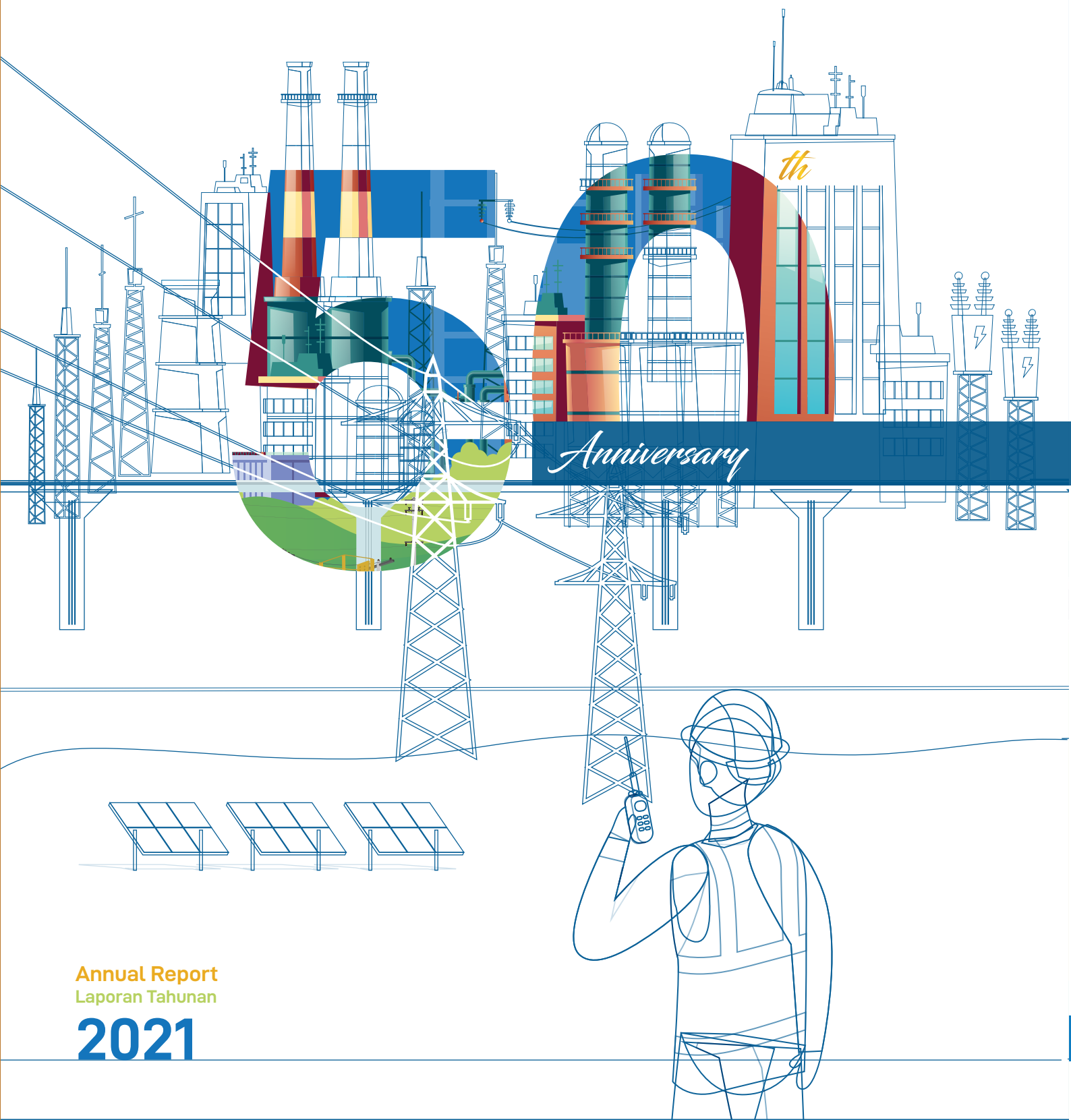


# Accelerate Adaptation, Strengthening Commitment



Annual Report  
Laporan Tahunan

**2021**

## Informasi atas Pernyataan Mengenai Masa Depan Information on forward-looking statements

Laporan ini mungkin menyajikan rencana, proyeksi, strategi dan tujuan PT Voksel Electric Tbk yang selanjutnya disebut Perseroan, yang bukan merupakan pernyataan fakta historis dan perlu dipahami sebagai pernyataan mengenai masa depan berdasarkan hukum yang berlaku. Pernyataan mengenai masa depan tergantung pada risiko dan ketidakpastian yang dapat menyebabkan keadaan dan hasil aktual Perseroan di masa depan berbeda dari yang diharapkan atau diindikasikan. Tidak ada jaminan bahwa hasil-hasil yang diantisipasi oleh Perseroan, atau diindikasikan oleh pernyataan mengenai masa depan, akan tercapai.

This report may contain the Company's plans, projections, strategies and objectives, which are not based on historical facts and need to be understood as statements about the future using the current understanding. Statements about the future are subject to risks and uncertainties that may cause the Company's circumstances and actual results in the future to differ from those expected or indicated. There is no insurance that the results anticipated by the Company or indicated by statements about the future, will be achieved.





Kilas Kinerja 2021  
2021 Performance Highlights



Laporan Manajemen  
Management Report



Profil Perusahaan  
Company Profile



Analisis & Pembahasan Manajemen  
Management Discussion & Analysis





## Accelerate Adaptation, Strengthening Commitment



Adaptasi sangat diperlukan untuk menghadapi ketidakpastian dan tantangan global, terutama di saat kebutuhan inovasi teknologi semakin cepat. Oleh sebab itu, Voksel memperkuat komitmen dalam menjalankan strategi dan kebijakan untuk dapat beradaptasi dengan cepat melalui implementasi kebijakan strategis, baik terkait peningkatan kompetensi sumber daya manusia, maupun akselerasi penggunaan teknologi. Adaptasi perubahan ini juga menjadi kekuatan bagi Voksel untuk berkembang dan memanfaatkan peluang agar dapat memberikan layanan atas produk yang berkualitas untuk mendukung pembangunan.

Adaptation is necessary to confront global uncertainty and challenges, especially at a time when the demand for technological innovation is accelerating. Therefore, Voksel reaffirms its commitment to implementing strategies and policies to be able to adapt quickly by accelerating the use of technology and enhancing human resource competencies. This change adaptation is also a strength for Voksel's ability to develop and seize opportunities in order to provide services for high-quality products that support growth.



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## **Tanggung Jawab Sosial Perusahaan** Corporate Social Responsibility



## **Laporan Keuangan** Financial Statements

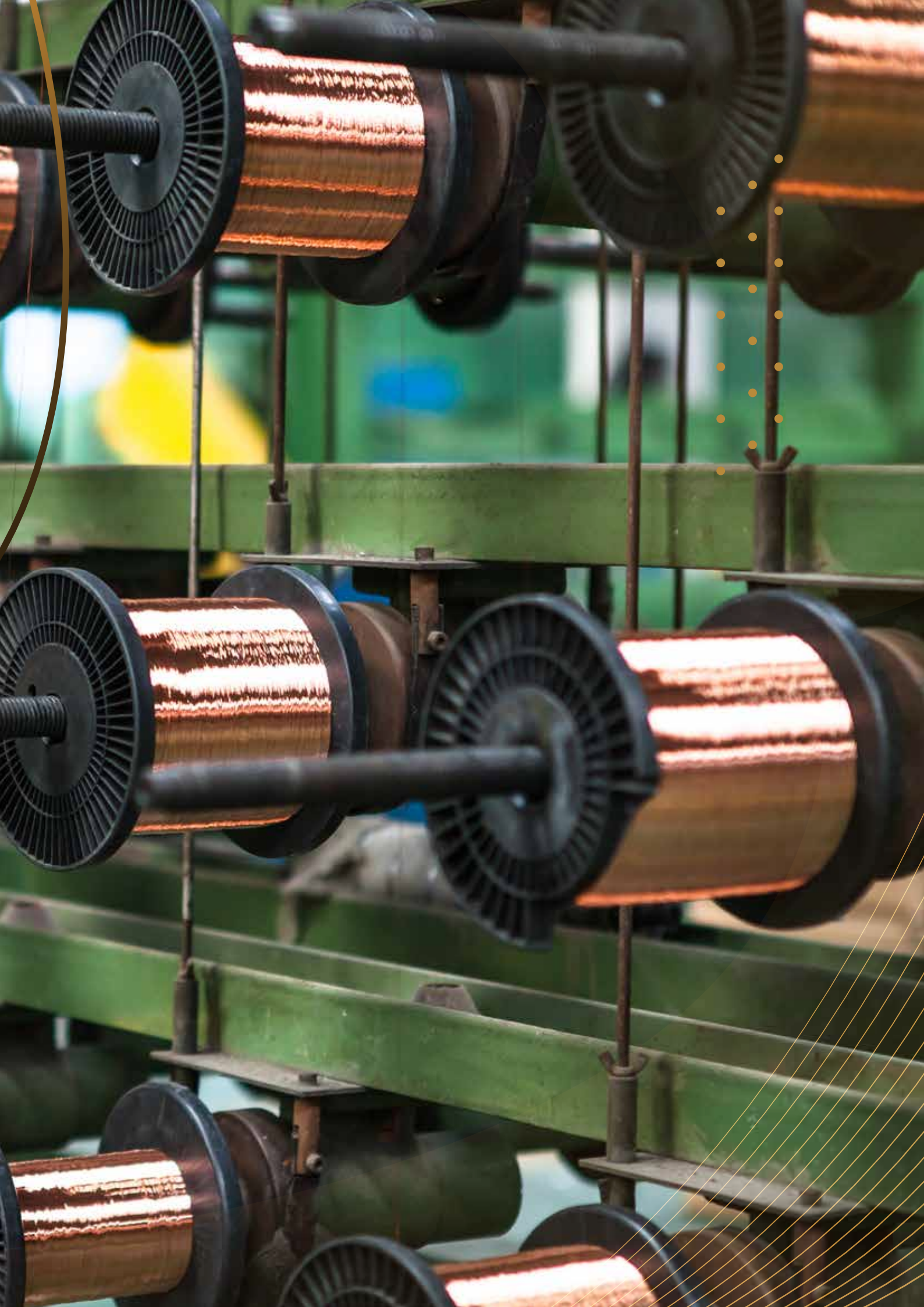
# 01



## **KILAS KINERJA 2021** 2021 PERFORMANCE HIGHLIGHTS











## 2021 HIGHLIGHTS



**Rp1.710** miliar billion  
Pendapatan Bersih  
Net Revenue



**> 75**  
Negara Terlayani  
Export Destinations





**Tata Kelola Perusahaan**  
Corporate Governance



**Tanggung Jawab Sosial Perusahaan**  
Corporate Social Responsibility



**Laporan Keuangan**  
Financial Statements



**Rp2.893** miliar billion  
Total Aset  
Total Assets



**Rp1.987** miliar billion  
Total Liabilitas  
Total Liabilities



**Rp906** miliar billion  
Total Ekuitas  
Total Equity





## KALEIDOSKOP 2021

### 2021 MILESTONES



**18** Maret  
March

**PT Voksel Electric Tbk meraih Penghargaan kategori “Komitmen dalam Penyediaan Kabel yang Beragam dan Berkualitas” dari Majalah Listrik Indonesia dalam acara Apresiasi Listrik Indonesia 2021.**

The Indonesian Electricity Magazine presented PT Voksel Electric Tbk with an award for the “Commitment in Providing Diverse and Quality Cables” category at the 2021 Indonesia Electricity Appreciation event.



**19** April  
April

**Perayaan Ulang Tahun Emas Ke-50 PT Voksel Electric Tbk yang disertai dengan peresmian gedung Main Building Voksel dan Auditorium CIPARS.**

The 50th Golden Anniversary of PT Voksel Electric Tbk was celebrated alongside the opening of the Voksel Main Building and CIPARS Auditorium.



**Seremonial kerja sama Research & Development antara PT Voksel Electric Tbk dengan Universitas Telkom dan IT PLN.**

Ceremonial Research & Development collaboration between PT Voksel Electric Tbk with Telkom University and IT PLN.





# 2021



**18** Juni  
June

**Pelaksanaan Rapat Umum Pemegang Saham Tahunan PT Voksel Electric Tbk yang diselenggarakan secara *hybrid* di Gedung Menara Karya Lt. 3 Suite D.**

The PT Voksel Electric Tbk Annual General Meeting of Shareholders was held in a hybrid manner at Menara Karya Building Lt. 3 Suite D.



**16** Agustus  
August

**PT Voksel Electric Tbk ditunjuk sebagai Perusahaan Percontohan Penerapan Aplikasi PeduliLindungi di lingkungan Perusahaan oleh Kementerian Industri Republik Indonesia.**

The Ministry of Industry of the Republic of Indonesia appointed PT Voksel Electric Tbk as a Pilot Company for the Implementation of the PeduliLindungi application within the Company's environment.



**17** September  
September

**PT Voksel Electric Tbk bekerja sama dengan Direktorat Jenderal Industri Logam, Mesin, Alat Transportasi dan Elektronika (ILMATE) Kementerian Perindustrian RI melaksanakan program Pendampingan Implementasi Industri 4.0.**

The Industry 4.0 Implementation Assistance program was implemented by PT Voksel Electric Tbk in collaboration with the Directorate General of Metal, Machinery, Transportation Equipment and Electronics (ILMATE) Industry Ministry of Industry of the Republic of Indonesia.



## KALEIDOSKOP 2021

### 2021 MILESTONES



**04** November  
November

**PT Voksel Electric Tbk meraih Penghargaan Top 50 Public Listed Company di Indonesia dalam ajang 11<sup>th</sup> Best of the Best Awards Ceremony 2021 dari Forbes Indonesia.**

PT Voksel Electric Tbk received the Top 50 Public Listed Company Award in Indonesia at the 11<sup>th</sup> Best of the Best Awards Ceremony held by Forbes Indonesia in 2021.



**18** November  
November

**PT Voksel Electric Tbk meraih Penghargaan Silver pada SNI Awards 2021.**

PT Voksel Electric Tbk won the Silver Award at the 2021 SNI Awards.



**PT Voksel Electric Tbk meraih Penghargaan Platinum untuk Kategori SS dan Penghargaan Gold untuk Kategori QCC dalam ajang TKMPN XXV & IQCP 2021.**

PT Voksel Electric Tbk won the Platinum Award for the SS Category and the Gold Award for the QCC Category in the 2021 TKMPN XXV & IQCP event.





# 2021



**15** Desember  
December

PT Voksel Electric Tbk menyelenggarakan Public Expose Tahunan 2021 melalui sistem Virtual.

PT Voksel Electric Tbk held an 2021 Annual Public Expose through a Virtual system



## SERTIFIKASI CERTIFICATIONS



ISO 9001:2015  
Sistem Manajemen Mutu  
ISO 9001:2015  
Quality Management System

SGS Yarsley International  
Certification Services, Ltd.

19 Agustus 2021 – 6 Agustus 2024  
August 19, 2021 – August 6, 2024



ISO 14001:2015  
Sistem Manajemen Lingkungan  
ISO 14001:2015  
Environmental Management  
System

SGS Yarsley International  
Certification Services, Ltd.

1 Februari 2019 - 1 Februari 2022  
February 1, 2019 – February 1,  
2022



ISO 45001:2018  
Kesehatan dan Keselamatan Kerja  
ISO 45001:2018  
Occupational Health and Safety

SGS Yarsley International  
Certification Services, Ltd.

9 Februari 2019 - 9 Februari 2022  
February 9, 2019 – February 9,  
2022



ISO 50001:2018  
Sistem Manajemen Energi  
ISO 50001:2018  
Energy Management System

SGS Yarsley International  
Certification Services, Ltd.

02 Juli 2021 – 02 Juli 2024  
02 July 2021 – 02 July 2024



ISO 26000:2010  
Panduan Tanggung Jawab Sosial  
ISO 26000:2010  
Guidance on Social Responsibility

SGS Yarsley International  
Certification Services, Ltd.

Tidak ada batas masa berlaku.  
No expiration date.



