai wajar pembayaran yang diterima dan nilai wajar sisa kepemilikan (*retained interest*) dan (ii) jumlah tercatat sebelumnya dari aset (termasuk *goodwill*), dan liabilitas dari entitas anak dan setiap kepentingan non-pengendali.

Seluruh jumlah yang diakui sebelumnya dalam penghasilan komprehensif lain yang terkait dengan entitas anak yang dicatat seolah-olah Grup telah melepaskan secara langsung aset atau liabilitas terkait entitas anak (yaitu direklasifikasi ke laba rugi atau ditransfer ke kategori lain dari ekuitas sebagaimana ditentukan/diizinkan oleh standar akuntansi yang berlaku). Nilai wajar setiap sisa investasi pada entitas anak terdahulu pada tanggal hilangnya pengendalian dianggap sebagai nilai wajar pada saat pengakuan awal untuk akuntansi berikutnya dalam PSAK 109 Instrumen Keuangan, ketika berlaku, biaya perolehan pada saat pengakuan awal dari investasi pada entitas asosiasi atau ventura bersama.

Transaksi, saldo, dan keuntungan antar entitas Grup yang belum direalisasi telah dieliminasi. Kerugian yang belum direalisasi juga dieliminasi. Jika diperlukan, nilai yang dilaporkan oleh entitas anak telah diubah untuk menyesuaikan dengan kebijakan akuntansi yang diadopsi oleh Grup.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

c. Principles of Consolidation *(continued)*

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interest. Total comprehensive income of subsidiaries is attributed to the owners of the Company and the non-controlling interest even if this results in the non-controlling interest having a deficit balance.

Changes in the Group's ownership interest in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interest and the non-controlling interest are adjusted to reflect the changes in their relative interest in the subsidiaries. Any difference between the amount by which the non-controlling interest are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interest.

All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable accounting standards). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SFAS 109 Financial Instruments, when applicable, the cost on initial recognition of an investment in associate or joint venture.

Transactions, balances, and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the Group's accounting policies.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Transaksi dan Penjabaran Laporan Keuangan dalam Mata Uang Asing

d. Foreign Currency Transactions and Translation

Mata uang fungsional dan penyajian

Pos-pos yang disertakan dalam laporan keuangan setiap entitas anggota Grup diukur menggunakan mata uang yang sesuai dengan lingkungan ekonomi utama dimana entitas beroperasi ("mata uang fungsional").

Mata uang fungsional Perseroan dan entitas anak adalah Rupiah. Laporan keuangan konsolidasian disajikan dalam mata uang Rupiah.

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

The functional currency of the Company and its subsidiaries is Rupiah. The consolidated financial statements are presented in Rupiah.

Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi. Aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada akhir periode pelaporan.

Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing secara umum diakui dalam laporan laba rugi konsolidasian.

Keuntungan atau kerugian ini ditangguhkan di dalam ekuitas jika terkait dengan lindung nilai arus kas dan lindung nilai investasi bersih yang memenuhi syarat atau disebabkan oleh sebagian investasi bersih dalam operasi asing.

Kurs utama yang digunakan, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut (nilai penuh):

Transactions and balances

Foreign currency transactions are translated into Rupiah using the exchange rates prevailing at the dates of the transactions. Foreign currency monetary assets and liabilities are translated into Rupiah at the rates of exchange prevailing at end of the reporting period.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are generally recognised in the consolidated profit or loss.

They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

The main exchange rates used, based on the middle rate published by the Indonesian Central Bank, are as follows (full amount):

Mata uang	2025	2024	*Foreign Currency*
Dolar Amerika Serikat ("USD")	16,782	16,162	*United States Dollar ("USD")*
Euro ("EUR")	19,753	16,851	*Euro ("EUR")*

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Transaksi Pihak-pihak Berelasi

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor):

a. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:

i. Memiliki pengendalian atau pengendalian bersama entitas pelapor;

ii. Memiliki pengaruh signifikan entitas pelapor; atau

iii. Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

b. Suatu entitas berelasi entitas pelapor jika memenuhi salah satu hal berikut:

i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lainnya).

ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya).

iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.

iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.

v. Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.

vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a).

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

e. Transactions with Related Parties

A related party is a person or entity that is related to the Group (the reporting entity):

a. A person or a close member of that person's family is related to the reporting entity if that person:

i. Has control or joint control over the reporting entity;

ii. Has significant influence over the reporting entity; or

iii. Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

b. An entity is related to the reporting entity if any of the following conditions applies:

i. The entity, and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

iii. Both entities are joint ventures of the same third party.

iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.

vi. The entity is controlled or jointly controlled by a person identified in (a).

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Transaksi Pihak-pihak Berelasi (lanjutan)

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor): (lanjutan)

vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas).

viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan konsolidasian.

f. Instrumen Keuangan

Aset keuangan

Grup mengklasifikasikan aset keuangan dalam kategori berikut ini:

- Aset keuangan diukur pada biaya perolehan diamortisasi; dan
- Aset keuangan yang diukur pada nilai wajar melalui laba rugi (“FVTPL”).

Aset keuangan pada awalnya diakui sebesar nilai wajar ditambah biaya transaksi yang terkait. Semua aset keuangan yang diakui selanjutnya diukur secara keseluruhan pada biaya perolehan yang diamortisasi atau nilai wajar, tergantung pada klasifikasi aset keuangan tersebut.

Klasifikasi aset keuangan

Instrumen utang yang memenuhi persyaratan berikut selanjutnya diukur pada biaya perolehan diamortisasi:

- aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
- persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga (“SPPI”) dari jumlah pokok terutang.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Transactions with Related Parties *(continued)*

A related party is a person or entity that is related to the Group (the reporting entity): (continued)

vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity).

viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Significant transactions with related parties, whether or not made at similar terms and conditions as those done with third parties, are disclosed in the consolidated financial statements.

f. Financial Instruments

Financial assets

The Group classifies its financial assets into the following categories:

- *Financial assets measured at amortised costs; and*
- *Financial assets measured at fair value through profit or loss (“FVTPL”).*

Financial assets are initially recognised at fair value plus related transaction costs. All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

- *the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and*
- *the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (“SPPI”) on the principal amount outstanding.*

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Instrumen Keuangan (lanjutan)

Klasifikasi aset keuangan (lanjutan)

Seluruh aset keuangan lain selanjutnya diukur pada nilai wajar melalui laba rugi (“FVTPL”).

- menyajikan perubahan selanjutnya nilai wajar investasi pada instrumen ekuitas dalam penghasilan komprehensif lain jika kriteria tertentu dipenuhi; dan
- menetapkan aset keuangan yang memenuhi kriteria biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain ("FVOCI") sebagai diukur pada FVTPL, jika penetapan itu mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran dan pengakuan (*accounting mismatch*).

Metode suku bunga efektif adalah metode menghitung biaya perolehan diamortisasi dari instrumen utang dan mengalokasikan pendapatan bunga selama periode yang relevan.

Keuntungan atau kerugian pada penghentian atau modifikasi aset keuangan yang dicatat pada biaya perolehan diamortisasi diakui pada laba rugi. Kerugian yang timbul dari penurunan nilai juga diakui pada laba rugi.

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari aset telah berakhir atau telah ditransfer dan Grup telah secara substansial mentransfer seluruh risiko dan manfaat kepemilikan.

Penurunan nilai aset keuangan

Grup menerapkan pendekatan yang disederhanakan untuk mengukur Kerugian Kredit Ekspektasian (“KKE”) yang menggunakan cadangan KKE seumur hidup berdasarkan basis *forward looking* untuk seluruh saldo piutang usaha dan aset kontrak.

Untuk mengukur KKE, piutang usaha dan kontrak aset telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Klasifikasi sebagai liabilitas atau ekuitas

Instrumen utang dan ekuitas yang diterbitkan oleh Grup diklasifikasikan berdasarkan substansi perjanjian kontraktual yang disepakati dan berdasarkan definisi dari liabilitas keuangan dan instrumen ekuitas.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Financial Instruments *(continued)*

Classification of financial assets (continued)

All other financial assets are subsequently measured at fair value through profit or loss (“FVTPL”).

- *irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and*
- *irrevocably designate a debt investment that meets the amortised cost or fair value through other comprehensive income ("FVOCI") criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.*

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

Any gains or losses on derecognition or modification of a financial asset held at amortised cost are recognised in profit or loss. The losses arising from impairment are also recognised in the profit or loss.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all the risks and rewards of ownership.

Impairment of financial assets

The Group applies the “simplified approach” to measure Expected Credit Loss (“ECL”) which uses a lifetime expected loss allowance on a forward looking basis for all trade receivables and contract assets.

To measure the ECL, trade receivables and contract asset have been grouped based on shared credit risk characteristics and the days past due.

Classification as debt or equity

Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Instrumen Keuangan (lanjutan)

Instrumen ekuitas

Instrumen ekuitas adalah setiap kontrak yang memberikan hak residual atas aset Grup setelah dikurangi dengan seluruh liabilitasnya. Instrumen ekuitas dicatat sebesar nilai yang diterima, setelah dikurangi biaya penerbitan langsung.

Liabilitas keuangan

Grup mengklasifikasikan liabilitas keuangan dalam kategori berikut ini: diukur pada nilai wajar melalui laba rugi dan yang diukur pada biaya perolehan diamortisasi.

Grup memiliki liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi yang meliputi utang usaha, utang lain-lain, akrual, dan pinjaman.

Setelah pengakuan awal yaitu sebesar nilai wajar ditambah biaya transaksi, Grup mengukur seluruh liabilitas keuangan pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas tersebut dilepaskan, dibatalkan atau kadaluarsa.

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari liabilitas keuangan dan metode untuk mengalokasikan biaya bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran kas masa depan (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur liabilitas keuangan, atau (jika lebih tepat) digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih pada saat pengakuan awal.

Grup mengadakan perjanjian *supplier financing* dengan bank, dimana bank setuju untuk memberikan pelunasan lebih cepat atas utang usaha Grup kepada pemasok atas faktur yang dipilih oleh pemasok.

Berdasarkan program *supplier financing* tersebut, dimana pemasok merupakan pihak di luar entitas intra grup, tidak ada perubahan dalam jangka waktu pembayaran faktur oleh Grup dan biaya keuangan ditanggung oleh pemasok. Utang tersebut disajikan di laporan posisi keuangan konsolidasian sebagai utang usaha.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Financial Instruments *(continued)*

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Financial liabilities

The Group classifies its financial liabilities in the following categories: at fair value through profit or loss and measured at amortised costs.

The Group has financial liabilities measured at amortised cost, which comprised of trade payables, other payables, accruals and borrowings.

After initial recognition which is at fair value plus transaction costs, the Group measures all financial liabilities at amortised cost using effective interest rate method. Financial liabilities are derecognised when the obligation under the liability is discharged, cancelled or has expired.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period to the net carrying amount on initial recognition.

The Group enters into supplier financing agreements with banks, whereby the banks agree to provide early payment of the Group's trade payables to the supplier in respect of invoice selected by the supplier.

Based on the supplier financing program, where the supplier is a party outside the intra group entities, there is no change in the invoice payment terms by the Group and the finance costs are borne by the supplier. These payables are presented in the consolidated statement of financial position as trade payables.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Instrumen Keuangan (lanjutan)

Saling hapus antar instrumen keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Hak saling hapus tidak kontinjen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

g. Kas dan Setara Kas

Kas dan setara kas mencakup kas, simpanan yang sewaktu-waktu bisa dicairkan dan investasi likuid jangka pendek lainnya dengan yang jatuh tempo dalam waktu tiga bulan atau kurang.

Kas dan setara kas yang dibatasi penggunaannya disajikan sebagai “kas dan setara kas yang dibatasi penggunaannya”.

h. Persediaan

Persediaan dinyatakan berdasarkan biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah. Biaya perolehan ditentukan dengan metode rata-rata tertimbang untuk barang jadi dan barang dalam proses serta metode rata-rata bergerak untuk bahan baku, penolong dan suku cadang.

Harga perolehan barang jadi dan barang dalam proses terdiri dari biaya bahan baku, tenaga kerja langsung, biaya-biaya langsung lainnya dan biaya overhead yang dinyatakan sebesar nilai yang terkait dengan produksi. Nilai realisasi bersih adalah taksiran harga jual dalam kegiatan usaha dikurangi taksiran biaya penyelesaian dan taksiran biaya yang diperlukan untuk melakukan penjualan.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Financial Instruments *(continued)*

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankcrupty of the Group or the counterparty.

g. Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

Cash and time deposits, which are restricted in use, are included within “restricted cash and cash equivalents”.

h. Inventories

Inventories are stated at cost or net realizable value, whichever is lower. Cost is determined using the weighted average method for finished goods and work-in-progress and using the moving average method for raw and indirect materials and spare parts.

The cost of finished goods and work-in-progress comprises of raw and indirect materials, direct labor, other direct costs and related production overheads. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated selling cost necessary to make the sale.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Aset Tetap dan Tanah Pertambangan

Grup menganalisa fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan perlakuan akuntansi untuk masing-masing hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomi yang mendasarinya.

Jika hak atas tanah tidak mengalihkan pengendalian atas aset kepada Grup, melainkan mengalihkan hak untuk menggunakan aset, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 116 Sewa. Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 216 Aset tetap.

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Grup mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

Biaya legal awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah, biaya-biaya tersebut tidak disusutkan.

Biaya terkait dengan pembaruan hak atas tanah diakui sesuai dengan perlakuan akuntansi hak atas tanah pada saat transaksi awal.

Suku cadang utama dan peralatan siap pakai diklasifikasikan sebagai aset tetap bila diperkirakan akan digunakan dalam operasi selama lebih dari satu tahun.

Tanah dinyatakan berdasarkan biaya perolehan dan tidak disusutkan.

Bangunan dan prasarana, mesin dan peralatan, alat pengangkutan dan peralatan kantor dinyatakan berdasarkan biaya perolehan dan disusutkan.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Fixed Assets and Quarry

The Group analyses the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction.

If the land rights do not transfer control of the underlying assets to the Group, but give the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 116 Leases. If land rights are substantially similar to land purchases, the Group applies SFAS 216 Property, Plant and Equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All other repairs and maintenance are charged to the profit or loss during the financial period in which they are incurred.

Initial legal costs incurred to obtain legal rights are recognised as part of the acquisition cost of the land, and these costs are not depreciated.

Costs related to renewal of land rights are recognised in accordance with the accounting treatment of land during initial transaction.

Major spare parts and stand-by equipment are classified as fixed assets when they are expected to be used in operations for more than one year.

Land is stated at cost and not depreciated.

Buildings and facilities, machinery and equipment, transportation equipment and office equipment stated at cost and depreciated.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Aset Tetap dan Tanah Pertambangan (lanjutan)

Penyusutan (selain tanah pertambangan) dihitung menggunakan metode garis lurus setelah memperhitungkan nilai residu berdasarkan taksiran masa manfaat ekonomis aset tetap sebagai berikut:

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Fixed Assets and Quarry *(continued)*

Depreciation (except for quarries) is calculated using the straight-line method after calculating the residual value based on the estimated useful lives of the assets as follows:

	Tahun/ ***Years***	
Bangunan dan prasarana	15 - 50	*Buildings and facilities*
Mesin dan peralatan	10 - 50	*Machinery and equipment*
Alat pengangkutan	3 - 20	*Transportation equipment*
Peralatan kantor	2 - 8	*Office equipment*

Nilai sisa aset, masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan dan pengaruh dari setiap perubahan estimasi tersebut berlaku prospektif.

The asset's residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at the end of each reporting period with the effect of any changes in estimate accounted for on a prospective basis.

Aset yang telah disusutkan sepenuhnya yang masih digunakan tetap termasuk dalam laporan keuangan konsolidasian.

Fully depreciated assets still in use are retained in the consolidated financial statements.

Tanah pertambangan dideplesi dengan menggunakan metode unit produksi berdasarkan estimasi cadangan.

Quarries are depleted using the unit of production method based on estimated reserves.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Keuntungan atau kerugian bersih atas pelepasan aset tetap ditentukan dengan membandingkan hasil yang diterima dengan nilai tercatat dan diakui dalam laba rugi.

Net gains or losses on disposals of fixed assets are determined by comparing the proceeds with the carrying amount and are recognised in the profit or loss.

Akumulasi biaya konstruksi bangunan, jalan, jembatan, pelabuhan, pembangkit tenaga listrik dan pabrik semen serta pemasangan mesin dikapitalisasi sebagai aset dalam pembangunan. Biaya bunga dan biaya pinjaman lain, seperti pinjaman yang digunakan untuk mendanai proses pembangunan aset tertentu, dikapitalisasi sampai dengan saat proses pembangunan tersebut selesai. Biaya-biaya ini direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai.

The accumulated costs of the construction of buildings, roads, bridges, harbors, power and cement plants and the installation of machinery are capitalised as construction in progress. Interest and other borrowing costs, such as fees on loans used in financing the construction of a qualifying asset, are capitalised up to the date when the construction is completed. These costs are reclassified into fixed asset accounts when the construction or installation is complete.

Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan, yaitu pada saat aset tersebut berada pada lokasi dan kondisi yang diinginkan agar aset siap digunakan sesuai dengan keinginan dan maksud manajemen.

Depreciation of an asset begins when it is available for use, i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. *Goodwill*

Goodwill timbul atas akuisisi dari suatu bisnis yang dicatat pada biaya perolehan yang ditetapkan pada tanggal akuisisi dari bisnis tersebut dikurangi akumulasi penurunan nilai, jika ada.

Peninjauan atas penurunan nilai pada *goodwill* dilakukan setahun sekali atau dapat lebih sering apabila terdapat peristiwa atau perubahan keadaan yang mengindikasikan adanya potensi penurunan nilai. *Goodwill* dinyatakan sebesar nilai perolehan dikurangi akumulasi kerugian penurunan nilai.

Untuk pengujian penurunan nilai, *goodwill* yang diperoleh dalam kombinasi bisnis dialokasikan pada setiap unit penghasil kas, atau kelompok unit penghasil kas, yang diharapkan dapat memberikan manfaat dari sinergi kombinasi bisnis tersebut.

Setiap unit atau kelompok unit yang memperoleh alokasi *goodwill* menunjukkan tingkat terendah dalam entitas yang *goodwill*-nya dipantau untuk tujuan manajemen internal. *Goodwill* dipantau pada level segmen operasi.

Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

k. Penurunan Nilai Aset Non-keuangan kecuali *Goodwill*

Aset tetap dan tanah pertambangan dan aset tak berwujud, selain *goodwill* diuji ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya menjual dan nilai pakai aset.

Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas masuk yang dapat diidentifikasi, yang sebagian besar tidak tergantung pada arus masuk kas dari aset lain atau kelompok aset (unit penghasil kas). Aset non-keuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

j. Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. Goodwill is carried at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash-generating units ("CGU"), or groups of CGUs, that is expected to benefit from the synergies of the combination.

Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Impairment losses relating to goodwill would not be reversed.

k. Impairment of Non-Financial Assets except Goodwill

Fixed assets and quarry and intangible assets, other than goodwill are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows, which are largely independent of the cash inflows from other assets or group of assets (cash generating units). Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Sewa

Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Kontrak dapat berisi komponen sewa dan non-sewa berdasarkan harga relatif yang berdiri sendiri. Grup memilih untuk tidak memisahkan komponen sewa dan non-sewa dan sebagai gantinya memperhitungkannya sebagai komponen sewa tunggal.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan sewa hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa. Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari awal masa sewa hingga akhir umur manfaat aset pendasar.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada awal sewa.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa. Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

I. Leases

A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Contracts may contain both lease and non-lease components based on their relative stand-alone prices. Group has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date.

Lease payments included in the measurement of the lease liability from fixed payments, including in-substance fixed payments less any lease incentive receivable. The Group uses its incremental borrowing rate as the discount rate.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Sewa (lanjutan)

Setelah awal masa sewa, setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa. Utang sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "liabilitas sewa". Elemen bunga dari beban keuangan dibebankan pada laba rugi.

Beberapa sewa berisi ketentuan pembayaran variabel dihitung berdasarkan *volume*. Pembayaran sewa variabel tersebut tidak termasuk dalam pengukuran liabilitas sewa.

Sewa jangka pendek dan bernilai rendah

Grup telah memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki jangka waktu sewa 12 bulan atau kurang, dan sewa yang aset pendasarnya bernilai-rendah. Grup mengakui pembayaran terkait dengan sewa ini sebagai beban dengan metode garis lurus selama masa sewa.

m. Provisi

Provisi diakui ketika: Grup memiliki kewajiban hukum atau konstruktif masa kini sebagai akibat peristiwa masa lalu; terdapat kemungkinan penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya; dan jumlah kewajiban tersebut dapat diukur secara andal. Provisi tidak diakui untuk kerugian operasi masa depan.

Provisi diukur sebesar nilai kini dari estimasi terbaik manajemen atas pengeluaran yang diharapkan diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan. Tingkat diskonto yang digunakan untuk menentukan nilai kini adalah tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar atas nilai waktu uang dan risiko yang terkait dengan kewajiban.

Peningkatan provisi karena berjalannya waktu diakui sebagai biaya keuangan.

Rehabilitasi dan restorasi tanah tambang

Provisi atas rehabilitasi dan restorasi tanah tambang ditentukan berdasarkan ketentuan dan peraturan yang berlaku. Estimasi beban tersebut diakui dan dibebankan sebagai biaya produksi. Provisi tersebut dinilai kembali secara rutin dan dampak perubahannya diakui secara prospektif.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

l. Leases *(continued)*

After the commencement date, each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in "lease liabilities". The interest element of the finance cost is charged to profit or loss.

Some leases contain variable payment terms which payments are calculated based on volume. Those variable lease payments are excluded in the measurement of the lease liability.

Short-term and low value leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less, and leases with low value asset. The Group recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

m. Provision

Provision is recognised when: the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provision is not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pretax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as finance costs.

Quarry rehabilitation and restoration

The provision for quarry rehabilitation and restoration is based principally on legal and regulatory requirements. Such estimated costs are expensed as production cost. The provision is reassessed regularly and the effects of change are recognised prospectively.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Provisi (lanjutan)

Rehabilitasi dan restorasi tanah tambang (lanjutan)

Rehabilitasi dan restorasi tanah tambang yang dilaksanakan Grup mencakup, namun tidak terbatas pada, penggantian tanah bagian atas, pengerukan endapan pada kolam dan bendungan, pengawasan kualitas air, pengolahan limbah, penanaman kembali, dan pembibitan tanaman hutan.

n. Pinjaman

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

o. Pengakuan Pendapatan dan Beban

Pendapatan Grup terutama berasal dari penjualan bahan bangunan terstruktur sederhana, seperti semen, agregat, beton siap pakai yang pengendaliannya dialihkan kepada pelanggan pada waktu tertentu tergantung pada kontrak penjualan.

Pendapatan dari kontrak dengan pelanggan diakui dengan mengacu pada setiap kewajiban pelaksanaan berbeda yang dijanjikan dalam kontrak dengan pelanggan ketika atau saat Grup mengalihkan kendali atas barang atau jasa yang dijanjikan dalam kontrak dan pelanggan memperoleh kendali atas barang atau jasa. Pendapatan dari kontrak dengan pelanggan diukur pada harga transaksi, sebagai jumlah imbalan yang diharapkan akan menjadi hak Grup sebagai imbalan atas pengalihan barang atau jasa yang dijanjikan kepada pelanggan, setelah dikurangi pajak pertambahan nilai, jika ada retur dan setelah mengeliminasi penjualan dalam Grup.

Harga transaksi dialokasikan untuk setiap barang atau jasa berbeda yang dijanjikan dalam kontrak. Tergantung pada persyaratan kontrak, pendapatan diakui ketika kewajiban pelaksanaan dipenuhi, yang mungkin terjadi pada suatu waktu atau seiring waktu.

3. MATERIAL ACCOUNTING POLICY INFORMATION (*continued*)

m. Provision *(continued)*

Quarry rehabilitation and restoration (continued)

Quarry rehabilitation and restoration at the Group includes, but is not limited to, top soil replacement, dredging of sediment ponds and dams, water quality control, waste handling, forest planting, and seeding.

n. Borrowings

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.

o. Revenue and Expense Recognition

The Group primarily generates revenue from simply structured sales of building materials, such as cement, aggregates, ready-mixed concrete for which the control is transferred to the customer at a specific point in time depending on the contract/sales terms.

Revenue from contracts with customers is recognised by reference to each distinct performance obligation promised in the contract with the customer when or as the Group transfers control of the goods or services promised in a contract and the customer obtains control of the goods or services. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration to which the Group expects to be entitled in exchange for transferring the promised goods or services to a customer, net of value added tax, if any returns and after eliminating sales within the Group.

The transaction price is allocated to each distinct good or service promised in the contract. Depending on the terms of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Pengakuan Pendapatan dan Beban (lanjutan)

Pendapatan dari penjualan semen, agregat, beton siap pakai diakui pada saat penjualan, ketika pengendalian aset dialihkan kepada pelanggan sesuai dengan ketentuan penjualan. Jika kontrak dengan pelanggan mencakup serangkaian hasil kerja, kewajiban pelaksanaan perlu diidentifikasi. Harga transaksi, yang merupakan imbalan yang ditetapkan dalam kontrak dan setelah dikurangi diskon jika ada, dialokasikan untuk setiap kewajiban pelaksanaan berdasarkan harga jual berdiri relatif.

Pendapatan dari pemberian jasa konstruksi diakui sepanjang waktu kontrak. Grup mengakui pendapatan atas kewajiban pelaksanaan yang dipenuhi sepanjang waktu jika entitas dapat mengukur kemajuan secara wajar terhadap penyelesaian penuh atas kewajiban pelaksanaan.

Pendapatan yang berhubungan dengan kontrak konstruksi dicatat dengan menggunakan metode persentase penyelesaian. Dengan metode ini, pendapatan yang diakui setara dengan estimasi terbaru dari total nilai kontrak dikalikan dengan tingkat penyelesaian sebenarnya yang ditentukan dengan mengacu pada keadaan fisik kemajuan pekerjaan (metode *output*).

Aset kontrak dan kewajiban kontrak diakui segera setelah salah satu pihak yang mengadakan kontrak memulai pelaksanaan kontrak. Aset kontrak tidak ditampilkan secara terpisah di neraca tetapi di bawah masing-masing piutang usaha. Kewajiban kontrak disajikan sebagai bagian dari utang lain-lain - uang muka dari pelanggan.

Beban diakui pada saat terjadinya dengan menggunakan dasar akrual.

p. Imbalan Kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek adalah imbalan kerja yang jatuh tempo dalam jangka waktu dua belas bulan setelah akhir periode pelaporan dan diakui pada saat pekerja telah memberikan jasa kerjanya.

Imbalan pascakerja

Grup memiliki program imbalan pascakerja yang terdiri atas program imbalan pasti dan iuran pasti.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

o. Revenue and Expense Recognition *(continued)*

Revenue from sales of cement, aggregates, ready-mixed concrete is recognised at the point of sale, when the control of the asset is transferred to the customers, which in accordance with the sales term. Where the contracts with customers include multiple deliverables, the separate performance obligations are identified. The transaction price, which is represented by the consideration fixed in the contract and net of discounts if any, is then allocated to each performance obligation based on their relative stand-alone selling prices.

Revenue from rendering of constructions services is recognised overtime of the contract. The Group recognises revenue for a performance obligation satisfied overtime only if the Group can reasonably measure its progress towards complete satisfaction of the performance obligation.

Revenue related to construction contracts are accounted for using the percentage of completion method. Under this method, the revenue recognised equals the latest estimate of the total value of the contract multiplied by the actual completion rate determined by reference to the physical state of progress of the works (output method).

Contract assets and contract liabilities are recognised as soon as one of the contracting parties has commenced performance of the contract. Contract assets is not shown separately in the balance sheet but under trade receivables. Contract liabilities are presented as part of other payables - advances from customer.

Expenses are recognised when incurred on an accrual basis.

p. Employee Benefits

Short-term employee benefits

Short-term employee benefits are employee benefits which are due for payment within twelve months after the reporting period and recognised when the employees have rendered the related service.

Post-employment benefits

The Group has post-employment benefits comprise of defined benefit and defined contribution plans.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Imbalan Kerja

Program imbalan pasti

Grup menyelenggarakan program pensiun imbalan pasti yang dikelola oleh Dana Pensiun untuk seluruh karyawan tetapnya sebagaimana ditetapkan dalam peraturan Grup. Jumlah kontribusi 12,10% (2024: 12,00%) dari penghasilan dasar pensiun karyawan yang dihitung berdasarkan valuasi aktuaria tahun sebelumnya. Program imbalan pasti sesuai dengan Undang Undang Ketenagakerjaan No. 13/2003, Undang Undang No. 6/2023, Peraturan Pemerintah No. 35/2021, dan Perjanjian Kerja Bersama terakhir.

Program iuran pasti

Program pensiun iuran pasti adalah program pensiun dimana Grup membayar iuran tetap kepada sebuah entitas yang terpisah dan tidak memiliki kewajiban hukum atau kewajiban konstruktif untuk membayar iuran lebih lanjut bila dana tersebut tidak memiliki aset yang cukup untuk membayar imbalan kerja terkait dengan jasa yang diberikan oleh karyawan pada periode berjalan dan sebelumnya.

Untuk skema pensiun normal, Grup menghitung dan mengakui manfaat yang lebih tinggi antara yang diatur oleh undang-undang yang berlaku dan manfaat yang diterima dari program pensiun.

Liabilitas imbalan pensiun merupakan nilai kini liabilitas imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program. Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *projected unit credit.*

Nilai kini liabilitas imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas di masa depan dengan menggunakan tingkat bunga obligasi pemerintah jangka panjang pada akhir periode pelaporan dalam mata uang Rupiah sesuai dengan mata uang dimana imbalan tersebut akan dibayarkan dan yang memiliki jangka waktu yang sesuai dengan liabilitas imbalan pensiun yang bersangkutan.

Pengukuran kembali yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui penghasilan komprehensif lainnya. Akumulasi saldo pengukuran kembali dilaporkan di komponen ekuitas lainnya.