Sistem Manajemen Keselamatan  
dan Kesehatan Kerja kategori  
Manufaktur  
Occupational Health and Safety  
System in Manufacturing Category

Kementerian Ketenagakerjaan  
Republik Indonesia  
Ministry of Manpower Republic of  
Indonesia

17 September 2020 – 16  
September 2023  
September 17, 2020 – September  
16, 2023



PROPER Biru  
PROPER Blue

Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia  
Ministry of Environment and Forestry Republic of Indonesia

Periode 2021-2022  
Period 2021-2022



## IKHTISAR DATA KEUANGAN PENTING

### IMPORTANT FINANCIAL HIGHLIGHTS

Ikhtisar Keuangan Financial Highlights	2021	2020	2019
	Dalam Juta Rupiah In Million Rupiah		
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Statement of Profit or Loss and Other Comprehensive Income			
Pendapatan Bersih Net Revenues	1.710.091	1.834.162	2.669.686
Beban Pokok Penjualan Cost of Good Sold	(1.616.654)	(1.475.151)	(2.101.710)
Laba Kotor Gross Profit	93.437	359.012	567.977
Beban Usaha dan Lain-Lain Operating Expense and Others	(345.635)	(351.853)	(309.030)
Laba (Rugi) sebelum Pajak Penghasilan Profit (Loss) before Income Tax	(252.198)	7.158	258.947
Manfaat (Beban) Pajak Penghasilan Income Tax Benefit (Expense)	41.375	(4.375)	(50.698)
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk dan Kepentingan Non Pengendali Profit (Loss) for the Year Attributable to Owner of Parent Entity and Non-Controlling Interest	(210.822)	2.784	208.249
Penghasilan (Rugi) Komprehensif Lain Setelah Pajak Other Comprehensive Income (Loss) After Tax	4.473	(281)	(483)
Total Penghasilan (Rugi) Komprehensif yang Dapat Diatribusikan kepada Pemilik Entitas Induk dan Kepentingan Non Pengendali Total Comprehensive Income (Loss) Attributable to Owner of Parent Entity and Non-Controlling Interest	(206.350)	2.503	207.767
Laba (Rugi) per Saham Profit (Loss) per Share	(50,73)	0,67	50,11
Laporan Posisi Keuangan Konsolidasian Consolidated Statement of Financial Position			
Aset Lancar Current Assets	2.138.854	2.173.088	2.280.902
Aset Tidak Lancar Non-Current Assets	754.313	742.547	747.040
Jumlah Aset Total Assets	2.893.168	2.915.635	3.027.942

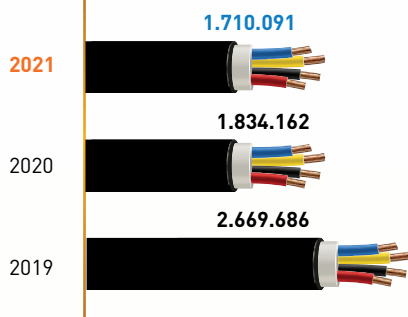


Ikhtisar Keuangan Financial Highlights	2021	2020	2019
	Dalam Juta Rupiah In Million Rupiah		
Liabilitas Jangka Pendek Current Liabilities	1.765.612	1.180.663	1.284.817
Liabilitas Jangka Panjang Non-Current Liabilities	221.784	622.851	633.507
<b>Jumlah Liabilitas</b> Total Liabilities	<b>1.987.396</b>	<b>1.803.514</b>	<b>1.918.324</b>
<b>Jumlah Ekuitas</b> Total Equity	<b>905.771</b>	<b>1.112.121</b>	<b>1.109.618</b>
<b>Jumlah Liabilitas dan Ekuitas</b> Total Liabilities and Equity	<b>2.893.168</b>	<b>2.915.635</b>	<b>3.027.942</b>
<b>Laporan Arus Kas Konsolidasian</b> Consolidated Statement of Cash Flows			
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	58.257	(137.823)	169.487
Arus Kas dari Aktivitas Investasi Cash Flows from Investment Activities	(96.526)	(313.767)	(161.372)
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	118.689	(39.413)	403.585
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	80.420	(491.004)	411.700
Pengaruh Selisih Kurs Kas dan Setara Kas Foreign Exchange Effects on Cash and Cash Equivalents	3.982	3.303	167
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at the Beginning of the Year	142.143	629.844	217.977
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at the End of the Year	226.546	142.143	629.844

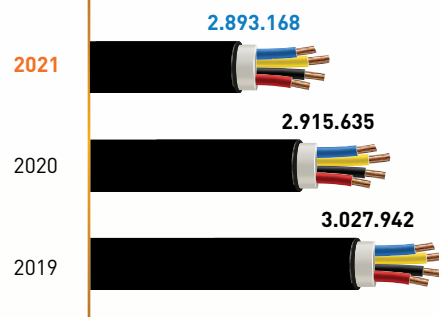


Ikhtisar Keuangan Financial Highlights	2021	2020	2019
	Dalam Persentase In Percentage		
Rasio Keuangan (%) Financial Ratio (%)			
Rasio Laba (Rugi) Bersih terhadap Jumlah Aset Return on Assets (ROA)	(0,07)	0,10	6,88
Rasio Laba (Rugi) Bersih terhadap Ekuitas Return on Equity (ROE)	(0,23)	0,25	18,77
Rasio Laba (Rugi) Bersih terhadap Pendapatan Return on Revenue	(12,33)	0,15	7,80
Rasio Lancar Current Ratio	121,14	184,06	177,53
Rasio Liabilitas terhadap Ekuitas Debt to Equity Ratio (DER)	219,41	162,17	172,88
Rasio Liabilitas terhadap Jumlah Aset Debt to Assets Ratio (DAR)	68,69	61,86	63,35
Rasio Ekuitas terhadap Jumlah Aset Equity to Assets Ratio	31,31	38,14	36,65

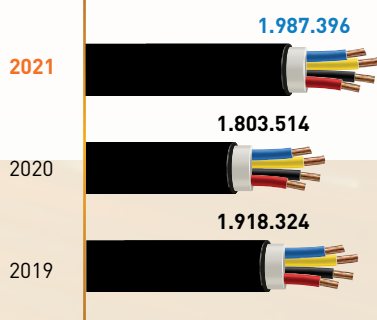
**Pendapatan Bersih**  
Net Revenues



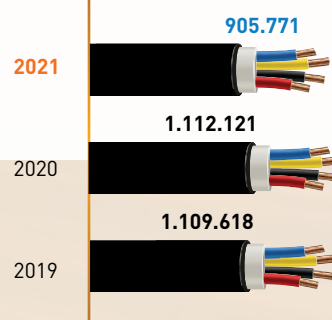
**Jumlah Aset**  
Total Assets



**Jumlah Liabilitas**  
Total Liabilities



**Jumlah Ekuitas**  
Total Equity







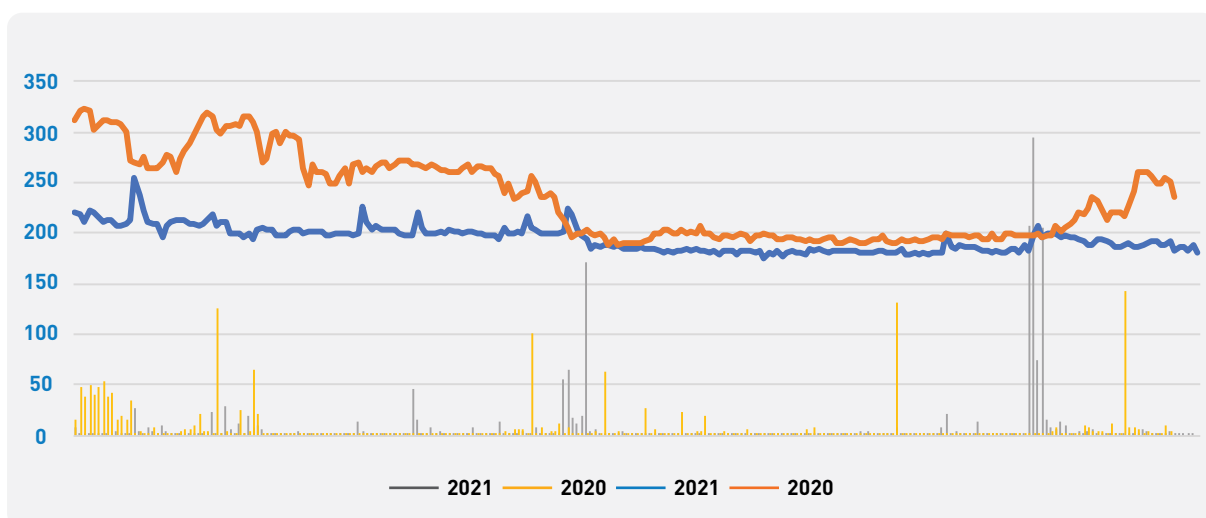
## IKHTISAR SAHAM

### STOCK HIGHLIGHTS

#### Jumlah, Harga, Volume, dan Kapitalisasi Saham Total, Price, Volume, and Capitalization of Stock

Kuartal Quarter	Harga Saham per Lembar Price per Share			Volume Perdagangan Saham Share Trading Volume	Jumlah Saham Beredar Total Outstanding Shares	Kapitalisasi Pasar Market Capitalization
	Tertinggi (Rp) Highest (Rp)	Terendah (Rp) Lowest (Rp)	Penutupan (Rp) Closing (Rp)			
2021						
I	264	188	199	9.264.500	4.155.602.595	826.964.916.405
II	242	182	188	20.439.300	4.155.602.595	781.253.287.860
III	194	168	179	2.257.700	4.155.602.595	743.852.864.505
IV	242	173	180	29.546.900	4.155.602.595	748.008.467.100
2020						
I	400	234	270	31.870.500	4.155.602.595	1.122.012.700.650
II	280	186	191	10.175.900	4.155.602.595	793.720.095.645
III	210	186	192	12.092.000	4.155.602.595	797.875.698.240
IV	280	210	236	11.205.400	4.155.602.595	980.722.212.420

#### Pergerakan Harga dan Volume Saham Stock Price Movements and Volumes



Perseroan tidak pernah dikenakan sanksi penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) selama tahun 2021.

The Company was never subject to share trading suspension and/or delisting throughout 2021.



## IKHTISAR OBLIGASI

### BOND HIGHLIGHTS

Deskripsi Description	Tingkat Bunga Interest Rate	Tanggal Efektif Effective Date	Tanggal Penerbitan Issuance Date	Jumlah Total	Jatuh Tempo Maturity Date	Peringkat (Saat Emisi) Rating (On Emission)	Bursa Stock Exchange
Obligasi I Voksel Electric Tahun 2019 dengan Jumlah Pokok Sebesar Rp500.000.000.000 Voksel Electric Bond I Year 2019 with a Principal of Rp500,000,000,000	Obligasi Seri A 10,25% Series A Bond 10.25%	4 Desember 2019 December 4, 2019	12 Desember 2019 December 12, 2019	Rp486.550.000.000	12 Desember 2022 12 December 2022	idA-Pefindo	Bursa Efek Indonesia Indonesia Stock Exchange
	Obligasi Seri B 10,50% Series B Bond 10.50%			Rp13.450.000.000	12 Desember 2024 12 December 2024		

## AKSI KORPORASI

### CORPORATE ACTION

Selama tahun 2021, Perseroan tidak melakukan aksi korporasi terkait saham, baik berupa pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, maupun penurunan nilai nominal saham. Adapun terkait dengan obligasi, Perseroan melakukan aksi Korporasi berupa pemenuhan kewajiban pembayaran bunga Obligasi ke-5 hingga ke-8 sepanjang tahun 2021. Detail atas pembayaran bunga obligasi lebih rinci terdapat pada bagian Kronologi Penerbitan Obligasi.

The company did not take corporate action relating to shares or bonds in 2021, including stock splits, reverse stocks, stock dividends, bonus shares, or decreasing nominal share value. Concerning the bonds, the Company fulfilled its obligation to pay interest on the 5th through 8th bonds throughout 2021. The Bond Issuance Chronology provides additional information on the payment of bond interest.

# 02



## LAPORAN MANAJEMEN MANAGEMENT REPORT







## LAPORAN DEWAN KOMISARIS

### BOARD OF COMMISSIONERS REPORT



**Masaki Matsui**  
Komisaris  
Commissioner

**Linda Lius**  
Komisaris  
Commissioner

**Hardi Sasmita**  
Komisaris  
Commissioner

**Tan Huiliang**  
Komisaris  
Commissioner





**Tjahyadi Lukiman**  
Komisaris Independen  
Independent Commissioner

**Muliany Anwar**  
Komisaris Independen  
Independent Commissioner

**Kumhal Djamil**  
Komisaris Utama/Komisaris Independen  
President Commissioner/Independent  
Commissioner



# LAPORAN DEWAN KOMISARIS

## BOARD OF COMMISSIONERS REPORT



Dewan Komisaris memberikan apresiasi atas kepemimpinan Direksi dalam menjalankan operasional perusahaan di tengah tantangan dan ketidakpastian sepanjang 2021, hingga mampu melewati tahun 2021 dengan kinerja yang cukup baik. Kami berharap Voksel dapat terus berkembang setelah melalui perjalanan panjang 50 tahun berkarya untuk Bangsa

The Board of Commissioners appreciates the leadership of the Board of Directors in carrying out the Company's operations in the face of the challenges and uncertainties throughout 2021, allowing them to finish the year with an admirable performance. We hope that Voksel can continue to grow after 50 years of service to the Nation.



### Pemangku kepentingan yang kami hormati,

Dear respected stakeholders,

Puji Syukur kami panjatkan kepada Tuhan yang Maha Esa atas rahmat dan karunia-Nya, sehingga di sepanjang 2021 Dewan Komisaris dapat menjalankan fungsi pengawasan dan memberikan masukan kepada Direksi untuk menjalankan tugas dan tanggung jawabnya dalam mengelola Perseroan. Dewan Komisaris memastikan bahwa semua jajaran Direksi tetap optimis dalam menjalankan aktivitas usaha dan mampu beradaptasi di tengah ketidakpastian.

### Pandangan Umum terhadap Makro Ekonomi

Perekonomian global masih dipengaruhi oleh ketidakpastian akibat dampak pandemi COVID-19. Namun telah terlihat pemulihan kondisi ekonomi setelah transportasi dunia dibuka secara perlahan.

We are grateful to God Almighty for His grace and gifts, as the Board of Commissioners was able to perform its supervisory function and provide input to the Board of Directors as they carried out their duties and responsibilities in managing the Company throughout 2021. The Board of Commissioners ensures that all members of the Board of Directors maintain an optimistic outlook while conducting business and adapt in the face of adversity.

### General Macroeconomic Overview

The global economy remains affected by uncertainty as a result of the impact of the COVID-19 impact. However, economic conditions have improved following the gradual opening of international transportation.



Demikian pula di Indonesia yang mencatat pertumbuhan positif, meski masih di bawah target. Pemulihan ekonomi global didukung oleh akselerasi vaksinasi dan stimulus kebijakan-kebijakan yang diterapkan di masing-masing negara, termasuk di Indonesia.

Perbaikan ekonomi Indonesia telah terlihat dari pertumbuhan positif sejak Triwulan II hingga Triwulan IV 2021, meskipun pada Triwulan III sempat menurun karena munculnya COVID-19 varian Delta. Dengan adanya penanganan yang cepat terhadap varian Delta, aktivitas ekonomi masyarakat kembali meningkat dan ekonomi Indonesia tercatat tumbuh positif di Triwulan IV-2021 sebesar 5,02% (YoY). Perkembangan pemulihan ekonomi di Indonesia dipengaruhi oleh kinerja ekspor yang tetap kuat dan peningkatan aktivitas pelaku usaha di berbagai wilayah. Namun demikian, pada penghujung 2021, ekonomi Indonesia masih menghadapi berbagai tantangan, baik dari pandemi yang belum berakhir, maupun situasi ketegangan global yang berpengaruh ke kondisi ekonomi. Untuk itu, diperlukan adaptasi yang tinggi atas semua ketidakpastian ini, dibarengi dengan komitmen untuk bersinergi dan memanfaatkan peluang untuk terus berkembang.

Secara umum, kondisi perekonomian di Indonesia memperlihatkan pertumbuhan yang positif. Namun secara khusus, masih ada sektor industri tertentu yang belum pulih. Sektor industri kabel menghadapi tren penurunan permintaan karena beberapa proyek yang telah disepakati harus ditunda pengerjaannya pada 2021. Selain itu, industri kabel juga harus menghadapi tantangan dari kenaikan harga aluminium dan tembaga, sehingga mempengaruhi produktivitas pabrik dan biaya produksi. Oleh sebab itu, Voksel sebagai perusahaan yang bergerak di industri kabel perlu menerapkan kehati-hatian dalam menjalankan strategi bisnis.

#### **Pengawasan atas Implementasi Strategi**

Strategi Perseroan pada 2021 lebih ditekankan pada efisiensi dan meningkatkan penetrasi pasar untuk dapat memanfaatkan peluang di tengah ketidakpastian. Melalui strategi tersebut, Dewan Komisaris menilai bahwa Direksi dan manajemen mengarahkan Perseroan untuk mengatur pengeluaran

Similarly, Indonesia experienced positive growth, though it fell short of the target. The acceleration of vaccination and stimulus policies implemented in each country, including Indonesia, has aided the global economic recovery.

The positive growth from Quarter II to Quarter IV 2021 demonstrates Indonesia's economic improvement, although it decreased in Quarter III due to the emergence of the Delta variant of COVID-19. The rapid handling of the Delta variant enabled the community's economic activity to resume growth, and the Indonesian economy expanded by 5.02% (YoY) in Quarter IV 2021. Indonesia's economic recovery has been aided by strong export performance and increased business activity across various regions. However, as of the end of 2021, the Indonesian economy continues to face numerous challenges, both from the ongoing pandemic and the tense global situation, affecting economic conditions. As a result, high adaptability to all of these uncertainties is required, as is a commitment to synergize and seize opportunities for continued development.

In general, economic conditions in Indonesia show positive growth. However, certain industrial sectors, in particular, have not yet recovered. The cable industry sector is facing a downward trend in demand due to the postponement of several agreed-upon projects in 2021. Additionally, the cable industry must contend with rising aluminium and copper prices, negatively affecting factory productivity and production costs. As a result, Voksel, as a cable company, must exercise caution in executing its business strategy.

#### **Supervision of Strategy Implementation**

In 2021, the Company's strategy emphasized efficiency and market penetration to capitalize on opportunities amid uncertainty. The Board of Commissioners believes that through this strategy, the Board of Directors and management directed the Company to manage expenditures to maximize production



guna mencapai efisiensi biaya produksi, serta menyeimbangkan antara produktivitas dengan volume permintaan pasar. Dari upaya Voksel melakukan penetrasi ke *free market*, ekspor kabel meningkat 15% dibandingkan tahun lalu. Hasil ini meningkatkan optimisme kami untuk memberikan dukungan kepada Direksi dalam memperkuat komitmen dan beradaptasi.

Dewan Komisaris memberikan apresiasi atas upaya Voksel untuk melindungi seluruh karyawan dan menjalankan operasional dengan optimal, aman, dan sehat di tengah masa pandemi COVID-19. Penerapan protokol kesehatan dilakukan dengan ketat, baik di kantor maupun pabrik. Untuk memudahkan pelacakan penyebaran COVID-19, di lokasi pabrik dilengkapi dengan aplikasi PeduliLindungi dan perlengkapan kesehatan dan keselamatan kerja (K3).

Di sisi lain, Voksel melakukan akselerasi digital yang diiringi dengan kemajuan teknologi melalui pengembangan 'Smart Factory Smart Voksel' (Voksel 4.0). Menanggapi perkembangan ini, Dewan Komisaris mendukung rencana peningkatan dan mengingatkan manajemen untuk memperkuat sumber daya manusia (SDM) karena diperlukan *skill* yang mumpuni dan lebih fleksibel dalam menjalankan Smart Factory.

#### **Frekuensi dan Cara Pemberian Nasihat kepada Anggota Direksi**

Sepanjang 2021, Dewan Komisaris telah melakukan fungsi pengawasan dan memberikan nasihat kepada Direksi melalui pertemuan yang diadakan secara berkala, yaitu 10 (sepuluh) kali. Dalam pertemuan gabungan Dewan Komisaris dan Direksi tersebut, Dewan Komisaris memberikan hasil evaluasi dan penilaian kinerja seluruh jajaran Direksi. Dewan Komisaris menilai bahwa Direksi telah melaksanakan arahan dan nasihat dari Dewan Komisaris dengan baik.

#### **Penilaian terhadap Kinerja Direksi**

Dewan Komisaris memandang bahwa Direksi telah mengelola perusahaan dengan baik sehingga dapat melalui tantangan dan mencatatkan kinerja yang

cost efficiency while maintaining a balance between productivity and market demand volume. Cable exports increased 15% compared to last year as a result of Voksel's efforts to penetrate the free market. These findings advance our confidence in our ability to assist the Board of Directors in strengthening their commitment and adapting.

The Board of Commissioners commends Voksel for its efforts to protect all employees and conduct business in an optimal, safe, and healthy manner during the COVID-19 pandemic. Health protocols were strictly adhered to in the office and factory. The factory site is equipped with the PeduliLindungi application and safety health and environment (SHE) equipment to aid in tracking the spread of COVID-19.

On the other hand, Voksel accelerated digitalization alongside technological advancements by developing the 'Smart Factory Smart Voksel' (Voksel 4.0). As a result of this development, the Board of Commissioners fully supports the improvement plan and reminds management to strengthen human resources (HR), as qualified and more adaptable workers are required to operate Smart Factory.

#### **Frequency and Method of Advising the Members of the Board of Directors**

Throughout 2021, the Board of Commissioners exercised its supervisory role and advised the Board of Directors via regular meetings, which totaled 10 (ten) times. The Board of Commissioners presented the results of the evaluation and performance assessment of the entire Board of Directors during the joint meeting of the Board of Commissioners and the Board of Directors. The Board of Commissioners believes that the Board of Directors has effectively carried out the direction and advice of the Board of Commissioners.

#### **Performance Assessment of the Board of Directors**

The Board of Commissioners believes that the Board of Directors has managed the company effectively, enabling it to overcome challenges and achieve a





cukup baik. Semua tantangan dan kendala telah direspons dengan baik dan hati-hati oleh Direksi, dengan mempertimbangkan nasihat dan masukan dari Dewan Komisaris.

Pada akhir 2021, Perseroan mencatat penjualan kabel di pasar domestik sebesar 99% dan pasar luar negeri sebesar 1%. Pendapatan bersih tercatat Rp 1,7 triliun. Perseroan mencatatkan kerugian tahun berjalan sebesar Rp 210,8 miliar.

Dari sisi operasional, Dewan Komisaris mengingatkan pentingnya protokol kesehatan yang ketat, walaupun berbagai adaptasi perlu dijalani, misalnya *safety protocol*. Pada 2021, Voksel mencatat *zero accident* dan prestasi ini harus terus dipertahankan. Selain itu, penerapan sistem manajemen lingkungan, sistem manajemen mutu, dan lainnya juga terlaksana dengan baik sesuai dengan peraturan maupun standar ISO yang telah dimiliki.

Dewan Komisaris juga menggarisbawahi bahwa Sumber Daya Manusia (SDM) tetap menjadi aspek kunci bagi pertumbuhan Perseroan. Dengan demikian, manajemen harus berkomitmen untuk mengimplementasikan *people management development* dan memastikan bahwa seluruh personil di Perseroan juga berkembang seiring dengan pertumbuhan usaha yang dicapai. Terlebih, dengan adanya rencana pengembangan Smart Factory, maka manajemen perlu memperkuat dan mempersiapkan SDM untuk dapat lebih fleksibel, tanggap teknologi, mandiri, dan berinisiatif dalam bekerja.

#### **Pandangan atas Prospek Usaha**

Direksi telah menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) 2022 sesuai dengan prospek perekonomian dan industri di tahun 2022. RKAP yang disusun telah mempertimbangkan kondisi perekonomian global yang berfluktuasi. Menteri Keuangan Republik Indonesia mengemukakan bahwa prediksi tahun depan akan cukup berat dilalui karena inflasi dan risiko nilai tukar. Untuk itu, Dewan Komisaris mengarahkan Direksi dan manajemen untuk berhati-hati sehingga mampu beradaptasi dan bertahan dengan kondisi tahun depan.

fair level of performance. The Board of Directors has responded responsibly and carefully to all challenges and obstacles, taking into account the advice and input of the Board of Commissioners.

At the end of 2021, the Company had recorded cable sales of 99% in the domestic market and 1% in the international market. Net revenues was Rp1.7 trillion. The year's net loss was Rp210,8 billion.

From an operational standpoint, the Board of Commissioners emphasized the importance of strict health protocols, though various adaptations, such as safety protocols, were necessary. Voksel recorded zero accidents in 2021, and this record must be maintained. Additionally, the environmental management system, quality management system, and others were implemented effectively and in accordance with applicable ISO regulations and standards.

Furthermore, the Board of Commissioners noted that Human Resources (HR) continues to be a key aspect of the Company's growth. Thus, management must commit to implementing people management development and ensuring that all employees grow in unison with the company's growth. Additionally, as part of the Smart Factory development strategy, management must strengthen and prepare human resources to be more adaptable, technologically responsive, self-sufficient, and willing to take initiative in the workplace.

#### **Overview of Business Prospects**

The Board of Directors developed the 2022 Company Work Plan and Budget (RKAP) in light of the economic and industrial outlook for the year 2022. The RKAP was prepared with fluctuating global economic conditions in mind. According to the Minister of Finance of the Republic of Indonesia, the forecast for the coming year will be quite challenging to achieve due to inflation and currency exchange rate risks. As a result, the Board of Commissioners has directed the Board of Directors and management to exercise caution to adapt to and survive the next year's conditions.





Namun demikian, kita tetap perlu optimis untuk menjaga keberlangsungan bisnis Perseroan, terlebih sudah 50 tahun mengarungi perjalanan panjang. Dewan Komisaris mendukung rencana-rencana manajemen dalam memanfaatkan peluang di tahun-tahun depan. Industri kabel masih sangat diperlukan dan memiliki potensi besar untuk bangkit kembali seiring dengan pemulihan kondisi ekonomi dan diharapkan proyek-proyek yang tertunda akan dapat dikerjakan lagi.

Dewan Komisaris mendukung rencana manajemen dalam pengembangan Digital Transformation Roadmap untuk menuju Voksel 4.0. Akselerasi digital menjadi peluang di masa depan, oleh sebab itu kita perlu berani untuk melangkah sejak dini. Smart Factory diperlukan untuk meningkatkan efisiensi dan efektivitas produksi guna mendapatkan *value added* yang lebih baik dan memberikan dampak positif bagi pemangku kepentingan.

#### **Pandangan atas Penerapan Tata Kelola Perusahaan yang Baik**

Dewan Komisaris menilai bahwa penerapan tata kelola perusahaan (*good corporate governance/GCG*) telah dijalankan dengan baik. Kami juga memberikan apresiasi atas upaya Direksi dalam mendukung dan menindaklanjuti rekomendasi-rekomendasi hasil asesmen GCG, serta terus melakukan perbaikan.

Seiring dengan penguatan penerapan GCG, Dewan Komisaris aktif memberikan nasihat dan rekomendasi terkait fungsi sistem pengendalian internal, sistem manajemen risiko, dan sistem pelaporan pelanggaran. Kami juga berkoordinasi dengan Direksi terkait pelaksanaan dan pelaporan kinerja Perseroan, termasuk temuan internal audit maupun eksternal.

Kami juga menilai kegiatan tanggung jawab sosial dan lingkungan (TJSL) telah dilakukan dengan baik melalui berbagai kegiatan pelatihan dan pemberdayaan. Di samping itu, kami juga mendukung manajemen untuk memberikan *value* lebih kepada pemangku kepentingan melalui pelaksanaan TJSL dan operasi yang beretika.

However, we must remain optimistic to ensure the Company's business's sustainability, particularly given our 50-year journey. The Board of Commissioners supports management's plans to capitalize on future opportunities. The cable industry is still vital and has a great deal of potential to recover along with the recovery of economic conditions. It is hoped that the pending projects can be completed.

The Board of Commissioners supports the management plan in developing the Voksel 4.0 Digital Transformation Roadmap. As digital acceleration represents a future opportunity, we must be courageous enough to take the first step. A smart factory is required to boost production efficiency and effectiveness, resulting in increased added value and a positive impact on stakeholders.

#### **Overview on the Implementation of Good Corporate Governance**

The Board of Commissioners believes that good corporate governance (GCG) has been appropriately implemented. Additionally, we appreciate the efforts of the Board of Directors in supporting and implementing the recommendations from the GCG assessment results, as well as its continuous improvement.

Along with strengthening GCG implementation, the Board of Commissioners provides active advice and recommendations on the internal control system, risk management system, and violation reporting system functions. Additionally, we work with the Board of Directors to coordinate the Company's performance implementation and reporting, including internal and external audit findings.

Furthermore, we assess the effectiveness of corporate social and environmental responsibility (CSR) activities through various training and empowerment initiatives. In addition, we assist management in delivering additional value to stakeholders through the implementation of CSR and ethical business practices.



### Penilaian atas Kinerja Komite di Bawah Dewan Komisaris

Pelaksanaan tugas pengawasan Dewan Komisaris sepanjang 2021, juga didukung oleh komite-komite di bawahnya, yaitu Komite Audit, Komite Nominasi dan Remunerasi, serta Komite GCG. Komite Audit telah melaksanakan pemantauan atas tindak lanjut hasil audit, baik internal maupun eksternal. Komite Audit juga telah membantu Dewan Komisaris dalam mengawasi kecukupan pengendalian internal, termasuk kecukupan proses pelaporan keuangan. Sementara itu, Komite Nominasi dan Remunerasi telah melakukan kajian serta pembahasan perhitungan remunerasi karyawan, serta usulan terkait besaran remunerasi bagi anggota Dewan Komisaris dan Direksi. Komite GCG telah menjalankan tugas dan tanggung jawabnya dengan baik untuk mengawasi penerapan GCG sesuai dengan peraturan yang berlaku.

### Apresiasi dan Penutup

Dewan Komisaris mengucapkan terima kasih dan apresiasi kepada Direksi dan seluruh manajemen, serta seluruh pemangku kepentingan atas kerja samanya selama 50 tahun perjalanan Voksel. Dengan kerja sama dan optimisme yang kuat, kita mampu melewati tantangan sepanjang 2021 dan tetap berkarya untuk kemajuan Bangsa. Oleh karenanya, mari kita lanjutkan dan tingkatkan sinergi dan semangat untuk menghadapi perjalanan selanjutnya di tahun-tahun mendatang.

### Performance Assessment of Committees under the Board of Commissioners

The supervisory duties of the Board of Commissioners were also supported throughout 2021 by its committees, namely the Audit Committee, the Nomination and Remuneration Committee, and the GCG Committee. The Audit Committee has monitored both internal and external follow-up to audit results. Additionally, it assisted the Board of Commissioners in ensuring the effectiveness of internal control, including the financial reporting process. Meanwhile, the Nomination and Remuneration Committee reviewed and discussed employee compensation calculations, as well as proposals for the compensation of members of the Board of Commissioners and Board of Directors. The GCG Committee has carried out its duties and responsibilities effectively to ensure that GCG was implemented in accordance with applicable regulations.

### Appreciation and Closing

The Board of Commissioners wishes to express its gratitude and appreciation to the Board of Directors, all management, and all stakeholders for their cooperation throughout Voksel's 50-year journey. With solid cooperation and optimism, we overcame the challenges throughout 2021 and continued to work for the progress of the Nation. Therefore, let us continue to build on our synergy and enthusiasm as we embark on the next journey in the coming years.

Jakarta, Mei 2022

Jakarta, May 2022

Atas Nama Dewan Komisaris,  
On Behalf of the Board of Commissioners

**Kumhal Djamil**

Komisaris Utama/Komisaris Independen  
President Commissioner/Independent Commissioner

## DIREKSI

### BOARD OF DIRECTORS REPORT



**Shen Shao Junhua**  
Direktur Keuangan  
Finance Director



**Hua Shun**  
Direktur Teknikal  
Technical Director



**David Lius**  
Direktur Utama  
President Director



**Rizal Nangoy**  
Direktur Komersial  
Commercial Director



**Aripin**

Direktur Sumber Daya Manusia  
Human Capital Director

**Yogiawan**

Direktur Operasional  
Operational Director

**Ferry Suarly**

Direktur Pengembangan Perusahaan  
Corporate Development Director





## LAPORAN DIREKSI

### BOARD OF DIRECTORS REPORT



Tahun 2021 merupakan tahun yang penuh tantangan di tengah pandemi COVID-19 yang masih berlangsung dan hal ini berdampak signifikan bagi kinerja banyak industri, termasuk industri kabel. Oleh karenanya, Perseroan menerapkan prinsip kehati-hatian (prudent) dan strategi untuk meningkatkan efektivitas dan efisiensi, termasuk memperkuat sinergi dengan pemangku kepentingan untuk mempercepat adaptasi perubahan.

2021 was a challenging year amid the COVID-19 pandemic which significantly impacted various industries, including the cable industry. Hence, the Company exercised prudent principles and strategies to enhance the efficacy and efficiency of its overall business, as well as enforced its synergies with Stakeholders to accelerate the adaptation to change.



#### **Pemangku kepentingan yang kami hormati,**

Dear respected stakeholders,

Di tengah ketidakpastian perekonomian global yang terjadi akibat pandemi COVID-19 yang masih berlangsung, kami bersyukur karena Perseroan telah mencapai usia yang ke-50 di tahun 2021 ini. Sejak didirikan pada tahun 1971, Perseroan selalu berupaya mengembangkan kompetensi untuk

Amid the uncertain global economy due to the COVID-19 pandemic, we are grateful to celebrate our 50th anniversary in 2021. Established in 1971, the Company strives to grow its competency to overcome challenges and optimize opportunities to support cable provisioning for electricity projects in domestic



menghadapi tantangan dan memaksimalkan peluang untuk mendukung ketersediaan kabel bagi program kelistrikan nasional dan internasional. Perseroan selalu mempertahankan semangat yang telah diwariskan oleh para Pendiri dalam menjalankan operasional dan tata kelola. Pada kesempatan ini, sebagai bentuk transparansi dan menjaga kepercayaan pemangku kepentingan, kami, jajaran Direksi menyampaikan kinerja operasional, finansial, dan tata kelola sepanjang tahun 2021.

### **Tinjauan Ekonomi**

Sepanjang tahun 2021, perbaikan perekonomian dunia masih berlanjut, meskipun dibayangi oleh peningkatan kasus varian COVID-19. Di Indonesia, perkembangan pemulihan ekonomi dipengaruhi oleh kinerja ekspor yang kuat dan ditopang oleh kinerja positif pelaku usaha. Pemulihan ini didukung oleh respon cepat Pemerintah dalam memberikan akselerasi vaksinasi dan stimulus kebijakan sehingga dapat memperkuat momentum pemulihan ekonomi nasional. Selain itu, pemulihan permintaan global dan meningkatnya harga komoditas telah mendorong aktivitas perdagangan internasional dan meningkatkan nilai ekspor.

Namun demikian, di tengah pemulihan permintaan global dan tumbuhnya ekspor, sektor industri kabel di Indonesia masih mengalami tren penurunan. Penurunan ini terjadi karena masih banyak proyek yang tertunda di sepanjang 2021. Selain itu, adanya kenaikan harga bahan baku produksi kabel juga berpengaruh pada jumlah produksi. Untuk menghadapi situasi ini, Perseroan menjalankan strategi efisiensi biaya, mengoptimalkan efektivitas produksi, melakukan diversifikasi produk, mempercepat adaptasi perubahan, menguatkan sinergi, dan memperluas pangsa pasar.

and overseas markets. The Company upholds the principles inherited by the Founders in its operations and management. We, the Board of Directors, would like to review our operational, financial, and management performance for the year 2021 as a form of transparency toward our entrusted responsibilities.

### **Economic Overview**

Throughout 2021, the global economy improved continuously despite the increase of COVID-19 cases in different variants. In Indonesia, the economic recovery was influenced by strong performance in export sectors with the support of positive business performance. Similarly, the recovery was also supported by the prompt response of the Government in accelerating the vaccination program and stimulating the local economy through its policies. The recovery in global demand and commodity prices had advanced international trading activity and export value.

Despite positive growth in global demand and exports, the cable industry in Indonesia continued to experience a decline. This decline was caused by the delays in numerous projects along 2021, as well as the increase in raw material prices and disruptions in the global supply chain, which impacted operational efficiency. Therefore, the Company exercised various strategies including cost and operation efficiency, product diversification, adapt-to-change acceleration, synergy enforcement, and market expansion.



### Tantangan, Prospek Usaha, dan Strategi

Perseroan berhasil melalui semua tantangan dengan dukungan dan kerja sama seluruh pihak. Berbagai upaya dilakukan untuk tetap dapat memberikan layanan dan menghasilkan produk yang berkualitas, di antaranya memperkuat sumber daya, kinerja internal, dan menjalankan kegiatan operasi dengan menerapkan protokol kesehatan ketat dan konsisten, baik di kantor maupun pabrik untuk memastikan aspek kesehatan dan keselamatan kerja (K3) tetap terjaga. Untuk itu, Perseroan telah melengkapi pelacakan penyebaran COVID-19 dengan aplikasi PeduliLindungi di semua area kerja.

Adaptasi terhadap perubahan cara kerja dan percepatan digitalisasi di tengah situasi pandemi telah mendorong Perseroan untuk mengembangkan *Smart Factory* dan *Smart Office* melalui Digital Transformation Roadmap untuk menuju Voksel 4.0. Penerapan *Smart Factory* dan *Smart Office* didukung dengan implementasi ISO 50001:2018 terkait sistem manajemen energi yang dapat meningkatkan efisiensi, sekaligus memberikan dampak positif bagi lingkungan karena mengurangi emisi. Semua upaya ini diharapkan dapat mendukung optimalisasi produksi.

Rencana pengembangan *Smart Factory* dan *Smart Office* membutuhkan adaptasi dan kesiapan Sumber Daya Manusia (SDM). Oleh sebab itu, Perseroan terus memperkuat dan mempersiapkan SDM untuk menjadi lebih kompeten dan *agile* dalam bekerja. Pengembangan kompetensi karyawan dilakukan dengan intensif melalui berbagai program pelatihan teknis dan *softskill*. Di samping itu, Perseroan juga mengupayakan peningkatan kemampuan karyawan untuk mendapatkan sertifikasi kompetensi bagi pekerjaan tertentu yang memerlukan keahlian. Untuk memperkuat kebutuhan SDM yang kompeten di masa depan, Perseroan melanjutkan Program Management Trainee (MT) yang sudah disiapkan tahun sebelumnya. Penyiapan SDM yang handal ini diperlukan untuk terus menjadi lebih baik dalam memaksimalkan setiap peluang usaha di masa depan.

### Challenges, Opportunities, and Strategies

The Company managed to successfully overcome all challenges with the supports of all its stakeholders. Various efforts were implemented – resource and internal performance enhancement, consistent operational procedures, strict health protocols, upkeep in service and product quality; all while ensuring safety health environment (SHE) in its offices and factories. The Company had been equipped with COVID-19 contact tracing measures via the PeduliLindungi app to monitor the spread of COVID-19.

Digital transformation has changed the way of work. Concurrently, the acceleration in digitization during the pandemic has allowed the Company to successfully develop Smart Factory and Smart Office in accordance with the Digital Transformation Roadmap toward Voksel 4.0. The implementation of Smart Factory and Smart Office is aligned with ISO 50001:2018 on energy management systems to improve efficiency and positively impact the environment by reducing carbon emissions. These initiatives aimed to optimize the process in production.