Biaya jasa lalu yang timbul dari amendemen atau kurtailmen program diakui sebagai beban dalam laba rugi pada saat terjadinya.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

p. Employee Benefits

Defined benefit plans

The Group has defined benefit pension plans covering all of their permanent employees which is managed by a Pension Fund as stipulated in the Group's regulations. Total contributions of 12.10% (2024: 12.00%) of employee's basic pensionable salaries computed on an actuarial valuation of the previous year. Other defined benefit plans in the form of benefits in accordance with Labor Law No. 13/2003, Law No. 6/2023, Government Regulation No. 35/2021 and the latest Collective Labor Agreement.

Defined contribution plans

Defined contribution plans are pension plans under which the Group pays fixed contributions into a separate entity and have no legal and constructive obligation to pay further contributions if the fund does not have sufficient assets to pay all employee benefits related to the employee's services in the current and prior periods.

For normal pension scheme, the Group calculates and recognises the higher of the benefits under the Labor Law and those under such pension plan.

The pension benefit obligation is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the yield at end of the reporting period of long-term government bonds denominated in Rupiah in which the benefits will be paid and that have terms to maturity similar to the related pension obligation.

Remeasurements arising from experience adjustments and changes in actuarial assumptions are directly recognised in other comprehensive income. The balance of accumulated remeasurements is reported in other equity components.

Past service costs arising from amendment or curtailment programs are recognised as expense in profit or loss when incurred.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Imbalan Kerja (lanjutan)

Imbalan kerja jangka panjang lain

Grup memberikan imbalan kerja jangka panjang lain dalam bentuk penghargaan masa kerja. Perhitungan imbalan kerja jangka panjang lain menggunakan metode *projected unit credit*. Seluruh keuntungan atau kerugian aktuaria dan biaya jasa lalu diakui sebagai beban dalam laba rugi.

Jumlah yang diakui sebagai kewajiban untuk imbalan kerja jangka panjang lain di laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti per tanggal pelaporan.

q. Perpajakan

Beban pajak penghasilan terdiri dari pajak penghasilan kini dan pajak tangguhan. Pajak penghasilan kini dan pajak tangguhan diakui dalam laba rugi, kecuali untuk pajak penghasilan yang berasal dari transaksi atau kejadian yang langsung diakui ke ekuitas atau penghasilan komprehensif lain. Dalam hal ini, pajak penghasilan diakui dalam ekuitas atau penghasilan komprehensif lain.

Beban pajak penghasilan kini dihitung dengan menggunakan tarif pajak yang berlaku pada akhir periode pelaporan.

Manajemen secara berkala mengevaluasi ketentuan yang diambil dalam Surat Pemberitahuan Pajak sehubungan dengan situasi dimana peraturan pajak yang berlaku membutuhkan penafsiran. Hal ini menentukan jumlah provisi diperlukan yang sesuai dengan jumlah yang diharapkan akan dibayarkan kepada otoritas pajak.

Pajak penghasilan tangguhan juga tidak diperhitungkan jika pajak penghasilan tangguhan tersebut timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis yang pada saat transaksi tidak mempengaruhi laba akuntansi maupun laba kena pajak/rugi pajak.

Pajak penghasilan tangguhan diukur dengan menggunakan tarif pajak yang sudah diberlakukan atau secara substantif berlaku pada akhir periode pelaporan dan diekspektasi akan digunakan ketika aset pajak tangguhan yang berhubungan direalisasi atau liabilitas pajak tangguhan diselesaikan.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

p. Employee Benefits *(continued)*

Other long-term employee benefits

The Group provides other long-term employee benefits in the form of loyalty awards. The cost of providing other long-term employee benefits is determined using projected unit credit method. All actuarial gains or losses and past service cost are recognised as expenses in profit or loss.

The other long-term employee benefits obligation recognised in the consolidated statement of financial position represents the present value of defined benefit obligation at the reporting date.

q. Taxation

The income tax expense is comprised of current and deferred income tax. Current and deferred income tax is recognised in the profit or loss, except to the extent that it relates to items recognised directly in equity or other comprehensive income. In this case, the income tax is recognised in equity or other comprehensive income.

The current income tax is calculated using tax rates that have been enacted at the end of the reporting period.

Management periodically evaluates positions taken in tax returns with respect to situations in which the applicable tax regulation is subject to interpretation. It establishes provision where appropriate on the basis of the amounts expected to be paid to the tax authorities.

Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit/loss.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Perpajakan (lanjutan)

Aset pajak tangguhan diakui hanya jika kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat dimanfaatkan dan rugi fiskal yang masih dapat dimanfaatkan.

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

r. Laba per Saham

Laba per saham dasar dihitung dengan membagi laba bersih yang tersedia bagi pemegang saham Perseroan dengan jumlah rata-rata tertimbang saham biasa yang beredar pada period berjalan.

Laba per saham dilusian dihitung dengan membagi laba bersih yang diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang telah disesuaikan dengan dampak dari semua efek berpotensi saham biasa yang dilutif.

s. Dividen

Pembagian dividen diakui sebagai liabilitas ketika dividen tersebut disetujui Rapat Umum Pemegang Saham Perseroan. Pembagian dividen diakui sebagai liabilitas ketika dividen disetujui berdasarkan keputusan rapat Direksi dan persetujuan Dewan Komisaris telah diperoleh serta sudah diumumkan kepada publik.

t. Pelaporan Segmen

Segmen operasi dilaporkan dengan cara yang konsisten dengan pelaporan internal yang diberikan kepada pengambil keputusan operasi utama. Pengambil keputusan operasi utama, yang bertanggung jawab mengalokasikan sumber daya dan menilai kinerja segmen operasi, telah diidentifikasi sebagai komite pengarah yang mengambil keputusan strategis.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Taxation (continued)

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and and tax losses carried forward can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

r. Earning per Share

Basic earnings per share are computed by dividing profit attributable to the equity holders of the Company by the weighted average number of ordinary shares outstanding during the period.

Diluted earnings per share is computed by dividing net profit attributable to the owners of the Company by the weighted average number of shares outstanding as adjusted for the effects of all dilutive potential ordinary shares.

s. Dividend

Dividend distributions are recognised as a liability when the dividends are approved in the Company's General Meeting of the Shareholders. Dividend distributions are recognised as a liability when the dividends are approved by a Board of Director's resolution, approval has been obtained from the Board of Commissioners and a public announcement has been made.

t. Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the steering committee that makes strategic decisions.

4. PERTIMBANGAN KRITIS AKUNTANSI DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI

Dalam penerapan kebijakan akuntansi Grup, yang dijelaskan dalam Catatan 3, Direksi diwajibkan untuk membuat pertimbangan, estimasi dan asumsi tentang jumlah tercatat aset dan liabilitas yang tidak tersedia dari sumber lain. Estimasi dan asumsi yang terkait didasarkan pada pengalaman historis dan faktor-faktor lain yang dianggap relevan. Hasil aktualnya mungkin berbeda dari estimasi tersebut.

Estimasi dan asumsi yang mendasari ditelaah secara berkelanjutan. Revisi estimasi akuntansi diakui dalam periode dimana estimasi tersebut direvisi jika revisi hanya mempengaruhi periode tersebut, atau pada periode revisi dan periode masa depan jika revisi mempengaruhi periode saat ini dan masa depan.

Pertimbangan Kritis dalam Penerapan Kebijakan Akuntansi

Tidak terdapat pertimbangan kritis, selain dari yang melibatkan estimasi yang telah dibuat Direksi dalam proses penerapan kebijakan akuntansi Grup dan memiliki pengaruh paling signifikan terhadap jumlah yang diakui dalam laporan keuangan konsolidasian.

Sumber Utama Ketidakpastian Estimasi

Asumsi utama mengenai masa depan dan sumber utama ketidakpastian estimasi lainnya pada akhir periode pelaporan, yang memiliki risiko signifikan yang dapat mengakibatkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas dalam periode pelaporan berikutnya dijelaskan dibawah ini:

a. Penurunan nilai goodwill

Goodwill diisyaratkan untuk penilaian penurunan nilai setiap tahun dan ketika keadaan mengindikasikan bahwa nilai tercatat mungkin mengalami penurunan nilai. Nilai yang dapat terpulihkan dari suatu aset atau unit penghasil kas ditentukan berdasarkan nilai pakai. Model tersebut melibatkan pertimbangan dan estimasi yang signifikan sehubungan dengan tingkat diskonto dan tingkat pertumbuhan tahunan.

Perubahan asumsi penting, termasuk asumsi tingkat diskonto atau tingkat pertumbuhan dalam proyeksi arus kas, dapat memengaruhi estimasi nilai yang dapat diperoleh kembali secara material.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group accounting policies, which are described in Note 3, the Directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical Judgments in Applying Accounting Policies

There are no critical judgments, apart from those involving estimations, that the Directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

Key Sources of Estimation Uncertainty

The key assumptions concerning future and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

a. Impairment of goodwill

Goodwill is required to be assessed for impairment annually and when circumstances indicate that the carrying value may be impaired. The recoverable amount of a cash generating unit is determined based on its value in use. The model involves significant judgment and estimates in respect of discount rate and annual growth rate.

Changing the key assumptions, including the discount rates or the growth rate assumptions in the cash flow projections, could materially affect the estimation of recoverable amount.

4. PERTIMBANGAN KRITIS AKUNTANSI DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI (lanjutan)

Sumber Utama Ketidakpastian Estimasi (lanjutan)

b. Penyisihan untuk kerugian kredit ekspektasian atas piutang usaha (lanjutan)

Grup menghitung KKE untuk piutang usaha. Tingkat kerugian kredit ekspektasian adalah berdasarkan pengalaman gagal bayar dari kelompok segmen pelanggan yang memiliki risiko kredit yang sama, disesuaikan dengan informasi masa depan.

Sebagai contoh, jika prakiraan atas kondisi ekonomi diperkirakan memburuk selama tahun depan, yang dapat menyebabkan meningkatnya jumlah gagal bayar, tingkat gagal bayar historis disesuaikan. Pada setiap tanggal pelaporan, tingkat gagal bayar historis diperbaharui dan perubahan estimasi masa depan dianalisis.

Penilaian atas korelasi antara definisi gagal bayar, pengelompokan berbagai segmen pelanggan, karakteristik risiko kredit, informasi masa depan dan KKE merupakan estimasi yang signifikan. Jumlah KKE paling dipengaruhi oleh perubahan keadaan dan prakiraan kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan prakiraan kondisi ekonomi juga mungkin tidak menggambarkan gagal bayar aktual pelanggan di masa yang akan datang.

c. Liabilitas imbalan kerja

Nilai kini liabilitas imbalan kerja tergantung pada sejumlah faktor yang ditentukan dengan menggunakan asumsi aktuaria.

Asumsi yang digunakan dalam menentukan biaya bersih untuk pensiun termasuk tingkat pengembalian jangka panjang yang diharapkan atas aset program yang sama dan relevan, tingkat kenaikan gaji di masa datang dan tingkat diskonto. Setiap perubahan dalam asumsi ini akan berdampak pada nilai tercatat liabilitas imbalan kerja.

d. Tagihan pengembalian pajak

Grup beroperasi di bawah peraturan perpajakan di Indonesia. Pertimbangan yang signifikan diperlukan untuk menentukan provisi untuk tagihan pengembalian atas pajak penghasilan badan dan pajak lainnya. Apabila keputusan final atas pajak tersebut berbeda dari jumlah yang pada awalnya dicatat, perbedaan tersebut akan dicatat di laba rugi pada periode dimana hasil tersebut dikeluarkan.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY *(continued)*

Key Sources of Estimation Uncertainty *(continued)*

b. Allowance for expected credit losses for trade receivables (continued)

The Group calculates ECL for trade receivables. The expected credit loss rates are based on historical default rates for groupings of various customer segments that have similar credit risk characteristics, adjusted with forward-looking information.

For instance, if forecast economic conditions are expected to deteriorate over the next year, which can lead to an increased number of defaults, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between definition of default, grouping of various customer segments, credit risk characteristics, forward-looking information and ECLs is a significant estimate. The amount of ECLs are sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

c. Employee benefit obligations

The present value of the employee benefit obligations depends on a number of factors that are determined by using actuarial assumptions.

The assumptions used in determining the net cost for pensions include the same and relevant rate for expected long-term rate of return on plan assets, future salary increase and the discount rate. Any changes in these assumptions will impact the carrying amount of employee benefit obligations.

d. Claims for tax refund

The Group operates under the tax regulations in Indonesia. Significant judgement is required in determining the provision for refund claims for corporate income taxes and other taxes. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will be recorded in profit or loss in the period in which such determination is made.

5. KAS DAN SETARA KAS / *5. CASH AND CASH EQUIVALENTS*

	2025	2024	
Kas	2,971	2,632	*Cash on hand*
Kas di bank	212,249	147,710	*Cash in banks*
Jumlah	**215,220**	**150,342**	***Total***
Kas	**2,971**	**2,632**	***Cash on hand***
Kas di bank			***Cash in banks***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Standard Chartered Bank (“SCB”)	48,296	21,404	*Standard Chartered Bank (“SCB”)*
PT Bank DKI	10,830	9,586	*PT Bank DKI*
PT Bank Tabungan Pensiunan Nasional Tbk (“BTPN”)	3,341	3,333	*PT Bank Tabungan Pensiunan Nasional Tbk (“BTPN”)*
PT Bank Permata Tbk (“Permata”)	2,617	7,694	*PT Bank Permata Tbk (“Permata”)*
PT Bank CIMB Niaga Tbk (“CIMB”)	714	10,998	*PT Bank CIMB Niaga Tbk (“CIMB”)*
PT Bank CTBC Indonesia (“CTBC”)	507	506	*PT Bank CTBC Indonesia (“CTBC”)*
PT Bank Central Asia Tbk (“BCA”)	329	5,959	*PT Bank Central Asia Tbk (“BCA”)*
PT Bank Aceh Syariah	165	139	*PT Bank Aceh Syariah*
PT Bank Maybank Indonesia Tbk (“Maybank”)	148	117	*PT Bank Maybank Indonesia Tbk (“Maybank”)*
	66,947	59,736	
Dolar AS			*US Dollars*
SCB	886	10,658	*SCB*
Euro			*Euro*
SCB	930	564	*SCB*
	68,763	70,958	
Pihak berelasi			*Related parties*
Rupiah			*Rupiah*
PT Bank Mandiri (Persero) Tbk (“Mandiri”)	19,187	20,085	*PT Bank Mandiri (Persero) Tbk (“Mandiri”)*
PT Bank Syariah Indonesia (Persero) Tbk (“BSI”)	5,965	4,133	*PT Bank Syariah Indonesia (Persero) Tbk (“BSI”)*
PT Bank Negara Indonesia (Persero) Tbk (“BNI”)	1,807	498	*PT Bank Negara Indonesia (Persero) Tbk (“BNI”)*
PT Bank Rakyat Indonesia (Persero) Tbk (“BRI”)	1,180	1,770	*PT Bank Rakyat Indonesia (Persero) Tbk (“BRI”)*
	28,139	26,486	
Dolar AS			*US Dollars*
Mandiri	2,653	2,553	*Mandiri*
BNI	2,427	2,619	*BNI*
	5,080	5,172	
	33,219	31,658	
	101,982	102,616	
Deposito jangka pendek			***Short-term time deposit***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Bank Capital Indonesia Tbk	30,000	30,029	*PT Bank Capital Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (“BJB”)	-	15,065	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (“BJB”)*
	30,000	45,094	

5. KAS DAN SETARA KAS (lanjutan) / *5. CASH AND CASH EQUIVALENTS (continued)*

	2025	2024	
Deposito jangka pendek (lanjutan)			***Short-term time deposit** (lanjutan)*
Pihak berelasi			*Related parties*
Rupiah			*Rupiah*
BSI	80,267	-	*BSI*
Jumlah	**212,249**	**147,710**	***Total***

Tingkat suku bunga kontraktual untuk kas di bank dan deposito jangka pendek adalah sebagai berikut:

Contractual interest rates on cash in banks and short-term time deposits are as follows:

	2025	2024	
Rupiah	0.00% - 7.25%	0.10% - 7.25%	*Rupiah*
Dolar AS	0.00% - 0.15%	0.10% - 0.15%	*US Dollars*

Jangka waktu deposito jangka pendek diatas berkisar antara satu hingga tiga bulan.

The above short-term time deposits have terms of one to three months.

6. PIUTANG USAHA / *6. TRADE RECEIVABLES*

i. Berdasarkan pelanggan / *i. By customer*

	2025	2024	
Pihak ketiga	284,242	365,306	*Third parties*
Cadangan kerugian kredit ekspektasian	(173,854)	(187,145)	*Allowance for expected credit losses*
	110,388	178,161	
Pihak berelasi (Catatan 35g)	1,952,302	2,357,676	*Related parties (Note 35g)*
Cadangan kerugian kredit ekspektasian	(41,950)	(40,188)	*Allowance for expected credit losses*
	1,910,352	2,317,488	
Jumlah	**2,020,740**	**2,495,649**	***Total***

ii. Berdasarkan mata uang / *ii. By currency*

	2025	2024	
Rupiah	2,092,123	2,594,506	*Rupiah*
Dolar AS	144,421	128,476	*US Dollars*
	2,236,544	2,722,982	
Cadangan kerugian kredit ekspektasian	(215,804)	(227,333)	*Allowance for expected credit losses*
Jumlah	**2,020,740**	**2,495,649**	***Total***

Aset kontrak disajikan dalam piutang usaha. Grup mengakui aset kontrak terkait dengan pendapatan dari kontrak dengan pelanggan.

Contract assets are presented as trade receivables. The Group has recognised the following contract assets related to revenues from contract with customers.

	2025	2024	
Aset kontrak yang berkaitan dengan penjualan beton siap pakai dan jasa konstruksi lainnya	58,724	89,583	*Contract assets relating to readymix concrete and other construction services*

6. PIUTANG USAHA (lanjutan)

Jumlah yang berkaitan dengan aset kontrak adalah tagihan pelanggan berdasarkan kontrak penjualan beton siap pakai dan jasa konstruksi lainnya, dimana jumlah tersebut merupakan jumlah nominal yang belum diyakini sebagai *"clean and clear"* dengan pelanggan sejalan dengan serangkaian pencapaian terkait kinerja.

Jumlah atas penjualan beton siap pakai dan jasa konstruksi lainya belum terhutang dari pelanggan sampai dengan Surat Kredit Berdokumen Dalam Negeri (SKBDN) telah disetujui oleh pihak Bank dan jasa konstruksi lainnya telah selesai.

Pada tanggal 1 Januari 2024, saldo piutang usaha dan aset kontrak sebesar Rp4.011.738 (setelah dikurangi cadangan kerugian kredit sebesar Rp224.665).

Dari saldo piutang usaha dan asset kontrak pada 31 Desember 2025, sebesar Rp1.591.911 (2024: Rp1.560.634) dan Rp144.421 (2024: Rp128.476) merupakan saldo masing-masing dari PT Semen Indonesia (Persero) Tbk dan SI International Trading Pte Ltd. Tidak ada pelanggan lain yang mewakili lebih dari 5% dari jumlah saldo piutang usaha dan aset kontrak.

Cadangan KKE untuk piutang usaha dan aset kontrak berdasarkan matriks provisi dan dinilai secara individual:

6. TRADE RECEIVABLES *(continued)*

Amounts relating to contract assets are balances due from customers under readymix concrete and other construction contracts, whereby such amounts are not yet deemed "clean and clear" with customers, in line with a series of performance-related milestones.

Amounts for readymix concrete sales and other construction services are not due from the customer until Domestic Documentary Letter of Credit (SKBDN) is approved by Banks and other construction services are completed.

As at January 1, 2024, trade receivables and contract assets amounted to Rp4,011,738 (net off loss allowance for credit losses of Rp224,665).

Of the trade receivables and contract assets balances as at December 31, 2025 amounts of Rp1,591,911 (2024: Rp1,560,634) and Rp144,421 (2024: Rp128,476) are balances from PT Semen Indonesia (Persero) Tbk and SI International Trading Pte Ltd, respectively. There are no other customers who represent more than 5% of the total balance of trade receivables and contract assets.

ECL on trade receivables and contract assets using provision matrix and individual assessment:

	2025					
		Jatuh tempo/*Past due*				
	Belum jatuh *tempo/ Not past due*	**1 - 45 hari/ *days***	**46 - 135 hari/ *days***	**136 - 365 hari/ *days***	**>365 hari/ *days***	**Jumlah/ *Total***
Tingkat kerugian kredit ekspektasian/ *Expected credit loss rate*	2%	1%	2%	6%	69%	
Estimasi jumlah tercatat bruto pada saat gagal bayar/ *Estimated total gross carrying amount at default*	1,310,433	337,706	266,278	58,741	263,386	2,236,544
KKE sepanjang umur/*Lifetime ECL*	(23,515)	(3,662)	(4,042)	(3,600)	(180,985)	(215,804)
						2,020,740

	2024					
		Jatuh tempo/*Past due*				
	Belum jatuh *tempo/ Not past due*	**1 - 45 hari/ *days***	**46 - 135 hari/ *days***	**136 - 365 hari/ *days***	**>365 hari/ *days***	**Jumlah/ *Total***
Tingkat kerugian kredit ekspektasian/ *Expected credit loss rate*	0%	1%	1%	3%	80%	
Estimasi jumlah tercatat bruto pada saat gagal bayar/ *Estimated total gross carrying amount at default*	1,383,350	313,083	460,897	311,500	254,152	2,722,982
KKE sepanjang umur/*Lifetime ECL*	(6,208)	(4,147)	(4,994)	(9,796)	(202,188)	(227,333)
						2,495,649

6. PIUTANG USAHA (lanjutan)

6. TRADE RECEIVABLES (continued)

Mutasi cadangan kerugian kredit ekspektasian adalah sebagai berikut:

The movement in the allowance for expected credit losses is as follows:

	2025			
	Dinilai secara kolektif/ *Assessed collectively*	**Dinilai secara individual/ *Assessed individually***	**Jumlah/ *Total***	
Saldo per 1 Januari 2025	**37,771**	**189,562**	**227,333**	***Balance as at January 1, 2025***
Perubahan cadangan kerugian karena piutang usaha yang baru, setelah dikurangi piutang yang dihentikan pengakuannya karena penyelesaian (Catatan 29)	(13,206)	1,677	(11,529)	*Change in loss allowance due to new trade receivable originated, net of those derecognised due to settlement (Note 29)*
Saldo per 31 Desember 2025	**24,565**	**191,239**	**215,804**	***Balance as at December 31, 2025***

	2024			
	Dinilai secara kolektif/ *Assessed collectively*	**Dinilai secara individual/ *Assessed individually***	**Jumlah/ *Total***	
Saldo per 1 Januari 2024	**47,579**	**177,086**	**224,665**	***Balance as at January 1, 2024***
Perubahan cadangan kerugian karena piutang usaha yang baru, setelah dikurangi piutang yang dihentikan pengakuannya karena penyelesaian (Catatan 29)	(9,808)	12,476	2,668	*Change in loss allowance due to new trade receivable originated, net of those derecognised due to settlement (Note 29)*
Saldo per 31 Desember 2024	**37,771**	**189,562**	**227,333**	***Balance as at December 31, 2024***

Grup menerapkan metode yang disederhanakan untuk menghitung KKE yang menggunakan cadangan kerugian ekspektasian seumur hidup untuk seluruh piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan. KKE diukur berdasarkan tingkat gagal bayar historis atas pengelompokan berbagai segmen pelanggan yang memiliki resiko kredit yang sama, disesuaikan dengan informasi masa depan.

The Group applies the simplified approach to provide for ECL which uses the lifetime expected loss allowance for all trade receivables and contract assets which have no significant financing components. The ECL is measured based on historical default rates for groupings of various customer segments that have similar credit risk characteristics, adjusted with forward-looking information.

Penerapan perhitungan pencadangan secara individual dilakukan pada pelanggan yang dinilai memiliki karakteristik tertentu, yang dapat mempengaruhi tingkat penerimaan atas piutang pelanggan tersebut.

Expected credit loss calculated based on individual approach is for customer with specific characteristic, whereby such characteristic has effect on the collection from such customer.

Tidak ada perubahan dalam teknik estimasi atau asumsi signifikan yang dibuat selama periode pelaporan berjalan.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Manajemen berpendapat bahwa cadangan kerugian kredit ekspektasian atas piutang usaha dan aset kontrak telah cukup untuk menutup kerugian yang mungkin timbul dari saldo yang tidak tertagih.

Management believes that the allowance for expected credit losses on trade receivables and contract assets is adequate to cover possible losses on uncollectible balances.

7. PIUTANG LAIN-LAIN / *7. OTHER RECEIVABLES*

	2025	2024	
Pihak ketiga			*Third parties*
Bahan bakar dan bahan baku alternatif	78,021	72,604	*Alternative fuel and raw materials*
Pengembalian pajak	-	35,857	*Tax refund*
Lainnya	34,604	34,388	*Others*
	112,625	142,849	
Cadangan kerugian kredit ekspektasian	(27,230)	(26,193)	*Allowance for expected credit losses*
	85,395	116,656	
Pihak berelasi (Catatan 35f)			*Related parties (Note 35f)*
Bahan bakar dan bahan baku alternatif	164,132	109,211	*Alternative fuel and raw materials*
Lainnya	62,301	38,887	*Others*
	226,433	148,098	
Cadangan kerugian kredit ekspektasian	-	(257)	*Allowance for expected credit losses*
	226,433	147,841	
Jumlah	**311,828**	**264,497**	***Total***

Grup tidak memiliki jaminan atas piutang lain-lain, dan juga tidak memiliki hak hukum yang saling hapus dengan setiap jumlah yang terutang oleh Grup kepada pihak lawan.

The Group does not hold any collateral over these other receivables, nor does it have a legal right to offset against any amounts owed by the Group to the counterparty.

Piutang kepada pihak berelasi merupakan piutang terkait dengan jasa pengelolaan limbah untuk dijadikan bahan bakar dan bahan baku alternatif dan penggantian pembayaran karyawan dalam penugasan dengan periode pembayaran dalam waktu satu tahun.

The receivable from related parties represents receivable related to waste management service used as alternative fuel and raw materials and reimbursement of employee on duty with repayment period within one year.

Perubahan cadangan kerugian kredit ekspektasian atas piutang lain-lain adalah sebagai berikut:

The movement in the allowance for expected credit losses for other receivables is as follows:

	2025	2024	
Saldo awal	26,450	26,764	*Beginning balance*
Penambahan (Catatan 29)	780	-	*Addition (Note 29)*
Pemulihan kerugian kredit (Catatan 29)	-	(314)	*Recovery for credit losses (Note 29)*
Saldo akhir	**27,230**	**26,450**	***Ending balance***

Grup mengakui KKE sepanjang umur ketika telah ada peningkatan risiko kredit yang signifikan sejak pengakuan awal. Jika, sebaliknya, risiko kredit pada instrumen keuangan tidak meningkat secara signifikan sejak pengakuan awal, Grup mengukur penyisihan kerugian untuk instrumen keuangan tersebut sejumlah KKE 12 bulan. Penilaian apakah KKE sepanjang umur harus diakui didasarkan pada peningkatan signifikan dalam kemungkinan terjadinya atau pada risiko gagal bayar sejak pengakuan awal dan bukan didasarkan pada bukti aset keuangan yang mengalami kerugian kredit pada tanggal pelaporan atau kejadian gagal bayar sebenarnya.

The Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit impaired at the reporting date or an actual default occurring.

Tidak ada perubahan dalam teknik estimasi atau asumsi signifikan yang dibuat selama periode pelaporan berjalan.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

7. PIUTANG LAIN-LAIN (lanjutan)

Manajemen berpendapat bahwa cadangan kerugian kredit ekspektasian atas piutang lain-lain telah cukup untuk menutup kerugian yang mungkin timbul dari saldo yang tidak tertagih.

7. OTHER RECEIVABLES *(continued)*

Management is of the opinion that the allowance for expected credit losses on other receivables is adequate to cover possible losses on uncollectible accounts.

8. PERSEDIAAN / ***8. INVENTORIES***

	2025	2024	
Suku cadang	506,736	474,585	*Spare parts*
Barang jadi	402,914	410,743	*Finished goods*
Bahan bakar	234,956	193,142	*Fuels*
Bahan baku	81,932	78,837	*Raw materials*
Barang dalam proses	23,041	26,286	*Work-in-progress*
	1,249,579	1,183,593	
Penyisihan penurunan nilai persediaan	(36,120)	(32,291)	*Allowance for decline in value of inventories*
Jumlah	**1,213,459**	**1,151,302**	***Total***

Perubahan penyisihan penurunan nilai persediaan adalah sebagai berikut:

The movement in the allowance for the decline in the value of inventories is as follows:

	2025	2024	
Saldo awal	32,291	30,599	*Beginning balance*
Penambahan	4,095	2,239	*Additions*
Pembalikan	(266)	(547)	*Reversal*
Saldo akhir	**36,120**	**32,291**	***Ending balance***

Pada tanggal 31 Desember 2025 dan 2024 persediaan dan aset tetap (kecuali tanah, tanah pertambangan dan aset tetap dalam pembangunan) (Catatan 12), diasuransikan dalam asuransi *industrial special risks* dan risiko lainnya sebesar Rp26.101.153. Manajemen berpendapat bahwa nilai pertanggungan asuransi memadai untuk menutupi kemungkinan kerugian atas aset yang diasuransikan.

As at December 31, 2025 and 2024, inventories and fixed assets (except land, quarry and construction in progress) (Note 12), are insured under industrial special risks and other risks insurance for Rp26,101,153. Management is of the opinion that the insurance coverage is adequate to cover possible losses on the assets insured.

Oleh sebab adanya pemakaian suku cadang, pada tanggal 31 Desember 2025 Grup membalik Rp266 (31 Desember 2024: Rp547), bagian penurunan persediaan yang dilakukan pada tahun 2025, menjadi laba rugi di tahun berjalan. Pembalikan tersebut termasuk dalam “Beban Pokok Pendapatan”.