The development of Smart Factory and Smart Office requires human resources adaptation and readiness. Competent human resources are essential for the Company's growth in the future. Hence, the Company continuously strengthens and prepares the competency and agility of its human resources. Employee competency is developed through training programs in both technical and soft skills, as well as certification in certain specializations. All these programs are described in detail at the annual Management Trainee Program.





### Realisasi Kinerja

Direksi terus berusaha meningkatkan kinerja Perseroan untuk mencapai target sesuai dengan perencanaan. Perseroan berhasil memanfaatkan pasar domestik dan peluang ekspor melalui berbagai inovasi produk. Pada tahun 2021, Perseroan berhasil mengembangkan dan memasarkan produk baru, Shipyard Cable dan High Tension Low Sagging (HTLS) Conductor. Kami juga mengembangkan produk yang mendukung pembangunan berbasis ramah lingkungan yaitu Solar (PV) Cable. Adapun pengelolaan aspek operasional sepanjang 2021 telah berjalan baik dengan dukungan sistem manajemen K3 berbasis ISO 45001:2018 dan SMK3 sesuai PP No.50 tahun 2012. Atas komitmen Perseroan dan kesadaran karyawan terkait K3, pada tahun 2021 Perseroan berhasil mencatat *zero accident*.

Dari aspek keuangan, Perseroan membukukan pendapatan bersih sebesar Rp1,71 triliun, atau 79,27% dari target yang ditetapkan. Pendapatan bersih menurun 6,76% dibandingkan tahun lalu yaitu Rp1,83 triliun. Adanya peningkatan harga bahan baku selama masa pandemi telah berpengaruh signifikan pada harga pokok penjualan. Perseroan mencatat rugi bersih Rp210,82 miliar. Sepanjang 2021, Perseroan telah berupaya untuk melakukan efisiensi biaya operasi dalam rangka menjaga kinerja keuangan.

Meski kinerja keuangan mengalami penurunan, kami tetap bersyukur karena Perseroan mendapatkan beberapa apresiasi seperti Penghargaan SNI Awards 2021, Penghargaan Platinum untuk Kategori SS dan Penghargaan Gold untuk Kategori QCC dalam ajang TKMPN XXV & IQCP 2021, dan Best of The Best - The Best 50 Public Listed Companies 2021 versi Majalah Forbes Indonesia edisi Agustus 2021. Selain itu, Perseroan juga mendapatkan PROPER Biru sebagai tanda kepatuhan atas semua regulasi lingkungan.

### Performance Overview

The Board of Directors continuously improves Company performance to achieve the set target. The Company has successfully optimized the domestic as well as overseas market through various product innovations. In 2021, the Company developed and marketed a new product, Shipyard Cable and High-Tension Low Sagging (HTLS) Conductor, and a product to support environmentally friendly solution, Solar (PV) Cable. Operational management was effective in 2021 based on a SHE guided by ISO 45001:2018 and Government Regulation No. 50 of 2012. With the Company's commitment and employees' awareness of OHS, the Company successfully achieved zero accidents through 2021.

From a financial perspective, the Company recorded a revenue of Rp. 1,71 trillion or 79.27% of the set target. Compared to the previous year, there was a drop of 6.76% in revenue or equal to Rp. 1.83 trillion. The increase in raw material prices during the pandemic have significantly impacted the cost of goods sold. In summary, the Company recorded a net loss of Rp. 210.82 billion, despite its efforts in operational cost efficiency to maintain financial performance.

Though our financial performance showed a decline, the Company was awarded with several appreciations, such as the SNI Awards 2021; Platinum and Gold Award for QCC Category in TKMPN XXV and IQCP 2021, respectively; as well as Best of The Best - The Best 50 Public Listed Companies 2021 by Forbes Indonesia (August 2021 edition). In addition, the Company achieved the Blue PROPER for its adherence to all environmental regulations.



### Tata Kelola Perusahaan yang Baik

Pelaksanaan tata kelola perusahaan yang baik (*good corporate governance/GCG*) di Perseroan merujuk pada peraturan perundang-undangan yang berlaku dan Asean Corporate Governance scorecard (ACGS). Organ tata kelola telah terpenuhi sesuai dengan arahan dari regulator. Perseroan memiliki Komite Audit, Komite Nominasi dan Remunerasi, Komite GCG, serta Unit Audit Internal yang membantu pengawasan penerapan GCG. Di samping itu, Perseroan menjalankan sistem manajemen risiko, kode etik, sistem pelaporan pelanggaran, dan kebijakan antikorupsi sebagai bagian dari komitmen pelaksanaan GCG.

Penerapan GCG juga dilengkapi dengan pelaksanaan tanggung jawab sosial dan lingkungan (*corporate social responsibility/CSR*) berbasis ISO 26000:2010 Guidance Standard on Social Responsibility. Dalam pelaksanaan kegiatan CSR, Perseroan berupaya untuk meningkatkan pengelolaan isu-isu sosial dan lingkungan sehingga dapat memberikan dampak positif bagi pemangku kepentingan dan lingkungan. Pelaksanaan CSR diungkapkan secara lengkap dalam Laporan Keberlanjutan yang dibuat terpisah dari Laporan Tahunan ini.

### Good Corporate Governance

The implementation of Good Corporate Governance (GCG) is in accordance with Indonesian regulations and the ASEAN Corporate Governance Scorecard (ACGS). Corporate governance, in alignment with the regulatory requirements, is comprised of the Audit Committee, the Nomination and Remuneration Committee, the GCG Committee, as well as the Internal Audit Unit to assist in monitoring of the GCG implementation. Furthermore, the Company exercises a risk management system, code of conduct, whistleblowing reporting system, and anti-bribery policy as part of its GCG commitment.

GCG is also complemented by our corporate social responsibility (CSR) in accordance with ISO 26000:2010 Guidance Standard on Social Responsibility. The Company, through its CSR activities, involves itself in various social and environmental issues that positively impact the Stakeholders and the environment in general. CSR activities are fully disclosed in the Sustainability Report, published separately from the Annual Report.



### Apresiasi

Mewakili Manajemen, Direksi menyampaikan terima kasih dan apresiasi kepada seluruh pemangku kepentingan yang telah mendukung Perseroan sepanjang perjalanan 50 tahun. Kami berharap untuk melanjutkan perjalanan ini dengan sinergi yang semakin erat. Direksi juga mengucapkan terima kasih dan apresiasi yang sebesar-besarnya kepada Dewan Komisaris atas dukungan dan nasihatnya sehingga Direksi dapat menjalankan perusahaan dan membawa perjalanan Perseroan sampai dengan tahun emas.

Kami percaya bahwa komitmen yang kuat menjadi dasar bagi harapan untuk mencapai tujuan. Oleh sebab itu, mari bersama menjadi pribadi yang mampu beradaptasi, terus meningkatkan diri, dan tangkas menghadapi perubahan. Dengan demikian, kita akan mampu berjuang menapaki tahun-tahun mendatang dengan lebih baik.

### Appreciation

On behalf of the management, the Board of Directors would like to thank and appreciate all Stakeholders for their support toward the Company in their 50-year journey. We hope to run this continuous journey with strong synergy. We would like to thank and appreciate the Board of Commissioners for the support and advice in allowing the Board of Directors to bring the Company to its golden anniversary.

We believe that a strong commitment is the foundation for achieving our vision. Hence, together we adapt, accelerate, and swift towards change for a better future.

Jakarta, Mei 2022

Jakarta, May 2022

Atas Nama Direksi,  
On Behalf of the Board of Directors,

**David Lius**

Direktur Utama  
President Director





# PERNYATAAN DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2021 PT VOKSEL ELECTRIC TBK

## STATEMENT OF THE BOARD OF COMMISSIONERS' AND THE BOARD OF DIRECTORS' RESPONSIBILITY ON THE ANNUAL REPORT 2021 OF PT VOKSEL ELECTRIC TBK

Kami, segenap Direksi dan Dewan Komisaris PT Voksel Electric Tbk yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Voksel Electric Tbk tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan 2021. Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, Mei 2022

### Dewan Komisaris Board of Commissioners

**Kumhal Djamil**

Komisaris Utama/Komisaris Independen  
President Commissioner/Independent Commissioner

**Linda Lius**

Komisaris  
Commissioner

**Hardi Sasmita**

Komisaris  
Commissioner

**Tan Huiliang**

Komisaris  
Commissioner

**Masaki Matsui**

Komisaris  
Commissioner

**Tjahyadi Lukman**

Komisaris Independen  
Independent Commissioner

**Mutiany Anwar**

Komisaris Independen  
Independent Commissioner



We, the Board of Directors and Board of Commissioners of PT Voksel Electric Tbk who have signed below, have stated that all information in the Annual Report PT Voksel Electric Tbk for the year 2021 has been completely disclosed and we are responsible for the validity of content of Annual Report 2021.  
We certify that this statement is true to the best of our knowledge.

Jakarta, May 2022

**Direksi**  
**Board of Directors**

**David Lius**  
Direktur Utama  
President Director

**Shen Shao Junhua**  
Direktur Keuangan  
Finance Director

**Rizal Nangoy**  
Direktur Komersial  
Commercial Director

**Hua Shun**  
Direktur Teknikal  
Technical Director

**Ferry Suarly**  
Direktur Pengembangan Perusahaan  
Corporate Development Director

**Yogiawan**  
Direktur Operasional  
Operational Director

**Aripin**  
Direktur Sumber Daya Manusia  
Human Capital Director

# 03



## PROFIL PERUSAHAAN COMPANY PROFILE

**Perseroan senantiasa memaksimalkan sumber daya dalam menjalankan operasional yang prima dan meningkatkan daya saing, sehingga mampu memproduksi kabel yang berkualitas dan meningkatkan profit.**

The Company always maximizes its resources by executing excellent operations and increasing its competitiveness to produce quality cables and increase profits.









# SEKILAS PERSEROAN

## COMPANY OVERVIEW

### Identitas Perusahaan

#### Company Identity

	<b>Nama Perusahaan</b> Company Name	<b>PT Voksel Electric Tbk.</b>
	<b>Merek Dagang</b> Trademark	<b>Voksel Kabel</b>
	<b>Tanggal Pendirian Perusahaan</b> Date of Establishment	19 April 1971 April 19, 1971
	<b>Tanggal Pencatatan Saham</b> Sharelisting Date	20 Desember 1990 December 20, 1990
	<b>Kode Saham</b> Stock Code	<b>VOKS</b>
	<b>Bidang usaha</b> Line of Business	Industri Manufaktur Kabel Listrik dan Telekomunikasi, Pemasaran dan Jasa Instalasi Kelistrikan dan Telekomunikasi Power and Telecommunication Cable Manufacturing Industry, Electrical Installation and Telecommunication Marketing and Services
	<b>Status Badan Hukum</b> Legal Status	Perseroan Terbatas (PMA) Limited Company (Foreign Investment)
	<b>Modal Dasar</b> Authorized Capital	<b>Rp1.000.000.000.000,-</b>
	<b>Modal Ditempatkan dan Disetor Penuh</b> Issued and Fully Paid Capital	<b>Rp415.560.259.500,-</b>
	<b>Jumlah Karyawan per 31 Desember 2021</b> Total Employees as of December 31, 2021	<b>865</b>
	<b>Alamat Kantor Eksekutif</b> Executive Office Address	Menara Karya Lantai 3, Suite D Jl. HR. Rasuna Said, Blok X-5, Kav. 1 – 2 Jakarta 12950, Indonesia Tel. : +62-21 5794 4622 Fax : +62-21 5794 4649
	<b>Alamat Kantor Operasional &amp; Pabrik</b> Operational Office and Factory Address	Jl. Raya Narogong Km. 16 Cileungsi – Bogor 16820, Indonesia Tel. : +62-21 8230525 Fax : +62-21 8230526
	<b>Situs Web</b> Website	<a href="http://www.voksel.co.id">www.voksel.co.id</a> <a href="http://www.vokselkabel.com">www.vokselkabel.com</a>
	<b>Surat Elektronik</b> E-Mail	Korporasi   Corporate: <a href="mailto:corsecve@voksel.com">corsecve@voksel.com</a> Penjualan   Sales: <a href="mailto:sales@voksel.co.id">sales@voksel.co.id</a>





## Riwayat Singkat Perseroan

### Brief History of the Company



PT Voksel Electric Tbk merupakan penyedia total solusi kabel terbesar di Indonesia yang memiliki lini bisnis produksi kabel listrik dan kabel telekomunikasi hingga layanan *engineering, procurement & construction* (EPC) infrastruktur kelistrikan dan telekomunikasi. Perseroan didirikan pada tanggal 19 April 1971. Hingga saat ini, Perseroan tidak pernah melakukan perubahan nama. Kemudian pada tahun 1989, Perseroan mengubah statusnya menjadi penanaman modal asing (PMA) sesuai dengan persetujuan kerja sama patungan dengan SWCC Showa Cable Systems Co., Ltd. ("Showa"). Pada tanggal 20 Desember 1990, Perseroan melaksanakan penawaran umum saham perdana di Bursa Efek Jakarta (sekarang Bursa Efek Indonesia) dan Bursa Efek Surabaya. Tahun 2021 menjadi tahun yang istimewa bagi Perseroan. Hal tersebut disebabkan karena tahun 2021 Perseroan memasuki usia ke-50, menjadi *Golden Years* bagi Perseroan. Perseroan akan terus berkomitmen untuk memberikan kontribusi kepada pemangku kepentingan.

PT Voksel Electric Tbk is the largest total cable solution provider in Indonesia, which has business lines from the production of power cables and telecommunication cables to engineering, procurement & construction (EPC) services for electricity and telecommunications infrastructure. The Company was founded on 19 April 1971. The Company has never changed its name before. In 1989, the Company changed its status to that of a foreign investment (PMA) pursuant to a joint venture agreement with SWCC Showa Cable Systems Co., Ltd. ("Showa"). The Company conducted the initial public offering (IPO) in the Jakarta Stock Exchange (now the Indonesia Stock Exchange) and the Surabaya Stock Exchange on December 20, 1990. The year 2021 was significant for the Company. This is because the Company entered its 50th year, entering the Company's Golden Anniversary. The Company will maintain its dedication to contributing to stakeholders.



1971

**Perseroan didirikan pada tanggal 19 April**  
The Company was founded on 19 April 1971

1980

- **Akuisisi 60% saham PT Alcarindo Prima, produsen batang kawat aluminium**
- **Akuisisi 40% saham PT Alcas Dharma Pratama, produsen aluminium casting alloys**
- Acquired 60% stake in PT Alcarindo Prima, a manufacturer of aluminum wire rods
- Acquired 40% stake in PT Alcas Dharma Pratama, a manufacturer of aluminum casting alloys

1983

**Produksi kabel XPLE aluminium tegangan rendah dan konduktor aluminium.**  
Production of low-tension aluminum XLPE cables and aluminum conductors.

1987

**Produksi kabel telekomunikasi**  
Telecommunications cable production

1989

- **Joint venture melalui penyertaan modal oleh Showa Electric Wire & Cable Co. Ltd**
- **Akuisi 25% saham PT Kawat Mas Prakarsa, produsen kabel listrik**
- Joint venture through equity participation by Showa Electric Wire & Cable Co. Ltd
- Acquired 25% stake in PT Kawat Mas Prakarsa, a power cable manufacturer

1990

**Penawaran saham perdana (IPO) di Bursa Efek Jakarta & Surabaya (sekarang Bursa Efek Indonesia)**  
Initial public offering (IPO) on the Jakarta & Surabaya Stock Exchanges (now Indonesia Stock Exchange)

1997

- **Produksi Kabel Serat Optik**
- **Pemecahan nilai nominal Saham (Stock Split) dari 1.000 menjadi 500 per saham**
- Fiber Optic Cable Production
- Stock Split from 1,000 to 500 per share

1996

Penerbitan 21.000.000 saham bonus dengan nominal 1.000  
Issuance of 21,000,000 bonus shares with a nominal value of 1,000

1995

Memperoleh sertifikasi ISO 9002:1994  
Obtained ISO 9002:1994 certification

1994

- **Penerbitan 6.000.000 pre-emptive rights dengan nominal 1.000**
- **Penerbitan 16.000.000 saham bonus dengan nominal 1.000**
- Issuance of 6,000,000 pre-emptive rights with a nominal value of 1,000
- Issuance of 16,000,000 bonus shares with a nominal value of 1,000

1993

**Produksi kabel listrik tegangan menengah (medium voltage)**  
Production of medium voltage power cables

1991

**Perluasan fasilitas produksi melalui pembangunan dan operasional pabrik di Cileungsi, Bogor seluas 18,8 Ha.**  
Expansion of production facilities through the construction and operation of a factory in Cileungsi, Bogor with an 18.8 Ha area.





2003

**Memperoleh sertifikasi ISO 9001:2000**

Obtained ISO 9001:2000 certification

2004

- Pendirian anak Perusahaan, PT Prima Mitra Elektrindo
- Konsolidasi Pabrik Cakung & Kantor Pusat Gajah Mada menjadi satu kawasan di Pabrik Cileungsi.
- Establishment of a subsidiary, PT Prima Mitra Elektrindo
- Consolidation of the Cakung Factory & Gajah Mada Head Office into one area in the Cileungsi Factory.

2006

- Pendirian anak Perusahaan, PT Bangun Prima Semesta
- Penerbitan *non pre-emptive rights* sebanyak 705.120.519 lembar saham dengan nominal 500 per lembar saham
- Establishment of a subsidiary, PT Prima Mitra Elektrindo
- Issued non-pre-emptive rights of 705,120,519 shares with a nominal of 500 per share

2008

**Perluasan kapasitas produksi kabel serat optik menjadi 1 juta FCKM**

Expansion of fiber optic cable production capacity to 1 million FCKM

2010

**Memperoleh sertifikasi ISO 14001:2015 dan OHSAS 18001 (sekarang ISO 45001:2018)**

Obtained ISO 14001:2015 and OHSAS 18001 (now ISO 45001:2018) certification

2012

**Ekspansi bisnis dengan pembukaan Al Casting & Produksi EC Grade & Alloy**

Business expansion with the opening of Al Casting & Production of EC Grade & Alloy

2021

- **Memperoleh sertifikasi ISO 50001:2018 dan ISO 26000:2010**
- **Produksi Kabel Shipyard dan produksi Aluminum Conductor Composite Core (ACCC)**
- **50 tahun Voksel**
- Obtained ISO 50001:2018 and ISO 26000:2010 certification
- Shipyard Cable and Aluminum Conductor Composite Core (ACCC) production
- Voksel's 50<sup>th</sup> year

2020

**Produksi Solar Cable**  
Solar Cable production

2019

**Produksi Kabel Bawah Laut (Submarine)**  
Submarine Cable production

2017

**Pemecahan nilai nominal saham (Stock Split) dari 500 menjadi 100 per lembar saham**  
Stock Split from 500 to 100 per share

2016

**Produksi OPGW**  
OPGW production

2015

**Produksi Kabel Tegangan Tinggi (High Voltage)**  
Production of High Voltage power cables

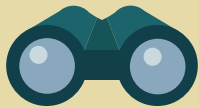
Informasi lebih lanjut terkait profil dan sejarah Perseroan dapat dilihat dan diakses melalui website <http://www.voksel.co.id>.

Further information regarding the profile and history of the Company can be viewed and accessed through the website <http://www.voksel.co.id>.



## VISI DAN MISI

### VISION AND MISSION



#### Visi Vision

Menjadi penyedia solusi kabel yang  
berkelas dunia di Indonesia.

To be a world class total cable solution  
provider in Indonesia.



#### Misi Mission

Berkontribusi untuk pertumbuhan nasional dan  
mengoptimalkan nilai-nilai Perusahaan melalui  
solusi yang unggul dan tanggung jawab sosial  
yang berkelanjutan.

To contribute national growth and optimize corporate  
values through superior solutions and sustainable  
social responsibility.



## NILAI-NILAI UTAMA

### CORE VALUES

Perseroan memiliki nilai-nilai utama atau *core values* yang digunakan sebagai dasar dan pedoman berperilaku seluruh insan di Perseroan, untuk menjaga integritas dan konsistensi Perseroan dalam memberikan produk yang berkualitas dan layanan yang melebihi harapan pelanggan. Nilai-nilai utama Perseroan dirumuskan dalam kata “CIPARS”.

To maintain the Company’s integrity and consistency in providing high-quality products and services that exceed customer expectations, the Company has primary values or core values that serve as the foundation and guidelines for all personnel’s behavior. The Company’s core values are formulated in the term “CIPARS.”



#### Customer Focus

Kami menghargai pelanggan kami baik eksternal maupun internal dan mengakui bahwa bisnis kami akan sukses dengan “meng-engage” dan memprioritaskan pelanggan. We value our external and internal customers and understand that our business can be successful by engaging and prioritizing them.

#### Integrity and Honesty

Kami berkomitmen untuk memiliki prinsip-prinsip moral yang kuat dan transparan saat “dealing” dengan para pemangku kepentingan. We are committed to have strong moral principles and transparency in dealing with all our stakeholders.

#### Passion for Excellence

Kami berkomitmen unggul dalam segala hal melalui perbaikan terus menerus dan inovasi. We are committed to excel in everything we do through continuous improvement and innovation.

#### Accountability

Kami bertanggung jawab dengan apa yang telah kami lakukan dan membuat keputusan berdasarkan data yang akurat, analisa yang teliti dan tepat waktu. We will be responsible for what we have done, make decision based on accurate data and analysis in time.

#### Respect and Recognition

Kami menghormati dan percaya bahwa setiap karyawan bagian dari tim memiliki pengakuan terhadap prestasi individu maupun tim. We respect and trust every employee as members of a team through acknowledgement of individual as well as team achievements.

#### Social Responsibility

Kami aktif berpartisipasi dalam komunitas pengembangan dan program konservasi lingkungan, untuk mempromosikan tanggung jawab sosial perusahaan dan keberlanjutan. We actively participate in community development and environmental conservation program to promote corporate social responsibility and sustainability.



## BIDANG USAHA

### LINE OF BUSINESS

## Kegiatan Usaha Perusahaan Menurut Anggaran Dasar Terakhir Company's Business Activities Based on the Latest Articles of Association

Kegiatan usaha Perseroan menurut Anggaran Dasar tertanggal 28 Juli 2020 yang disahkan berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan 2020, yaitu menjalankan usaha di bidang industri, pemasaran jasa kelistrikan, dan telekomunikasi. Upaya Perseroan untuk mencapai tujuan tersebut, yaitu dengan melaksanakan kegiatan usaha manufaktur kabel listrik dan telekomunikasi, pemasaran dan jasa instalasi kelistrikan dan telekomunikasi, sebagai berikut:

- Industri Serat Optik (Klasifikasi Baku Lapangan Usaha Indonesia/KBLI 27310);
- Industri Kabel Listrik dan Elektronik Lainnya (KBLI 27320);
- Industri Perlengkapan Kabel (KBLI 27330);
- Industri Peralatan Kabel Lainnya (KBLI 27900);
- Instalasi Listrik (KBLI 43211);
- Instalasi Telekomunikasi (KBLI 43212).

The Company's business activities are defined in the Articles of Association dated 28 July 2020, which were ratified in accordance with the decision of the 2020 Annual General Meeting of Shareholders, are include manufacturing, marketing electricity services, and telecommunications. To accomplish these goals, the Company engages in the following business activities: manufacturing power and telecommunications cables, marketing and installation services for power and telecommunications, such as:

- Fiber Optic Industry (Indonesia Standard Industrial Classification/KBLI 27310);
- Power Cable and Other Electronics Industry (KBLI 27320);
- Cable Parts Industry (KBLI 27330);
- Other Cable Parts Industry (KBLI 27900);
- Electrical Installations (KBLI 43211);
- Telecommunications Installation (KBLI 43212).

## Produk dan/atau Jasa yang Dihasilkan Manufactured Product and/or Service

### **Bare Copper Conductor (BCC)**

- Bare Copper Conductor Hard
- Bare Copper Conductor Half Hard
- Soft Drawn Annealed Stranded Conductor

### **Bare Copper Conductor (BCC)**

- Bare Copper Conductor Hard
- Bare Copper Conductor Half Hard
- Soft Drawn Annealed Stranded Conductor





### Bare Aluminum Conductor

- Aluminum Conductor Composite Core (ACCC)
- All Aluminum Conductor (AAC)
- All Aluminum Alloy Conductor (AAAC)
- Thermal Aluminum (TAL)
- Hard Drawn Aluminum (HAL)
- Aluminum Conductor, Steel Reinforced (ACSR)
- Aluminum Conductor, Aluminum Clad-Steel Reinforced (ACSR/AS)
- Thermal-Aluminum Conductor Steel Reinforced (T-ACSR)
- Thermal Resistant Aluminum Alloy Aluminum Clad Steel Reinforced (T-ACSR/AS)
- Galvanized Steel Wire (GSW)
- Aluminum Clad Steel Wire (AS)

### Power & Control Cable

- High Voltage
- Medium Voltage
- Submarine Cable
- Low Voltage Cable
- Cross Linked Polyethylene (XLPE) Insulated Cable
- Polyethylene (PE) Insulated Cable
- Polyvinyl Chloride (PVC) Insulated Cable
- Fire Resistance cables (FRC)
- Control & Instrument Cables
- Solar Cable
- Shipyard Cable
- Special Features on Request: Oil Resistance, UV resistance, Flame Retardant (Cat. A, B,C), Heat Resistance, Anti Termite, Anti Rodent, Low Smoke Zero Halogen, Low Smoke Low Halogen

### Optical Fiber Cable

- All Dielectric Self Supporting (ADSS) Cable
- Aerial Cable
- Duct Cable
- Armor/Buried Cable
- Fibre To The Home (FTTH)/Single Core Per Tube (SCPT) Cable
- Air Blowing Micro Duct Cable
- Submarine Fiber Optic Cable
- Optical Ground Wire (OPGW)

### Bare Aluminum Conductor

- Aluminum Conductor Composite Core (ACCC)
- All Aluminum Conductor (AAC)
- All Aluminum Alloy Conductor (AAAC)
- Thermal Aluminum (TAL)
- Hard Drawn Aluminum (HAL)
- Aluminum Conductor, Steel Reinforced (ACSR)
- Aluminum Conductor, Aluminum Clad-Steel Reinforced (ACSR/AS)
- Thermal-Aluminum Conductor Steel Reinforced (T-ACSR)
- Thermal Resistant Aluminum Alloy Aluminum Clad Steel Reinforced (T-ACSR/AS)
- Galvanized Steel Wire (GSW)
- Aluminum Clad Steel Wire (AS)

### Power & Control Cable

- High Voltage
- Medium Voltage
- Submarine Cable
- Low Voltage Cable
- Cross Linked Polyethylene (XLPE) Insulated Cable
- Polyethylene (PE) Insulated Cable
- Polyvinyl Chloride (PVC) Insulated Cable
- Fire Resistance cables (FRC)
- Control & Instrument Cables
- Solar Cable
- Shipyard Cable
- Special Features on Request: Oil Resistance, UV resistance, Flame Retardant (Cat. A, B,C), Heat Resistance, Anti Termite, Anti Rodent, Low Smoke Zero Halogen, Low Smoke Low Halogen

### Optical Fiber Cable

- All Dielectric Self Supporting (ADSS) Cable
- Aerial Cable
- Duct Cable
- Armor/Buried Cable
- Fibre To The Home (FTTH)/Single Core Per Tube (SCPT) Cable
- Air Blowing Micro Duct Cable
- Submarine Fiber Optic Cable
- Optical Ground Wire (OPGW)



## Pengembangan Produk dan Inovasi

### Product Development and Innovation

Sepanjang tahun 2021, Perseroan masih menghadapi pemulihan dampak pandemi COVID-19. Namun demikian, Perseroan tidak berhenti untuk selalu meningkatkan kapabilitas dan kapasitas produk, yaitu dengan melakukan diversifikasi produk dan pasar, efisiensi proses produksi kabel, sampai program peningkatan sinergi dengan anak usaha melalui penguatan Bisnis *engineering, procurement & construction* (EPC) untuk mewujudkan Perseroan menjadi penyedia total solusi kabel berkelas dunia di Indonesia.

Perseroan juga melakukan kerja sama dengan PT Perusahaan Listrik Negara (Persero) atau PLN sebagai pangsa pasar utama di bidang ketenagalistrikan secara berkesinambungan. Pada tahun 2021, PLN menargetkan pembangunan jaringan transmisi sepanjang 6.776 kilometer sirkuit (kms), dan Perseroan juga terlibat aktif dalam proyek ini. Di samping itu, Perseroan juga terus meningkatkan hubungan bisnis dan kerja sama dengan menyuplai kabel listrik & telekomunikasi kepada perusahaan domestik seperti Pertamina, Telkom dan Perusahaan lainnya di Indonesia. Di tengah segala pembatasan yang terjadi karena pandemi COVID-19, Perseroan juga berhasil melakukan ekspor produk ke Jerman selama tahun 2021.

Di tahun 2021 Perseroan juga mengembangkan produk baru, yaitu shipyard cable & ACCC. Shipyard cable merupakan kabel instrumen yang didesign untuk distribusi tenaga listrik di kapal penumpang, kapal angkatan laut, serta anjungan lepas pantai. Sementara ACCC merupakan konduktor aluminium yang merupakan produk pengembangan atas produk High Temperature Low Sag (HTLS) yang sudah ada.

Throughout 2021, the Company continued to recover from the impact of the COVID-19 pandemic. However, the Company is continually enhancing product capability and capacity by diversifying products and markets, increasing the efficiency of the cable production process, and implementing programs to increase synergy with subsidiaries by bolstering the engineering, procurement, and construction (EPC) business in order to become Indonesia's sole provider of world-class cable solutions.

The Company also cooperates with PT Perusahaan Listrik Negara (Persero) or PLN on an ongoing basis. In 2021, PLN targeted the construction of a transmission network spanning 6,776 circuit kilometers (ckms), a project in which the Company is also actively involved in. Furthermore, the Company continues to strengthen business relations and cooperation in Indonesia by supplying electricity and telecommunications cables to domestic companies such as Pertamina, Telkom, and others. Despite all of the restrictions imposed by the COVID-19 pandemic, the Company was able to export products to Germany in 2021.

The Company also developed new products in 2021, including shipyard cable and ACCC. Shipyard cable is an instrument cable designed for power distribution on passenger ships, military ships, and offshore platforms. Meanwhile, ACCC is an aluminum conductor that is a prototype for existing High Temperature Low Sag (HTLS) products.



## WILAYAH OPERASIONAL

### OPERATIONAL AREA

Lokasi kantor pusat berada di Jakarta, sedangkan lokasi pabrik pembuatan kabel berada di Kabupaten Bogor, Jawa Barat, Indonesia. Pasar penjualan produk mencakup pasar domestik (Indonesia) dan luar negeri (lebih dari 75 negara).

The headquarters is located in Jakarta, while the cable manufacturing plant is located in Bogor regency, West Java, Indonesia. The product sales market is divided into two segments: domestic (Indonesia) and international (more than 75 countries).





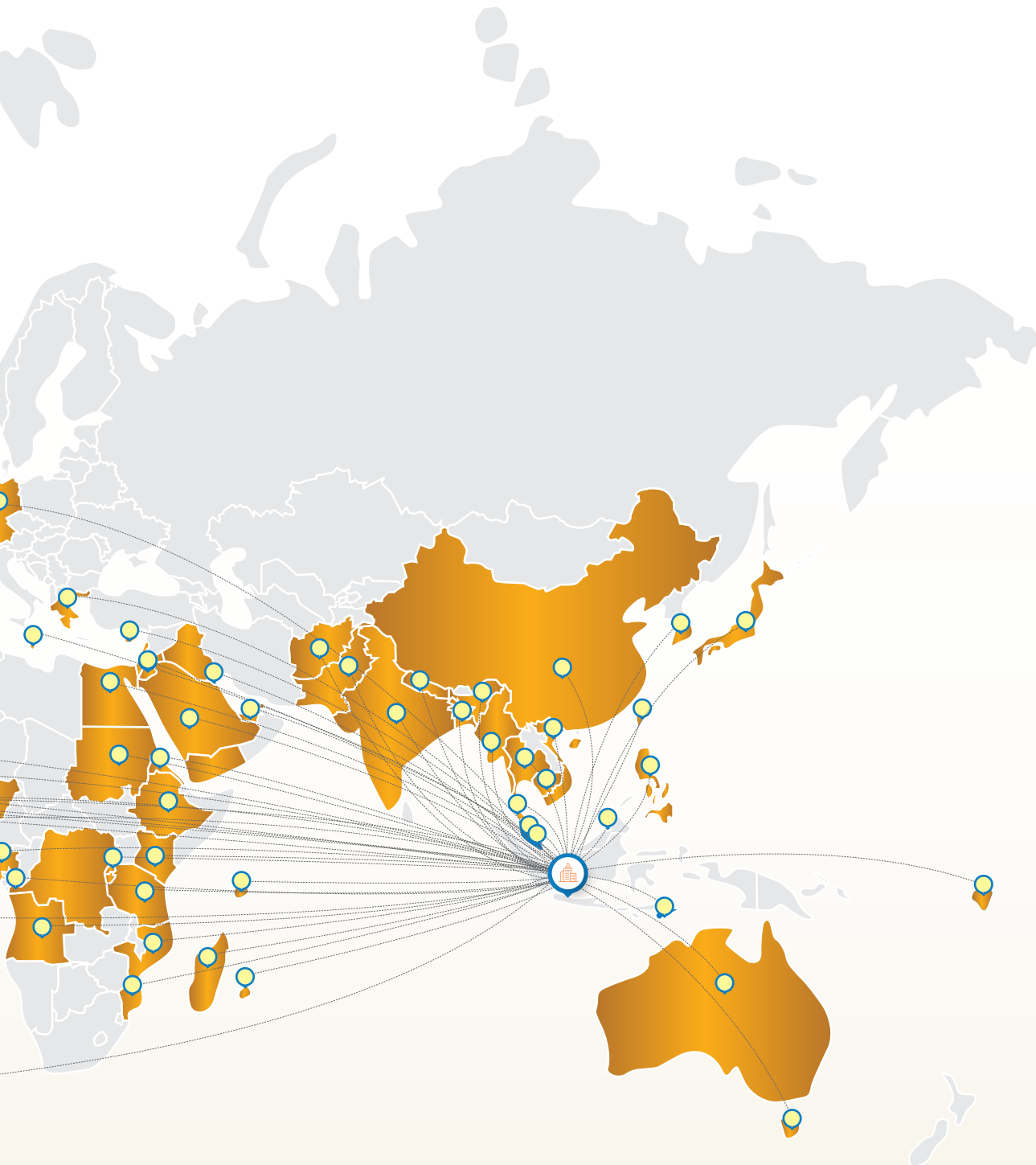
## Wilayah Tujuan Ekspor

### Export Destination

#### EXPORT MARKET

Singapore	Afganistan	Rep of Congo	Palestina
Malaysia	UAE	Nigeria	Brunei
Timor Leste	Saudi Arabia	Ethiopia	Taiwan
Philippines	Qatar	Mozambique	China
Thailand	Jordan	Uganda	Samoa
Vietnam	Egypt	Eritrea	Chile
Cambodia	Japan	Malta	Ecuador
Nepal	South of Korea	Mauritius	Gabon
Bhutan	Australia	Cyprus	Ghana
India	Panama	Saychelles	Angola
Sri Lanka	Brazil	Liberia	Ivory Coast
Bangladesh	Kenya	Haiti	Rwanda
Pakistan	Tanzania	Suriname	Madagascar
			Germany