Due to usage of spare parts, as at December 31, 2025, the Group reversed Rp266 (December 31, 2024: Rp547), being part of an inventory allowance made in 2025, to current year profit or loss in the current year. The reversal is included in “Cost of Revenue”.

9. BIAYA DIBAYAR DI MUKA / ***9. PREPAID EXPENSES***

	2025	2024	
Asuransi	1,641	1,805	*Insurance*
Pajak bumi dan bangunan	1,074	353	*Land and building tax*
Sewa jangka pendek	442	510	*Short-term rent*
Pengerukan	283	2,142	*Dredging*
Lainnya	2,114	5,158	*Others*
Jumlah	**5,554**	**9,968**	***Total***

10. ASET LANCAR LAINNYA / *10. OTHER CURRENT ASSETS*

	2025	2024	
Uang muka pemasok	15,842	22,311	*Advances to suppliers*
Lainnya	1	1	*Others*
Jumlah	**15,843**	**22,312**	***Total***

11. KAS DAN SETARA KAS YANG DIBATASI PENGGUNAANNYA / *11. RESTRICTED CASH AND CASH EQUIVALENTS*

	2025	2024	
Pihak ketiga			*Third parties*
PT Bank Pembangunan Daerah Jawa Timur Tbk	38,050	36,719	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
BJB	3,695	2,718	*BJB*
PT Bank DKI	2,527	1,545	*PT Bank DKI*
PT Bank Aceh Syariah	1,017	1,016	*PT Bank Aceh Syariah*
	45,289	41,998	
Pihak berelasi			*Related parties*
Mandiri	4,456	4,445	*Mandiri*
BSI	572	111	*BSI*
	5,028	4,556	
Jumlah	**50,317**	**46,554**	***Total***

Kas dan setara kas yang dibatasi penggunaannya pada bank yang disebutkan di atas sehubungan dengan jaminan tanah pertambangan dan biaya reklamasi. Tidak terdapat kas dan setara kas yang dibatasi penggunaannya yang diperkirakan akan direalisasikan dalam waktu 12 bulan setelah 31 Desember 2025.

Restricted cash and cash equivalents with the above-mentioned banks are in relation to quarry closure and environmental reclamation guarantees. There are no restricted cash and cash equivalents which are expected to be realised within 12 months after December 31, 2025.

12. ASET TETAP DAN TANAH PERTAMBANGAN / *12. FIXED ASSETS AND QUARRY*

	2025					
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassification***	**Saldo akhir/ *Ending balance***	
Harga perolehan						***Acquisition cost***
Tanah	649,272	-	-	-	649,272	*Land*
Tanah pertambangan	1,142,804	-	(78)	2,309	1,145,035	*Quarry*
Bangunan dan prasarana	6,646,825	3,561	-	17,727	6,668,113	*Buildings and facilities*
Mesin dan peralatan	18,978,081	21,873	-	216,708	19,216,662	*Machinery and equipment*
Alat pengangkutan	718,533	80	(64,959)	14,433	668,087	*Transportation equipment*
Peralatan kantor	310,088	302	-	9,639	320,029	*Office equipment*
Aset tetap dalam pembangunan	1,702,262	344,445	-	(260,816)	1,785,891	*Construction in progress*
	30,147,865	370,261	(65,037)	-	30,453,089	
Akumulasi penyusutan dan deplesi						***Accumulated depreciation and depletion***
Tanah pertambangan	(267,830)	(16,539)	78	-	(284,291)	*Quarry*
Bangunan dan prasarana	(2,606,302)	(125,808)	-	-	(2,732,110)	*Buildings and facilities*
Mesin dan peralatan	(10,992,269)	(476,233)	-	-	(11,468,502)	*Machinery and equipment*
Alat pengangkutan	(608,574)	(32,856)	64,959	-	(576,471)	*Transportation equipment*
Peralatan kantor	(223,698)	(8,906)	-	-	(232,604)	*Office equipment*
	(14,698,673)	(660,342)	65,037		(15,293,978)	
Nilai buku bersih	**15,449,192**				**15,159,111**	***Net book value***

12. ASET TETAP DAN TANAH PERTAMBANGAN (lanjutan)

12. FIXED ASSETS AND QUARRY (continued)

	2024					
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassification***	**Saldo akhir/ *Ending balance***	
Harga perolehan						***Acquisition cost***
Tanah	649,272	-	-	-	649,272	*Land*
Tanah pertambangan	1,142,882	-	(78)	-	1,142,804	*Quarry*
Bangunan dan prasarana	6,628,081	441	(314)	18,617	6,646,825	*Buildings and facilities*
Mesin dan peralatan	18,720,095	22,342	-	235,644	18,978,081	*Machinery and equipment*
Alat pengangkutan	696,586	-	-	21,947	718,533	*Transportation equipment*
Peralatan kantor	305,631	1,099	(12)	3,370	310,088	*Office equipment*
Aset tetap dalam pembangunan	1,275,493	706,347	-	(279,578)	1,702,262	*Construction in progress*
	29,418,040	730,229	(404)	-	30,147,865	
Akumulasi penyusutan dan deplesi						***Accumulated depreciation and depletion***
Tanah pertambangan	(250,009)	(17,899)	78	-	(267,830)	*Quarry*
Bangunan dan prasarana	(2,481,459)	(124,893)	50	-	(2,606,302)	*Buildings and facilities*
Mesin dan peralatan	(10,511,780)	(480,489)	-	-	(10,992,269)	*Machinery and equipment*
Alat pengangkutan	(576,688)	(31,886)	-	-	(608,574)	*Transportation equipment*
Peralatan kantor	(214,332)	(9,378)	12	-	(223,698)	*Office equipment*
	(14,034,268)	(664,545)	140	-	(14,698,673)	
Nilai buku bersih	**15,383,772**				**15,449,192**	***Net book value***

Persentase penyelesaian aset tetap dalam pembangunan pada tanggal 31 Desember 2025 berkisar antara 1% - 99% (tidak diaudit) (2024: 2% - 98% (tidak diaudit)) dari jumlah yang dianggarkan. Sebagian besar bangunan, mesin dan peralatan dalam pembangunan diperkirakan akan selesai di akhir tahun 2026.

The percentage of completion for construction in progress as at December 31, 2025 ranges from 1% - 99% (unaudited) (2024: 2% - 98% (unaudited)) of the total budgeted costs. Most of the buildings, machinery and equipment under construction are estimated to be completed by the end of 2026.

Grup memiliki hak penuh terhadap semua aset di laporan posisi keuangan, dan tidak terdapat hak gadai atau sitaan atas aset Grup atau tidak ada aset yang dijadikan jaminan.

The Group has satisfactory rights to all assets in the statement of financial position, and there are no liens and encumbrances on the Group's assets, nor have any assets been pledged as collateral.

Pada tanggal-tanggal pelaporan, rincian biaya perolehan aset tetap yang sudah disusutkan penuh dan masih digunakan oleh Grup adalah sebagai berikut:

At the reporting dates, details of the acquisition costs of all fixed assets that are fully depreciated and are in use by the Group are as follows:

	2025	**2024**	
Mesin dan peralatan	3,272,519	3,048,043	*Machinery and equipment*
Alat pengangkutan	323,501	366,724	*Transportation equipment*
Bangunan dan prasarana	166,179	164,729	*Buildings and facilities*
Tanah pertambangan	66,693	66,693	*Quarry*
Peralatan kantor	61,801	58,803	*Office equipment*
Jumlah	**3,890,693**	**3,704,992**	***Total***

Grup melakukan penilaian nilai wajar atas aset tetap pada tanggal 30 September 2024 yang dilakukan oleh Kantor Jasa Penilai Publik (KJPP) Toto Suharto & Rekan, penilai independen yang telah terdaftar di Otoritas Jasa Keuangan (OJK). Berdasarkan hasil penilaian tersebut, nilai wajar aset tetap Grup tercatat sebesar Rp30.573.217. Penilaian ini menggunakan dua pendekatan, yaitu pendekatan pasar dan pendekatan biaya. Laporan hasil penilaian tersebut diterbitkan pada tanggal 12 Februari 2025.

The Group performed a valuation to determine the fair value of its fixed assets as of September 30, 2024 which carried out by Kantor Jasa Penilai Publik ("KJPP") Toto Suharto & Rekan, an independent appraiser registered with Otoritas Jasa Keuangan (OJK). Based on the latest appraisal, the fair value of the Group's fixed assets was Rp30,573,217. The appraisal was conducted using two approach, the market approach and the cost approach. The appraisal report was issued on February 12, 2025.

12. ASET TETAP DAN TANAH PERTAMBANGAN (lanjutan)

12. FIXED ASSETS AND QUARRY (continued)

Rincian penghapusan aset tetap adalah sebagai berikut:

Details of write-offs of fixed assets are as follows:

	2025	2024	
Nilai buku dari penghapusan aset tetap	-	(264)	*Net book value of fixed assets written-off*
Rugi dari penghapusan aset tetap	**-**	**(264)**	***Loss from write-offs of fixed assets***

Alokasi beban penyusutan dan deplesi sebagai berikut:

Depreciation and depletion expenses are allocated as follows:

	2025	2024	
Beban pokok pendapatan (Catatan 27)	659,171	663,326	*Cost of revenue (Note 27)*
Beban umum dan administrasi (Catatan 29)	1,149	1,192	*General and administrative expenses (Note 29)*
Beban penjualan (Catatan 28)	22	27	*Selling expenses (Note 28)*
Jumlah	**660,342**	**664,545**	***Total***

Pada tanggal 31 Desember 2025 dan 2024, manajemen berpendapat bahwa tidak diperlukan cadangan kerugian penurunan nilai aset.

As at December 31, 2025 and 2024, management believes that allowance for impairment losses is not required.

Pada tanggal 31 Desember 2025 dan 2024 persediaan dan aset tetap (kecuali tanah, tanah pertambangan dan aset tetap dalam pembangunan) (Catatan 8), diasuransikan dalam asuransi *industrial special risks* dan risiko lainnya sebesar Rp26.101.153. Manajemen berpendapat bahwa nilai pertanggungan asuransi memadai untuk menutupi kemungkinan kerugian atas aset yang diasuransikan.

As at December 31, 2025 and 2024, inventories and fixed assets (except land, quarry and construction in progress) (Note 8), are insured under industrial special risks and other risks insurance for Rp26,101,153. Management is of the opinion that the insurance coverage is adequate to cover possible losses on the assets insured.

13. SEWA

13. LEASES

a. Aset hak-guna

a. Right-of-use assets

	2025				
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Saldo akhir/ *Ending balance*	
Harga perolehan					***Acquisition cost***
Tanah	252,779	17,299	(36,979)	233,099	*Land*
Bangunan dan prasarana	49,440	860	(23,602)	26,698	*Buildings and facilities*
Kendaraan dan kapal *time charter*	614,994	104,315	(138,591)	580,718	*Vehicles and time charter vessels*
	917,213	122,474	(199,172)	840,515	
Akumulasi penyusutan					***Accumulated depreciation***
Tanah	(86,584)	(23,455)	36,870	(73,169)	*Land*
Bangunan dan prasarana	(34,262)	(5,315)	23,602	(15,975)	*Buildings and facilities*
Kendaraan dan kapal *time charter*	(534,398)	(85,724)	138,591	(481,531)	*Vehicles and time charter vessels*
	(655,244)	(114,494)	199,063	(570,675)	
Nilai buku bersih	**261,969**			**269,840**	***Net book value***

13. SEWA (lanjutan) / *13. LEASES (continued)*

a. Aset hak-guna (lanjutan) / *a. Right-of-use assets (continued)*

	2024				
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Saldo akhir/ *Ending balance*	
Harga perolehan					***Acquisition cost***
Tanah	116,630	162,841	(26,692)	252,779	*Land*
Bangunan dan prasarana	33,304	16,420	(284)	49,440	*Buildings and facilities*
Kendaraan dan kapal *time charter*	829,119	109,869	(323,994)	614,994	*Vehicles and time charter vessels*
	979,053	289,130	(350,970)	917,213	
Akumulasi penyusutan					***Accumulated depreciation***
Tanah	(78,430)	(28,213)	20,059	(86,584)	*Land*
Bangunan dan prasarana	(29,276)	(5,270)	284	(34,262)	*Buildings and facilities*
Kendaraan dan kapal *time charter*	(719,923)	(137,959)	323,484	(534,398)	*Vehicles and time charter vessels*
	(827,629)	(171,442)	343,827	(655,244)	
Nilai buku bersih	**151,424**			**261,969**	***Net book value***

Biaya penyusutan yang dibebankan untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Depreciation expenses for the year ended December 31, 2025 and 2024 were charged as follows:

	2025	2024	
Beban pokok pendapatan (Catatan 27)	105,756	162,373	*Cost of revenue (Note 27)*
Beban umum dan administrasi (Catatan 29)	8,738	9,069	*General and administrative expenses (Note 29)*
Jumlah	**114,494**	**171,442**	***Total***

b. Liabilitas sewa / *b. Lease liabilities*

	2025	2024	
Tidak lebih dari 1 tahun	134,486	114,772	*No later than 1 year*
Lebih dari 1 tahun dan kurang dari 5 tahun	105,489	103,771	*Later than 1 year and no later than 5 years*
	239,975	**218,543**	
Beban keuangan di masa depan atas sewa	(18,205)	(15,737)	*Future finance charges*
Nilai kini liabilitas	221,770	202,806	*Present value of lease liabilities*
Bagian jangka pendek	**124,960**	**108,992**	***Current portion***
Bagian jangka panjang	**96,810**	**93,814**	***Non-current portion***

Jumlah lainnya (di luar depresiasi) yang terkait dengan sewa yang diakui dalam laporan laba rugi:

Other amounts (excluding depreciation) that are recognised in the profit or loss:

	2025	2024	
Beban bunga	15,429	15,573	*Interest expense*
Beban terkait sewa jangka pendek	23,835	7,809	*Expenses relating to short-term leases*
Beban terkait sewa variabel	133,547	164,471	*Expenses relating to variable leases*

13. SEWA (lanjutan)

b. Liabilitas sewa (lanjutan)

Laporan arus kas konsolidasian menyajikan saldo berikut berkaitan dengan sewa:

***13. LEASES** (continued)*

***b. Lease liabilities** (continued)*

The consolidated statement of cash flows show the following amounts related to leases:

	2025	2024	
Arus kas dari aktivitas investasi			***Cash flows from investing activities***
Penambahan aset hak-guna	(18,159)	(27,661)	*Addition of right-of-use assets*
Arus kas dari aktivitas operasi			***Cash flows from operating activities***
Pembayaran kepada pemasok	(157,382)	(172,280)	*Payment to suppliers*
Pembayaran beban keuangan	(15,429)	(15,574)	*Payment of finance costs*
Arus kas dari aktivitas pendanaan			***Cash flows from financing activities***
Pembayaran pokok liabilitas sewa	(85,352)	(237,669)	*Principal repayments of lease liabilities*

Grup menandatangani beberapa perjanjian sewa yang sebagian besar berkaitan dengan sewa tanah, gedung, peralatan berat, kendaraan dan kapal (*time charter*). Perjanjian sewa biasanya memiliki periode tetap antara dua sampai dengan dua puluh tahun, tetapi dapat memiliki opsi perpanjangan. Ketentuan sewa dinegosiasikan secara individu dan mengandung syarat dan ketentuan yang berbeda.

The Group entered into several lease agreements which are mainly related to rental of lands, buildings, heavy equipment, vehicles and shipping vessels (time charter). Rental agreements are typically made for fixed periods between two to twenty years but may have extension options. Lease terms are negotiated on an individual basis and contain different terms and conditions.

Perjanjian sewa peralatan berat Grup yang signifikan adalah PT Takari Kokoh Sejahtera, PT Berkat Alam Cemerlang, PT Semen Indonesia Beton, PT Sumber Rejeki Transjaya, PT Movindo Beton, dengan nilai kontrak masing-masing Rp43.910, Rp19.609, Rp16.320, Rp13.618 dan Rp7.467.

The Group's significant heavy equipment rental agreements were PT Takari Kokoh Sejahtera, PT Berkat Alam Cemerlang, PT Semen Indonesia Beton, PT Sumber Rejeki Transjaya and PT Movindo Beton with contract values Rp43,910, Rp19,609, Rp16,320, Rp13,618 and Rp7,467, respectively.

Lihat Catatan 35 untuk informasi mengenai pihak-pihak berelasi.

See Note 35 for related parties information.

14. *GOODWILL*

Pada tanggal 31 Desember 2025 dan 2024, *goodwill* yang timbul dari akuisisi entitas anak adalah sebagai berikut:

14. GOODWILL

As at December 31, 2025 and 2024, goodwill arising from the acquisitions of subsidiaries is as follows:

Unit Penghasil Kas ("UPK")/ *Cash Generating Unit ("CGU")*	2025	2024
SBA	322,150	322,150
RCI	9,658	9,658
Jumlah/*Total*	**331,808**	**331,808**

Pengujian penurunan nilai atas *goodwill* dilakukan secara tahunan dan ketika terdapat suatu indikasi bahwa nilai tercatatnya mengalami penurunan nilai. Grup mempertimbangkan mana yang lebih tinggi antara *Value in Use* ("VIU") dan nilai tercatat ekuitas pemegang saham atas UPK terkait.

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. The Group considers the higher of the Value in Use ("VIU") and the carrying amount of shareholder's equity on the related CGU.

14. *GOODWILL* (lanjutan)

Grup melakukan uji penurunan nilai pada 30 September 2025. VIU telah ditentukan sebagai nilai terpulihkan atas UPK dan dihitung berdasarkan perhitungan arus kas diskonto ("DCF") menggunakan proyeksi arus kas bersih berdasarkan proyeksi arus kas UPK dari produksi semen yang telah disetujui oleh manajemen yang mencakup periode lima tahun dan diekstrapolasi menggunakan tingkat pertumbuhan perpetuitas. Tingkat pertumbuhan perpetuitas dibuat berdasarkan proyeksi tingkat inflasi yang disesuaikan dengan pandangan manajemen terhadap kondisi pasar.

Asumsi yang digunakan dalam perhitungan VIU pada 2025 dan 2024 adalah:

14. GOODWILL *(continued)*

The Group performed its annual impairment test on September 30, 2025. The VIU has been determined as recoverable amount of the CGU and calculated based on a discounted cash flow ("DCF") calculation using projected net cash flows based on the CGU's projected cash flows from cement production approved by management, covering five-year period, and extrapolated using a perpetuity growth rate. The perpetuity growth rate is made based on projected inflation rate, adjusted by management's view of the market conditions.

Assumptions used in the VIU calculation in 2025 and 2024:

	2025	2024	
Tingkat pertumbuhan *volume* penjualan	3.0 %	2.0 %	*Sales volume growth rate*
Tingkat pertumbuhan harga	2.5 %	1.0 %	*Sales prices growth rate*
Tingkat diskonto	12.10 %	11.56 %	*Discount rate*
Tingkat pertumbuhan perpetuitas	2.5 %	2.5 %	*Perpetuity growth rate*

Volume penjualan adalah tingkat rata-rata pertumbuhan tahunan sampai tingkat produksi optimum. Asumsi ini didasarkan pada kinerja masa lalu dan ekspektasi manajemen pada perkembangan pasar.

Sales volume is the average annual growth rate up to optimum production capacity. This assumption is based on past performance and management's expectations of market development.

Harga jual adalah tingkat rata-rata pertumbuhan tahunan berdasarkan pada tren industri saat ini dan termasuk prakiraan inflasi jangka panjang.

Sales price is the average annual growth rate based on current industry trends and includes long-term inflation forecasts.

Grup telah melakukan analisis sensitivitas uji penurunan nilai terhadap perubahan asumsi utama yang digunakan untuk menentukan jumlah terpulihkan untuk setiap kelompok unit penghasil kas yang dialokasikan *goodwill*. Manajemen berkeyakinan bahwa setiap perubahan yang wajar atas asumsi utama yang menjadi dasar jumlah terpulihkan dari UPK tidak akan menyebabkan jumlah tercatat keseluruhan melebihi jumlah terpulihkan keseluruhan dari UPK terkait.

The group has conducted an analysis of the sensitivity of the impairment test to changes in the key assumptions used to determine the recoverable amount for each of the group of CGUs to which goodwill is allocated. Management believes that any reasonably possible change in the key assumptions on which the recoverable amount of CGU is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the related CGUs.

15. ASET TIDAK LANCAR LAINNYA

15. OTHER NON-CURRENT ASSETS

	2025	2024	
Uang jaminan	34,007	34,249	*Security deposits*
Aset pembongkaran dan restorasi tambang	12,964	13,903	*Decommissioning and mine restoration assets*
Beban tangguhan	7,294	2,542	*Deferred charges*
Aset keuangan jangka panjang	6,016	9,614	*Non-current financial assets*
Aset tak berwujud	714	762	*Intangible assets*
Pajak bumi dan bangunan	-	4,013	*Land and building tax*
Jumlah	**60,995**	**65,083**	***Total***

16. UTANG USAHA / *16. TRADE PAYABLES*

i. Utang usaha / *i. Trade payables*

	2025	2024	
Pihak ketiga	1,122,662	1,262,196	*Third parties*
Pihak berelasi (Catatan 35h)	784,783	1,390,464	*Related parties (Note 35h)*
Subjumlah	**1,907,445**	**2,652,660**	***Subtotal***
Utang usaha terkait perjanjian *supplier financing*			*Trade payables under supplier financing arrangements*
Pihak ketiga	731,868	690,034	*Third parties*
Pihak berelasi (Catatan 35h)	-	11,277	*Related parties (Note 35h)*
Subjumlah	**731,868**	**701,311**	***Subtotal***
Jumlah	**2,639,313**	**3,353,971**	***Total***

ii. Utang usaha terkait perjanjian *supplier financing* / *ii. Trade payables under supplier financing arrangements*

	2025	2024	
Disajikan dalam utang usaha :			*Presented within trade payables :*
Pihak ketiga	731,868	690,034	*Third parties*
Pihak berelasi (Catatan 35h)	-	11,277	*Related parties (Note 35h)*
- yang pembayarannya telah diterima pemasok	731,868	701,311	*- of which suppliers have received payments*
Rentang tanggal jatuh tempo pembayaran			*Range of payment due date*
Kewajiban yang merupakan bagian dari perjanjian	90 hari setelah tanggal faktur /*days after invoice date*		*Liabilities that are part of the arrangement*
Utang usaha yang sebanding yang bukan bagian dari perjanjian	30 - 90 hari setelah tanggal faktur /*days after invoice date*		*Comparable trade payables that are not part of an arrangement*

iii. Berdasarkan mata uang / *iii. By currency*

	2025	2024	
Rupiah	2,339,211	3,079,175	*Rupiah*
Euro	166,256	150,891	*Euro*
Dolar AS	131,964	120,291	*US Dollars*
Lainnya	1,882	3,614	*Others*
Jumlah	**2,639,313**	**3,353,971**	***Total***

Grup menandatangani perjanjian *supplier financing* arrangement dengan SCB, Permata dan dengan PT Semen Indonesia (Persero) Tbk melaluia BNI. Berdasarkan perjanjian ini, bank setuju untuk membayar jumlah tertentu kepada pemasok yang berpartisipasi terkait dengan faktur yang terutang oleh Grup, dan menerima pelunasan dari Grup pada tanggal yang telah disepakati. Tujuan utama dari perjanjian ini adalah untuk memfasilitasi pemrosesan pembayaran yang efisien dan memungkinkan pemasok yang bersedia untuk menerima pembayaran dari bank sebelum tanggal jatuh tempo faktur.

The Group entered in a supplier financing arrangements with SCB, Permata and with PT Semen Indonesia (Persero) Tbk through BNI. Under the arrangements, the banks agree to pay amounts to participating suppliers in respect of invoices owed by the Group and receive settlement from the Group at a later date. The principal purpose of this arrangement is to facilitate efficient payment processing and enable the willing suppliers to receive payments from the bank before the invoice due date.

Utang usaha merupakan utang yang berasal dari pembelian bahan baku utama dan pembantu, baik dari pemasok dalam maupun luar negeri.

Trade payables represent payables arising from purchases of raw and indirect materials, both from local and foreign suppliers.

16. UTANG USAHA (lanjutan)

Jangka waktu rata-rata kredit dari pembelian bahan baku utama dan pembantu, baik dari pemasok dalam maupun luar negeri adalah 90 hari. Tidak ada bunga yang dibebankan atas utang usaha yang telah jatuh tempo.

16. TRADE PAYABLES (continued)

The average purchases of raw and indirect materials, both from local and foreign suppliers, have credit terms of 90 days. There is no interest charged on the past due trade payables.

17. UTANG LAIN-LAIN / *17. OTHER PAYABLES*

	2025	2024	
Pihak ketiga:			*Third parties:*
Uang muka dari pelanggan	55,353	62,313	*Advances from customers*
Utang dividen	3,943	3,203	*Dividend payable*
Lainnya	7,296	17,596	*Others*
	66,592	83,112	
Pihak berelasi (Catatan 35i)			*Related parties (Note 35i)*
Royalti	52,392	4,983	*Royalty*
Uang muka dari pelanggan	3,542	1,497	*Advances from customers*
Lainnya	13,206	2,046	*Others*
	69,140	8,526	
Jumlah	**135,732**	**91,638**	***Total***

Untuk penjualan semen dan beton siap pakai, pendapatan diakui pada saat pengendalian barang telah dialihkan kepada pelanggan, yaitu pada saat barang keluar dari gudang. Ketika pelanggan pertama kali membeli barang, harga transaksi yang diterima pada saat itu oleh Grup diakui sebagai uang muka dari pelanggan sampai barang telah diserahkan ke pelanggan.

For cement and readymix sales, revenue is recognized when control of the goods has transferred to the customer, being at the point the goods are leaving warehouse. When the customer initially purchases the goods, the transaction price received at that point by the Group is recognized as an advance from cutomers until the goods have been delivered to the customer.

Tidak ada bunga yang dibebankan atas utang lain-lain yang telah jatuh tempo.

There is no interest charged on the other payables that are past due.

18. PERPAJAKAN / *18. TAXATION*

a. Tagihan pengembalian pajak / *a. Claims for tax refund*

	2025	2024	
Pajak Penghasilan Badan:			*Corporate Income Tax:*
Perusahaan	-	26,861	*The Company*
Entitas anak	77,695	141,020	*Subsidiaries*
	77,695	167,881	
Cadangan penyisihan tagihan pengembalian pajak	-	(15,212)	*Allowance for impairment of claims for tax refund*
	77,695	152,669	
Pajak lain-lain:			*Other taxes:*
Perusahaan			*The Company*
Pasal 22	2,797	2,797	*Article 22*
Entitas anak			*Subsidiaries*
Pasal 26	-	4,453	*Article 26*
PPN	4,947	6,798	*Value Added Tax ("VAT")*
	7,744	14,048	
Cadangan penyisihan tagihan pengembalian pajak	(2,797)	(12,165)	*Allowance for impairment of claims for tax refund*
	4,947	1,883	
Jumlah	**82,642**	**154,552**	***Total***

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

b. Pajak lain-lain dibayar di muka / *b. Other prepaid taxes*

	2025	2024	
Pajak Penghasilan Badan			*Corporate Income Tax*
Perusahaan	17,062	-	*The Company*
Entitas anak	60,016	-	*Subsidiaries*
	77,078	-	
PPN			*VAT*
Perusahaan	339,163	442,205	*The Company*
Entitas anak	189,276	160,393	*Subsidiaries*
	528,439	602,598	
Pasal 21			*Article 21*
Perusahaan	6,080	4,807	*The Company*
Entitas anak	934	719	*Subsidiaries*
	7,014	5,526	
Pasal 22			*Article 22*
Entitas anak	-	1,387	*Subsidiaries*
Pasal 23 dan 26			*Articles 23 and 26*
Entitas anak	624	148	*Subsidiaries*
Jumlah	**613,155**	**609,659**	***Total***

c. Utang pajak / *c. Taxes payable*

	2025	2024	
Pajak Penghasilan Badan:			*Corporate Income Tax:*
Perusahaan	19,361	-	*The Company*
Entitas anak	2,798	2,704	*Subsidiaries*
	22,159	2,704	
Pajak lain-lain:			*Other taxes:*
Perusahaan			*The Company*
Pasal 22	3,387	735	*Article 22*
Pasal 23 dan 26	9,870	2,321	*Articles 23 and 26*
Entitas anak			*Subsidiaries*
Pasal 21	19	19	*Article 21*
Pasal 22	57	-	*Article 22*
Pasal 23 dan 26	2,385	3,191	*Articles 23 and 26*
	15,718	6,266	
Jumlah	**37,877**	**8,970**	***Total***

d. Beban pajak penghasilan / *d. Income tax expense*

	2025	2024	
Perusahaan			*The Company*
Beban pajak kini	215,825	180,800	*Current tax expenses*
Beban pajak tangguhan	50,909	49,275	*Deferred tax expenses*
	266,734	230,075	
Entitas anak			*Subsidiaries*
Beban pajak kini	-	42,026	*Current tax expenses*
Manfaat pajak tangguhan	(10,272)	(6,153)	*Deferred tax benefit*
Penyesuaian tahun lalu	23,921	5,644	*Adjustment in respect of prior years*
	13,649	41,517	
Konsolidasian			*Consolidated*
Beban pajak kini	215,825	222,826	*Current tax expenses*
Beban pajak tangguhan	40,637	43,122	*Deferred tax expenses*
Penyesuaian tahun lalu	23,921	5,644	*Adjustment in respect of prior years*
Jumlah	**280,383**	**271,592**	***Total***

18. PERPAJAKAN (lanjutan)

d. Beban pajak penghasilan (lanjutan)

Pajak kini

Rekonsiliasi antara laba sebelum pajak dengan penghasilan kena pajak Perusahaan dan beban pajak kini Perusahaan adalah sebagai berikut:

***18. TAXATION** (continued)*

***d. Income tax expense** (continued)*

Current tax

The reconciliation between profit before income tax and the Company's taxable income and its current income tax expense is as follows:

	2025	2024	
Laba sebelum pajak penghasilan menurut laporan laba rugi konsolidasian	939,125	1,016,682	*Profit before income tax as per consolidated statement of profit or loss*
Ditambah (dikurangi):			*Add (deduct):*
Penyesuaian eliminasi konsolidasian	13,179	13,500	*Elimination adjustments for consolidation*
Rugi (laba) entitas anak sebelum pajak penghasilan dan lainnya - bersih	162,920	(32,106)	*Loss (profit) before income tax of subsidiaries and others - net*
Laba sebelum pajak penghasilan Perusahaan	1,115,224	998,076	*Profit before income tax of the Company*
Penyesuaian pajak:			*Tax adjustments:*
Beban yang tidak dapat dikurangkan	100,121	52,353	*Non-deductible expenses*
Penghasilan kena pajak final	(2,921)	(3,778)	*Income subject to final tax*
Sewa	(7,318)	(49,884)	*Leases*
Perbedaan depresiasi dan amortisasi fiskal dan komersial	(138,759)	(218,078)	*Difference in fiscal and commercial depreciation and amortisation*
Liabilitas imbalan kerja	(95,692)	46,407	*Employee benefit liabilities*
Penyisihan penurunan nilai persediaan	3,126	1,350	*Allowance for decline in the value of inventories*
Cadangan kerugian kredit ekspektasian nilai piutang	(2,567)	(6,797)	*Allowance for expected credit losses on receivables*
Provisi untuk restorasi	9,807	2,170	*Provision for restoration*
Laba kena pajak Perusahaan	**981,021**	**821,819**	***Taxable income of the Company***
Beban pajak penghasilan kini dengan tarif pajak efektif 22% - Perusahaan	**215,825**	**180,800**	***Current income tax expense statutory tax rate of 22% - the Company***
Pembayaran pajak penghasilan - Perusahaan	196,463	207,661	*Payment income tax - Company*
Utang pajak penghasilan - Perusahaan	(19,361)	-	*Income tax payable - Company*
Tagihan pengembalian pajak - Perusahaan	-	26,861	*Claim for tax refund - Company*
Beban pajak penghasilan kini - Entitas Anak	**-**	**42,026**	***Current income tax expense - Subsidiaries***
Beban pajak penghasilan kini - Konsolidasian	**215,825**	**222,826**	***Current income tax expense - Consolidated***

Dalam laporan keuangan konsolidasian ini, jumlah penghasilan kena pajak didasarkan atas perhitungan sementara, karena Perusahaan belum menyampaikan Surat Pemberitahuan Tahunan pajak penghasilan badan.

In these consolidated financial statements, the amount of taxable income is based on preliminary calculations, as the Company has not yet submitted its corporate income tax returns.

18. PERPAJAKAN (lanjutan)

d. Beban pajak penghasilan (lanjutan)

Pajak kini (lanjutan)

Pajak atas laba Grup sebelum pajak berbeda dengan nilai teoritis yang muncul apabila menggunakan rata-rata tertimbang tarif pajak terhadap laba pada entitas yang dikonsolidasi sebagai berikut:

18. TAXATION (continued)

d. Income tax expense (continued)

Current tax (continued)

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits on the consolidated entities as follows:

	2025	2024	
Laba konsolidasian sebelum pajak	939,125	1,016,682	*Consolidated profit before taxes*
Pajak dihitung dengan tarif pajak yang berlaku sebesar 22%	206,608	223,670	*Income tax at prevailing rates of 22%*
Dampak pajak penghasilan pada:			*Tax effects of:*
- Beban yang tidak dapat dikurangkan untuk keperluan pajak	48,111	36,747	*Non-deductible expenses -*
- Aset pajak tangguhan yang tidak diakui	16,054	18,885	*Unrecognised deferred tax assets -*
- Pendapatan konstruksi dan penghasilan bunga yang dikenakan pajak final	(14,311)	(13,354)	*Construction revenue and - finance income subject to final tax*
Penyesuaian beban pajak tahun sebelumnya	23,921	5,644	*Adjustment in respect of prior years*
Beban pajak penghasilan konsolidasian	**280,383**	**271,592**	***Consolidated income tax expenses***

e. Pajak tangguhan

Pengaruh pajak atas beda temporer yang signifikan antara pelaporan komersial dan pajak adalah sebagai berikut:

e. Deferred tax

The tax effects of significant temporary differences between commercial and tax reporting are as follows:

	1 Januari/ *January 1,* 2025	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/ (charged) to other comprehensive income*	31 Desember/ *December 31,* 2025	
Perusahaan					***The Company***
Liabilitas pajak tangguhan, bersih					*Deferred tax liabilities, net*
Liabilitas imbalan kerja	113,003	(21,052)	(1,048)	90,903	*Employee benefits obligation*
Persediaan	5,326	688	-	6,014	*Inventories*
Piutang usaha dan lain-lain	27,172	(565)	-	26,607	*Trade receivables and others*
Aset hak guna	(33,587)	6,661	-	(26,926)	*Right-of-use assets*
Liabilitas sewa	22,796	(8,271)	-	14,525	*Lease liabilities*
Aset restorasi	(2,124)	(34)	-	(2,158)	*Asset restoration*
Provisi untuk restorasi	13,985	2,191	-	16,176	*Provision for restoration*
Aset tetap	(1,119,832)	(30,527)	-	(1,150,359)	*Fixed assets*
	(973,261)	(50,909)	(1,048)	(1,025,218)	
Entitas anak					***Subsidiaries***
Aset pajak tangguhan, bersih	33,398	(4,494)	85	28,989	*Deferred tax assets, net*
Liabilitas pajak tangguhan, bersih					*Deferred tax liabilities, net*
Aset tetap	(270,028)	13,988	-	(256,040)	*Fixed assets*
Lain-lain	12,399	779	(172)	13,006	*Others*
	(257,629)	14,767	(172)	(245,302)	
Jumlah aset pajak tangguhan	**33,398**	**(4,494)**	**85**	**28,989**	***Total deferred tax assets***
Jumlah liabilitas pajak tangguhan	**(1,230,890)**	**(36,142)**	**(1,220)**	**(1,268,252)**	***Total deferred tax liabilities***

18. PERPAJAKAN (lanjutan)

18. TAXATION (continued)

e. Pajak tangguhan (lanjutan)

e. Deferred tax (continued)

	1 Januari/ *January 1, 2024*	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited (charged) to other comprehensive income*	31 Desember/ *December 31, 2024*	
Perusahaan					***The Company***
Liabilitas pajak tangguhan, bersih					*Deferred tax liabilities, net*
Liabilitas imbalan kerja	85,462	10,209	17,332	113,003	*Employee benefits obligation*
Persediaan	5,029	297	-	5,326	*Inventories*
Piutang usaha dan lain-lain	28,667	(1,495)	-	27,172	*Trade receivables and others*
Aset hak guna	(9,419)	(24,168)	-	(33,587)	*Right-of-use assets*
Liabilitas sewa	9,730	13,066	-	22,796	*Lease liabilities*
Aset restorasi	(2,403)	279	-	(2,124)	*Asset restoration*
Provisi untuk restorasi	13,786	199	-	13,985	*Provision for restoration*
Aset tetap	(1,072,170)	(47,662)	-	(1,119,832)	*Fixed assets*
	(941,318)	(49,275)	17,332	(973,261)	
Entitas anak					***Subsidiaries***
Aset pajak tangguhan, bersih	30,188	2,268	942	33,398	*Deferred tax assets, net*
Liabilitas pajak tangguhan, bersih					*Deferred tax liabilities, net*
Aset tetap	(274,456)	4,428	-	(270,028)	*Fixed assets*
Lain-lain	12,397	(543)	545	12,399	*Others*
	(262,059)	3,885	545	(257,629)	
Jumlah aset pajak tangguhan	**30,188**	**2,268**	**942**	**33,398**	***Total deferred tax assets***
Jumlah liabilitas pajak tangguhan	**(1,203,377)**	**(45,390)**	**17,877**	**(1,230,890)**	***Total deferred tax liabilities***

Rugi pajak dapat dikompensasikan dengan laba kena pajak pada masa lima tahun mendatang sejak kerugian fiskal terjadi.

The tax losses can be utilised against the taxable income for a period of five years subsequent to the year the fiscal loss was incurred.

Rincian rugi fiskal entitas anak sebagai berikut:

Subsidiaries fiscal losses are as follows:

	2025	2024	
SBB			*SBB*
Rugi fiskal 2020	-	41,065	*Fiscal loss 2020*
Rugi fiskal 2021	69,978	69,978	*Fiscal loss 2021*
Rugi fiskal 2022	113,758	113,758	*Fiscal loss 2022*
Rugi fiskal 2023	92,731	92,731	*Fiscal loss 2023*
Rugi fiskal 2024	56,378	52,190	*Fiscal loss 2024*
Rugi fiskal 2025	76,503	-	*Fiscal loss 2025*
Jumlah	**409,348**	**369,722**	***Total***

Grup tidak mengakui rugi fiskal yang berasal dari SBB diatas sebagai aset pajak tangguhan karena tidak terdapat keyakinan bahwa rugi fiskal tersebut dapat digunakan sebelum masa berlaku berakhir.

The Group does not recognise fiscal losses from SBB as deferred tax assets as it is uncertain that the tax losses can be utilised prior to their expiry.

18. PERPAJAKAN (lanjutan)

f. Surat Ketetapan Pajak

Berikut adalah status permohonan banding, keberatan, dan gugatan perpajakan yang masih dalam proses per 31 Desember 2025:

***18. TAXATION** (continued)*

f. Tax Assessment Letters

The status of outstanding taxation appeals, objections and lawsuits as at December 31, 2025 is as follows:

Tahun pajak/ *Fiscal year*	**Entitas/ *Entity***	**Jumlah yang disengketakan/*Disputed amount***	**Tercatat sebagai tagihan pengembalian pajak/*Recorded as claim for tax refund***	**Status pada tanggal pelaporan keuangan/ *Status as at the date of the financial statements***
2017	SBA	Kurang bayar pajak penghasilan badan sebesar Rp120,5 miliar/ *Underpayment of corporate income tax amounting to Rp120.5 billion.*	-	• Pajak penghasilan badan/*Corporate income tax*: Mengajukan PK di bulan Januari 2025./ *Submitted a Judicial Review in January 2025.*
		Kurang bayar pajak penghasilan pasal 26 sebesar Rp4,45 miliar/ *Underpayment of withholding tax 26 amounting to Rp4.45 billion respectively.*		• Pajak penghasilan 26/*Withholding tax 26*: Mengajukan PK di bulan Januari 2025./*Submitted a Judicial Review in January 2025.*
		Kurang bayar PPN sebesar Rp52,38 miliar/ *Underpayment of VAT amounting to Rp52.38 billion.*		• PPN/VAT: Mengajukan PK di bulan Januari 2025./*Submitted a Judicial Review in January 2025.*
2017	SBB	Lebih bayar pajak penghasilan badan sebesar Rp2,92 miliar/*Overpayment of corporate income tax amounting to Rp2.92 billion.*	Rp1,468	• Pajak penghasilan badan/*Corporate income tax:* Perusahaan telah menerima Surat Keputusan Banding pada bulan Oktober 2025/ *The Company received the Appeal Decision Letter in October 2025.*
		Kurang bayar PPN sebesar Rp16,25 miliar/ *Underpayment VAT of amounting to Rp16.25 billion.*		• PPN/VAT: Perusahaan telah menerima Surat Keputusan Banding pada bulan Oktober 2025 dan sedang menunggu pengembalian dari Kantor Pajak./ *The Company received the Appeal Decision Letter in October 2025 and currently awaiting refund from the Tax Office.*
2018	SBB	Lebih bayar pajak penghasilan badan sebesar Rp3,48 miliar/ *Overpayment of corporate income tax amounting to Rp3.48 billion.*	Rp414	• Pajak penghasilan badan/*Corporate income tax*: Perusahaan telah menerima Surat Keputusan Banding pada bulan Oktober 2025/ *The Company received the Appeal Decision Letter in October 2025.*
		Kurang bayar PPN sebesar Rp18,08 miliar/ *Underpayment of VAT amounting to Rp18.08 billion.*		• PPN/VAT: Mengajukan surat banding ke pengadilan pajak di bulan Oktober 2025/*Submitted tax appeal letter to the tax court in October 2025.*

18. PERPAJAKAN (lanjutan)

***18. TAXATION** (continued)*

f. Surat Ketetapan Pajak (lanjutan)

***f. Tax Assessment Letters** (continued)*

Tahun pajak/ *Fiscal year*	Entitas/ *Entity*	Jumlah yang disengketakan/*Disputed amount*	Tercatat sebagai tagihan pengembalian pajak/*Recorded as claim for tax refund*	Status pada tanggal pelaporan keuangan/ *Status as at the date of the financial statements*
2021	Perusahaan/ *the Company*	Kurang bayar pajak penghasilan 22 sebesar Rp2,79 miliar/ *Underpayment of withholding tax 22 amounting to Rp2.79 billion.*	Rp2,797	• Pajak penghasilan pasal 22/*Withholding tax 22*: Mengajukan surat banding ke pengadilan pajak di bulan Oktober 2024./*Submitted tax appeal letter to the tax court in October 2024.*
		Lebih bayar PPN sebesar Rp1,8 miliar/ Overpayment of VAT amounting to Rp1.8 billion.		• PPN/*VAT*: Mengajukan surat banding ke pengadilan pajak di bulan Oktober 2024./*Submitted tax appeal letter to the tax court in October 2024.*
2021	SBA	Lebih bayar pajak penghasilan badan sebesar Rp40,34 miliar/ *Overpayment of corporate income tax amounting to Rp40.34 billion.*	Rp40,335	• Pajak penghasilan badan/*Corporate income tax*: Mengajukan surat banding ke pengadilan pajak di bulan Oktober 2024./*Submitted tax appeal letter to the tax court in October 2024.*
2022	SBA	Lebih bayar pajak penghasilan badan sebesar Rp49,4 miliar/ Overpayment of corporate income tax amounting to Rp 49,4 billion.	Rp32,565	• Pajak penghasilan badan/*Corporate income tax*: Mengajukan surat banding ke pengadilan pajak di bulan Maret 2026./*Submitted tax appeal letter to the tax court in March 2026.*
		Kurang bayar pajak penghasilan pasal 23 sebesar Rp65 miliar/ *Underpayment of withholding tax 23 amounting to Rp65 billion.*		• Pajak penghasilan pasal 23/*Withholding tax 23*: Mengajukan surat banding ke pengadilan pajak di bulan Maret 2026./*Submitted tax appeal letter to the tax court in March 2026.*

g. Administrasi pajak di Indonesia

Undang-Undang perpajakan yang berlaku di Indonesia mengatur bahwa masing-masing entitas dalam Grup menghitung dan membayar sendiri besarnya jumlah pajak yang terutang secara individu. Berdasarkan peraturan perundang-undangan yang berlaku, Direktorat Jenderal Pajak ("DJP") dapat menetapkan atau mengubah jumlah pajak terutang dalam jangka waktu lima tahun sejak saat terutangnya pajak.

Pada tanggal 31 Desember 2024, Peraturan Menteri Keuangan Republik Indonesia No. 136 Tahun 2024 ("PMK-136") tentang Pengenaan Pajak Minimum Global ("Pilar Dua") telah diundangkan dan ditetapkan di Indonesia yang berlaku mulai 1 Januari 2025.

g. Tax administration in Indonesia

The taxation laws of Indonesia require that each company in the Group calculates and pays individual tax on the basis of self-assessment. Under the prevailing regulations, Directorate General of Taxes ("DGT") may assess or amend taxes within five years of the time the tax becomes due.

On December 31, 2024, Minister of Finance Regulation Number 136 Year 2024 ("PMK-136") concerning the Imposition of Global Minimum Tax ("Pillar Two") has been enacted and effected in Indonesia effective January 1, 2025.

18. PERPAJAKAN (lanjutan)

g. Administrasi pajak di Indonesia (lanjutan)

Berdasarkan peraturan tersebut, berdasarkan penilaian pemegang saham utama, diharuskan membayar di Indonesia, pajak tambahan atas laba anak perusahaannya yang dikenakan pajak dengan tarif pajak efektif, yang dihitung berdasarkan peraturan perpajakan Pilar Dua, kurang dari 15 persen. Manajemen dari pemegang saham utama secara berkelanjutan menilai dampak peraturan pajak penghasilan Pilar Dua terhadap kinerja keuangan konsolidasiannya di masa depan.

Grup tidak berekspektasi terdapat eksposur material terhadap pajak penghasilan Pilar Dua atas laporan keuangan konsolidasian ini.

***18. TAXATION** (continued)*

***g. Tax administration in Indonesia** (continued)*

Under the legislation, based on assessment of ultimate parent company, it is required to pay in Indonesia, top-up tax on profits of its subsidiaries that are taxed at an effective tax rate, calculated based on Pillar Two legislation, of less than 15 percent. Management of ultimate parent entity is continuing to assess the impact of the Pillar Two income taxes legislation on its future consolidated financial performance.

The Group does not expect a material exposure to Pillar Two income taxes to these consolidated financial statements.

19. BEBAN MASIH HARUS DIBAYAR / ***19. ACCRUED EXPENSES***

	2025	2024	
Listrik (Catatan 35j)	97,579	94,727	*Electricity (Note 35j)*
Jasa pihak ketiga	49,133	41,381	*Third party services*
Pengangkutan	36,215	23,472	*Freight*
Iklan dan promosi	27,712	74	*Promotion and advertising*
Royalti tambang	15,408	12,068	*Mining royalty*
Jasa konsultan	13,919	17,055	*Consultant fee*
Sewa	7,740	10,553	*Rent*
Bunga	6,909	3,849	*Interest*
Asuransi	6,367	5,474	*Insurance*
Jasa tenaga kerja untuk perbaikan mesin dan lain-lain	5,605	11,082	*Labour services for machine overhaul and others*
Tanggung jawab sosial Perusahaan	5,106	5,079	*Corporate social responsibility*
Pajak	945	2,570	*Tax*
Air	799	1,299	*Water*
Lainnya	28,725	24,184	*Others*
Jumlah	**302,162**	**252,867**	***Total***

20. PINJAMAN BANK JANGKA PENDEK / ***20. SHORT-TERM BANK LOANS***

Rincian saldo pinjaman bank jangka pendek adalah sebagai berikut:

The details of short-term bank loans are follows:

	2025	2024	
Pihak ketiga:			*Third parties:*
SCB	400,000	-	*SCB*
Jumlah pinjaman bank jangka pendek	**400,000**	**-**	***Total short-term bank loans***

Pihak ketiga

a) SCB Cabang Jakarta

Perusahaan, SBB, SBA dan PLP memperoleh fasilitas *Short-Term Loan* dengan nilai maksimum sebesar Rp400.000 dan Fasilitas *Import Invoice Financing dan Bonds & Guarantees* dengan nilai maksimum sebesar AS$20.000.000. Fasilitas berlaku sampai dengan Mei 2026 dan secara otomatis diperpanjang untuk periode 12 bulan.

Third parties

a) SCB Jakarta Branch

The Company, SBB, SBA and PLP obtained a Short-Term Loan facility with a maximum amount of Rp400,000 and an Import Invoice Financing Facility and Bonds & Guarantees with maximum amount US$20,000,000. The facility is available up to May 2026 and shall be automatically extended for a 12-month period.

20. PINJAMAN BANK JANGKA PENDEK (lanjutan)

Pihak ketiga (lanjutan)

a) SCB Cabang Jakarta (lanjutan)

Di bulan September 2025, Perusahaan melakukan penarikan pinjaman sebesar Rp400.000. Pinjaman tersebut memiliki tingkat bunga awal sebesar 5,3%, yang kemudian disesuaikan menjadi 5,0% sesuai dengan advis perpanjangan.

20. SHORT-TERM BANK LOANS

Third parties (continued)

a) SCB Jakarta Branch (continued)

In September 2025, the Company made a drawdown amounting of Rp400,000. The loan carried an initial interest rate of 5.3%, which was later adjusted to 5.0% pursuant to the rollover advice.

21. PINJAMAN BANK JANGKA PANJANG / *21. LONG-TERM BANK LOANS*

Kreditur/ *Creditor*	Entitas/ *Entity*	Saldo terutang per 1 Januari 2025/ *Outstanding balance at January 1, 2025*	Jumlah pembayaran di 2025/ *Total repayments in 2025*	Perubahan non-kas/ *Non-cash changes*	Saldo terutang per 31 Desember 2025/ *Outstanding balance at December 31, 2025*
Pihak ketiga/*Third parties*					
Pinjaman Sindikasi SLL/ *SLL Syndicated Loan*	Perusahaan/*the Company*	1,944,097	(700,000)	-	1,244,097
Dikurangi oleh/*deducted by*					
- Biaya transaksi/ *Transaction costs*	Perusahaan/*the Company*	(4,240)	-	2,199	(2,041)
Jumlah/*Total*		**1,939,857**	**(700,000)**	**2,199**	**1,242,056**
Bagian jangka pendek/ *Current portion*		**(400,000)**			**(500,000)**
Bagian jangka panjang *Non-current portion*		**1,539,857**			**742,056**

Kreditur/ *Creditor*	Entitas/ *Entity*	Saldo terutang per 1 Januari 2024/ *Outstanding balance at January 1, 2024*	Jumlah pembayaran di 2024/ *Total repayments in 2024*	Perubahan non-kas/ *Non-cash changes*	Saldo terutang per 31 Desember 2024/ *Outstanding balance at December 31, 2024*
Pihak ketiga/*Third parties*					
Pinjaman Sindikasi SLL/ *SLL Syndicated Loan*	Perusahaan/*the Company*	2,744,097	(800,000)	-	1,944,097
Dikurangi oleh/*deducted by*					
- Biaya transaksi/ *Transaction costs*	Perusahaan/*the Company*	(7,000)	-	2,760	(4,240)
Jumlah/*Total*		**2,737,097**	**(800,000)**	**2,760**	**1,939,857**
Bagian jangka pendek/ *Current portion*		**(400,000)**			**(400,000)**
Bagian jangka panjang *Non-current portion*		**2,337,097**			**1,539,857**

Grup saat ini memiliki kontrak dengan tingkat bunga yang mengacu pada IndONIA (sebelumnya mengacu pada JIBOR) berlaku mulai dari 23 Desember 2025.

Tabel berikut berisi rincian semua instrumen keuangan yang dimiliki Grup pada tanggal 31 Desember 2025 yang mengacu pada IndONIA (sebelumnya mengacu pada JIBOR) :

The Group currently has a contract whose interest rate refer to IndONIA (previously refer to JIBOR) effective from December 23, 2025.

The following table contains details of all of the financial instruments that the Group holds as at December 31, 2025 which reference to IndONIA (previously refer to JIBOR) :

Fasilitas/ *Facility*	Tanggal perjanjian/ *Date of agreement*	Jumlah fasilitas/ *Total facility*	Tingkat bunga/ *Interest rates*	Tanggal jatuh tempo/ *Maturity date*
Pinjaman Sindikasi SLL/ *SLL Syndicated Loan*	19 Desember/ *December* 2022	Rp2,744,097	Compunded IndONIA + margin	17 Desember/ *December* 2027

21. PINJAMAN BANK JANGKA PANJANG (lanjutan)

Pinjaman Sindikasi *Sustainability Linked Loan* ("SLL")

Pinjaman Sindikasi berbasis SLL merupakan pinjaman dari beberapa bank yang terdiri dari BNI, Maybank, CIMB, BTPN, Permata, DBS, CTBC, MUFG dan PT Bank Danamon Indonesia ("Danamon"). Sedangkan untuk ketentuan SLL sebagai *Sustainability Coordinator* adalah The Hongkong and Shanghai Banking Corporation Limited, PT Bank HSBC Indonesia dan Mandiri.

Sesuai dengan Tujuan Perjanjian Kredit ("PK") yang ditandatangani pada tanggal 19 Desember 2022 yaitu "Debitur harus menggunakan semua fasilitas yang akan dipakai untuk keperluan melunasi kewajiban yang terutang pada pembiayaan sebelumnya sebesar jumlah *prepayment* kreditur sebelumnya yang dinyatakan dalam surat konfirmasi kreditur sebelumnya, dengan memperhatikan ketentuan dan kaidah SLL sebagaimana diatur dalam ketentuan SLL". Sehingga pada tanggal 23 Desember 2022, Perusahaan melakukan penarikan fasilitas Sindikasi SLL sebesar Rp2.744.097.

Ketentuan SLL menetapkan bahwa marjin bunga akan disesuaikan berdasarkan pencapaian target penurunan emisi karbon. Penyesuaian ini dilakukan oleh Agen setiap tahun pada hari penetapan suku bunga untuk periode bunga kedua dalam periode berjalan. Marjin bunga yang telah disesuaikan akan berlaku mulai dari periode bunga kuartal kedua tahun tersebut, dengan mengacu pada Sertifikat Kinerja Keberlanjutan yang harus diserahkan oleh debitur dalam jangka waktu yang ditetapkan dalam ketentuan SLL ini.

Pada tanggal 20 Desember 2023, perjanjian ini diamandemen untuk menyesuaikan target emisi karbon.

Pada tanggal 22 Juni 2024, Perusahaan melakukan pembayaran pokok pinjaman sebesar Rp100.000.

Pada tanggal 20 September 2024, perusahaan melakukan pembayaran pokok lebih awal sukarela sebagian pinjaman sebesar Rp700.000.

Pada tanggal 19 Juni 2025, perusahaan melakukan pembayaran pokok lebih awal sukarela sebagian pinjaman sebesar Rp100.000.

Pada tanggal 22 September 2025, perusahaan melakukan pembayaran pokok lebih awal sukarela sebagian pinjaman sebesar Rp600.000.

Pada tanggal 23 Desember 2024, perjanjian ini diamandemen untuk menyesuaikan penurunan margin bunga. Berlaku efektif tanggal 23 Desember 2024, terdapat pengalihan kreditur sehingga pinjaman sindikasi berbasis SLL ini menjadi pinjaman dari beberapa bank yang terdiri dari BNI, Maybank, CIMB, BTPN, DBS, CTBC, MUFG dan PT Bank Danamon Indonesia ("Danamon").

21. LONG-TERM BANK LOANS *(continued)*

Syndicated Sustainability Linked Loan ("SLL")

Syndicated loan based on SLL represent loans from several banks comprising BNI, Maybank, CIMB, BTPN, Permata, DBS, CTBC, MUFG and PT Bank Danamon Indonesia ("Danamon"). Meanwhile, the terms for SLL as Sustainability Coordinator are The Hongkong and Shanghai Banking Corporation Limited, PT Bank HSBC Indonesia and Mandiri.

In accordance with Purpose of the Agreement signed on December 19, 2022, namely "The debtor must use all facilities that will be used for the purpose of repayment the existing loan owed on previous financing in the amount of the previous creditor's prepayment amount stated in the previous creditor's confirmation letter, taking into account the terms and principles of SLL as stipulated in the SLL Terms". Thus, on December 23, 2022, the Company withdrew a Syndicated SLL facility of Rp2,744,097.

The terms of the SLL include an interest margin adjustment based on the achievement of carbon emission reduction targets. This adjustment is determined annually by the Agent on the day the interest rate is set for the second interest period of the current period. The adjusted interest margin will be enforced starting from the second quarter of the current year's interest period, in accordance with the Sustainability Performance Certificate that must be submitted by the debtor within the timeline specified in the SLL terms.

On December 20, 2023, the agreement has been amended to adjust the carbon emission targets.

On June 22, 2024, the Company made principal repayment amounting to Rp100,000.

On September 20, 2024, the Company made partial principal voluntary repayment amounting to Rp700,000.

On June 19, 2025, the Company made partial principal voluntary repayment amounting to Rp100,000.

On September 22, 2025, the Company made partial principal voluntary repayment amounting to Rp600,000.

On December 23, 2024, the agreement has been amended to adjust decrease in interest margin. Effective December 23, 2024, there is a transfer of creditor so become Syndicated loan based on SLL represent loans from several banks comprising BNI, Maybank, CIMB, BTPN, DBS, CTBC, MUFG and PT Bank Danamon Indonesia ("Danamon").

21. PINJAMAN BANK JANGKA PANJANG (lanjutan)

Pinjaman Sindikasi *Sustainability Linked Loan* ("SLL") (lanjutan)

Berlaku efektif pada tanggal 23 Desember 2025, telah dilakukan pengalihan kreditur yang mengubah komposisi kreditur dalam pinjaman sindikasi berbasis SLL. Struktur kreditur tersebut kini terdiri atas BNI, CIMB, BTPN, DBS, dan CTBC.

Pada tanggal 6 Januari 2026, perjanjian ini diamandemen untuk menyesuaikan perubahan margin bunga dan suku bunga acuan.

Fasilitas pinjaman Sindikasi memiliki persyaratan *financial covenants* tertentu sebagai berikut:

- Rasio Lancar >= 1x
- Rasio Hutang Terhadap Modal <= 2,5x
- Rasio Cakupan Bunga >= 1,5x

Financial covenants ini dievaluasi setiap tahun dan mengacu pada laporan keuangan yang relevan, yaitu laporan keuangan yang telah diaudit untuk tahun yang berakhir pada 31 Desember.

Pada tanggal 18 Desember 2025, Perusahaan memperoleh persetujuan pengesampingan sementara atas janji financial rasio lancar untuk periode laporan keuangan 31 Desember 2025 dari para keditur Sindikasi.

21. LONG-TERM BANK LOANS (continued)

Syndicated Sustainability Linked Loan ("SLL") (continued)

Effective as of December 23, 2025, a creditor transfer was executed, resulting in a change to the creditor composition of the SLL-based syndicated loan. The creditor structure comprises of BNI, CIMB, BTPN, DBS, and CTBC.

On January 6, 2026, the agreement has been amended to adjust in interest margin and interest rate benchmark.

Syndicated loan imposes certain financial covenants as follows:

- *Current Ratio >= 1x*
- *Debt to Equity Ratio <= 2.5x*
- *Interest Coverage Ratio >= 1.5x*

The financial covenant is evaluated on annual basis and according to relevant financial statement, specifically audited financial statements as at December 31 and the years then ending.

On December 18, 2025, the Company received temporary waiver approval for the current ratio covenants for the financial reporting period ending December 31,2025 from the Syndication Lenders.