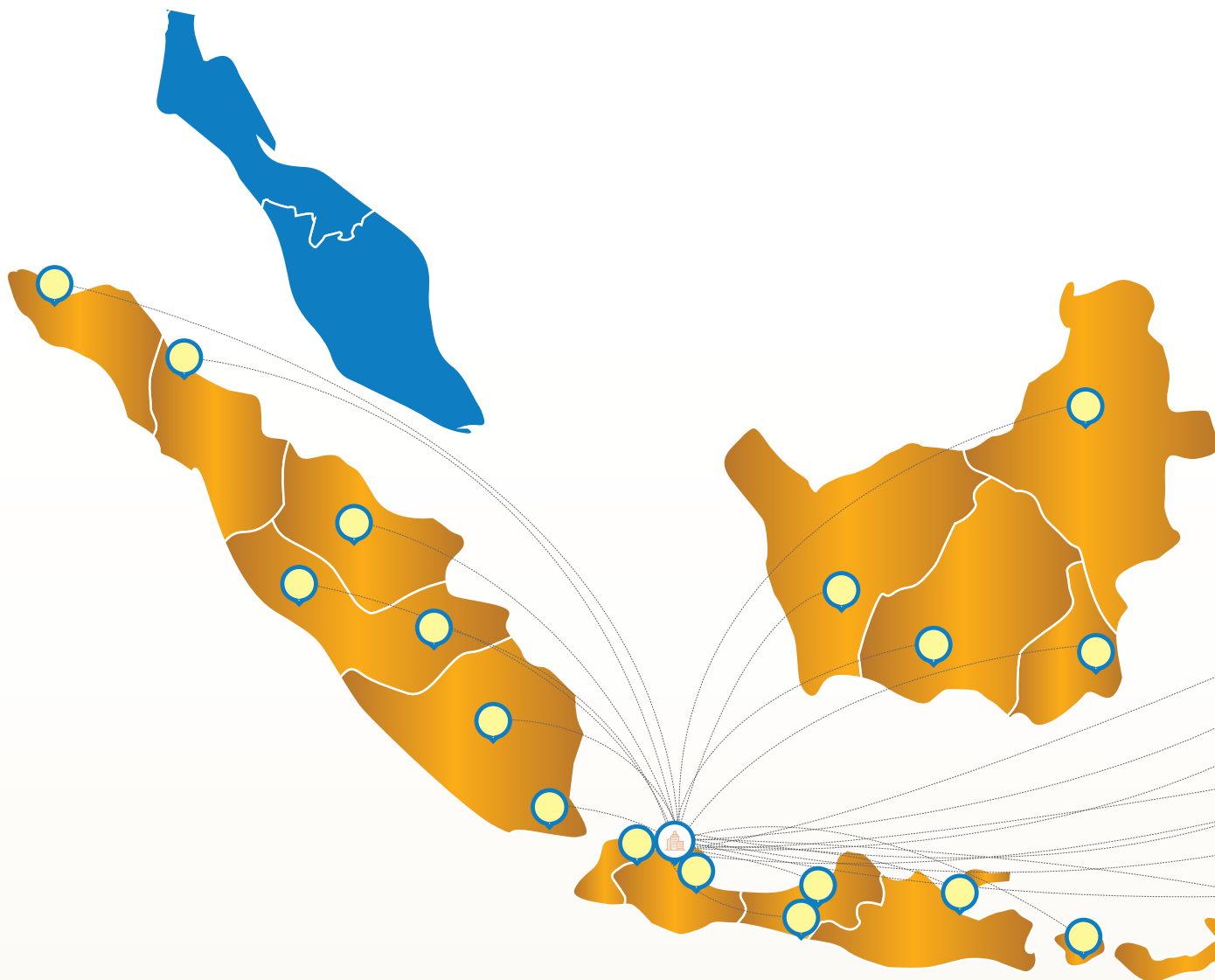






## Wilayah Distribusi Domestik

### Domestic Distribution Area



### DOMESTIC MARKET

DKI Jakarta	Bali	Sumatera Utara   North Sumatera
Jawa Barat   West Java	Lampung	Aceh
Banten	Sumatera Selatan   South Sumatera	Kalimantan Tengah   Central Kalimantan
Jawa Tengah   Central Java	Jambi	Kalimantan Selatan   South Kalimantan
Yogyakarta	Sumatera Barat   West Sumatera	
Jawa Timur   East Java	Riau	




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Kalimantan Barat | West Kalimantan

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Kalimantan Timur | East Kalimantan

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Sulawesi Selatan | South Sulawesi

---

Sulawesi Barat | West Sulawesi

---

Sulawesi Tengah | Central Sulawesi

---

Sulawesi Utara | North Sulawesi

---

Sulawesi Tenggara | Southeast Sulawesi

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Maluku

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Nusa Tenggara Timur (NTT) | East Nusa Tenggara

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Papua Barat | West Papua

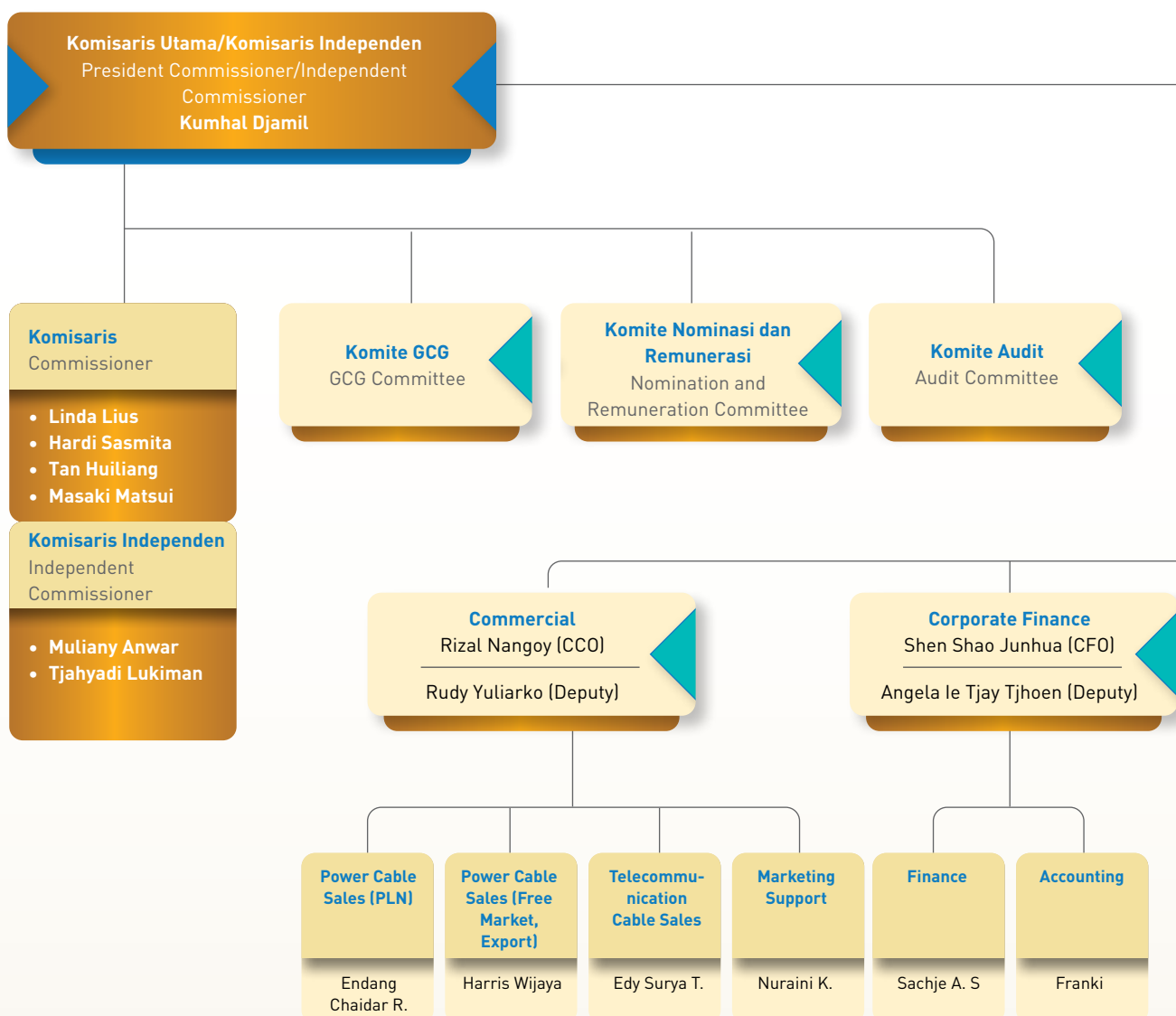
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Papua



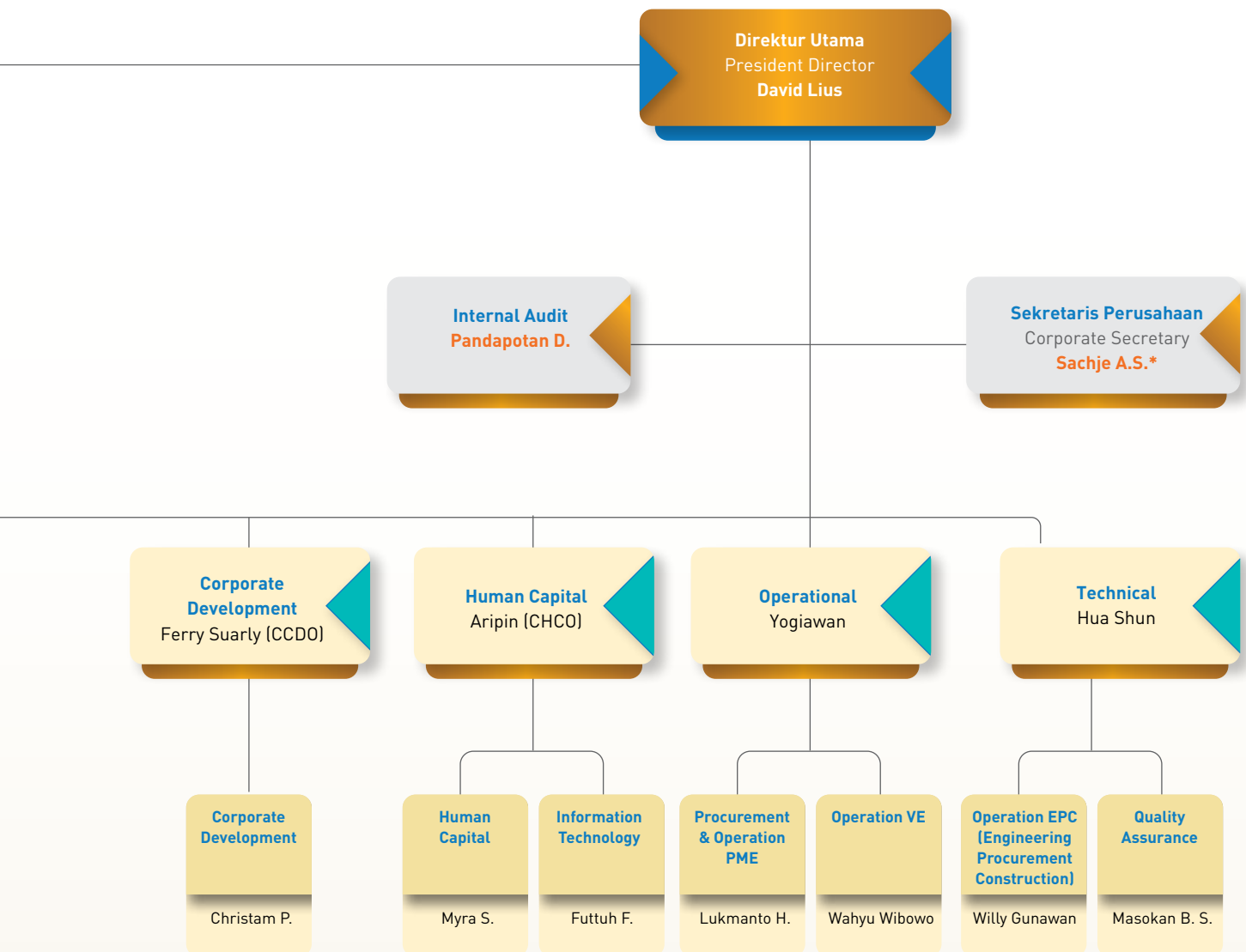
## STRUKTUR ORGANISASI

### ORGANIZATIONAL STRUCTURE



\* Concurrent







## KEANGGOTAAN PADA ASOSIASI

### ASSOCIATION MEMBERSHIPS

No.	Nama Asosiasi Association	Peran Role
1.	Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) Indonesian Quality & Productivity Manamgenet Association	Anggota Member
2.	Asosiasi Pabrik Kabel Listrik Indonesia Indonesian Electric Cable Manufacturers' Assocation	Anggota Member
3.	Kamar Dagang dan Industri Indonesia (KADIN) Indonesian Chamber of Commerce and Industry	Anggota Member

## PROFIL DEWAN KOMISARIS

### PROFILE OF THE BOARD OF COMMISSIONERS

Tidak terdapat perubahan susunan Dewan Komisaris di tahun 2021. Perseroan memiliki 7 orang Dewan Komisaris, yang terdiri dari 3 orang Komisaris Independen atau 43% dari total Komisaris adalah Komisaris Independen.

The composition of the Board of Commissioners remained unchanged in 2021. The Company's Board of Commissioners consists of seven members, three of whom are Independent Commissioners, constituting 43% of the total Commissioners.



#### **Kumhal Djamil**

Komisaris Utama/  
Komisaris Independen  
President  
Commissioner/  
Independent  
Commissioner

#### **Data Pribadi** Personal Profile

Warga negara Indonesia, 83 tahun, berdomisili di Jakarta, serta meraih gelar Diploma Ingenieur-Verfahrenstechnik dari Universitas Rheinisch Wesfalische Technische Hochschule Aachen, Jerman, pada tahun 1965; serta Sarjana Ekonomi Manajemen dari Universitas Indonesia pada tahun 1984. Indonesian Citizen, 83 years old, domiciled in Jakarta, acquired his Diploma Ingenieur-Verfahrenstechnik from Rheinisch Wesfalische Technische Hochschule Aachen University, Germany, in 1965; and Bachelor of Economics Management from Universitas Indonesia in 1984.

#### **Riwayat Jabatan**

##### Curriculum Vitae

Dasar Hukum  
Penunjukan  
Legal Basis of  
Appointment

Diangkat sebagai Komisaris Utama berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.  
Appointed as President Commissioner based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Beliau memulai perjalanan karirnya sejak 1966, dan bekerja selama lebih dari 14 tahun, diantaranya 2 tahun di luar negeri, di berbagai Perusahaan yang bergerak di bidang petrokimia, kimia dan alat berat. Selanjutnya menjadi aparat birokrasi di berbagai instansi Pemerintah, antara lain Kepala Biro Kerja Sama Teknik Luar Negeri Sekretariat Kabinet – Sekretariat Negara RI (1981-1985), Dirjen Perdagangan Luar Negeri (1987-1988), Dirjen Perdagangan Dalam Negeri Departemen Perdagangan (1988-1993), Asisten Menko Bidang Pengembangan Produksi dan Sistem Distribusi Nasional Kantor Menteri Koordinator Bidang Industri dan Perdagangan (1993-1996), Asisten Menko Bidang Industri Kantor Menteri Koordinator bidang Produksi dan Distribusi (1996-1998), Staf Ahli Menko bidang Pengawasan Pembangunan dan Pendayagunaan Aparatur Negara (1998-1999), Komisaris Utama PT Kawasan Berikat Nusantara (1989-1992), Komisaris (1995-2001) dan Komisaris Utama (2001-2004) PT Petrokimia Gresik, dan Direktur Utama Perseroan (2014-2016).

He began his career in 1966 and spent over 14 years, including two years abroad, working for various companies in the petrochemical, chemical, and heavy equipment industries. Subsequently, he became a bureaucratic apparatus in various government agencies, including the Head of the Bureau of Foreign Technical Cooperation, Cabinet Secretariat – RI State Secretariat (1981-1985); Director General of Foreign Trade (1987-1988); Director General of Domestic Trade, Ministry of Trade (1988-1993); Assistant to the Coordinating Minister for Production Development and National Distribution System Office of the Coordinating Minister for Industry and Trade (1993-1996); Assistant to the Coordinating Minister for Industry; Office of the Coordinating Minister for Production and Distribution (1996-1998); Expert Staff of the Coordinating Minister for Development Supervision and Empowerment of State Apparatus (1998-1999); President Commissioner of PT Kawasan Berikat Nusantara (1989-1992); Commissioner (1995-2001) and President Commissioner (2001-2004) of PT Petrokimia Gresik; and President Director of the Company (2014-2016).

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Komisaris Independen PT Bank Mayapada Internasional Tbk (sejak 1995) dan Ketua Komite GCG (sejak 2020)  
Concurrently serves as an Independent Commissioner for PT Bank Mayapada Internasional Tbk (since 1995) and Head of GCG Committee (since 2020).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali.  
Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.

Pernyataan  
Independensi  
Independency  
Statement

Perseroan mewajibkan Komisaris Independen yang telah menjabat lebih dari dua periode untuk menandatangani pernyataan Independensi Komisaris Independen. Beliau menandatangani surat pernyataan independensi pada 25 Mei 2016.  
The Company requires Independent Commissioners who have served for more than two terms to sign an Independent Commissioner Independency statement. He signed an independency statement on May 25, 2016.



### **Linda Lius**

Komisaris  
Commissioner

### **Data Pribadi** Personal Profile

Warga Negara Indonesia, 38 tahun, berdomisili di Jakarta, serta meraih gelar Bachelor of Finance & Accounting dari Boston University, Amerika Serikat, pada tahun 2003, serta mengikuti Harvard Management Course pada 2003-2004.

Indonesian citizen, 38 years old, domiciled in Jakarta, and earned a Bachelor of Finance & Accounting from Boston University, United States in 2003, and attended the Harvard Management Course in 2003-2004.

### **Riwayat Jabatan**

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.

Appointed as Commissioner based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya beliau pernah menjabat sebagai Financial Advisor Perseroan (2005), Direktur Keuangan Perseroan (2006-2013), dan Komisaris Utama Perseroan (2014-2016).

She previously served as Financial Advisor of the Company (2005), Finance Director of the Company (2006-2013), and President Commissioner of the Company (2014-2016).

Rangkap Jabatan  
Concurrent Position

Merangkap jabatan sebagai anggota Komite Nominasi dan Remunerasi (sejak 2017).  
Concurrently serves as member of the Company's Remuneration and Nomination Committee (since 2017).

Hubungan Afiliasi  
Affiliated Relationship

Memiliki hubungan afiliasi kekeluargaan dengan anggota Direksi yaitu Direktur Utama Bapak David Lius. Hubungan afiliasi ini tidak berpengaruh secara material terhadap pelaksanaan tugas dan tanggung jawab baik sebagai Komisaris maupun anggota Komite Nominasi dan Remunerasi.

Has a family affiliation to Mr David Lius, the President Director. This affiliation has no material effect towards the implementation of duties and responsibilities as a Commissioner and a member of the Remuneration and Nomination Committee.





#### **Hardi Sasmita**

Komisaris  
Commissioner

#### **Data Pribadi** Personal Profile

Warga Negara Indonesia, 67 tahun, berdomisili di Jakarta, serta meraih gelar Bachelor dan M.B.A dari World Association University California, Amerika Serikat, pada tahun 1999.

Indonesian citizen, 67 years old, domiciled in Jakarta, and earned his Bachelor and M.B.A degrees from the World Association University in California, United States, in 1999.

#### **Riwayat Jabatan**

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Akta RUPS No. 42 tanggal 28 Juli 2020.  
Appointed as Commissioner based on GMS Deed No. 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Bergabung dengan Perseroan sebagai Komisaris sejak tahun 2010 hingga saat ini.  
Joined the Company as Commissioner since 2010 until now.

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Direktur Utama PT Makmur Meta Graha Dinamika (sejak 1984), Direktur PT Wisma Calindra (Wisma 76) (sejak 2006), dan Direktur PT Daksawira Perdana (Wisma 77) (sejak 2009).  
Concurrently serves as President Director of PT Makmur Meta Graha Dinamika (since 1984), Director of PT Wisma Calindra (Wisma 76) (since 2006), and Director of PT Daksawira Perdana (Wisma 77) (since 2009).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, ataupun afiliasi lainnya dengan anggota Dewan Komisaris, Direksi, serta Pemegang Saham Pengendali.  
Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.