22. PROVISI UNTUK RESTORASI

Akun ini merupakan cadangan untuk restorasi sehubungan dengan aktivitas tanah pertambangan.

Perubahan cadangan untuk restorasi adalah sebagai berikut:

22. PROVISION FOR RESTORATION

This account represents the provision for restoration in relation to the quarry activities.

Changes in the provision for restoration are as follows:

	2025	2024	
Saldo awal	88,867	87,977	*Beginning balance*
Penambahan	12,634	7,319	*Additions*
Pembalikan dan penggunaan	(3,500)	(6,429)	*Reversal and usage*
Saldo akhir	**98,001**	**88,867**	***Ending balance***

Provisi pembongkaran, reklamasi dan penutupan tambang merupakan provisi yang dibuat oleh Grup untuk memenuhi Peraturan Pemerintah ("PP") No. 78/2010 dan Keputusan Menteri No. 1827/2018 untuk aktivitas reklamasi dan pascatambang atas usaha penambangan. Manajemen berpendapat bahwa akumulasi provisi pada tanggal pelaporan telah cukup untuk memenuhi kewajiban di atas.

Provision for decommissioning, reclamation and closure represents the provision set up by the Group to comply with the Government Regulation ("GR") 78/2010 and Ministerial Decree No. 1827/2018 for the reclamation and mine closure activities for mining business. Management is of the opinion that the accumulated provisions as at the reporting date are sufficient to meet the above obligations.

23. PROVISI JANGKA PANJANG

Provisi jangka panjang lainnya yang dilakukan Perusahaan merupakan kewajiban atas kontrak-kontrak jangka panjang yang dilakukan dengan pihak ketiga dibeberapa area operasi Grup. Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, para pihak masih terus melakukan komunikasi dan koordinasi untuk dapat mencapai titik temu dalam hal penyelesaian kewajiban para pihak sampai dengan tanggal penyelesaian laporan keuangan konsolidasian.

23. NON-CURRENT PROVISIONS

The other non-current provisions made by the Company represents long-term contractual obligations entered into with third parties in several are as at the Group's operations. At the issuance date of these consolidated financial statements, the parties continue to communicate and coordinate to reach an agreement on the obligations of each party.

24. MODAL SAHAM

Setelah selesainya PUT II melalui HMETD Perusahaan, berdasarkan Akta No. 3 tanggal 2 Agustus 2021, dari Notaris Aulia Taufani, S.H., yang telah diberitahukan ke Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0433731 tanggal 3 Agustus 2021, Perusahaan mengubah beberapa pasal dalam Anggaran Dasar antara lain Pasal 4 ayat (2) dan Pasal 4 ayat (3). Sesuai Daftar Pemegang Saham per tanggal 31 Desember 2025 yang dikeluarkan oleh PT Datindo Entrycom, sebagai Biro Administrasi Efek, susunan permodalan Perusahaan menjadi sebagai berikut:

24. SHARE CAPITAL

After the completion of the Limited Public Offering II through the Preemptive Rights, based on Deed No. 3 dated August 2, 2021 of Notary Aulia Taufani, S.H., which has been notified to the Ministry of Law and Human Rights of the Republic of Indonesia based on the Receipt of Notification on Amendments to Articles of Association No. AHU-AH.01.03-0433731 dated August 3, 2021, the Company has amended several articles in the Articles of Association, among others Article 4 paragraphs 2 and 3. In accordance with the Company's shareholders as at December 31, 2025, which has been issued from PT Datindo Entrycom as Securities Administration Bureau, the composition of the Company's share capital is as follows:

	2025 dan/*and* 2024			
Nama pemegang saham	**Jumlah saham/ *Number of shares***	**Persentase kepemilikan/ *Percentage of ownership***	**Jumlah modal disetor/ *Total paid-up share capital***	***Name of shareholders***
PT Semen Indonesia (Persero) Tbk	7,533,148,888	83.52%	3,766,574	*PT Semen Indonesia (Persero)Tbk*
Taiheiyo Cement Corporation	1,367,396,991	15.16%	683,698	*Taiheiyo Cement Corporation*
Publik	118,836,094	1.32%	59,419	*Public*
Jumlah	**9,019,381,973**	**100.00%**	**4,509,691**	***Total***

Modal ditempatkan dan disetor penuh adalah saham biasa yang memberikan hak kepada pemilik untuk satu suara per saham dan berpartisipasi dalam dividen.

The shares issued and fully paid are ordinary shares which entitle the holder to carry one vote per share and to participate in dividends.

Komisaris dan Direksi Perusahaan tidak memiliki saham di Perusahaan.

The Company's Commissioners and Directors do not own shares in the Company.

25. TAMBAHAN MODAL DISETOR / *25. ADDITIONAL PAID-IN CAPITAL*

	2025 dan/*and* 2024			
	Tambahan modal disetor/ *Additional paid-in capital*	**Biaya emisi saham/ *Issuance share costs***	**Tambahan modal disetor neto/ *Additional paid-in capital - net***	
Penawaran umum				*Public offerings*
Pertama tahun 1977	1,015	-	1,015	*First in 1977*
Kedua tahun 1982	1,825	-	1,825	*Second in 1982*
Ketiga tahun 1990	126,000	(6,835)	119,165	*Third in 1990*
Keempat tahun 1993	160,480	(6,800)	153,680	*Fourth in 1993*
Penawaran terbatas tahun 1994	328,410	(19,821)	308,589	*Rights issue in 1994*
Penawaran terbatas tanpa HMETD dalam rangka restrukturisasi utang tahun 2001	3,716,760	-	3,716,760	*Private placement in relation to debt restructuring in 2001*
Penawaran terbatas dengan HMETD dalam rangka percepatan pembayaran pinjaman tahun 2021	2,441,668	(14,702)	2,426,966	*Rights issue in relation to early loan repayment in 2021*
Jumlah	6,776,158	(48,158)	6,728,000	*Total*
Pembagian saham bonus tahun 1997	(410,512)	-	(410,512)	*Distribution of bonus shares in 1997*
Eliminasi saldo defisit pada kuasi reorganisasi tahun 2010 (Catatan 1a)	(1,303,213)	-	(1,303,213)	*Elimination of deficit balance in quasi-reorganisation in 2010 (Note 1a)*
Selisih nilai transaksi restrukturisasi entitas sepengendali	(114,928)	-	(114,928)	*Difference in values of restructuring transactions of entities under common control*
Pembalikan selisih nilai transaksi restrukturisasi entitas pengendali	114,928	-	114,928	*Reversal differences in values of restructuring transactions of entities under common control*
Saldo per 31 Desember 2025 dan 2024	**5,062,433**	**(48,158)**	**5,014,275**	***Balance as at December 31, 2025 and 2024***

26. PENDAPATAN / *26. REVENUE*

	2025	**2024**	
Semen	9,723,649	10,494,354	*Cement*
Beton siap pakai	848,912	1,150,736	*Readymix concrete*
Agregat	127,896	130,467	*Agregate*
Jasa konstruksi lainnya	36,793	43,421	*Other construction services*
	10,737,250	**11,818,978**	
Pihak ketiga	942,760	1,200,303	*Third parties*
Pihak berelasi (Catatan 35c)	9,794,490	10,618,675	*Related parties (Note 35c)*
	10,737,250	**11,818,978**	

	2025	**2024**	
Aset kontrak (diakui sebagai piutang usaha)			*Contract assets (recognised as trade receivables)*
Jasa konstruksi lainnya	1,290	2,686	*Other construction services*

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 pendapatan sebesar Rp36.793 (2024: Rp43.421) diakui secara *overtime* dan Rp10.700.457 (2024: Rp11.775.557) diakui pada titik waktu tertentu.

For the year ended December 31, 2025 revenue of approximately Rp36,793 (2024: Rp43,421) has been recognised by overtime and Rp10,700,457 (2024: Rp11,775,557) at point in time.

26. PENDAPATAN (lanjutan)

Untuk tahun yang berakhir pada 31 Desember 2025, penjualan ke PT Semen Indonesia (Persero) Tbk mewakili 84,23% (2024: 75,46%) dari total penjualan konsolidasian Grup (Catatan 35c). Hal ini karena penunjukkan PT Semen Indonesia (Persero) Tbk sebagai distributor tunggal sejak tanggal 1 Oktober 2020 (Catatan 37d).

Tabel berikut menunjukkan jumlah agregat dari harga transaksi yang dialokasikan untuk kewajiban pelaksanaan yang tidak dipenuhi (atau tidak dipenuhi sebagian) pada akhir tahun pelaporan:

26. REVENUE (continued)

For the year ended December 31, 2025, sales to PT Semen Indonesia (Persero) Tbk represented 84.23% (2024: 75.46%) of the Group's total consolidated sales (Note 35c). This is due to the appointment of PT Semen Indonesia (Persero) Tbk as the sole distributor since October 1, 2020 (Note 37d) .

The following table shows the aggregate amount of the transaction price allocated to performance obligation that are unsatisfied (or partially unsatisfied) as of the end of the reporting years.

	2025	2024	
Jasa konstruksi lainnya	-	3,765	*Other construction services*

Manajemen mengharapkan 100% (2024: 100%) dari harga transaksi yang dialokasikan untuk kontrak yang belum selesai pada tanggal 31 Desember 2025 akan diakui sebagai pendapatan pada tahun pelaporan berikutnya sebesar RpNil (2024: Rp3.765).

Management expects that 100% (2024: 100%) of the transaction price allocated to the unsatisfied contract as at December 31, 2025 will be recognized as revenue during the next reporting year amounting to RpNil (2024: Rp3,765).

27. BEBAN POKOK PENDAPATAN

27. COST OF REVENUE

	2025	2024	
Persediaan bahan baku			*Raw materials inventories*
Awal tahun	78,837	91,387	*At beginning of year*
Pembelian	206,822	338,887	*Purchases*
Akhir tahun	(81,932)	(78,837)	*At end of year*
Bahan baku yang digunakan	203,727	351,437	*Raw materials used*
Biaya pabrikasi	6,766,515	7,245,148	*Manufacturing costs*
Gaji dan upah	574,371	811,796	*Salaries and wages*
Penyusutan dan deplesi (Catatan 12)	659,171	663,326	*Depreciation and depletion (Note 12)*
Penyusutan aset hak-guna (Catatan 13)	105,756	162,373	*Right-of-use assets depreciation (Note 13)*
Jumlah biaya produksi	8,309,540	9,234,080	*Total production costs*
Persediaan barang dalam proses			*Work in process*
Awal tahun	26,286	21,272	*At beginning of year*
Akhir tahun	(23,041)	(26,286)	*At end of year*
Beban pokok produksi	8,312,785	9,229,066	*Cost of goods manufactured*
Persediaan barang jadi			*Finished goods inventories*
Awal tahun	410,743	444,770	*At beginning of year*
Akhir tahun	(402,914)	(410,743)	*At end of year*
Jumlah	**8,320,614**	**9,263,093**	***Total***

Tidak ada pembelian barang dari satu pemasok yang melebihi 10% dari jumlah pendapatan konsolidasian.

No purchase of goods from one supplier that exceeded 10% of the total consolidated revenue.

28. BEBAN DISTRIBUSI DAN PENJUALAN

28. DISTRIBUTION AND SELLING EXPENSES

a. Distribusi

a. Distribution

	2025	2024	
Ongkos angkut - domestik	798,133	843,630	*Outbound freight - domestic*
Ongkos angkut - ekspor	37,835	47,165	*Outbound freight - export*
Sub jumlah	835,968	890,795	*Subtotal*

28. BEBAN DISTRIBUSI DAN PENJUALAN (lanjutan) / *28. DISTRIBUTION AND SELLING (continued)*

b. Penjualan / *b. Selling*

	2025	2024	
Gaji, upah dan tunjangan	51,011	40,119	*Salaries, wages and allowances*
Perjanjian Layanan Terkelola	40,235	-	*Managed Service Agreement*
Iklan dan promosi	23,958	1,208	*Promotion and advertising*
Biaya tenaga kerja *outsource*	8,287	5,555	*Labour outsourcing expense*
Jasa profesional	4,167	4,258	*Professional fees*
Perjalanan	2,352	591	*Travelling*
Konferensi dan rapat	2,343	924	*Conferences and meetings*
Sewa	2,062	3,413	*Rent*
Bahan bakar	1,555	991	*Fuel*
Penyusutan dan deplesi (Catatan 12)	22	27	*Depreciation and depletion (Note 12)*
Lainnya	5,242	6,839	*Others*
Sub jumlah	141,234	63,925	*Subtotal*
Jumlah	**977,202**	**954,720**	***Total***

29. BEBAN UMUM DAN ADMINISTRASI / *29. GENERAL AND ADMINISTRATIVE EXPENSES*

	2025	2024	
Gaji, upah dan tunjangan	157,089	210,865	*Salaries, wages and allowances*
Biaya tenaga kerja *outsource*	39,566	33,910	*Labour outsourcing expenses*
Jasa profesional	24,162	24,911	*Professional fees*
Donasi dan representasi	22,696	18,853	*Donation and representation*
Pemeliharaan data dan sistem, proyek regional dan *shared services*	15,074	15,503	*Data maintenance and system, regional project and shared services*
Konferensi dan rapat	11,225	7,814	*Conferences and meetings*
Penyusutan aset hak-guna (Catatan 13)	8,738	9,069	*Right-of-use assets depreciation (Note 13)*
Perjalanan	7,464	12,736	*Travelling*
Biaya bank	6,525	3,102	*Bank charges*
Sewa	5,087	3,183	*Rent*
Lisensi dan izin	3,538	1,744	*License and permit*
Pendidikan, pelatihan dan pengembangan	2,195	3,372	*Education, training and development*
Perbaikan dan pemeliharaan	2,018	2,394	*Repairs and maintenance*
Penyusutan dan deplesi (Catatan 12)	1,149	1,192	*Depreciation and depletion (Note 12)*
(Pemulihan) cadangan kerugian kredit ekspektasian (Catatan 6 dan 7)	(10,749)	2,354	*(Recovery) allowance for expected credit losses (Notes 6 and 7)*
Lainnya	13,595	14,421	*Others*
Jumlah	**309,372**	**365,423**	***Total***

30. LAINNYA / *30. OTHERS*

	2025	2024	
Tagihan dan denda pajak	29,329	19,947	*Claims and tax penalties*
Lainnya	(21,831)	(11,291)	*Others - net*
Jumlah	**7,498**	**8,656**	***Total***

31. BEBAN KEUANGAN / *31. FINANCE COSTS*

	2025	2024	
Bunga pinjaman	137,204	221,186	*Loans interest*
Bunga sewa pembiayaan (Catatan 13b)	15,429	15,573	*Finance lease interest (Note 13b)*
Lainnya	6,388	3,745	*Others*
Jumlah	**159,021**	**240,504**	***Total***

32. LABA BERSIH PER SAHAM

Perhitungan laba bersih per saham dasar dan dilusian didasarkan pada data berikut:

32. EARNINGS PER SHARE

The calculation of basic and diluted earnings per share is based on the following data:

	2025	2024	
Laba tahun berjalan yang dapat diatribusikan pada pemilik entitas induk	658,742	745,090	*Profit for the year attributable to owners of the parent entity*
Lembar saham			*Number of shares*
Rata-rata tertimbang saham untuk perhitungan laba bersih per saham dasar	9,019,381,973	9,019,381,973	*Weighted average number of shares for the computation of basic earnings per share*
Laba bersih per saham dasar (dalam Rupiah penuh)	**73**	**83**	***Basic earnings per share (in full Rupiah amount)***

Grup tidak memiliki instrumen saham biasa yang berpotensi bersifat dilutif untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

The Group did not have dilutive potential ordinary shares during years ended December 31, 2025 and 2024.

33. SALDO LABA

Saldo laba yang ditentukan penggunaannya

Berdasarkan Undang-undang Perseroan Terbatas Indonesia, Perusahaan disyaratkan untuk menetapkan setidaknya 20% dari modal yang diterbitkan dan disetor sebagai cadangan wajib. Grup telah membuat saldo laba dicadangkan sebesar Rp901.938 pada tanggal 31 Desember 2025 dan 2024.

Dividen

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 25 Juni 2025, Perusahaan mengumumkan total dividen final untuk tahun 2024 sebesar Rp372.537 yang sudah dibayarkan sebesar Rp363.167 pada tanggal 23 Juli 2025. Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 31 Mei 2024, Perusahaan mengumumkan total dividen final untuk tahun 2023 sebesar Rp268.394, yang sudah dibayarkan sebesar Rp262.226 pada tanggal 27 Juni 2024.

33. RETAINED EARNINGS

Appropriated retained earnings

Under the Indonesian Limited Liability Company Law, the Company is required to set up at least 20% of the issued and paid up capital as a statutory reserve. The Group has established an appropriated retained earnings amounting to Rp901,938 as at December 31, 2025 and 2024.

Dividends

Based on the Annual General Meeting of Shareholders on June 25, 2025, the Company declared total final dividends for the 2024 financial year of Rp372,537 which has been paid amounting to Rp363,167 on July 23, 2025. Based on the Annual General Meeting of Shareholders on May 31, 2024, the Company declared total final dividends for the 2023 financial year of Rp268,394, which has been paid amounting to Rp262,226 on June 27, 2024.

34. LIABILITAS IMBALAN KERJA

a. Liabilitas imbalan kerja jangka pendek

Akun ini merupakan liabilitas imbalan kerja atas pensiun, bonus, transportasi pegawai dan imbalan atas biaya personal lain yang jatuh tempo kurang dari satu tahun.

34. EMPLOYEE BENEFITS OBLIGATION

a. Short-term employee benefits

This account represents the employee benefits liability for pensions, bonuses, employee transport and other personal expenses and benefits which are due within one year.

	2025	2024	
Bonus dan THR	112,606	111,740	*Bonus and festive benefits*
Bagian jangka pendek dari liabilitas imbalan kerja jangka panjang	90,055	98,656	*Current portion of the long-term employee benefits obligation*
Lain-lain	32,611	37,809	*Others*
Jumlah	**235,272**	**248,205**	***Total***

34. LIABILITAS IMBALAN KERJA (lanjutan)

b. Liabilitas imbalan kerja jangka panjang

Liabilitas imbalan kerja jangka panjang yang tercatat di laporan posisi keuangan Grup yang timbul dari program pensiun imbalan pasti, imbalan pascakerja lainnya dan penghargaan masa kerja jangka panjang adalah sebagai berikut:

34. EMPLOYEE BENEFITS OBLIGATION (*continued)*

b. Long-term employee benefits

The balance of long-term employee benefits obligation included in the Group's statement of financial position arising from the defined benefit pension plan, other post-employment benefits and the long-service award is as follows:

	2025	2024	
Imbalan pascakerja lain	461,519	501,645	*Other post-employment benefits*
Imbalan kerja jangka panjang lainnya	75,339	159,477	*Other long-term employee benefits*
	536,858	661,122	
Bagian jangka pendek dari liabilitas Imbalan kerja jangka panjang	(90,055)	(98,656)	*Current portion of the long-term employee benefits obligation*
Jumlah	**446,803**	**562,466**	***Total***

Beban imbalan kerja jangka panjang Grup yang dibebankan di laba rugi dengan detail sebagai berikut:

The Group's long-term employee benefit expenses which were charged to the profit or loss have the following details:

	2025	2024	
Program pensiun imbalan pasti	13,891	15,895	*Defined benefits pension plan*
Imbalan pascakerja lain	24,923	63,272	*Other post-employment benefits*
Imbalan kerja jangka panjang lainnya	(75,139)	55,718	*Other long-term employee benefits*
Jumlah	**(36,325)**	**134,885**	***Total***

Komponen ekuitas lain tercatat di laporan posisi keuangan Grup sebelum dampak pajak adalah sebagai berikut:

The other equity components included in the Group's statement of financial position before tax impact are as follows:

	2025	2024	
Saldo awal	369,983	283,963	*Beginning balance*
Pengukuran kembali diakui sebagai pendapatan komprehensif lainnya, akibat			*Remeasurement recognised as other comprehensive income, due to*
- Perubahan demografis	(649)	-	*Effect of changes in demographic - assumptions*
- Perubahan asumsi keuangan	24,797	944	*Changes in financial assumptions -*
- Penyesuaian pengalaman	12,145	94,791	*Experience adjustment -*
Imbal hasil atas aset program (tidak termasuk pendapatan bunga)	10,931	30,133	*Returns on plan assets (excluding interest income)*
Perubahan dampak batas atas aset (tidak termasuk pendapatan bunga)	(52,663)	(39,848)	*Changes in effect of asset ceiling (excluding interest income)*
Saldo akhir	**364,544**	**369,983**	***Ending balance***

34. LIABILITAS IMBALAN KERJA (lanjutan)

b. Liabilitas imbalan kerja jangka panjang (lanjutan)

Beban penyediaan liabilitas imbalan pascakerja Grup pada tanggal 31 Desember 2025 dihitung oleh KKA I Gde Sarmaja, FSAI dan Rekan (2024: KKA Santhi Devi dan Ardianto Handoyo) dengan menggunakan asumsi utama sebagai berikut:

34. EMPLOYEE BENEFITS OBLIGATION *(continued)*

b. Long-term employee benefits *(continued)*

The cost of providing the post-employment benefits obligation for the Group as at December 31, 2025 was calculated by KKA I Gde Sarmaja, FSAI dan Rekan (2024: KKA Santhi Devi dan Ardianto Handoyo) using the following key assumptions:

Umur pensiun normal	55 tahun/*years*	*Normal pension age*
Tingkat kenaikan gaji	3.0% (2024: 3.0%) per tahun/*per year*	*Salary growth rate*
Tingkat diskonto	6.25% - 7% (2024: 6.5% - 7%) per tahun/*per year*	*Discount rate*
Tingkat biaya kesehatan	15% (2024: 15%) per tahun/*per year*	*Medical cost rate*
Harga emas	RpNil (2024: Rp1,420,080)	*Gold price*
Tingkat kenaikan harga emas	Nil% (2024: 5%) per tahun/*per year*	*Gold price increase rate*
Tingkat mortalitas	TMI'19	*Mortality rate*
Tingkat cacat	10.0% dari tingkat mortalitas/*from mortality rate*	*Disability rate*
Tingkat pengunduran diri	6.0% untuk karyawan sebelum usia 30 tahun dan akan menurun sampai 0.0% pada usia 2 tahun sebelum usia pensiun normal/ *6.0% for employees below the age of 30 years old, decreasing to 0.0% two years prior to the normal retirement age*	*Resignation rate*

Program pensiun imbalan pasti

Grup menyelenggarakan program pensiun manfaat pasti untuk semua karyawan tetap yang dipekerjakan sebelum tahun 2004. Manfaat pensiun yang akan dibayar dihitung berdasarkan penghasilan dasar pensiun dan masa kerja karyawan. Program pensiun ini dikelola oleh Dana Pensiun Semen Cibinong ("DPSC") yang telah disahkan Menteri Keuangan Republik Indonesia dengan Surat Keputusannya No. KEP-003/KM.17/1996 tanggal 8 Januari 1996 dan perubahan terakhir berdasarkan Keputusan Dewan Komisioner Otoritas Jasa Keuangan Nomor: KEP-324/NB.11/2020 tentang Pengesahan atas peraturan Dana Pensiun dari Dana Pensiun Solusi Bangun Indonesia ("DPSBI") (sebelumnya Dana Pensiun Semen Cibinong - DPSC). Seluruh kewajiban pendanaan dana pensiun menjadi tanggung jawab Perusahaan.

Defined benefits pension plan

The Group established a defined benefits pension plan covering all of its permanent employees employed prior to 2004. The plan provides pension benefits computed based on basic pension salaries and the employee's years of service. The pension plan is managed by Dana Pensiun Semen Cibinong ("DPSC"), which was approved by the Minister of Finance of the Republic of Indonesia in his Decision Letter No. KEP-003/KM.17/1996 dated January 8, 1996 and the latest changes are based on the Decree of the Board of Commissioners of the Financial Services Authority Number: KEP-324/NB.11/2020 concerning Ratification of Pension Fund regulations from the Solusi Bangun Indonesia Pension Fund ("DPSBI") (formerly the Cibinong Semen Pension Fund - DPSC). The Company is responsible for funding all pension plan liabilities.

Detail beban pensiun imbalan pasti yang dibebankan di laba rugi adalah sebagai berikut:

The details of the defined benefits pension plan expenses charged to the profit or loss are as follows:

	2025	2024	
Biaya jasa kini	13,891	15,895	*Current service costs*

Liabilitas sehubungan dengan program pensiun imbalan pasti adalah sebagai berikut:

Liabilities related to defined benefits pension plan programs benefits are as follows:

	2025	2024	
Nilai kini liabilitas	474,818	456,761	*Present value of liability*
Nilai wajar aset program dana pensiun	(509,496)	(538,732)	*Fair value of pension plan assets*
Dampak pembatasan aset	34,678	81,971	*Effect on asset ceiling*
Jumlah	**-**	**-**	***Total***

34. LIABILITAS IMBALAN KERJA (lanjutan) / *34. EMPLOYEE BENEFITS OBLIGATION (continued)*

b. Liabilitas imbalan kerja jangka panjang (lanjutan) / *b. Long-term employee benefits (continued)*

Program pensiun imbalan pasti (lanjutan) / ***Defined benefits pension plan** (continued)*

Mutasi nilai kini liabilitas adalah sebagai berikut: / *Movements in the present value of liabilities are as follows:*

	2025	2024	
Awal tahun	456,761	468,419	*Beginning of year*
Biaya jasa kini	13,891	15,895	*Current service costs*
Biaya bunga	27,299	30,412	*Interest costs*
Pembayaran manfaat	(60,334)	(70,344)	*Benefits paid*
Pengukuran kembali			*Remeasurement*
- Perubahan demografis	(552)	-	*Effect of changes in demographic assumptions -*
- Perubahan asumsi keuangan	14,585	2,851	*Changes in financial assumptions -*
- Penyesuaian pengalaman	23,168	9,528	*Experience adjustment -*
Akhir tahun	**474,818**	**456,761**	***End of year***

Mutasi nilai wajar aset program dana pensiun adalah sebagai berikut: / *The movements in the fair value of pension plan assets are as follows:*

	2025	2024	
Awal tahun	538,732	583,710	*Beginning of year*
Penghasilan bunga	32,668	36,940	*Interest income*
Kontribusi yang dibayarkan Perusahaan	9,360	18,559	*Contribution paid by the Company*
Imbal hasil atas aset program	(10,931)	(30,133)	*Return on plan assets*
Pembayaran manfaat	(60,333)	(70,344)	*Benefit payments*
Akhir tahun	**509,496**	**538,732**	***End of year***

Mutasi program pensiun imbalan pasti adalah sebagai berikut: / *Movements in the defined benefits pension plan are as follows:*

	2025	2024	
Awal tahun	-	-	*Beginning of year*
Biaya jasa kini	13,891	15,895	*Current service costs*
Iuran dibayarkan oleh Perusahaan	(9,360)	(18,559)	*Contribution paid by the Company*
Pengukuran kembali diakui sebagai pendapatan komprehensif lainnya, akibat			*Remeasurement recognised as other comprehensive income, due to*
- Perubahan demografis	(552)	-	*Effect of changes in demographic assumptions -*
- Perubahan asumsi keuangan	14,585	2,851	*Changes in financial assumptions -*
- Penyesuaian pengalaman	23,168	9,528	*Experience adjustment -*
Imbal hasil atas aset program (tidak termasuk pendapatan bunga)	10,931	30,133	*Returns on plan assets (excluding interest income)*
Perubahan dampak batas atas aset (tidak termasuk pendapatan bunga)	(52,663)	(39,848)	*Changes in effect of asset ceiling (excluding interest income)*
Akhir tahun	**-**	**-**	***End of year***

Kategori-kategori utama dari aset program dana pensiun sebagai persentase dari nilai wajar total aset program dana pensiun adalah sebagai berikut: / *The major categories of pension plan assets as percentages of the fair value of the total plan assets are as follows:*

	2025	%	2024	%	
Kas dan setara kas					*Cash and cash equivalents*
Deposito berjangka	344,893	68%	355,000	66%	*Time deposits*
Kuotasi harga pasar					*Quoted market price*
Saham	1	0%	-	0%	*Shares*
Obligasi negara	164,602	32%	183,732	34%	*Government bonds*
Jumlah	**509,496**	**100%**	**538,732**	**100%**	***Total***

34. LIABILITAS IMBALAN KERJA (lanjutan)

b. Liabilitas imbalan kerja jangka panjang (lanjutan)

Program pensiun imbalan pasti (lanjutan)

Asumsi aktuarial yang signifikan untuk penentuan kewajiban imbalan pasti adalah tingkat diskonto dan kenaikan gaji yang diharapkan. Sensitivitas analisis di bawah ini ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir tahun pelaporan, dengan semua asumsi lain konstan.

Analisis sensitivitas kuantitatif untuk asumsi yang signifikan pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

Jika tingkat diskonto lebih tinggi (lebih rendah) 1%, kewajiban imbalan pasti akan menurun sebesar Rp14.453 (meningkat sebesar Rp15.643) (2024: berkurang sebesar Rp11.883 (meningkat sebesar Rp12.586)).

Jika pertumbuhan gaji yang diharapkan naik (turun) sebesar 1%, kewajiban imbalan pasti akan meningkat sebesar Rp13.261 (menurun sebesar Rp12.827) (2024: meningkat sebesar Rp12.165 (turun sebesar Rp11.757)).

34. EMPLOYEE BENEFITS OBLIGATION *(continued)*

b. Long-term employee benefits *(continued)*

Defined benefits pension plan *(continued)*

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase and mortality. The sensitivity analysis below has been determined based on plausible changes to the respective assumptions occurring at the end of the reporting year, while holding all other assumptions constant.

A quantitative sensitivity analysis for significant assumptions as at December 31, 2025 and 2024 is as follows:

If the discount rate is 1% higher (lower), the defined benefit obligation will decrease by Rp14,453 (increase by Rp15,643) (2024: decrease by Rp11,883 (increase by Rp12,586)).