### **Tan Huiliang**

Komisaris  
Commissioner

### **Data Pribadi** Personal Profile

Warga Negara Tiongkok, 39 tahun, berdomisili di Tiongkok, serta meraih gelar Bachelor of Marketing dari Sichuan University pada tahun 2011; Master of Software Engineering dari Beijing Institute of Technology University pada tahun 2016; dan Executive Master of Business (EMBA) dari Sun Yat Sen University pada tahun 2017.

Chinese Citizen, 39 years old, domiciled in China, acquired his Bachelor of Marketing from Sichuan University in 2011, Master of Marketing from Beijing Institute of Technology University in 2016, and Executive Master of Business (EMBA) from Sun Yat Sen University in 2017.

### **Riwayat Jabatan**

Curriculum Vitae

**Dasar Hukum Penunjukan**  
Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Akta RUPS No. 42 tanggal 28 Juli 2020.  
Appointed as Commissioner based on GMS Deed 42 dated 28 Juli 2020.

**Pengalaman Kerja**  
Employment History

Sebelumnya telah menduduki berbagai posisi, antara lain Director of Technology Hengtong Optic-Electric in Technology Department (2001-2006), Manufacture Vice President Furukawa Electrician (Xian) Optical Communication Co.,Ltd. (2011-2012), President of Guangdong Hengtong (2012-2017), dan President of International Business Group Hengtong Group Co., Ltd. (sejak 2018 – sekarang).  
Previously served in various positions such as Director of Technology for Hengtong Optic Electric in the Technology Department (2001-2006), Manufacture Vice President of Furukawa Electrician (Xian) Optical Communication Co., Ltd. (2011-2012), President of Guangdong Hengtong (2012-2017), and President of International Business Group Hengtong Group Co., Ltd. (since 2018 – present).

**Rangkap Jabatan**  
Concurrent Position

Saat ini merangkap jabatan sebagai President International Business Group Hengtong Group Co., Ltd. (sejak 2018).  
Concurrently serves as President of International Business Group Hengtong Group Co., Ltd. (since 2018).

**Hubungan Afiliasi**  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, ataupun afiliasi lainnya dengan anggota Dewan Komisaris, Direksi, serta Pemegang Saham Pengendali.  
Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.



### **Masaki Matsui**

Komisaris  
Commissioner

### **Data Pribadi** Personal Profile

Warga Negara Jepang, 45 tahun, berdomisili di Jepang, serta meraih gelar Bachelor of Laws dan Master of Laws dari Universitas Sophia, Jepang, masing-masing pada tahun 1999 dan 2001.

Japanese citizen, 45 years old, domiciled in Japan, and received his Bachelor of Laws and Master of Laws degree from Sophia University, Japan, in 1999 and 2001, respectively.

### **Riwayat Jabatan**

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Akta RUPS No. 42 tanggal 28 Juli 2020.  
Appointed as Commissioner based on GMS Deed No. 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya telah menduduki berbagai posisi di SWCC Showa Holdings Co., Ltd. Antara lain sebagai Deputy Manager of New Accounting System Promotion Office, Accounting and Finance Department (2011-2014), Deputy Manager of Finance Section, Accounting and Finance Department (2014-2017), Deputy Manager of Accounting Section, Accounting and Finance Department (2017), dan sebagai Manager of Accounting Section, Accounting Department SWCC Showa Cable Systems Co., Ltd. (2017-2021). Saat ini juga menjabat sebagai Manager of Accounting Section, Accounting and Finance Department SWCC Showa Holdings Co., Ltd. (Sejak 2017 – sekarang).

Previously held various positions at SWCC Showa Holdings Co., Ltd. such as Deputy Manager of New Accounting System Promotion Office, Accounting and Finance Department (2011-2014); Deputy Manager of Finance Section, Accounting and Finance Department (2014-2017); Deputy Manager of Accounting Section, Accounting and Finance Department (2017); and Deputy Manager of Accounting Section, Accounting and Finance Department (2017). Currently also serves as Manager of Accounting Section, Accounting and Finance Department of SWCC Showa Holdings Co., Ltd. (Since 2017 – now).

Rangkap Jabatan  
Concurrent Position

Saat ini juga merangkap jabatan sebagai Manager of Accounting Section, Accounting and Finance Department SWCC Showa Holdings Co., Ltd. (sejak 2017).  
Concurrently serves as Manager of Accounting Section, Accounting and Finance Department at SWCC Showa Holdings Co., Ltd. (since 2017).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali.  
Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.



### **Muliany Anwar**

Komisaris Independen  
Independent Commissioner

### **Data Pribadi** Personal Profile

Warga Negara Indonesia, 64 tahun, berdomisili di Jakarta, serta meraih gelar Diploma in Cost Accounting dari Stamford College, Singapura, pada tahun 1978.

Indonesian citizen, 64 years old, domiciled in Jakarta, and received her Diploma in Cost Accounting from Stamford College, Singapore, in 1978.

### **Riwayat Jabatan**

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Komisaris Independen berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.

Appointed as Independent Commissioner based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya telah menduduki berbagai posisi di Perseroan antara lain Senior Manager Keuangan (1996), Senior Manager Procurement & Logistic (2005), General Manager Procurement & Logistics (2006), dan Direktur (2011-2015).

Previously held various positions in the Company, including Senior Manager of Finance (1996), Senior Manager of Procurement & Logistics (2005), General Manager of Procurement & Logistics (2006), and Director (2011-2015).

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Ketua Komite Audit (sejak 2017) dan anggota Komite GCG (sejak 2020).

Concurrently serves as Chairman of the Audit Committee (since 2017) and member of GCG Committee (since 2020).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali.

Has no family, financial, or other affiliation with members of the Board of Commissioners Board of Directors, or Controlling Shareholders.

Pernyataan Independensi  
Independency Statement

Perseroan mewajibkan Komisaris Independen yang telah menjabat lebih dari dua periode untuk menandatangani pernyataan Independensi Komisaris Independen. Beliau menandatangani surat pernyataan independensi pada 29 Juni 2015.

The Company requires Independent Commissioners who have served for more than two terms to sign an Independent Commissioner Independency statement. She signed an independency statement on June 29, 2015.





### **Tjahyadi Lukiman**

Komisaris Independen  
Independent Commissioner

### **Data Pribadi** Personal Profile

Warga Negara Indonesia, 71 tahun, berdomisili di Jakarta, serta meraih gelar Sarjana Teknik jurusan Teknik Mesin dari Universitas Trisakti pada tahun 1976.

Indonesian citizen, 71 years old, domiciled in Jakarta, and received his Bachelor's in Engineering degree majoring in Mechanical Engineering from Trisakti University in 1976.

### **Riwayat Jabatan**

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Komisaris Independen berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.

Appointed as Independent Commissioner based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya telah menduduki berbagai posisi di berbagai profesi antara lain ASTRA Internasional (1973-1990), Mitracorp Pacific Internasional dengan jabatan terakhir sebagai CEO (1990-2003), Daya Anugerah Mandiri Group (2004-2008), Triputra Group Company (2003-2013), dan Independent Management Consultant (2014-sekarang).

Previously held various positions in various professions, including ASTRA Internasional (1973-1990), Mitracorp Pacific Internasional with his last position as CEO (1990-2003), Daya Anugerah Mandiri Group (2004-2008), Triputra Group Company (2003-2013), and Independent Management Consultant (2014-present).

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Ketua Komite Nominasi & Remunerasi (sejak 2017) dan wakil ketua Komite GCG Perseroan (sejak 2020).

Concurrently serves as Chairman of the Nomination and Remuneration Committee (since 2017).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali.

Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.

Pernyataan Independensi  
Independency Statement

Perseroan mewajibkan Komisaris Independen yang telah menjabat lebih dari dua periode untuk menandatangani pernyataan Independensi Komisaris Independen. Beliau menandatangani surat pernyataan independensi pada 30 April 2014.

The Company requires Independent Commissioners who have served for more than two terms to sign an Independent Commissioner Independency statement. He signed an independency statement on April 30, 2014.



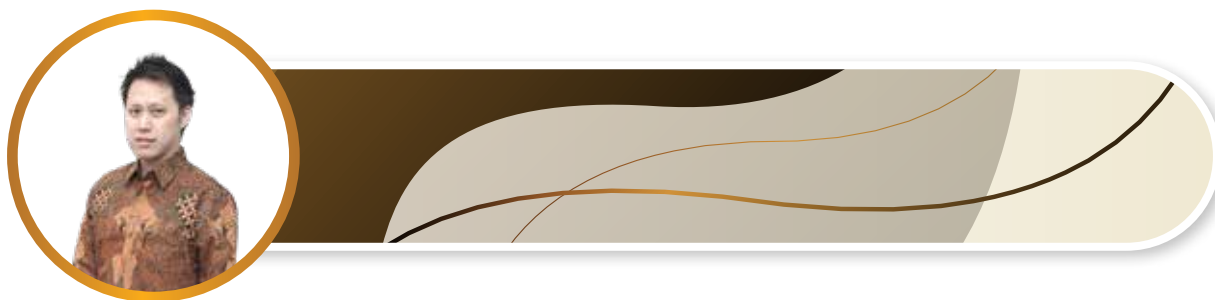
## PROFIL DIREKSI

### PROFILE OF THE BOARD OF DIRECTORS

Pada tahun 2021, berdasarkan hasil Rapat Umum Pemegang Saham (RUPS) Tahunan terdapat perubahan susunan anggota Direksi. Perubahan anggota Direksi dilakukan oleh Perseroan sebagai langkah penyesuaian Perseroan terhadap strategi untuk mencapai tujuan yang sudah ditetapkan.

In 2021, the composition of the Board of Directors changed due to the results of the Annual General Meeting of Shareholders (GMS). The Company changed the composition of its Board of Directors as a step to adjust the Company to the strategy to achieve the goals that have been set.

Susunan Direksi Sebelumnya Previous Composition of the Board of Directors		Susunan Direksi Per 31 Desember 2021 Composition of the Board of Directors per 31 December 2021	
Nama Name	Jabatan Position	Nama Name	Jabatan Position
David Lius	Direktur Utama President Director	David Lius	Direktur Utama President Director
Wu Yongcheng	Wakil Direktur Utama Vice President Director	Shen Shao Junhua	Direktur Director
Shen Shao Junhua	Direktur Director	Rizal Nangoy	Direktur Director
Ferry Suarly	Direktur Director	Hua Shun	Direktur Director
Yogiawan	Direktur Director	Ferry Suarly	Direktur Director
Aripin	Direktur Director	Yogiawan	Direktur Director
Rizal Nangoy	Direktur Director	Aripin	Direktur Director



#### **David Lius**

Direktur Utama  
President Director

#### **Data Pribadi** Personal Profile

Warga Negara Indonesia, 39 tahun, berdomisili di Jakarta, serta meraih gelar Bachelor of Science in Business Administration jurusan Management & Information System dari Suffolk University Boston, Massachusetts, Amerika Serikat, pada tahun 2001.

Indonesian citizen, 39 years old, domiciled in Jakarta, and received his Bachelor of Science in Business Administration majoring in Management & Information Systems from Suffolk University in Boston, Massachusetts, United States, in 2001.

#### **Riwayat Jabatan**

##### Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Direktur Utama berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.

Appointed as President Director based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya pernah menjabat sebagai Direktur Utama PT Cendikia Global Solusi (CGS) (2013-2015), dan Direktur Perseroan (2013-2016).

Previously served as President Director of PT Cendikia Global Solusi (CGS) (2013-2015), and Director of the Company (2013-2016).

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Komisaris PT Bangun Prima Semesta (sejak 2018) dan Komisaris PT Cendikia Global Solusi (sejak 2020).

Concurrently serves as Commissioner of PT Bangun Prima Semesta (since 2018) and Commissioner of PT Cendikia Global Solusi (since 2020).

Hubungan Afiliasi  
Affiliated Relationship

Memiliki hubungan afiliasi kekeluargaan dengan anggota Dewan Komisaris, yaitu Linda Lius. Hubungan afiliasi ini tidak berpengaruh secara material terhadap pelaksanaan tugas dan tanggung jawab sebagai Direktur Utama.

Has a family affiliation to Linda Luis, member of the Board of Commissioners. This affiliation has no material effect towards the implementation of duties and responsibilities as President Director.



### Shen Shao Junhua

Direktur  
Director

### Data Pribadi Personal Profile

Warga Negara Spanyol, 37 tahun, berdomisili di Jakarta. Beliau meraih gelar Bachelor of Business Administration dari Universidad de Oviedo, Spanyol, pada tahun 2008. Spanish citizen, 37 years old, domiciled in Jakarta. Received his Bachelor of Business Administration degree from Universidad de Oviedo, Spain, in 2008.

### Riwayat Jabatan

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Direktur berdasarkan Akta RUPS No. 42 tertanggal 28 Juli 2020.  
Appointed as Director based on GMS Deed No. 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya menjabat sebagai Senior Auditor di PricewaterhouseCooper, Spanyol, (2008 - 2012), Chinese Subsidiaries Finance Director at Gruppo FerroAtlantica, S.A. (2012-2016), Hengtong Optic Electric Co., Ltd sebagai Spanish Subsidiary Finance Director (2016-2018), dan Chief Corporate Financial Officer di Nclave Group (2018-2019). Previously served as Senior Auditor at PricewaterhouseCooper, Spain (2008-2012); Chinese Subsidiaries Finance Director at Gruppo FerroAtlantica, S.A (2012-2016); Spanish Subsidiary Finance Director at Hengtong Optic Electric Co., (2016-2018; and Chief Corporate Financial Officer of Nclave Group (2018-2019).

Rangkap Jabatan  
Concurrent Position

Tidak memiliki rangkap jabatan baik di Perseroan maupun di lembaga lain.  
Does not hold any concurrent positions either in the Company or in other institutions.

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan Anggota Direksi, Dewan Komisaris, maupun Pemegang Saham Pengendali.  
Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.





### Rizal Nangoy

Direktur  
Director

### Data Pribadi Personal Profile

Warga Negara Indonesia, 44 tahun, berdomisili di Jakarta, serta meraih gelar Teknik Metalurgi dari Universitas Indonesia pada tahun 1998. Pada tahun 2013, memperoleh gelar Master of Management dari PPM – School of Management – Jakarta. Pada tahun 2016 memperoleh gelar Master of Science (M.Si) – Psikologi Industri dan Organisasi dari Universitas Tarumanagara – Jakarta. Pada tahun 2020, dianugerahi pencapaian tertinggi Doctor in Strategic Management dengan predikat Summa Cum Laude dari BINUS Business School, Universitas Bina Nusantara – Jakarta.

Indonesian citizen, 44 years old, domiciled in Jakarta and received his degree in Metallurgical Engineering from Universitas Indonesia in 1998. In 2013, he obtained his Master of Management degree from PPM – School of Management – Jakarta. In 2016 he obtained his Master of Science (M.Si) – Industrial and Organizational Psychology degree from Universitas Tarumanegara, Jakarta. In 2020, he was awarded the highest achievement of Doctor in Strategic Management with the distinction of Summa Cum Laude from BINUS Business School, Universitas Bina Nusantara – Jakarta.

### Riwayat Jabatan

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Direktur berdasarkan Akta RUPS No. 42 tertanggal 28 Juli 2020  
Appointed as Director based on GMS Deed No. 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya beliau memiliki pengalaman profesional di PT Makmur Meta Graha Dinamika sejak 1999. Beliau dipercaya menjabat Managing Director PT Makmur Meta Graha Dinamika sejak 2013. Beliau bergabung dengan PT Voksel Electric Tbk pada bulan April 2020 sebagai Penasihat CEO.

Previously had professional experience at PT Makmur Meta Graha Dinamika since 1999. He was trusted to serve as Managing Director of PT Makmur Meta Graha Dinamika since 2013. He joined PT Voksel Electric Tbk in April 2020 as CEO Advisor.

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Komisaris entitas anak di PT Prima Mitra Elektrindo (sejak 2021).

Concurrently serves as Commissioner of a subsidiary at PT Prima Mitra Elektrindo (since 2021).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan Anggota Direksi, Dewan Komisaris, maupun Pemegang Saham Pengendali.

Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.



### Hua Shun

Direktur  
Director

### Data Pribadi Personal Profile

Warga Negara Tiongkok, 38 tahun, berdomisili di Jakarta, serta meraih gelar dari Nanjing University of Finance and Economics jurusan Administrasi Bisnis pada tahun 2007.

Chinese citizen, 38 years old, domiciled in Jakarta and received his degree from Nanjiang University of Finance and Economics majoring in Business Administration in 2007.

### Riwayat Jabatan

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Direktur Perseroan berdasarkan akta RUPS No. 68 tertanggal 25 Juni 2021.

Appointed as Director based on GMS Deed No. 68 dated 25 June 2021.

Pengalaman Kerja  
Employment History

Memiliki pengalaman profesional di Jiangsu Hengtong Optic-Electric Co. Ltd sebagai Specialist of Commercial Department (2007-2008), Sales Manager of Domestic Market (2008-2010), Regional Manager of International Business Unit (2010-2014), Regional Director of International Business Unit (2014-2018), Sales VP of International Business Group (2018-2020), dan CEO of International Business Unit (2020-2021). Bergabung dengan PT Voksel Electric Tbk sebagai Direktur Teknikal pada Juni 2021.

Has worked for Jiangsu Hengtong Optic-Electric Co. Ltd as Commercial Specialist (2007-2008), Sales Manager for the Domestic Market (2008-2010), Regional Manager at International Business Unit (2010-2014), Regional Director at International Business Unit (2014-2018), Sales Vice President of International Business Group (2018-2020), and CEO of International Business Unit (2020-2021). In June 2021, he joined PT Voksel Electric Tbk as Technical Director.

Rangkap Jabatan  
Concurrent Position

Tidak memiliki rangkap jabatan baik di Perseroan maupun di lembaga lain.  
Does not hold any concurrent positions either in the Company or in other institutions.

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan Anggota Direksi, Dewan Komisaris, maupun Pemegang Saham Pengendali.

Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.



### Ferry Suarly

Direktur  
Director

### Data Pribadi Personal Profile

Warga Negara Indonesia, 48 tahun, berdomisili di Jakarta, serta meraih gelar Bachelor of Science Economic-Finance dari Bentley College, Massachusetts, Amerika Serikat, pada tahun 1996.

Indonesian citizen, 48 years old, domiciled in Jakarta, and received a Bachelor of Science Economic-Finance from Bentley College, Massachusetts, United States, in 1996.

### Riwayat Jabatan

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Direktur berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.