If the expected salary growth increases (decreases) by 1%, the defined benefit obligation will increase by Rp13,261 (decrease by Rp12,827) (2024: increase by Rp12,165 (decrease by Rp11,757)).

	2025	
Dalam waktu 12 bulan berikutnya (tahun laporan tahun berikutnya)	100,818	*Within the next 12 months (the next annual reporting year)*
Antara 1 dan 5 tahun	345,994	*Between 1 and 5 years*
Antara 5 dan 10 tahun	141,737	*Between 5 and 10 years*
Di atas 10 tahun	46,113	*Beyond 10 years*

Durasi rata-rata program liabilitas manfaat pasti di akhir tahun laporan adalah 2,31 tahun.

Pada tahun 2006, Grup menyelenggarakan program pensiun iuran pasti untuk semua karyawan tetapnya yang dipekerjakan setelah tanggal 1 Januari 2004, yang dikelola oleh Dana Pensiun Lembaga Keuangan (“DPLK”) AIA. Kontribusi dilakukan oleh Perusahaan setiap bulan sebesar 9,8% dari gaji pokok bulanan karyawan yang bersangkutan.

Jumlah kontribusi yang dibayarkan kepada program iuran pasti (DPLK AIA) untuk tahun yang berakhir pada tanggal 31 Desember 2025 sebesar Rp28.520 (2024: Rp29.418).

The average duration of the defined benefits plan liability at the end of the reporting year is 2.31 years.

In 2006, the Group established a defined contribution pension plan to cover its permanent employees employed after January 1, 2004 which is managed by Dana Pensiun Lembaga Keuangan (“DPLK”) AIA. Contribution is made monthly by the Company at a rate of 9.8% of the monthly basic salaries of those employees.

The contribution paid to the defined contribution plan (DPLK AIA) for the year ended December 31, 2025 amounted to Rp28,520 (2024: Rp29,418).

Imbalan pascakerja lain

Grup juga mengakui tambahan kewajiban manfaat pekerja selain program pensiun sesuai kebijakan Grup berupa kekurangan antara imbalan pascakerja berdasarkan program pensiun dengan imbalan berdasarkan kebijakan Grup dan imbalan pascakerja berdasarkan kebijakan entitas anak (Undang-undang Ketenagakerjaan No. 13/2003, No. 6/2023 dan Peraturan Pemerintah No. 35/2021).

Other post-employment benefits

The Group also recognises the cost of providing other long-term employment benefits in accordance with the Group’s policies such as benefits shortages provided by the pension plan against the benefits based on the Group’s policy and post-employment benefits in accordance with the subsidiaries policies (Labour Law No. 13/2003, No. 6/2023 and Government Regulation No. 35/2021).

34. LIABILITAS IMBALAN KERJA (lanjutan)

b. Liabilitas imbalan kerja jangka panjang (lanjutan)

Imbalan pascakerja lain (lanjutan)

Beban imbalan pascakerja lain yang diakui di laba rugi adalah:

	2025	2024	
Biaya jasa kini dan lainnya	25,044	29,194	*Current service costs and others*
Biaya jasa lalu atas perubahan imbalan	(30,535)	-	*Past service costs due to plan amendments*
Biaya bunga	30,414	34,078	*Interest costs*
Jumlah	**24,923**	**63,272**	***Total***

Biaya jasa lalu atas perubahan imbalan sehubungan dengan perubahan kebijakan jumlah manfaat yang dibayarkan.

Mutasi nilai kini imbalan pascakerja lain adalah sebagai berikut:

	2025	2024	
Awal tahun	501,645	407,948	*Beginning of year*
Biaya jasa kini	25,044	29,194	*Current service costs*
Biaya jasa lalu atas perubahan imbalan	(30,535)	-	*Past service costs due to plan amendment*
Biaya bunga	30,414	34,078	*Interest costs*
Pembayaran manfaat	(64,141)	(52,931)	*Benefits paid*
Pengukuran kembali diakui sebagai pendapatan komprehensif lainnya, akibat			*Remeasurement recognised as other comprehensive income, due to*
- Perubahan demografis	(97)	-	*Effect of changes in demographic assumptions -*
- Perubahan asumsi keuangan	10,212	(1,907)	*Changes in financial assumptions -*
- Penyesuaian pengalaman	(11,023)	85,263	*Experience adjustment -*
Akhir tahun	**461,519**	**501,645**	***End of year***

Asumsi aktuarial yang signifikan untuk penentuan kewajiban imbalan pascakerja lain adalah tingkat diskonto dan kenaikan gaji yang diharapkan. Sensitivitas analisis di bawah ini ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir tahun pelaporan, dengan semua asumsi lain konstan.

Jika tingkat diskonto lebih tinggi (lebih rendah) 1%, kewajiban imbalan pascakerja lain akan berkurang sebesar Rp25.558 (meningkat sebesar Rp28.873) (2024: berkurang sebesar Rp25.243 (meningkat sebesar Rp28.951)).

Jika pertumbuhan gaji yang diharapkan naik (turun) sebesar 1%, kewajiban imbalan pascakerja lain akan meningkat sebesar Rp18.655 (berkurang sebesar Rp21.213) (2024: meningkat sebesar Rp22.683 (berkurang sebesar Rp30.152)).

34. EMPLOYEE BENEFITS OBLIGATION *(continued)*

b. Long-term employee benefits *(continued)*

Other post-employment benefits *(continued)*

Amounts recognised in profit or loss in respect of other post-employment benefits are as follows:

Past service costs due to plan amendments are related to the change in policy on benefit payments.

Movements in the present value of the other post-employment benefits are as follows:

Significant actuarial assumptions for the determination of the other post-employment benefits are discount rate and expected salary increase. The sensitivity analysis below has been determined based on plausible changes to the respective assumptions occurring at the end of the reporting year, while holding all other assumptions constant.

If the discount rate is 1% higher (lower), the other post-employee benefits will decrease by Rp25,558 (increase by Rp28,873) (2024: decrease by Rp25,243 (increase by Rp28,951)).

If the expected salary growth increases (decreases) by 1%, the other post-employee benefits will increase by Rp18,655 (decrease by Rp21,213) (2024: increase by Rp22,683 (decrease by Rp30,152)).

34. LIABILITAS IMBALAN KERJA (lanjutan)

b. Liabilitas imbalan kerja jangka panjang (lanjutan)

Imbalan pascakerja lain (lanjutan)

Jatuh tempo liabilitas imbalan pascakerja lain pada 31 Desember 2025 adalah sebagai berikut:

34. EMPLOYEE BENEFITS OBLIGATION *(continued)*

b. Long-term employee benefits *(continued)*

Other post-employment benefits *(continued)*

The maturity of other post-employment benefits liability as at December 31, 2025 is as follows:

	2025	
Dalam waktu 12 bulan berikutnya (tahun laporan tahun berikutnya)	75,495	*Within the next 12 months (the next annual reporting year)*
Antara 1 dan 5 tahun	243,709	*Between 1 and 5 years*
Antara 5 dan 10 tahun	116,852	*Between 5 and 10 years*
Di atas 10 tahun	724,371	*Beyond 10 years*

Durasi rata-rata program imbalan pascakerja lain di akhir tahun laporan adalah 3,81 tahun.

The average duration of the other post-employment benefits at the end of the reporting year is 3.81 years.

Imbalan kerja jangka panjang lainnya

Grup memberikan penghargaan masa kerja jangka panjang kepada karyawan yang mencapai masa kerja 5 tahun, dan setiap 5 tahun berikutnya.

Jumlah yang diakui di laba rugi sehubungan dengan penghargaan masa kerja jangka panjang adalah:

Other long-term employee benefits

The Group provides long-service awards to employees who have rendered five years of service, and for every five years of service thereafter.

Amounts recognised in the profit or loss in respect of long-service award benefits are as follows:

	2025	2024	
Biaya jasa kini	4,855	5,697	*Current service costs*
Biaya jasa lalu	(76,714)	-	*Past service costs*
Biaya bunga	5,098	9,570	*Interest costs*
Pengukuran kembali, akibat			*Remeasurement recognised, due to*
- Perubahan demografis	(251)	-	*Effect of changes in demographic assumptions -*
- Perubahan asumsi keuangan	1,447	112	*Changes in financial assumptions -*
- Penyesuaian pengalaman	(9,574)	40,339	*Experience adjustment -*
Jumlah	**(75,139)**	**55,718**	***Total***

Mutasi liabilitas penghargaan masa kerja jangka panjang adalah sebagai berikut:

Movements in long-service award benefits liability are as follows:

	2025	2024	
Awal tahun	159,477	114,897	*Beginning of year*
Biaya jasa kini	4,855	5,697	*Current service costs*
Biaya jasa lalu	(76,714)	-	*Past service costs*
Biaya bunga	5,098	9,570	*Interest costs*
Pembayaran manfaat	(8,999)	(11,138)	*Benefits paid*
Pengukuran kembali, akibat			*Remeasurement recognised, due to*
- Perubahan demografis	(251)	-	*Effect of changes in demographic assumptions -*
- Perubahan asumsi keuangan	1,447	112	*Changes in financial assumptions -*
- Penyesuaian pengalaman	(9,574)	40,339	*Experience adjustment -*
Akhir tahun	**75,339**	**159,477**	***End of year***

34. LIABILITAS IMBALAN KERJA (lanjutan)

b. Liabilitas imbalan kerja jangka panjang (lanjutan)

Imbalan kerja jangka panjang lainnya (lanjutan)

Asumsi aktuarial yang signifikan untuk penentuan kewajiban penghargaan masa kerja jangka panjang adalah tingkat diskonto dan kenaikan gaji yang diharapkan. Sensitivitas analisis di bawah ini ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir tahun pelaporan, dengan semua asumsi lain konstan.

Jika tingkat diskonto lebih tinggi (lebih rendah) 1%, kewajiban imbalan kerja jangka panjang lainnya akan berkurang sebesar Rp3.009 (meningkat sebesar Rp3.287) (2024: berkurang sebesar Rp6.460 (meningkat sebesar Rp7.096)).

Jika pertumbuhan gaji yang diharapkan naik (turun) sebesar 1%, kewajiban imbalan kerja jangka panjang lainnya akan meningkat sebesar RpNil (berkurang sebesar RpNil) (2024: meningkat sebesar Rp5.537 (berkurang sebesar Rp5.156)).

Jatuh tempo liabilitas penghargaan masa kerja jangka panjang pada tanggal 31 Desember 2025 adalah sebagai berikut:

34. EMPLOYEE BENEFITS OBLIGATION *(continued)*

b. Long-term employee benefits *(continued)*

Other long-term employee benefits *(continued)*

Significant actuarial assumptions for the determination of the long-service award benefits liability are discount rate and expected salary increase. The sensitivity analysis below has been determined based on plausible changes to the respective assumptions occurring at the end of the reporting year, while holding all other assumptions constant.

If the discount rate is 1% higher (lower), the other long-term employee benefits will decrease by Rp3,009 (increase by Rp3,287) (2024: decrease by Rp6,460 (increase by Rp7,096)).

If the expected salary growth increases (decreases) by 1%, the other long-term employee benefits will increase by RpNil (decrease by RpNil) (2024: increase by Rp5,537 (decrease by Rp5,156)).

The maturity of long-service award liability as at December 31, 2025 is as follows:

	2025	
Dalam waktu 12 bulan berikutnya (laporan tahunan tahun berikutnya)	14,559	*Within the next 12 months (the next annual reporting year)*
Antara 1 dan 5 tahun	46,920	*Between 1 and 5 years*
Antara 5 dan 10 tahun	41,230	*Between 5 and 10 years*
Di atas 10 tahun	44,296	*Beyond 10 years*

Durasi rata-rata liabilitas penghargaan masa kerja jangka panjang di akhir tahun laporan adalah 3,89 tahun.

The average duration of the long-service award liability at the end of the reporting year is 3.89 years.

c. Manajemen risiko terkait program imbalan kerja

Grup terekspos dengan beberapa risiko melalui program imbalan pascakerja dan imbalan jangka panjang lainnya. Risiko yang paling signifikan adalah sebagai berikut:

c. Risk management related to employee benefit program

The Group is exposed to a number of risks through its post-employment and other long-term benefits. The most significant risks are as follows:

34. LIABILITAS IMBALAN KERJA (lanjutan)

c. Manajemen risiko terkait program imbalan kerja (lanjutan)

Volatilitas aset

Dalam memenuhi kewajiban imbalan kerja, Grup menggunakan dana yang dihasilkan dari kegiatan operasi dan investasi pada instrumen obligasi Negara yang terdaftar di Bursa Efek Indonesia. Grup juga selalu menjaga kecukupan dana untuk melindungi kepastian Grup dalam memenuhi kewajiban manfaat karyawan di masa depan.

Perubahan imbal hasil obligasi

Penurunan imbal hasil obligasi korporasi akan meningkatkan liabilitas program, walaupun hal ini akan saling hapus secara sebagian dengan kenaikan dari nilai obligasi yang dimiliki Perusahaan didalam aset program dana pensiun.

Kontribusi yang diharapkan untuk program imbalan pascakerja

Pada tanggal 31 Desember 2025, Grup diharapkan membayar iuran sebesar Rp7.147 untuk program manfaat pasti selama tahun anggaran berikutnya.

34. EMPLOYEE BENEFITS OBLIGATION *(continued)*

c. Risk management related to employee benefit program *(continued)*

Asset volatility

In order to fulfill the Group's employment benefit obligations, the Group uses funds generated from its operations and those invested in government bonds listed on the Indonesian Stock Exchange. The Group also maintains fund sufficiency to prevent the Group from default in fulfilling its obligation to employees in the future.

Changes in bond yields

A decrease in corporate bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the Company's bond holdings in its pension plan assets.

Expected contributions to post-employment benefit plans

As at December 31, 2025 the Group expects to make a contribution amounting to Rp7,147 to defined benefit plans during the next financial year.

35. SIFAT DAN TRANSAKSI PIHAK BERELASI

Sifat hubungan dengan pihak berelasi

Sifat hubungan/*Relationship*	Pihak berelasi/*Related parties*
• Pemegang saham utama Perusahaan dan pemegang saham mayoritas *Ultimate parent company and majority shareholder*	- PT Semen Indonesia (Persero) Tbk
• Entitas sepengendali: Anak perusahaan PT Semen Indonesia (Persero) Tbk/ *Entities under common control*: *Subsidiaries of PT Semen Indonesia (Persero) Tbk*	- PT Industri Kemasan Semen Gresik - PT Semen Indonesia Beton - PT Varia Usaha Bahari - SI International Trading Pte Ltd - PT Semen Indonesia Distributor - PT Semen Indonesia Logistik - PT Semen Indonesia International - PT Semen Padang - PT Sinergi Informatika Semen Indonesia - PT Semen Tonasa - PT Varia Usaha Beton - PT United Tractors Semen Gresik - PT Semen Gresik (Persero) Tbk - PT Varia Usaha Lintas Segara - PT Varia Usaha Dharma Segara - PT Semen Baturaja (Persero) Tbk - SIIB
• Entitas sepengendali: Badan Usaha Milik Negara (BUMN)/ *Entities under common control:* *State-Owned Enterprise (SOE)*	- PT Waskita Karya (Persero) Tbk - PT Waskita Beton Precast Tbk - PT Hutama Karya (Persero) - PT Pertamina (Persero) - PT Pertamina Hulu Mahakam - PT Adhi Karya (Persero) Tbk - PT Adhi Persada Beton - PT Adhi Persada Gedung - PT Dahana (Persero)

35. NATURE OF RELATIONSHIPS AND TRANSACTIONS WITH RELATED PARTIES

Nature of relationships with related parties

35. SIFAT DAN TRANSAKSI PIHAK BERELASI (lanjutan)

35. NATURE OF RELATIONSHIPS AND TRANSACTIONS WITH RELATED PARTIES (continued)

Sifat hubungan dengan pihak berelasi (lanjutan)

Nature of relationships with related parties *(continued)*

Sifat hubungan/*Relationship*	Pihak berelasi/*Related parties*
• Entitas sepengendali: (lanjutan) Badan Usaha Milik Negara (BUMN)/ *Entities under common control: (continued)* *State-Owned Enterprise (SOE)*	- PT Hakaaston - PT Pembangunan Perumahan (Persero) Tbk - PT Pembangunan Perumahan Presisi - PT Wijaya Karya (Persero) Tbk - PT Wijaya Karya Beton Tbk - PT Wijaya Karya Bangunan Gedung - PT Kereta Api Indonesia (Persero) - PT Pelabuhan Indonesia (Persero) - PT Petrokimia Gresik (Persero) - PT PLN (Persero) - PT Telkom Indonesia (Persero) Tbk - PT PGAS Solution - PT Aneka Tambang Tbk - Saka Indonesia Pangkah Limited - Mandiri - BNI - BRI - PT Asuransi Jasa Indonesia (Persero) - PT Asuransi Jiwa Inhealth Indonesia - PT Brantas Abipraya (Persero) - PT Sucofindo (Persero) - PT Aerofood Indonesia - PT Pertamina EP - PT Pertamina Patra Niaga - PT Pertamina Hulu Energi - PT Jasa Marga (Persero) Tbk - PT Bukit Energi Servis Terpadu - PT Lamong Energi Indonesia - PT Berkah Multi Cargo - PT Infomedia Nusantara - PT Berlian Manyar Sejahtera - PT Pertagas Niaga - PT Timah Investasi Mineral - PT Multi Terminal Indonesia - PT Rekadaya Elektrika - PT Atha Daya Coalindo - PT PLN Nusantara Power - PT Mitra Kiara Indonesia - PT Sinergi Investama Indonesia - PT Sinergi Mitra Investama
• Entitas adalah suatu program imbalan pasca kerja untuk imbalan kerja dari Perusahaan/ *The entity is a post-employment benefit plan for the benefit of employees of the Company*	- DPSBI
• Personil manajemen kunci/ *Key management personnel*	- Dewan Komisaris dan Direksi Perusahaan dan entitas anak/ *Boards of Commissioners and Directors of the Company and its subsidiaries*

Transaksi-transaksi pihak berelasi

Dalam kegiatan usaha yang normal, Grup melakukan transaksi tertentu dengan pihak berelasi, yang meliputi antara lain:

a. Grup memberikan manfaat pada Komisaris dan Direktur Perusahaan sebagai berikut:

Transactions with related parties

In the normal course of business, the Group has entered into certain transactions with related parties, including the following:

a. The Group provides benefits to the Boards of Commissioners and Directors of the Company as follows:

	2025	2024	
Direksi	13,408	26,337	*Directors*
Komisaris	6,611	7,060	*Commissioners*
Jumlah	**20,019**	**33,397**	***Total***

Semua kompensasi yang diberikan bersifat jangka pendek.

All of the compensation provided is short-term in nature.

b. Program imbalan pascakerja Grup dikelola oleh DPSBI yang telah diungkapkan pada Catatan 34.

b. The Group's post-employment benefits plan is managed by DPSBI as disclosed in Note 34.

35. SIFAT DAN TRANSAKSI PIHAK BERELASI (lanjutan)

35. NATURE OF RELATIONSHIPS AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Transaksi-transaksi pihak berelasi (lanjutan)

Transactions with related parties *(continued)*

c. Rincian pendapatan dari pihak berelasi sebagai berikut:

c. The details of revenue earned from related parties are as follows:

	2025	2024	
PT Semen Indonesia (Persero) Tbk	9,044,131	8,919,028	*PT Semen Indonesia (Persero) Tbk*
SI International Trading Pte Ltd	571,397	627,222	*SI International Trading Pte Ltd*
PT Semen Padang	97,626	901,071	*PT Semen Padang*
PT Pembangunan Perumahan (Persero) Tbk	46,277	69,717	*PT Pembangunan Perumahan (Persero) Tbk*
PT Varia Usaha Beton	12,975	5,771	*PT Varia Usaha Beton*
PT Mitra Kiara Indonesia	5,427	39,042	*PT Mitra Kiara Indonesia*
PT Brantas Abipraya (Persero)	3,708	10,766	*PT Brantas Abipraya (Persero)*
PT Waskita Karya (Persero) Tbk	3,614	-	*PT Waskita Karya (Persero) Tbk*
PT Semen Tonasa	3,570	9,531	*PT Semen Tonasa*
PT Semen Baturaja (Persero) Tbk	1,489	-	*PT Semen Baturaja (Persero) Tbk*
PT Semen Indonesia Distributor	1,160	840	*PT Semen Indonesia Distributor*
Lainnya	3,116	35,687	*Others*
Jumlah	**9,794,490**	**10,618,675**	***Total***

Pendapatan yang diperoleh dari pihak berelasi pada tanggal 31 Desember 2025 sebesar 91,22% (2024: 89,84%) dari jumlah pendapatan.

Revenue earned from related parties constituted in December 31, 2025 amounted to 91.22% (2024: 89.84%) of total revenue.

d. Rincian pembelian barang dan jasa dari pihak berelasi sebagai berikut:

d. The details of goods and services purchases with related parties are as follows:

	2025	2024	
Dicatat dalam beban pokok pendapatan dan beban usaha			*Recorded in cost of revenue and operating expenses*
PT PLN (Persero)	1,075,957	1,122,689	*PT PLN (Persero)*
PT Semen Indonesia Logistik	573,608	510,234	*PT Semen Indonesia Logistik*
PT Semen Indonesia (Persero) Tbk	360,037	100,398	*PT Semen Indonesia (Persero) Tbk*
PT Semen Padang	350,403	591,854	*PT Semen Padang*
PT Pertamina Patra Niaga	277,427	322,235	*PT Pertamina Patra Niaga*
PT Hutama Karya	76,441	493,229	*PT Hutama Karya*
PT Dahana (Persero)	71,493	66,017	*PT Dahana (Persero)*
PT Asuransi Jiwa Inhealth Indonesia	68,610	49,882	*PT Asuransi Jiwa Inhealth Indonesia*
PT Kereta Api Indonesia (Persero)	66,590	83,065	*PT Kereta Api Indonesia (Persero)*
SI International Trading Pte Ltd	57,267	87,465	*SI International Trading Pte Ltd*
PT United Tractors Semen Gresik	49,426	7,549	*PT United Tractors Semen Gresik*
PT Industri Kemasan Semen Gresik	38,778	703	*PT Industri Kemasan Semen Gresik*
PT Asuransi Jasa Indonesia (Persero)	33,486	33,486	*PT Asuransi Jasa Indonesia (Persero)*
PT Sinergi Informatika Semen Indonesia	32,665	32,646	*PT Sinergi Informatika Semen Indonesia*
PT Petrokimia Gresik (Persero)	31,082	29,420	*PT Petrokimia Gresik (Persero)*
PT Pelabuhan Indonesia (Persero)	30,146	32,908	*PT Pelabuhan Indonesia (Persero)*
PT Bukit Energi Servis Terpadu	28,620	28,166	*PT Bukit Energi Servis Terpadu*
PT Sinergi Mitra Investama	22,020	290	*PT Sinergi Mitra Investama*
PT Semen Indonesia Beton	12,995	13,710	*PT Semen Indonesia Beton*
Pertagas Niaga	12,469	13,145	*PT Pertagas Niaga*
PT Semen Gresik (Persero) Tbk	12,458	4,950	*PT Semen Gresik (Persero) Tbk*
PT Varia Usaha Bahari	11,649	14,384	*PT Varia Usaha Bahari*
PT Telkom Indonesia (Persero) Tbk	6,493	9,517	*PT Telkom Indonesia (Persero) Tbk*
PT Lamong Energi Indonesia	5,730	6,139	*PT Lamong Energi Indonesia*
PT Semen Baturaja (Persero) Tbk	5,163	143,251	*PT Semen Baturaja (Persero) Tbk*
Sucofindo (Persero)	3,579	3,496	*PT Sucofindo (Persero)*
PT Varia Usaha Beton	2,919	-	*PT Varia Usaha Beton*
PT Varia Usaha Lintas Sagara	2,025	9,951	*PT Varia Usaha Lintas Sagara*
PT Mitra Kiara Indonesia	1,402	2,617	*PT Mitra Kiara Indonesia*
PT Semen Tonasa	1,123	61,083	*PT Semen Tonasa*
Lainnya	4,270	24,533	*Others*
Jumlah	**3,326,331**	**3,899,012**	***Total***
Persentase terhadap jumlah beban pokok dan usaha	34.62%	36.84%	*Percentage of total cost of revenue and expenses*

35. SIFAT DAN TRANSAKSI PIHAK BERELASI (lanjutan)

35. NATURE OF RELATIONSHIPS AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Transaksi-transaksi pihak berelasi (lanjutan)

Transactions with related parties *(continued)*

e. Rincian saldo kas di bank dari pihak berelasi disajikan di Catatan 5.

e. The details of cash in bank balances with related parties are shown in Note 5.

f. Rincian saldo piutang lain-lain dari pihak berelasi sebagai berikut:

f. The details of other receivables balances with related parties are as follows:

	2025	2024	
Dicatat dalam piutang lain-lain (Catatan 7)			*Recorded in other receivables (Note 7)*
PT Pertamina Hulu Mahakam	151,437	86,425	*PT Pertamina Hulu Mahakam*
PT Semen Indonesia (Persero) Tbk	26,598	25,726	*PT Semen Indonesia (Persero) Tbk*
PT Pertamina EP	11,108	7,361	*PT Pertamina EP*
PT Semen Baturaja (Persero) Tbk	9,922	2,703	*PT Semen Baturaja (Persero) Tbk*
PT Semen Padang	6,634	3,150	*PT Semen Padang*
PT Semen Gresik (Persero) Tbk	4,074	70	*PT Semen Gresik (Persero) Tbk*
SI International Trading Pte Ltd	4,002	1,090	*SI International Trading Pte Ltd*
PT Mitra Kiara Indonesia	2,976	1,583	*PT Mitra Kiara Indonesia*
PT Semen Indonesia Logistik	2,494	1	*PT Semen Indonesia Logistik*
PT Semen Tonasa	2,492	807	*PT Semen Tonasa*
PT Asuransi Jasa Indonesia (Persero)	2,393	2,393	*PT Asuransi Jasa Indonesia (Persero)*
PT Pertamina (Persero)	1,006	14,656	*PT Pertamina (Persero)*
Lainnya	1,297	2,133	*Others*
Jumlah	**226,433**	**148,098**	***Total***
Cadangan kerugian kredit ekspektasian	-	(257)	*Allowance for expected credit losses*
Jumlah	**226,433**	**147,841**	***Total***
Persentase terhadap jumlah aset	1.11%	0.70%	*Percentage of total assets*

g. Rincian saldo piutang usaha dari pihak berelasi sebagai berikut:

g. The details of trade receivables balances with related parties are as follows:

	2025	2024	
Dicatat dalam piutang usaha (Catatan 6)			*Recorded in trade receivables (Note 6)*
PT Semen Indonesia (Persero) Tbk	1,591,911	1,560,634	*PT Semen Indonesia (Persero) Tbk*
SI International Trading Pte Ltd	144,421	128,476	*SI International Trading Pte Ltd*
PT Semen Padang	67,273	441,612	*PT Semen Padang*
PT Pembangunan Perumahan (Persero) Tbk	49,236	73,145	*PT Pembangunan Perumahan (Persero) Tbk*
PT Mitra Kiara Indonesia	39,147	43,144	*PT Mitra Kiara Indonesia*
PT Adhi Persada Beton	16,832	24,526	*PT Adhi Persada Beton*
PT Wijaya Karya Bangunan Gedung	6,117	11,730	*PT Wijaya Karya Bangunan Gedung*
PT Varia Usaha Beton	4,929	2,695	*PT Varia Usaha Beton*
PT Brantas Abipraya (Persero)	4,783	6,339	*PT Brantas Abipraya (Persero)*
PT Waskita Karya (Persero) Tbk	4,564	1,306	*PT Waskita Karya (Persero) Tbk*
PT Hakaaston	4,327	4,327	*PT Hakaaston*
PT Semen Tonasa	3,972	10,323	*PT Semen Tonasa*
PT Hutama Karya (Persero)	3,639	20,160	*PT Hutama Karya (Persero)*
PT Adhi Karya (Persero) Tbk	2,622	3,339	*PT Adhi Karya (Persero) Tbk*
PT Wijaya Karya Beton Tbk	1,754	7,691	*PT Wijaya Karya Beton Tbk*
PT Adhi Persada Gedung	1,690	1,693	*PT Adhi Persada Gedung*
PT Semen Baturaja (Persero) Tbk	1,657	-	*PT Semen Baturaja (Persero) Tbk*
PT Wijaya Karya (Persero) Tbk	1,578	6,277	*PT Wijaya Karya (Persero) Tbk*
Lainnya	1,850	10,259	*Others*
Jumlah	**1,952,302**	**2,357,676**	***Total***

35. SIFAT DAN TRANSAKSI PIHAK BERELASI (lanjutan)

35. NATURE OF RELATIONSHIPS AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Transaksi-transaksi pihak berelasi (lanjutan)

Transactions with related parties *(continued)*

g. Rincian saldo piutang usaha dari pihak berelasi sebagai berikut: (lanjutan)

g. The details of trade receivables balances with related parties are as follows: (continued)

	2025	2024	
Cadangan kerugian kredit ekspektasian	(41,950)	(40,188)	*Allowance for expected credit losses*
Jumlah	**1,910,352**	**2,317,488**	***Total***
Persentase terhadap jumlah aset	9.37%	11.01%	*Percentage of total assets*

h. Rincian saldo utang usaha kepada pihak berelasi sebagai berikut:

h. The details of trade payables balances with related parties are as follows:

	2025	2024	
Dicatat dalam utang usaha (Catatan 16)			*Recorded in trade payables (Note 16)*
PT Semen Padang	165,787	136,752	*PT Semen Padang*
PT Semen Indonesia Logistik	148,621	166,734	*PT Semen Indonesia Logistik*
PT Semen Indonesia (Persero) Tbk	127,978	554,577	*PT Semen Indonesia (Persero) Tbk*
PT Hutama Karya (Persero)	102,938	39,600	*PT Hutama Karya (Persero)*
SI International Trading Pte Ltd	66,264	65,542	*SI International Trading Pte Ltd*
PT Dahana (Persero)	31,949	38,852	*PT Dahana (Persero)*
United Tractors Semen Gresik	28,225	4,286	*United Tractors Semen Gresik*
PT Pertamina Patra Niaga	24,279	38,230	*PT Pertamina Patra Niaga*
PT Industri Kemasan Semen Gresik	18,149	739	*PT Industri Kemasan Semen Gresik*
PT Petrokimia Gresik	17,973	14,992	*PT Petrokimia Gresik*
PT Kereta Api Indonesia (Persero)	11,334	11,511	*PT Kereta Api Indonesia (Persero)*
PT Pertagas Niaga	9,107	7,596	*PT Pertagas Niaga*
PT Semen Tonasa	8,075	211,678	*PT Semen Tonasa*
PT Bukit Energi Servis Terpadu	7,942	10,785	*PT Bukit Energi Servis Terpadu*
PT Sinergi Menara Investama	3,800	45	*PT Sinergi Menara Investama*
PT Varia Usaha Bahari	3,558	4,260	*PT Varia Usaha Bahari*
PT Sinergi Informatika Semen Indonesia	3,406	11,755	*PT Sinergi Informatika Semen Indonesia*
PT Pelabuhan Indonesia (Persero)	1,996	4,372	*PT Pelabuhan Indonesia (Persero)*
PT Sucofindo (Persero)	1,281	2,104	*PT Sucofindo (Persero)*
Lainnya	2,121	77,331	*Others*
Jumlah	**784,783**	**1,401,741**	***Total***
Persentase terhadap jumlah liabilitas	10.94%	17.24%	*Percentage of total liabilities*

i. Rincian saldo utang lain-lain kepada pihak berelasi sebagai berikut:

i. The details of other payables balances with related parties are as follows:

	2025	2024	
Dicatat dalam utang lain-lain (Catatan 17, 37c)			*Recorded in other payables (Notes 17, 37c)*
SIIB	130,602	121,648	*SIIB*
PT Semen Padang	34,004	6,241	*PT Semen Padang*
PT Semen Gresik (Persero) Tbk	20,442	-	*PT Semen Gresik (Persero) Tbk*
PT Semen Indonesia (Persero) Tbk	5,697	-	*PT Semen Indonesia (Persero) Tbk*
PT Semen Baturaja (Persero) Tbk	3,271	2	*PT Semen Baturaja (Persero) Tbk*
BNI	1,659	533	*BNI*
PT Waskita Karya (Persero) Tbk	1,440	-	*PT Waskita Karya (Persero) Tbk*
PT Pembangunan Perumahan Presisi	1,371	457	*PT Pembangunan Perumahan Presisi*
Lainnya	1,256	1,293	*Others*
Jumlah	**199,742**	**130,174**	***Total***
Persentase terhadap jumlah liabilitas	2.78%	1.60%	*Percentage of total liabilities*

35. SIFAT DAN TRANSAKSI PIHAK BERELASI (lanjutan)

j. Rincian saldo beban masih harus dibayar kepada pihak berelasi sebagai berikut:

	2025	2024	
Dicatat dalam beban masih harus dibayar (Catatan 19)			*Recorded in accrued expenses (Note 19)*
PT PLN (Persero)	**97,579**	**94,727**	*PT PLN (Persero)*
Persentase terhadap jumlah liabilitas	1.36%	1.16%	*Percentage of total liabilities*

k. Rincian saldo liabilitas sewa kepada pihak berelasi sebagai berikut:

	2025	2024	
PT Semen Indonesia Beton	26,340	24,227	*PT Semen Indonesia Beton*
PT Pelabuhan Indonesia (Persero)	7,466	6,959	*PT Pelabuhan Indonesia (Persero)*
PT Telkom Indonesia (Persero) Tbk	2,219	6,947	*PT Telkom Indonesia (Persero) Tbk*
PT Sinergi Mitra Investama	270	-	*PT Sinergi Mitra Investama*
Jumlah	**36,295**	**38,133**	***Total***
Persentase terhadap jumlah liabilitas	0.51%	0.47%	*Percentage of total liabilities*

Piutang, utang dan liabilitas sewa di atas yang berasal dari penjualan dan pembelian barang dan jasa akan diselesaikan berdasarkan persyaratan kredit normal dan tidak dikenakan bunga, dan kebijakan Grup mengenai penentuan harga sehubungan dengan transaksi dengan pihak berelasi ditentukan berdasarkan kontrak atau perjanjian diantara para pihak.

35. NATURE OF RELATIONSHIPS AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

j. The details of accrued expenses balances with related parties are as follows:

k. The details of lease liabilities balances with related parties are as follows:

The above receivables, payables and lease liabilities from the sales and purchases of goods and services are settled under normal credit terms and the Group's pricing policy related to the transactions with related parties is set based on contracted prices or agreement between parties.

36. INFORMASI SEGMEN USAHA

Segmen usaha

Untuk tujuan pelaporan manajemen, saat ini Grup dibagi dalam tiga divisi operasi semen; beton siap pakai dan tambang agregat; dan jasa konstruksi lainnya. Divisi-divisi tersebut menjadi dasar pelaporan informasi segmen Grup.

Kegiatan utama divisi tersebut terdiri dari:

- Semen: produksi dan distribusi semen;
- Beton siap pakai dan tambang agregat: produksi beton siap pakai dan agregat; dan
- Jasa konstruksi lainnya.

Transaksi antar segmen dilakukan dengan syarat dan kondisi yang sesuai dengan persetujuan antar perusahaan.

36. BUSINESS SEGMENT INFORMATION

Business segment

For management reporting purposes, the Group is currently organised into three operating divisions cement; readymix concrete and aggregate quarry; and other construction services. These divisions are the basis on which the Group reports its segment information.

The principal activities of these divisions consist of:

- *Cement: production and distribution of cement;*
- *Readymix concrete and aggregate quarry: production of readymix concrete and aggregate; and*
- *Other construction services.*

Transactions between segments are carried out at agreed terms between the companies.

36. INFORMASI SEGMEN USAHA (lanjutan)

36. BUSINESS SEGMENT INFORMATION (continued)

Segmen usaha (lanjutan)

Business segment (continued)

Berikut ini adalah informasi segmen berdasarkan segmen usaha:

Segment information based on business segment is presented below:

	2025						
	Semen/ *Cement*	Beton siap pakai dan tambang agregat/ *Readymix concrete and aggregate quarry*	Jasa konstruksi lainnya/*Other construction services*	Jumlah/ *Total*	Eliminasi/ *Eliminations*	Neto/ *Net*	
Pendapatan	9,723,649	976,844	40,751	10,741,244	(3,994)	10,737,250	*Revenue*
Pendapatan antar segmen	224,838	9,153	18,458	252,449	(252,449)	-	*Intersegment revenue*
Jumlah pendapatan	9,948,487	985,997	59,209	10,993,693	(256,443)	10,737,250	*Total revenue*
Beban pokok pendapatan	(7,661,322)	(836,577)	(66,411)	(8,564,310)	243,696	(8,320,614)	*Cost of revenue*
Beban usaha							*Operating expenses*
Distribusi dan penjualan	(778,270)	(194,712)	(5,277)	(978,259)	1,057	(977,202)	*Distribution and selling*
Umum dan administrasi	(301,629)	(6,729)	(1,015)	(309,373)	1	(309,372)	*General and administrative*
Rugi selisih kurs	(30,176)	(97)	-	(30,273)	17	(30,256)	*Foreign exchange loss*
Lainnya - bersih	(1,818)	(2,265)	(1,569)	(5,652)	(1,846)	(7,498)	*Others- net*
Penghasilan keuangan	4,305	2,058	41	6,404	(566)	5,838	*Finance income*
Beban keuangan	(149,588)	(10,339)	-	(159,927)	906	(159,021)	*Finance costs*
Laba (rugi) segmen sebelum pajak	**1,029,989**	**(62,664)**	**(15,022)**	**952,303**	**(13,178)**	**939,125**	***Segment profit (loss) before tax***
Beban pajak penghasilan	(275,889)	(4,494)	-	(280,383)	-	(280,383)	*Income tax expense*
INFORMASI LAINNYA							***OTHER INFORMATION***
Aset segmen	23,269,367	926,451	114,141	24,309,959	(3,930,458)	20,379,501	*Segment assets*
Liabilitas segmen	(7,535,394)	(789,269)	(166,156)	(8,490,819)	1,315,937	(7,174,882)	*Segment liabilities*
Penambahan aset tetap	358,320	11,941	-	370,261	-	370,261	*Additions to fixed assets*
Penambahan aset hak-guna	17,323	105,151	-	122,474	-	122,474	*Additions to right-of-use assets*
Penyusutan dan deplesi	(624,180)	(20,672)	(2,189)	(647,041)	(13,301)	(660,342)	*Depreciation and depletion*
Penyusutan aset hak-guna	(50,029)	(64,467)	(1,057)	(115,553)	1,059	(114,494)	*Depreciation of right-of-use assets*
Amortisasi	(48)	-	-	(48)	-	(48)	*Amortization*

	2024						
	Semen/ *Cement*	Beton siap pakai dan tambang agregat/ *Readymix concrete and aggregate quarry*	Jasa konstruksi lainnya/*Other construction services*	Jumlah/ *Total*	Eliminasi/ *Eliminations*	Neto/ *Net*	
Pendapatan	10,494,354	1,281,055	47,556	11,822,965	(3,987)	11,818,978	*Revenue*
Pendapatan antar segmen	364,425	7,349	7,600	379,374	(379,374)	-	*Intersegment revenue*
Jumlah pendapatan	10,858,779	1,288,404	55,156	12,202,339	(383,361)	11,818,978	*Total revenue*
Beban pokok pendapatan	(8,461,109)	(1,113,946)	(58,353)	(9,633,408)	370,315	(9,263,093)	*Cost of revenue*
Beban usaha							*Operating expenses*
Distribusi dan penjualan	(735,712)	(213,643)	(6,425)	(955,780)	1,060	(954,720)	*Distribution and selling*
Umum dan administrasi	(339,034)	(24,812)	(1,600)	(365,446)	23	(365,423)	*General and administrative*
Laba selisih kurs	24,338	468	-	24,806	13	24,819	*Foreign exchange gain*
Rugi penghapusan aset tetap	-	-	(264)	(264)	-	(264)	*Loss from write-off of fixed asset*
Lainnya - bersih	(5,823)	1,684	(2,513)	(6,652)	(2,004)	(8,656)	*Others- net*
Penghasilan keuangan	18,659	2,396	108	21,163	(15,618)	5,545	*Finance income*
Beban keuangan	(250,701)	(5,873)	-	(256,574)	16,070	(240,504)	*Finance costs*
Laba (rugi) segmen sebelum pajak	**1,109,397**	**(65,322)**	**(13,891)**	**1,030,184**	**(13,502)**	**1,016,682**	***Segment profit (loss) before tax***
Beban pajak penghasilan	(273,518)	2,267	-	(271,251)	(341)	(271,592)	*Income tax expense*
INFORMASI LAINNYA							***OTHER INFORMATION***
Aset segmen	24,136,391	1,069,387	117,156	25,322,934	(4,276,582)	21,046,352	*Segment assets*
Liabilitas segmen	(8,788,510)	(867,122)	(152,058)	(9,807,690)	1,675,448	(8,132,242)	*Segment liabilities*
Penambahan aset tetap	724,391	1,766	4,072	730,229	-	730,229	*Additions to fixed assets*
Penambahan aset hak-guna	235,926	53,204	-	289,130	-	289,130	*Additions to right-of-use assets*
Penyusutan dan deplesi	(625,658)	(21,415)	(4,171)	(651,244)	(13,301)	(664,545)	*Depreciation and depletion*
Penyusutan aset hak-guna	(123,147)	(48,295)	(1,059)	(172,501)	1,059	(171,442)	*Depreciation of right-of-use assets*
Amortisasi	(111)	-	-	(111)	-	(111)	*Amortization*

Segmen geografis

Geographical segment

Grup beroperasi dan berproduksi di Jawa dan luar Jawa, Indonesia.

The Group's operations and production are located both in and outside Java, Indonesia.

Tabel berikut menunjukkan distribusi pendapatan konsolidasian Grup berdasarkan segmen geografis tanpa memperhatikan tempat barang dan jasa diproduksi:

The following table shows the distribution of the Group's consolidated revenue by geographical segments, irrespective of the goods and services produced:

	2025	2024	
Lokal			*Domestic*
Jawa	7,368,998	7,801,027	*Java*
Area lain di luar Jawa	2,796,855	3,391,208	*Other areas outside Java*
Ekspor	571,397	626,743	*Export*
Jumlah	**10,737,250**	**11,818,978**	***Total***

36. INFORMASI SEGMEN USAHA (lanjutan)

Segmen geografis (lanjutan)

Seluruh aset tidak lancar selain instrumen keuangan dan aset pajak tangguhan berada di Indonesia. Grup tidak memiliki aset dan hak imbalan kerja yang muncul dari kontrak asuransi.

36. BUSINESS SEGMENT INFORMATION *(continued)*

Geographical segment *(continued)*

All non-current assets other than financial instruments and deferred tax assets are domiciled in Indonesia. The Group has no employment benefit assets and rights arising from insurance contracts.

37. IKATAN, PERJANJIAN DAN KONTINJENSI

a. Fasilitas kredit

Grup memiliki fasilitas kredit berupa *Letter of Credit ("L/C")* dan bank garansi dari beberapa bank.

Pada tanggal 31 Desember 2025, Grup memiliki saldo L/C sebesar Rp17.647 (2024: Rp42.415).

Pada tanggal 31 Desember 2025, Grup memiliki saldo bank garansi sebesar Rp42.189 (31 Desember 2024: Rp72.854).

b. Perjanjian pasokan Batubara

Grup memiliki perjanjian pasokan batubara dengan beberapa perusahaan pemasok batubara besar dan menengah untuk perjanjian pasokan kuantitas tahunan dan jangka panjang. Perjanjian-perjanjian tersebut mencakup antara lain, harga dasar tahunan dan penyesuaian harga, spesifikasi batubara, kuantitas pasokan tahunan, pengalihan risiko dan hak antara pembeli dan penjual.

c. Perjanjian kesanggupan dengan SIIB

Pada tanggal 11 Desember 2019, Perusahaan menandatangani perjanjian kesanggupan dengan SIIB, dimana SIIB akan mengganti kerugian perpajakan tertentu Grup di masa yang akan datang atas kasus pajak yang terjadi sebelum akuisisi tanggal 31 Januari 2019.

Berdasarkan Perjanjian Jual Beli Saham ("SPPA") antara SIIB dan Holderfin B.V., The Netherlands ("Holderfin") Tanggal 12 November 2018. Holderfin memberikan garansi dan kompensasi kepada SIIB untuk hal-hal terkait perpajakan Grup yang terjadi sebelum akuisisi saham yang dimiliki Holderfin di Grup oleh SIIB. Holderfin akan mengganti SIIB 80,64% dari jumlah kerugian perpajakan dan biaya konsultan perpajakan dan biaya wajar lainnya.

Sebagai akibat dari SSPA, Perusahaan membutuhkan persetujuan dari Holderfin dalam berurusan dengan hal-hal yang terkait dengan kasus perpajakan.

37. COMMITMENTS, AGREEMENTS AND CONTINGENCY

a. Credit facilities

The Group has credit facilities of Letter of Credit ("L/C") and bank guarantees from some banks.

As at December 31, 2025, the Group had outstanding L/C amounting to Rp17,647 (2024: Rp42,415).

As December 31, 2025, the Group has outstanding bank guarantees amounting to Rp42,189 (December 31, 2024: Rp72,854).

b. Coal supply agreements

The Group has coal supply agreements with several major and medium coal suppliers for yearly and long-term volume supply agreements. The agreements stipulate, among other things, the yearly base price and price adjustment, coal specification, yearly quantity supplied, and transfer of risk and rights between buyer and seller.

c. Promissory agreement with SIIB

On December 11, 2019, the Company entered into a promissory agreement with SIIB, whereby SIIB will reimburse the Group's certain future tax losses related to matters occurring prior to acquisition on January 31, 2019.

Based on Shares Sale and Purchase Agreement (the "SPPA") between SIIB and Holderfin B.V., The Netherlands ("Holderfin"), dated November 12, 2018. Holderfin gives warranty and indemnifies SIIB for the Group's tax-related matters occurring prior to the acquisition of Holderfin's shares in the Group by SIIB. Holderfin will reimburse SIIB 80.64% of the tax losses, including penalties, tax consultant fees and other reasonable fees.

As the result of the SSPA, the Company requires Holderfin's approval or consent when dealing with tax case related matters.

37. IKATAN, PERJANJIAN DAN KONTINJENSI (lanjutan)

c. Perjanjian kesanggupan dengan SIIB (lanjutan)

Manajemen menentukan sebagai akibat efektifnya perjanjian kesanggupan, mulai 2019, setiap kasus perpajakan tertentu yang menghasilkan kerugian terhadap Grup yang dapat ditagihkan ke SIIB dicatat sebagai "keuntungan lain-lain" di laba rugi.

d. Perjanjian distributor Tunggal

Pada tanggal 3 September 2020, Perusahaan dan SBA menandatangani perjanjian dengan PT Semen Indonesia (Persero), untuk menjalin kerja sama dengan menunjuk PT Semen Indonesia (Persero) Tbk sebagai distributor tunggal. Perjanjian ini berlaku dari tanggal 1 Oktober 2020 sampai dengan 1 Oktober 2025. Pada tanggal 30 September 2025, perjanjian ini diamandemen untuk memperpanjang jangka waktu menjadi 1 Oktober 2030.

e. Pajak karbon

Kebijakan pajak karbon dijalankan secara bertahap. Tarif pajak karbon ditetapkan lebih tinggi atau sama dengan harga pasar, yaitu minimal Rp30/kg karbon dioksida ekuivalen. Penerapan pajak karbon dimulai pada tanggal 1 April 2022 di sektor PLTU batubara dengan skema batas emisi (*cap and tax*). Implementasi perdagangan karbon secara penuh dan perluasan sektor pemajakan karbon dengan penahapan sesuai kesiapan sektor terkait masih menunggu ketentuan implementasi.

f. Ikatan konstruksi

Grup telah menandatangani perjanjian signifikan dengan PT Hutama Karya (Persero) pada tanggal 29 Desember 2021 untuk proyek konstruksi, dengan nilai kontrak total sebesar Rp1.118.500. Komitmen yang belum terpenuhi berjumlah Rp20.804 pada tanggal 31 Desember 2025.

g. Perjanjian Layanan Terkelola

Grup telah menandatangani perjanjian signifikan dengan PT Semen Indonesia (Persero), PT Semen Padang, PT Semen Gresik, PT Semen Baturaja Tbk pada tanggal 1 Juli 2025 terkait pembagian area operasional untuk kegiatan sales dan marketing yang dikoordinasikan oleh 1 Koordinator Area untuk setiap Area of Operation (sebagaimana didefinisikan dalam Perjanjian ini) yang bertanggung jawab untuk memberikan bantuan/asistensi kepada Distributor Tunggal dan Prinsipal Produsen yang antara lain mencakup kegiatan operasional sales dan marketing.

37. COMMITMENTS, AGREEMENTS AND CONTINGENCY *(continued)*

c. Promissory agreement with SIIB *(continued)*

Management determined that due to the effectiveness of the promissory agreement, starting in 2019, any unfavourable certain tax case results in the Group eligible to be reimbursed to SIIB are recorded as "other income" in profit or loss.

d. Sole distributor agreement

On September 3, 2020, the Company and SBA entered into an agreement with PT Semen Indonesia (Persero), to establish cooperation by appointing PT Semen Indonesia (Persero) Tbk as the sole distributor. This agreement is valid from October 1, 2020 until October 1, 2025. On September 30, 2025, this agreement was amended to extend the term until October 1, 2030.

e. Carbon tax

The carbon tax policy is implemented in stages. The carbon tax rate is set higher or equal to the market price, which is a minimum of Rp30/kg carbon dioxide equivalent. The implementation of the carbon tax began on April 1, 2022 in the coal-fired power plant sector with an emission scheme (cap and tax). The full implementation of carbon trading and the expansion of carbon taxation occurring in stages according to the readiness of the relevant sectors are still awaiting the implementation guidelines.

f. Construction commitment

The Group has entered into a significant agreement with PT Hutama Karya (Persero) dated in December 29, 2021 for a construction project, with a total contract value of Rp1,118,500. The outstanding commitment amounted to Rp20,804 as at December 31, 2025.

g. Managed Services Agreement

The Group entered into a significant agreement with PT Semen Indonesia (Persero), PT Semen Padang, PT Semen Gresik, and PT Semen Baturaja Tbk on July, 1 2025 regarding the allocation of operational areas for sales and marketing activities. These activities are coordinated by one (1) Area Coordinator for each Area of Operation (as defined in this Agreement), who is responsible for providing support and assistance to the Sole Distributor and the Principal Manufacturer, including, among others, matters related to sales and marketing operations.

38. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

Pada tanggal 31 Desember 2025 dan 2024, Grup mempunyai aset dan liabilitas moneter dalam mata uang asing sebagai berikut (dalam ribuan, kecuali jumlah setara Rupiah):

38. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES

On December 31, 2025 and 2024, the Group had the following monetary assets and liabilities in foreign currencies (in thousands, except Rupiah equivalent):

	2025		2024		
	Mata Uang Asing (dalam ribuan)/ *Foreign currency (in thousands)*	Ekuivalen Rupiah/ *Rupiah equivalent*	Mata Uang Asing (dalam ribuan)/ *Foreign currency (in thousands)*	Ekuivalen Rupiah/ *Rupiah equivalent*	
Aset					***Assets***
Kas dan setara kas					*Cash and cash equivalents*
Dolar AS	355	5,966	979	15,830	*US Dollar*
Euro	47	930	33	564	*Euro*
Piutang usaha					*Trade receivables*
Dolar AS	8,606	144,421	7,949	128,476	*US Dollar*
Piutang lain-lain					*Other receivables*
Dolar AS	346	5,803	175	2,825	*US Dollar*
Jumlah aset		**157,120**		**147,695**	***Total assets***
Liabilitas					***Liabilities***
Utang usaha					*Trade payables*
Dolar AS	(7,863)	(131,964)	(7,443)	(120,291)	*US Dollar*
Euro	(8,417)	(166,256)	(8,954)	(150,891)	*Euro*
Lainnya	-	(1,882)	-	(3,614)	*Other*
Utang lain-lain					*Other payables*
Euro	(20)	(393)	(20)	(335)	*Euro*
Jumlah liabilitas		**(300,495)**		**(275,131)**	***Total liabilities***
Liabilitas bersih		**(143,375)**		**(127,436)**	***Net liabilities***

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN RISIKO MODAL

a. Kategori dan kelas instrumen keuangan

39. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL RISK MANAGEMENT

a. Categories and classes of financial instruments

	2025				
	Aset keuangan yang diukur pada biaya perolehan diamortisasi/*Financial assets held at amortised cost*	Aset keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial assets held at fair value through profit or loss*	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/*Financial liabilities held at amortised cost*	Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial liabilities held at fair value through profit or loss*	
Aset					***Assets***
Kas di bank, termasuk yang dibatasi penggunaannya	262,566	-	-	-	*Cash in banks, including restricted cash*
Piutang usaha					*Trade receivables*
Pihak ketiga	90,361	-	-	-	*Third parties*
Pihak berelasi	1,871,655	-	-	-	*Related parties*
Piutang lain-lain					*Other receivables*
Pihak ketiga	85,395	-	-	-	*Third parties*
Pihak berelasi	226,433	-	-	-	*Related parties*
Uang jaminan	34,007	-	-	-	*Security deposits*
Aset tidak lancar lainnya	-	6,016	-	-	*Other non-current assets*
Liabilitas					***Liabilities***
Utang usaha					*Trade payables*
Pihak ketiga	-	-	1,854,530	-	*Third parties*
Pihak berelasi	-	-	784,783	-	*Related parties*
Utang lain-lain					*Other payables*
Pihak ketiga	-	-	66,592	-	*Third parties*
Pihak berelasi	-	-	69,140	-	*Related parties*
Beban masih harus dibayar	-	-	302,162	-	*Accrued expenses*
Liabilitas derivatif	-	-		53	*Derivative liabilities*
Pinjaman bank jangka pendek	-	-	400,000	-	*Short-term bank loans*
Pinjaman bank jangka panjang	-	-	1,242,056	-	*Long-term bank loans*
Utang lain - lain pihak berelasi	-	-	130,602	-	*Other payables - related party*
Jumlah	**2,570,417**	**6,016**	**4,849,865**	**53**	***Total***

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN RISIKO MODAL (lanjutan)

39. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL RISK MANAGEMENT (continued)

a. Kategori dan kelas instrumen keuangan

a. Categories and classes of financial instruments

	2024				
	Aset keuangan yang diukur pada biaya perolehan diamortisasi/*Financial assets held at amortised cost*	**Aset keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial assets held at fair value through profit or loss***	**Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/*Financial liabilities held at amortised cost***	**Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial liabilities held at fair value through profit or loss***	
Aset					***Assets***
Kas di bank, termasuk yang dibatasi penggunaannya	194,264	-	-	-	*Cash in banks, including restricted cash*
Piutang usaha					*Trade receivables*
Pihak ketiga	175,475	-	-	-	*Third parties*
Pihak berelasi	2,230,591	-	-	-	*Related parties*
Piutang lain-lain					*Other receivables*
Pihak ketiga	116,656	-	-	-	*Third parties*
Pihak berelasi	147,841	-	-	-	*Related parties*
Aset derivatif	-	67	-	-	*Derivative assets*
Uang jaminan	34,249	-	-	-	*Security deposits*
Aset tidak lancar lainnya	-	9,614	-	-	*Other non-current assets*
Liabilitas					***Liabilities***
Utang usaha					*Trade payables*
Pihak ketiga	-	-	1,952,230	-	*Third parties*
Pihak berelasi	-	-	1,401,741	-	*Related parties*
Utang lain-lain					*Other payables*
Pihak ketiga	-	-	83,112	-	*Third parties*
Pihak berelasi	-	-	8,526	-	*Related parties*
Beban masih harus dibayar	-	-	252,867	-	*Accrued expenses*
Pinjaman bank jangka panjang	-	-	1,939,857	-	*Long-term bank loans*
Utang lain - lain pihak berelasi	-	-	121,648	-	*Other payables related party*
Jumlah	**2,899,076**	**9,681**	**5,759,981**	**-**	***Total***

b. Tujuan dan kebijakan manajemen risiko keuangan

Dalam aktivitas usahanya sehari-hari, Grup dihadapkan pada berbagai risiko. Risiko utama yang dihadapi Grup yang timbul dari instrumen keuangan adalah risiko kredit, risiko pasar (yaitu risiko tingkat suku bunga, risiko harga dan risiko nilai tukar mata uang asing) dan risiko likuiditas. Fungsi utama dari manajemen risiko Grup adalah untuk mengidentifikasi seluruh risiko utama, mengukur risiko-risiko ini dan mengelola posisi risiko sesuai dengan kebijakan dan tata cara Grup. Grup secara rutin menelaah kebijakan dan sistem manajemen risiko untuk menyesuaikan dengan perubahan di pasar, produk dan praktik pasar terbaik.

Tujuan dan kebijakan manajemen risiko keuangan Grup adalah untuk memastikan bahwa sumber daya keuangan yang memadai tersedia untuk operasi dan pengembangan bisnis, serta untuk mengelola risiko pasar (yaitu risiko mata uang asing, risiko harga dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas.

b. Financial risk management objectives and policies

In its daily business activities, the Group is exposed to risks. The main risks faced by the Group arising from its financial instruments are credit risk, market risk (i.e. interest rate risk, price risk and foreign exchange rate risk) and liquidity risk. The core function of the Group's risk management is to identify all key risks for the Group, measure these risks and manage the risk positions in accordance with its policies and risk appetite. The Group regularly reviews its risk management policies and systems to reflect changes in markets, products and best market practice.

The Group's overall financial risk management and policies seek to ensure that adequate financial resources are available for the operation and development of its business, while managing its exposure to market risk (i.e. foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk.

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN RISIKO MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Manajemen risiko kredit

Risiko kredit adalah risiko kerugian keuangan yang timbul jika pelanggan Grup gagal memenuhi kewajiban kontraktualnya kepada Grup. Risiko kredit terutama berasal dari piutang usaha yang diberikan kepada pelanggan dari penjualan produk-produk semen, beton siap pakai, batu agregat dan jasa konstruksi lainnya.

Risiko kredit pelanggan dikelola oleh masing-masing unit usaha sesuai dengan kebijakan, prosedur dan pengendalian dari Grup yang berhubungan dengan pengelolaan risiko kredit pelanggan. Batasan kredit ditentukan untuk semua pelanggan berdasarkan kriteria penilaian secara internal. Saldo piutang pelanggan dimonitor secara teratur oleh unit-unit usaha terkait.

Manajemen juga berpendapat bahwa tidak terdapat risiko yang terkonsentrasi secara signifikan atas piutang pihak ketiga.

Maksimum risiko kredit yang dihadapi oleh Grup kurang lebih sebesar nilai tercatat dari saldo akun piutang dan piutang lain-lain pada tanggal-tanggal pelaporan seperti diungkapkan dalam Catatan 6 dan 7.

Sehubungan dengan risiko kredit yang timbul dari aset keuangan lainnya yang terutama mencakup kas dan setara kas dan kas yang dibatasi penggunaannya, risiko kredit timbul karena wanprestasi dari *counterparty*. Grup memiliki kebijakan untuk tidak menempatkan investasi pada instrumen yang memiliki risiko kredit tinggi dan hanya menempatkan investasinya pada bank-bank dengan peringkat kredit yang tinggi. Nilai maksimal eksposur setara dengan nilai tercatat sebagaimana ditunjukkan pada Catatan 5 dan 11.

Manajemen risiko pasar

Risiko pasar adalah risiko dimana nilai wajar dari arus kas masa depan dari suatu instrumen keuangan akan berfluktuasi karena perubahan harga pasar. Grup dipengaruhi oleh risiko pasar, terutama risiko tingkat suku bunga, risiko harga dan risiko nilai tukar mata uang asing.

39. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL RISK MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Credit risk management

Credit risk is the risk of suffering financial loss, should any of the Group's customers fail to fulfill their contractual obligations to the Group. Credit risk arises mainly from trade receivables from customers provided from the sale of cementitious products, readymix concrete, aggregate and other construction services.

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and controls relating to customer credit risk management. Credit limits are established for all customers based on internal rating criteria. Outstanding customer receivables are regularly monitored by relevant business units.

Management also believes that there are no significant concentrations of credit risk on third party receivables.

The maximum exposure to the Group's credit risk approximates the net carrying amounts of the outstanding accounts receivables and other receivables at the reporting dates as disclosed in Notes 6 and 7.

With respect to credit risk arising from the other financial assets, which mainly comprise cash and cash equivalents and restricted cash, the Group's exposure to credit risk arises from default of the counterparty. The Group has a policy to not place investments in instruments that have a high credit risk and only puts its investments in banks with high credit ratings. The maximum exposure is the carrying amounts as disclosed in Notes 5 and 11.

Market risk management

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The Group is exposed to market risks, in particular, interest rate risk, price risk and foreign currency exchange risk.

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN RISIKO MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Manajemen risiko pasar (lanjutan)

i. Manajemen risiko tingkat suku bunga

Risiko suku bunga adalah risiko dimana nilai wajar atau arus kas masa depan dari suatu instrumen keuangan berfluktuasi karena perubahan suku bunga pasar. Pengaruh dari risiko perubahan suku bunga pasar terutama berhubungan dengan pinjaman jangka pendek dan panjang dari Grup yang dikenakan suku bunga mengambang.

Grup memonitor secara ketat fluktuasi suku bunga pasar dan ekspektasi pasar sehingga dapat mengambil langkah-langkah yang paling menguntungkan Grup secara tepat waktu. Manajemen tidak menganggap perlunya melakukan *swap* suku bunga pada saat ini.

Analisis sensitivitas di bawah ini telah ditentukan berdasarkan paparan tingkat bunga untuk instrumen non-derivatif pada akhir tahun pelaporan. Untuk kewajiban tingkat mengambang, analisis disiapkan dengan asumsi jumlah kewajiban yang belum dibayar pada akhir tahun pelaporan adalah luar biasa untuk sepanjang tahun. Peningkatan atau penurunan sebesar 50 basis poin digunakan ketika melaporkan risiko suku bunga secara internal kepada personil manajemen kunci dan mewakili penilaian manajemen atas kemungkinan perubahan suku bunga.

Jika suku bunga telah 50 basis poin lebih tinggi/lebih rendah dan semua variabel lainnya dipertahankan tetap, laba sebelum pajak Grup untuk tahun yang berakhir 31 Desember 2025 akan menurun/meningkat sebesar Rp8.220 (2024: Rp16.789). Hal ini terutama disebabkan oleh eksposur Grup terhadap suku bunga atas pinjaman suku bunga mengambangnya.

ii. Manajemen risiko mata uang asing

Tabel berikut menunjukkan sensitivitas atas perubahan yang wajar dari nilai tukar Dolar AS dan Euro terhadap Rupiah, dimana semua variabel lain konstan, yang timbul dari aset dan liabilitas dalam Dolar AS dan Euro terhadap laba sebelum beban pajak untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024:

39. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL RISK MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Market risk management (continued)

i. Interest market risk management

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's short-term and long-term debt obligations with floating interest rates.

The Group closely monitors the market interest rate fluctuation and market expectation so it can take necessary actions to benefit the Group in due time. Management currently does not consider it a necessity to enter into any interest rate swaps.

The sensitivity analysis below has been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting year. For floating rate liabilities, the analysis was prepared with the assumption that the amount of the liabilities outstanding at the end of the reporting year would be outstanding for the whole year. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel, representing management's assessment of the plausible changes in interest rates.

If interest rates were 50 basis points higher/lower and all other variables were held constant, the Group's profit before tax for the year ended December 31, 2025 would decrease/increase by Rp8,220 (2024: Rp16,789). This is mainly attributable to the Group's exposure to interest rates on its floating rate borrowings.

ii. Foreign exchange risk management

The following table demonstrates the sensitivity to plausible changes in US Dollar and Euro exchange rates against Rupiah, with all other variables held constant, arising from the US Dollar and Euro denominated assets and liabilities, to the profit before tax for the year ended December 31, 2025 and 2024:

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN RISIKO MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Manajemen risiko pasar (lanjutan)

ii. Manajemen risiko mata uang asing (lanjutan)

39. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL RISK MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Market risk management (continued)

ii. Foreign exchange risk management (continued)

	Persentase kenaikan (penurunan)/ *Increase (decrease) in percentage*		Efek terhadap laba sebelum pajak/ *Effect on profit before tax*		
	2025	2024	2025	2024	
Dolar AS - Rupiah	1.00%	1.00%	242	268	*US Dollar - Rupiah*
	-1.00%	-1.00%	(242)	(268)	
Euro - Rupiah	1.00%	1.00%	(1,657)	(1,507)	*Euro - Rupiah*
	-1.00%	-1.00%	1,657	1,507	

Aset dan liabilitas moneter yang signifikan dari Grup dalam mata uang asing pada tanggal 31 Desember 2025 disajikan pada Catatan 38.

The Group's significant monetary assets and liabilities denominated in foreign currencies as at December 31, 2025 are presented in Note 38.

Grup hanya melakukan kontrak instrumen keuangan derivatif untuk melindungi eksposur yang mendasarinya (*"underlying"*). Instrumen keuangan derivatif diukur sebesar nilai wajarnya.

The Group only enters into derivative financial instrument contracts in order to hedge underlying exposures. Derivative financial instruments are recognised at their fair values.

Grup mengikuti Peraturan Bank Indonesia ("PBI") untuk melakukan lindung nilai terhadap eksposur nilai tukar mata uang asing selama satu tahun.

The Group follows Bank Indonesia Regulation ("PBI") to hedge foreign exchange exposure for a year.

iii. Manajemen risiko harga

Grup terkena dampak risiko harga yang terutama diakibatkan oleh pembelian batu bara yang merupakan komponen utama biaya produksi. Harga batu bara tersebut dipengaruhi oleh beberapa faktor, antara lain permintaan, pasokan, nilai tukar dan cuaca.

Kebijakan Grup untuk meminimalkan risiko yang berasal dari fluktuasi harga batu bara adalah antara lain dengan mengadakan kontrak pembelian yang berjangka waktu 12 bulan atau kurang dan pembelian secara bersama antara Grup dan pemasok agar mendapatkan harga yang menguntungkan.

iii. Price risk management

The Group is exposed to price risk that is mainly due to the purchase of coal which is the main component of production costs. The price of coal is influenced by several factors, including demand, supply, exchange rates and weather.

The Group's policy to minimise risks arising from fluctuations in the price of coal involves, among other things, entering purchase contracts for a period of 12 months or less and joint purchases between the Group and suppliers in order to obtain favorable prices.

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN RISIKO MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Manajemen risiko likuiditas

Tanggung jawab utama untuk manajemen risiko likuiditas terletak pada Dewan Direksi, yang telah membentuk kerangka kerja manajemen risiko likuiditas yang sesuai untuk manajemen Grup dan pendanaan jangka pendek, menengah dan jangka panjang dan persyaratan manajemen likuiditas. Grup mengelola risiko likuiditas dengan memelihara cadangan yang memadai, fasilitas perbankan dan fasilitas pinjaman cadangan, dengan terus memantau arus kas prakiraan dan aktual dan dengan cara mencocokkan profil jatuh tempo aset dan liabilitas keuangan. Grup akan melakukan penarikan fasilitas bank untuk mendanai kegiatan operasi pada saat diperlukan.

Semua aset keuangan adalah aset lancar kecuali yang disajikan dalam Catatan 11 dan 15.

Grup menjaga dana yang cukup untuk mendanai kebutuhan modal kerjanya.

Tabel risiko likuiditas

Tabel berikut merinci sisa jatuh tempo kontrak untuk liabilitas keuangan non-derivatif dengan periode pembayaran yang disepakati Grup. Tabel telah disusun berdasarkan arus kas yang tak terdiskonto dari liabilitas keuangan berdasarkan tanggal terawal dimana Grup diminta untuk membayar. Jatuh tempo kontrak didasarkan pada tanggal terawal dimana Grup diminta untuk membayar.

39. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL RISK MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Liquidity risk management

The ultimate responsibility for liquidity risk management rests with the Board of Directors, which has established an appropriate liquidity risk management framework for the management of the Group's short-, medium- and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecasts and actual cash flows and by matching the maturity profiles of financial assets and liabilities. The Group will drawdown the bank facilities to fund its operations as and when needed.

All financial assets are current except as disclosed in Notes 11 and 15.

The Group maintains sufficient funds to finance its ongoing working capital requirements.

Liquidity risk tables

The following tables detail the Group's remaining contractual maturity for its non-derivative liabilities, with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities according to the earliest date on which the Group can be required to pay. The contractual maturity is based on the earliest date on which the Group may be required to pay.

	2025				
	Kurang dari 1 tahun/ *Less than 1 year*	**1-5 tahun/ *1-5 years***	**Lebih dari 5 tahun/ *More than 5 years***	**Jumlah/ *Total***	
Liabilitas					***Liabilities***
Utang usaha	2,639,313	-	-	2,639,313	*Trade payables*
Utang lain-lain	135,732	-	-	135,732	*Other payables*
Beban masih harus dibayar	302,162	-	-	302,162	*Accrued expenses*
Pinjaman bank jangka pendek	400,000	-	-	400,000	*Short-term bank loans*
Pinjaman bank jangka panjang	572,152	777,570	-	1,349,722	*Long-term bank loans*
Liabilitas sewa	134,486	105,489	-	239,975	*Lease liabilities*
Utang lain - lain pihak berelasi	-	130,602	-	130,602	*Other payables related party*
Jumlah	**4,183,845**	**1,013,661**		**5,197,506**	***Total***

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN RISIKO MODAL (lanjutan)

39. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL RISK MANAGEMENT *(continued)*

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

b. Financial risk management objectives and policies *(continued)*

Tabel risiko likuiditas (lanjutan)

Liquidity risk tables (continued)

	2024				
	Kurang dari 1 tahun/ ***Less than 1 year***	**1-5 tahun/** ***1-5 years***	**Lebih dari 5 tahun/** ***More than 5 years***	**Jumlah/** ***Total***	
Liabilitas					***Liabilities***
Utang usaha	3,353,971	-	-	3,353,971	*Trade payables*
Utang lain-lain	91,638	-	-	91,638	*Other payables*
Beban masih harus dibayar	252,867	-	-	252,867	*Accrued expenses*
Pinjaman jangka panjang	556,097	1,681,050	-	2,237,147	*Long-term loans*
Liabilitas sewa	114,772	103,771	-	218,543	*Lease liabilities*
Utang lain - lain pihak berelasi	-	121,648	-	121,648	*Other payables related party*
Jumlah	**4,369,345**	**1,906,469**	**-**	**6,275,814**	***Total***

c. Manajemen risiko modal

Tujuan utama pengelolaan modal Grup adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham.

Grup mengelola struktur permodalan dan melakukan penyesuaian berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Grup dapat menyesuaikan pembayaran dividen kepada pemegang saham, imbalan modal kepada pemegang saham atau menerbitkan saham baru. Tidak ada perubahan atas tujuan, kebijakan maupun proses untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024.

Rasio pengungkit pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

c. Capital risk management

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders, or issue new shares. No changes were made to the objectives, policies or processes during the years ended December 31, 2025 and 2024.

The gearing ratio as at December 31, 2025 and 2024 are as follow:

	2025	**2024**	
Pinjaman bank	1,642,056	1,939,857	*Bank loan*
Liabilitas sewa	221,770	202,806	*Lease liabilities*
Dikurangi:			*Less:*
- Kas dan setara kas	(215,220)	(150,342)	*Cash and cash equivalents -*
	1,648,606	1,992,321	
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk	13,204,619	12,914,110	*Total equity attributable the owners of the parent entity*
Rasio pengungkit (x)	0.12	0.15	*Gearing ratio (x)*

40. PENGUKURAN NILAI WAJAR

Nilai wajar instrumen keuangan yang dicatat pada biaya perolehan diamortisasi

Nilai tercatat dari aset dan liabilitas keuangan dengan jatuh tempo kurang dari 1 tahun, termasuk kas dan setara kas, piutang usaha, piutang lain-lain, utang usaha, utang lain-lain dan beban yang masih harus dibayar diperkirakan mendekati nilai wajarnya karena saldo tersebut bersifat jangka pendek, menggunakan tingkat bunga pasar atau dampak pendiskontoan tidak signifikan. Nilai tercatat pinjaman bank dengan jatuh tempo lebih dari 1 tahun juga mendekati nilai wajarnya karena mereka menggunakan tingkat bunga pasar.

Teknik penilaian dan asumsi yang diterapkan untuk tujuan pengukuran nilai wajar

Nilai wajar aset keuangan dan liabilitas keuangan ditentukan sebagai berikut:

a. Nilai wajar aset keuangan dan liabilitas keuangan dengan syarat dan kondisi standar dan diperdagangkan di pasar aktif ditentukan dengan mengacu pada harga pasar.

b. Nilai wajar aset keuangan dan liabilitas keuangan lainnya (tidak termasuk yang dijelaskan di atas) ditentukan sesuai dengan model penentuan harga yang berlaku umum berdasarkan analisis arus kas diskonto menggunakan harga dari transaksi pasar yang dapat diamati saat ini dan kutipan dealer untuk instrumen sejenis.

Tidak terdapat selisih dampak signifikan pada pengukuran Kembali nilai wajar aset keuangan dan liabilitas keuangan Perusahaan.

40. FAIR VALUE MEASUREMENT

Fair value of financial instruments carried at amortised cost

The carrying amount of financial assets and liabilities with maturities of less than 1 year, including cash and cash equivalents, trade receivables, other receivables, trade payables, other payables and accrued expenses, are estimated to be near their fair values because the amounts are of short-term maturity, carry market interest rates or the discounting effect is not material. The carrying value of bank loans with maturities of more than 1 year also approximates their fair values because they carry market interest rates.

Valuation techniques and assumptions applied for the purposes of measuring fair value

The fair values of financial assets and financial liabilities are determined as follows:

a. The fair values of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.

b. The fair values of other financial assets and financial liabilities (excluding those described above) are determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions and dealer quotes for similar instruments.

There is no significant gap on the remeasurement of fair value financial assets and financial liabilities of the Company's.

41. REKONSILIASI LIABILITAS YANG TIMBUL DARI AKTIVITAS PENDANAAN

41. RECONCILIATION OF LIABILITIES FROM FINANCING ACTIVITIES

	Pinjaman Bank/ ***bank loan***	**Liabilitas sewa/** ***Lease liabilities***	**Jumlah/** ***Total***	
Utang pada 1 Januari 2024	**2,737,097**	**179,007**	**2,916,104**	***Debt as at January 1, 2024***
Arus kas	(800,000)	(237,669)	(1,037,669)	*Cash flows*
Penambahan liabilitas sewa	-	261,468	261,468	*Additions of lease liabilities*
Perubahan non-kas	2,760	-	2,760	*Non-cash changes*
Utang pada 31 Desember 2024	**1,939,857**	**202,806**	**2,142,663**	***Debt as at December 31, 2024***
Arus kas	(300,000)	(85,352)	(385,352)	*Cash flows*
Penambahan liabilitas sewa	-	104,316	104,316	*Additions of lease liabilities*
Perubahan non-kas	2,199	-	2,199	*Non-cash changes*
Utang pada 31 Desember 2025	**1,642,056**	**221,770**	**1,863,826**	***Debt as at December 31, 2025***

42. INFORMASI KEUANGAN TERSENDIRI PERUSAHAAN

Informasi keuangan tersendiri entitas induk setelah halaman ini menyajikan informasi laporan posisi keuangan, laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas. Informasi keuangan tersendiri entitas induk disajikan setelah halaman ini. Informasi laporan keuangan induk tersendiri mengikuti kebijakan akuntansi yang digunakan dalam penyusunan laporan keuangan konsolidasian seperti yang dijelaskan dalam Catatan 3, kecuali untuk investasi pada entitas anak yang dicatat menggunakan metode biaya.

42. FINANCIAL INFORMATION OF THE PARENT ENTITY ONLY

The financial information of the parent entity only in the following pages presents statements of financial position, statements of profit or loss and other comprehensive income, statements of changes in equity, and statements of cash flows. The financial information of the parent entity only follows the accounting policies used in the preparation of the consolidated financial statements that are described in Note 3, except for the investments in subsidiaries which are accounted for using the cost method.

43. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Penyusunan dan penyajian wajar laporan keuangan konsolidasian merupakan tanggung jawab manajemen dan telah disetujui oleh Direktur untuk diterbitkan pada tanggal 27 Maret 2026.

43. MANAGEMENT RESPONSIBILITY AND APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The preparation and fair presentation of the consolidated financial statements were the responsibility of the management and were approved by the Directors and authorised for issuance on March 27, 2026.

INFORMASI TAMBAHAN/*SUPPLEMENTARY INFORMATION*
PT SOLUSI BANGUN INDONESIA TBK
INDUK PERUSAHAAN SAJA/*PARENT ENTITY ONLY*

Lampiran 5/83

LAPORAN POSISI KEUANGAN | ***STATEMENTS OF FINANCIAL POSITION***
31 DESEMBER 2025 | ***AS AT DECEMBER 31, 2025***
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham) | *(Expressed in millions of Rupiah, except for par value and share data)*

	2025	2024	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan setara kas	86,035	37,793	*Cash and cash equivalents*
Piutang usaha			*Trade receivables*
- Pihak ketiga	125	215	*Third parties -*
- Pihak berelasi	2,116,780	2,570,366	*Related parties -*
Piutang lain-lain			*Other receivables*
- Pihak ketiga	81,327	110,703	*Third parties -*
- Pihak berelasi	558,411	488,334	*Related parties -*
Persediaan	961,736	882,442	*Inventories*
Pajak lain-lain dibayar di muka	362,305	447,012	*Other prepaid taxes*
Biaya dibayar di muka	2,866	3,087	*Prepaid expenses*
Aset lancar lainnya	1,025	9,498	*Other current assets*
Jumlah Aset Lancar	**4,170,610**	**4,549,450**	***Total Current Assets***
ASET TIDAK LANCAR			***NON-CURRENT ASSETS***
Kas dan setara kas yang dibatasi penggunaannya	36,252	34,370	*Restricted cash and cash equivalents*
Investasi pada entitas anak	3,065,138	3,065,138	*Investments in subsidiaries*
Aset tetap dan tanah pertambangan	12,848,168	13,040,458	*Fixed assets and quarry*
Aset hak-guna	122,393	152,672	*Right-of-use assets*
Tagihan pengembalian pajak			*Claims for tax refund*
- Pajak penghasilan badan	-	26,861	*Corporate income tax -*
Aset tidak lancar lainnya	38,672	42,625	*Other non-current assets*
Jumlah Aset Tidak Lancar	**16,110,623**	**16,362,124**	***Total Non-Current Assets***
JUMLAH ASET	**20,281,233**	**20,911,574**	***TOTAL ASSETS***

INFORMASI TAMBAHAN/*SUPPLEMENTARY INFORMATION*
PT SOLUSI BANGUN INDONESIA TBK
INDUK PERUSAHAAN SAJA/*PARENT ENTITY ONLY*

Lampiran 5/84

LAPORAN POSISI KEUANGAN | ***STATEMENTS OF FINANCIAL POSITION***
31 DESEMBER 2025 | ***AS AT DECEMBER 31, 2025***
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham) | *(Expressed in millions of Rupiah, except for par value and share data)*

	2025	2024	
LIABILITAS			***LIABILITIES***
LIABILITAS JANGKA PENDEK			***CURRENT LIABILITIES***
Utang usaha			*Trade payables*
- Pihak ketiga	1,365,275	1,379,434	*Third parties -*
- Pihak berelasi	692,773	1,607,193	*Related parties -*
Utang lain-lain			*Other payables*
- Pihak ketiga	21,717	24,003	*Third parties -*
- Pihak berelasi	91,712	22,021	*Related parties -*
Utang pajak			*Taxes payable*
- Pajak penghasilan badan	19,361	-	*Corporate income tax -*
- Pajak lain-lain	13,257	3,055	*Other taxes -*
Beban masih harus dibayar	230,405	167,574	*Accrued expenses*
Liabilitas imbalan kerja jangka pendek	185,535	194,321	*Short-term employee benefit liabilities*
Pinjaman bank jangka pendek	400,000	-	*Short-term bank loans*
Pinjaman bank jangka panjang jatuh tempo dalam satu tahun			*Current maturities of long-term bank loans*
- Pihak ketiga	500,000	400,000	*Third parties -*
Liabilitas sewa jatuh tempo dalam satu tahun	47,788	43,828	*Current maturities of lease liabilities*
Jumlah Liabilitas Jangka Pendek	**3,567,823**	**3,841,429**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG			***NON-CURRENT LIABILITIES***
Liabilitas pajak tangguhan	1,025,217	973,262	*Deferred tax liabilities*
Pinjaman bank jangka panjang	742,056	1,539,857	*Long-term bank loans*
Liabilitas imbalan kerja jangka panjang	342,203	435,799	*Long-term employee benefit liabilities*
Provisi untuk restorasi	73,526	63,565	*Provision for restoration*
Utang lain-lain			*Other payables*
- Pihak berelasi	130,602	121,648	*Related party -*
Provisi jangka panjang	7,995	2,389	*Non-current provisions*
Liabilitas sewa	43,012	64,495	*Lease liabilities*
Jumlah Liabilitas Jangka Panjang	**2,364,611**	**3,201,015**	***Total Non-Current Liabilities***
JUMLAH LIABILITAS	**5,932,434**	**7,042,444**	***TOTAL LIABILITIES***

INFORMASI TAMBAHAN/*SUPPLEMENTARY INFORMATION*
PT SOLUSI BANGUN INDONESIA TBK
INDUK PERUSAHAAN SAJA/*PARENT ENTITY ONLY*

Lampiran 5/85

LAPORAN POSISI KEUANGAN
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2025
(Expressed in millions of Rupiah, except for par value and share data)

	2025	2024	
EKUITAS			***EQUITY***
Modal saham - nilai nominal Rp500 per saham Modal dasar - 30.651.600.000 saham Modal ditempatkan dan disetor - 9.019.381.973 saham pada tanggal 31 Desember 2025 dan 2024	4,509,691	4,509,691	*Share capital - par value Rp500 per share Authorised - 30,651,600,000 shares Issued and paid-up - 9,019,381,973 shares as at December 31, 2025 and 2024*
Tambahan modal disetor	5,014,275	5,014,275	*Additional paid-in capital*
Komponen ekuitas lain			*Other components of equity*
Pengukuran kembali liabilitas imbalan pascakerja setelah pajak	(259,423)	(263,138)	*Remeasurement of post employment benefit obligations, net of tax*
Saldo laba:			*Retained earnings:*
- Dicadangkan	901,938	901,938	*Appropriated -*
- Belum dicadangkan	4,182,318	3,706,364	*Unappropriated -*
JUMLAH EKUITAS	**14,348,799**	**13,869,130**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**20,281,233**	**20,911,574**	***TOTAL LIABILITIES AND EQUITY***

INFORMASI TAMBAHAN/*SUPPLEMENTARY INFORMATION*
PT SOLUSI BANGUN INDONESIA TBK
INDUK PERUSAHAAN SAJA/*PARENT ENTITY ONLY*

Lampiran 5/86

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED
DECEMBER 31, 2025
(Expressed in millions of Rupiah, except for par value and share data)

	2025	2024	
PENDAPATAN	8,688,025	9,680,432	***REVENUE***
BEBAN POKOK PENDAPATAN	(6,361,195)	(7,438,789)	***COST OF REVENUE***
LABA KOTOR	**2,326,830**	**2,241,643**	***GROSS PROFIT***
Beban usaha			*Operating expenses*
Distribusi dan penjualan	(763,657)	(734,882)	*Distribution and selling*
Umum dan administrasi	(292,272)	(327,637)	*General and administrative*
(Rugi) laba selisih kurs	(27,622)	24,535	*Foreign exchange (loss) gain*
Lainnya-bersih	16,954	9,236	*Others-net*
LABA SEBELUM BUNGA DAN PAJAK PENGHASILAN	**1,260,233**	**1,212,895**	***PROFIT BEFORE INTEREST AND INCOME TAX***
Penghasilan keuangan	2,921	18,415	*Finance income*
Beban keuangan	(147,930)	(233,234)	*Finance costs*
LABA SEBELUM PAJAK PENGHASILAN	**1,115,224**	**998,076**	***PROFIT BEFORE INCOME TAX***
Beban pajak penghasilan	(266,733)	(230,075)	*Income tax expenses*
LABA TAHUN BERJALAN	**848,491**	**768,001**	***PROFIT FOR THE YEAR***
LABA (RUGI) KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE INCOME (LOSS)***
Pos yang tidak akan direklasifikasi ke laba rugi			*Items that will not be reclassified to profit or loss*
Pengukuran kembali atas liabilitas imbalan kerja jangka panjang	4,763	(78,787)	*Remeasurement of long-term employee benefit liabilities*
(Beban) manfaat pajak penghasilan terkait	(1,048)	17,333	*Related income tax (expense) benefit*
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN	**852,206**	**706,547**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

INFORMASI TAMBAHAN/*SUPPLEMENTARY INFORMATION*
PT SOLUSI BANGUN INDONESIA TBK
INDUK PERUSAHAAN SAJA/*PARENT ENTITY ONLY*

Lampiran 5/87

LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah)

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED
DECEMBER 31, 2025
(Expressed in millions of Rupiah)

	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Komponen ekuitas lain/ *Other component of equity* Pengukuran kembali liabilitas imbalan pascakerja, setelah pajak/ *Remeasurement of post-employment benefit obligations, net of tax*	Saldo laba/ *Retained earnings* Dicadangkan/ *Appropriated*	Saldo laba/ *Retained earnings* Belum dicadangkan/ *Unappropriated*	Jumlah ekuitas/ *Total equity*	
Saldo per 1 Januari 2024	**4,509,691**	**5,014,275**	**(201,684)**	**901,938**	**3,206,757**	**13,430,977**	***Balance as at January 1, 2024***
Dividen	-	-	-	-	(268,394)	(268,394)	*Dividends*
Laba tahun berjalan	-	-	-	-	768,001	768,001	*Profit for the year*
Rugi komprehensif lain	-	-	(61,454)	-	-	(61,454)	*Other comprehensive loss*
Saldo per 31 Desember 2024	**4,509,691**	**5,014,275**	**(263,138)**	**901,938**	**3,706,364**	**13,869,130**	***Balance as at December 31, 2024***
Dividen	-	-	-	-	(372,537)	(372,537)	*Dividends*
Laba tahun berjalan	-	-	-	-	848,491	848,491	*Profit for the year*
Laba komprehensif lain	-	-	3,715	-	-	3,715	*Other comprehensive income*
Saldo per 31 Desember 2025	**4,509,691**	**5,014,275**	**(259,423)**	**901,938**	**4,182,318**	**14,348,799**	***Balance as at December 31, 2025***

INFORMASI TAMBAHAN/*SUPPLEMENTARY INFORMATION*
PT SOLUSI BANGUN INDONESIA TBK
INDUK PERUSAHAAN SAJA/*PARENT ENTITY ONLY*

Lampiran 5/88

LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Disajikan dalam jutaan Rupiah)

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED
DECEMBER 31, 2025
(Expressed in millions of Rupiah)

	Catatan/ *Notes*	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan		9,142,130	10,672,079	*Receipts from customers*
Pembayaran kepada pemasok		(7,216,685)	(8,087,553)	*Payments to suppliers*
Pembayaran kepada karyawan		(712,198)	(773,903)	*Payments to employees*
Penerimaan dari penghasilan bunga		2,921	18,415	*Interest income received*
Pembayaran beban keuangan		(150,092)	(236,736)	*Interest and finance charges paid*
Pembayaran pajak penghasilan dan pajak lainnya		(650,919)	(485,930)	*Payment of income taxes and other taxes*
Penerimaan dari kantor pajak		622,425	560,527	*Refund from tax office*
Arus kas bersih yang diperoleh dari aktivitas operasi		**1,037,582**	**1,666,899**	***Net cash flows generated from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap		(302,614)	(689,453)	*Acquisition of fixed assets*
Perolehan aset hak-guna		(860)	(7,374)	*Acquisition of right-of-use assets*
Penempatan kas dan setara kas yang dibatasi penggunaannya		(1,148)	(7,899)	*Placement of restricted cash and cash equivalents*
Arus kas bersih yang digunakan untuk aktivitas investasi		**(304,622)**	**(704,726)**	***Net cash flows used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran pinjaman bank jangka Panjang	20	(700,000)	(800,000)	*Repayment of long-term bank loans*
Penerimaan pinjaman bank jangka pendek	20	400,000	-	*Proceeds from drawdown of short-term bank loans*
Pembayaran dividen	33	(363,167)	(262,226)	*Payment of dividends*
Pembayaran pokok liabilitas sewa		(21,001)	(82,038)	*Principal repayments of lease liabilities*
Arus kas bersih yang digunakan untuk aktivitas pendanaan		**(684,168)**	**(1,144,264)**	***Net cash flows used in financing activities***
Kenaikan (penurunan) bersih kas dan setara kas		**48,792**	**(182,091)**	***Net increase (decrease) in cash and cash equivalents***
Kas dan setara kas pada awal tahun		**37,793**	**218,752**	***Cash and cash equivalents at beginning of year***
Pengaruh perubahan kurs mata uang asing		(550)	1,132	*Effect of changes in foreign currency exchange rates*
KAS DAN SETARA KAS PADA AKHIR TAHUN		**86,035**	**37,793**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

2025 Laporan Tahunan
Annual Report

ACCELERATING TRANSFORMATION FOR SUSTAINABLE GROWTH
Akselerasi Transformasi untuk Pertumbuhan Berkelanjutan

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