Appointed as Director based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya pernah menjabat sebagai Direktur Keuangan PT Mitrayasa Sarana Informatika (2009-2013), Direktur Utama PT Infratel Optimal (2010-2011), Kepala Divisi Risk Management, Audit & Transaction Management Tower Bersama Grup (2011-2013), Direktur PT Towerindo Konvergensi (2012-2013), dan Asisten Direktur Perseroan (Oktober 2013-2014).

Previously served as Finance Director at PT Mitrayasa Sarana Informatika (2009-2013); President Director of PT Infratel Optimal (2010-2011); Head of the Risk Management, Audit & Transaction Management Division at Tower Bersama Group (2011-2013); Director of PT Towerindo Konvergensi (2012-2013); and Assistant Director of the Company (October 2013-2014).

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Direktur Utama di PT Cendikia Global Solusi (CGS) (sejak 2019).

Concurrently serves as President Director of PT Cendikia Global Solusi (CGS) (since 2019).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan Anggota Direksi, Dewan Komisaris, maupun Pemegang Saham Pengendali.

Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.



### Yogiawan

Direktur  
Director

### Data Pribadi Personal Profile

Warga Negara Indonesia, 58 tahun, berdomisili di Jakarta, serta meraih gelar Bachelor of Electrical Engineering dari University of Southern California, Amerika Serikat, pada tahun 1984, serta Master of Business Administration dari Philippine School of Business Administration pada tahun 2002.

Indonesian citizen, 58 years old, domiciled in Jakarta, and received his Bachelor of Electrical Engineering from University of Southern California, United States, in 1984, as well as his Master of Business Administration degree from Philippine School of Business Administration in 2002.

### Riwayat Jabatan

Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Direktur berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.

Appointed as Director based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya pernah menjabat sebagai QC Supervisor PT Alcarindo Prima (1985-1994), General Manager PT Alcarindo Prima (1994), Manajer Budget Perseroan (1994-2006), dan Asisten Direktur Keuangan Perseroan (2006-2015).

Previously served as QC Supervisor at PT Alcarinda Prima (1985-1994), General Manager of PT Alcarindo Prima (1994), Budget Manager of the Company (1994-2006), and Assistant Finance Director of the Company (2006-2015).

Rangkap Jabatan  
Concurrent Position

Saat ini merangkap jabatan sebagai Komisaris entitas anak di PT Buana Konstruksi Electrindo (sejak 2018) dan Direktur Utama entitas anak di PT Mitra Electrindo (sejak 2018).

Concurrently serves as Commissioner of a subsidiary at PT Buana Konstruksi Electrindo (since 2018) and President Director of a subsidiary at PT Mitra Electrindo (since 2018).

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan Anggota Direksi, Dewan Komisaris, maupun Pemegang Saham Pengendali.

Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.





### Aripin

Direktur  
Director

### Data Pribadi Personal Profile

Warga Negara Indonesia, 51 tahun, berdomisili di Jakarta, serta meraih gelar Sarjana Teknik Komputer dari STMIK Bina Nusantara, Jakarta, pada tahun 1994.

Indonesian citizen, 51 years old, domiciled in Jakarta, and received his Bachelor's degree in Computer Engineering from STMIK Bina Nusantara, Jakarta, in 1994.

### Riwayat Jabatan

#### Curriculum Vitae

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Diangkat sebagai Direktur berdasarkan Akta Pernyataan Keputusan Rapat nomor 42 tertanggal 28 Juli 2020.

Appointed as Director based on the Deed of Statement of Meeting Resolutions number 42 dated 28 July 2020.

Pengalaman Kerja  
Employment History

Sebelumnya pernah menjabat sebagai IT Operation Supervisor PT Sempurna Unit System (1992-1994), IT Manager PT Nutrifood Indonesia (1995-2003), Owner & Business Development PT Sysnetsoft (2003- 2013), IT Department Manager Perseroan (2014-2019), dan Chief Operating Officer PT Cendikia Global Solusi (anak perusahaan, 2017-2019).

Previously served as IT Operations Supervisor at PT Sempurna Unit System (1992-1994), IT Manager at PT Nutrifood Indonesia (1995-2003), Owner & Business Development of PT Sysnetsoft (2003-2013), IT Department Manager at the Company (2014-2019), and Chief Operating Officer at PT Cendikia Global Solusi (subsidiary, 2017-2019).

Rangkap Jabatan  
Concurrent Position

Tidak memiliki rangkap jabatan baik di Perseroan maupun di lembaga lain.  
Does not hold any concurrent positions either in the Company or in other institutions.

Hubungan Afiliasi  
Affiliated Relationship

Tidak memiliki hubungan keluarga, keuangan, maupun afiliasi lainnya dengan Anggota Direksi, Dewan Komisaris, maupun Pemegang Saham Pengendali.

Has no family, financial, or other affiliation with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders.



## SUMBER DAYA MANUSIA

### HUMAN CAPITAL

Sumber daya manusia (SDM) yang berkualitas akan berpengaruh pada kelancaran operasional perusahaan. Perseroan berkomitmen untuk membangun SDM yang profesional, kompeten, dan berkualitas. Upaya untuk menjalankan program pengembangan kompetensi karyawan terus dilakukan hingga tercipta SDM yang unggul dan berdaya saing. Perseroan percaya bahwa keberadaan SDM yang unggul akan dapat mendukung akselerasi kinerja perusahaan. Strategi pengembangan dan peningkatan SDM disesuaikan dengan perkembangan global dan kebutuhan bisnis.

The quality of a company's human capital impacts the smoothness of its operations. The Company is committed to developing human capital that is professional, competent, and of high quality. Human capital development efforts are ongoing to develop superior and competitive human capital. The Company believes that having outstanding human capital will accelerate its performance. Human capital development and improvement strategies are tailored to global trends and business requirements.

## Profil Karyawan

### Employee Profile

Di 2021, Perseroan mempekerjakan 865 karyawan dan 99,77% di antaranya merupakan tenaga kerja lokal. Jumlah ini mengalami penurunan dari tahun sebelumnya yang disebabkan oleh adanya karyawan kontrak yang tidak diperpanjang masa kontraknya, karyawan yang mengundurkan diri (*resign*), dan pensiun. Tingkat perputaran karyawan tercatat sebesar 2,7% di 2021, atau lebih besar dibandingkan tahun lalu. Hal ini dipengaruhi oleh penyesuaian *manpower* untuk meningkatkan efisiensi dan produktivitas kerja.

In 2021, the Company employed 865 people, 99.77% of whom were local. This number decreased from the previous year as a result of contract employees whose contracts were not renewed, employees who resigned, and retirements. In 2021, the employee turnover rate was 2.7%, which was higher than the previous year. This was influenced by adjustments made to the labor force to boost work efficiency and productivity.





## Karyawan Berdasarkan Jenis Kelamin

Employees Based on Gender



Jenis Kelamin Gender	2021	2020	2019
Pria   Man	787	948	986
Wanita   Woman	78	77	78
<b>Total</b>	<b>865</b>	<b>1.025</b>	<b>1.064</b>

## Karyawan Berdasarkan Jabatan

Employees Based on Position



Jabatan Position	2021*	Jabatan Position	2020	2019
Operator	505	Operator	668	720
Group Head & Foreman	72	Group Head & Foreman	72	72
Admin Office	36	Admin Office	42	34
Staff	143	Staff	145	139
Section Head	54	Supervisor	62	57
Department Head	30	Manager	24	28
Division Head	12	Dept. Manager	10	10
Technical Advisor	5	General Manager	2	4
Deputy Chief	1	<b>Total</b>	<b>1.025</b>	<b>1.064</b>
Chief	6			
CEO	1			
<b>Total</b>	<b>865</b>			

Keterangan:

\* Di tahun 2021, melalui Surat Keputusan Direktur Utama No. 001/SO-VE/VI/2021 tertanggal 21 Juni 2021, Perseroan melakukan perubahan nama level jabatan

Note: In 2021, through the Board of Directors Decree of No. 001/SO-VE/VI/2021 dated 21 June 2021, the Company changed the name of the position levels



## Karyawan Berdasarkan Pendidikan

Employees Based on Education



Pendidikan Education	2021	2020	2019
Sarjana   Bachelor	186	171	167
Diploma   Diploma	59	59	56
SMA   High School	608	773	826
Lain-Lain   Others	12	22	15
<b>Total</b>	<b>865</b>	<b>1.025</b>	<b>1.064</b>

## Karyawan Berdasarkan Status Kepegawaian

Employee Based on Employment Status



Status Kepegawaian Employment Status	2021	2020	2019
Tetap   Permanent	731	734	676
Kontrak   Contract	134	291	388
<b>Total</b>	<b>865</b>	<b>1.025</b>	<b>1.064</b>

## Karyawan Berdasarkan Usia

Employees Based on Age



Usia Age	2021	2020	2019
>50 Tahun   Years	83	87	85
40-49 Tahun   Years	98	99	107
30-39 Tahun   Years	336	320	279
20-29 Tahun   Years	348	515	590
<20 Tahun   Years	0	4	3
<b>Total</b>	<b>865</b>	<b>1.025</b>	<b>1.064</b>





## Pengembangan Sumber Daya Manusia

### Human Capital Development

Upaya pengembangan sumber daya manusia di Perseroan dilakukan dengan prinsip kesetaraan, yaitu memberikan kesempatan yang sama kepada seluruh karyawan. Hal ini dilakukan karena Perseroan meyakini bahwa setiap karyawan memiliki kompetensi dan talentanya masing-masing. Upaya lain yang dilakukan Perusahaan dalam hal pengembangan sumber daya manusia adalah menjadikan operator sebagai operator yang multi skill atau mampu menguasai bukan hanya 1 (satu) mesin tapi minimal 2 (dua) mesin. Program strategis lain adalah peningkatan dan pendalaman kemampuan sesuai dengan matriks yang ada dalam jalur mesin masing-masing. Program ini biasa disebut Matrix Skill Development, dengan tujuan peserta dapat meningkatkan kemampuan di bidang tertentu sampai naik kuadran (Kuadran 1 adalah skill terendah, kuadran 4 adalah tertinggi). Strategi ini dilakukan karena kebutuhan industri kelistrikan dan telekomunikasi setiap tahun akan semakin meningkat. Di sisi lain persaingan di industri kabel sudah semakin ketat. Langkah lain yang dilakukan Perseroan yaitu dengan mengembangkan jaringan *e-learning* yaitu Sm@rt Voksel yang dilengkapi dengan *e-signing* untuk memantau di saat pelatihan. Jaringan Sm@rt Voksel ini dapat digunakan oleh seluruh karyawan untuk mengakses berbagai materi dan modul pendidikan serta pelatihan yang sesuai standar industri terkini. Saat ini, Perseroan juga telah memiliki Lembaga Pelatihan Kerja (LPK) untuk menghasilkan karyawan yang berketerampilan khusus.

Sepanjang tahun 2021, Perseroan tetap menjalankan strategi untuk meningkatkan SDM melalui program pelatihan dan pendidikan. Kegiatan ini dilakukan sesuai dengan arahan dari Direktur Utama untuk selalu memanfaatkan momentum pandemi COVID-19 sebaik mungkin. Dengan demikian, kompetensi karyawan dapat terbangun walaupun industri masih *slowdown* sementara, sehingga saat kembali normal Perseroan telah siap dengan karyawan yang lebih kompeten.

The Company's efforts to develop human capital are guided by the principle of equality, which entails providing equal opportunities to all employees. The Company believes that each employee possesses a unique competence and talent. Further efforts made by the Company in terms of human resource development include training operators to be multi-skilled, or to be able to master not only 1 (one) machine but at least 2 (two) machines. The enhancement and expansion of capabilities in accordance with the existing matrix in the respective machine paths constitutes a second strategic programme. This program is commonly known as Matrix Skill Development, and it aims to help participants improve their skills in specific fields until they reach a higher quadrant (Quadrant 1 is the lowest skill, quadrant 4 is the highest). This strategy is implemented because the needs of the electricity and telecommunications industries are increasing year after year. The Company has taken several other steps to develop an e-learning network, namely Sm@rt Voksel, equipped with e-signing capabilities to monitor during training. All employees can use the Sm@rt Voksel network to access various educational and training materials and modules that adhere to the latest industry standards. The Company has its Job Training Institute (LPK) to develop employees with specialized skills.

Throughout 2021, the Company maintained a focus on human capital development through training and education programs. This activity was carried out in accordance with the President Director's directive to maximize the impact of the COVID-19 pandemic. Thus, employee competence can be developed while the industry remains temporarily slowed, ensuring that the Company is prepared with more competent employees when business resumes normalcy.



## Pelatihan dan Pengembangan Kompetensi Karyawan

Perseroan telah mengeluarkan dana sebesar Rp1.728.606.338 untuk program pelatihan dan pendidikan karyawan. Realisasi pelatihan dan pendidikan yaitu sebanyak 1.216 jam yang diikuti oleh 856 kepesertaan karyawan. Adapun jenis-jenis pelatihan dan pendidikan yang dilaksanakan di tahun 2021, yaitu:

1. *Training Induction* – Pemberian materi *induction*, baik bagi karyawan yang baru bergabung dengan Perseroan maupun pembaharuan materi *induction* bagi setiap karyawan. Pelatihan ini termasuk informasi terkait visi, misi dan nilai-nilai Perusahaan; 5R; *Quality, Safety, Health, and Environment* (QSHE); dan *Product Knowledge*.
2. Pelatihan dan sertifikasi *Safety, Health, and Environment* (SHE), yang meliputi:

## Human Capital Development

The Company has invested Rp1,728,606,338 in training and education programs for its employees. Training and education were conducted for a total of 1,216 hours, with 856 employees participating. In 2021, the following types of training and education were conducted:

1. Induction Training – Providing induction materials to new employees and updating induction materials for existing employees. This training covers the following topics: the Company's vision, mission, and values; the 5Rs; quality, safety, health, and the environment (QSHE); and product knowledge.
2. Safety, Health, and Environment (SHE) training and certification, which includes:

No	Materi Pelatihan Training Material	Narasumber/ Penyelenggara Speaker/Organizer	Tanggal Date
1	Pelaksana Operasional Tempat Penyimpanan Sementara B3 Operational Implementation of Temporary Storage for B3	Kemenaker RI Ministry of Manpower RI	27-29 Januari 2021 27-29 January 2021
2	Pengelolaan Limbah B3 B3 Waste Management	Kemenaker RI Ministry of Manpower RI	8-10 Juni 2021 8-10 June 2021
3	<i>Training</i> Sertifikasi Ahli Muda K3 Lingkungan Kerja Young Expert Workplace SHE Certification Training	Kemenaker RI Ministry of Manpower RI	1-11 September 2021
4	<i>Training</i> Juru Ikat (Rigger) Rigger Training	Kemenaker RI Ministry of Manpower RI	13-15 September 2021
5	<i>Training</i> Sertifikasi Teknisi K3 Bejana Tekan dan Tangki Timbun Pressure Vessel and Storage Tank SHE Technician Certification Training	Kemenaker RI Ministry of Manpower RI	6-15 September 2021
6	<i>Training</i> Sertifikasi Teknisi K3 Pesawat Tenaga dan Produksi Power and Production Aircraft SHE Technician Certification Training	Kemenaker RI Ministry of Manpower RI	13-22 September 2021
7	<i>Training</i> Sertifikasi Petugas K3 Madya Ruang Terbatas Limited Space SHE Officer Certification Training	Kemenaker RI Ministry of Manpower RI	22-24 September 2021



3. Pelatihan *softskill* - mencakup pelatihan masa persiapan pensiun, etos kerja, *basic mentality problem solving*, bimbingan teknis Transformasi Industri 4.0, dan lainnya.
4. Pelatihan *hard skill* - pelatihan ini antara lain adalah penyusunan SPT, Sosialisasi *Manufacture Execution System* (MES), *product knowledge* bagi masing-masing area produksi, proses produksi, OEE dan lainnya.

3. Softskill training - this category includes courses on retirement planning, work ethic, basic mentality problem solving, and technical guidance for Industry 4.0 transformation, among others.
4. Hard skill training - this training includes the development of SPTs, socialization of the Manufacturing Execution System (MES), product knowledge for each production area, production processes, and OEE, among others.

## Hubungan Industrial Industrial Relations

Hubungan industrial yang harmonis antara Perseroan dengan karyawan akan berdampak pada kinerja yang kondusif dan meningkatkan keterikatan karyawan. Untuk mewujudkan hubungan industrial yang harmonis, Perseroan mengupayakan terjalinnya komunikasi yang baik antara pihak manajemen dengan seluruh karyawan. Komunikasi yang baik dapat mendukung keberlanjutan usaha, maka Perseroan memberi dukungan dan kesempatan untuk saling berserikat dan berkumpul sebagai sarana menyampaikan aspirasi melalui Serikat Pekerja. Serikat Pekerja ini berfungsi sebagai perantara penyelesaian perselisihan hubungan industrial dan mewakili karyawan dalam lembaga kerja sama bipartite dan lainnya.

Hubungan industrial antara Perseroan dan karyawan sepanjang 2021 berjalan dengan harmonis, walaupun di tengah situasi pandemi COVID-19. Hal ini didukung oleh upaya Perseroan untuk menjaga iklim lingkungan kerja agar tetap aman, sehat, kondusif. Perseroan juga menghormati prinsip-prinsip Hak Asasi Manusia (HAM) dalam menjalankan manajemen SDM. Selama masa pandemi COVID-19, Perseroan tidak mengurangi karyawan melalui Pemutusan Hubungan Kerja (PHK). Demikian juga, Perseroan tidak mengurangi remunerasi karyawan dan mempertahankan kebijakan pemberian remunerasi di atas Upah Minimum Sektoral Kota (UMSK). Seluruh karyawan Perseroan juga dilindungi hak dan kewajibannya melalui Perjanjian Kerja Bersama (PKB) yang telah disetujui bersama.

Harmonious industrial relations between the Company and its employees will improve productivity and employee engagement. To achieve harmonious industrial relations, the Company makes a concerted effort to improve communication between management and all employees. Because effective communication is vital for business sustainability, the Company supports and encourages employees to associate with one another and gather as a means of communicating aspirations through the Labor Union. This Labor Union acts as a mediator in labor disputes and represents employees before bipartisan and other institutions of cooperation.

Industrial relations between the Company and its employees remained harmonious throughout 2021, even in the midst of the COVID-19 pandemic. This is supported by the Company's commitment to maintaining a safe, healthy, and conducive work environment. Additionally, the Company adheres to human rights principles when managing human capital. During the COVID-19 pandemic, the Company did not reduce its workforce through layoffs (PHK). Similarly, the Company did not reduce employee compensation and continues to pay employees above the City Sectoral Minimum Wage (UMSK). Additionally, all of the Company's employees are protected by mutually agreed-upon Collective Labor Agreements (CLAs).



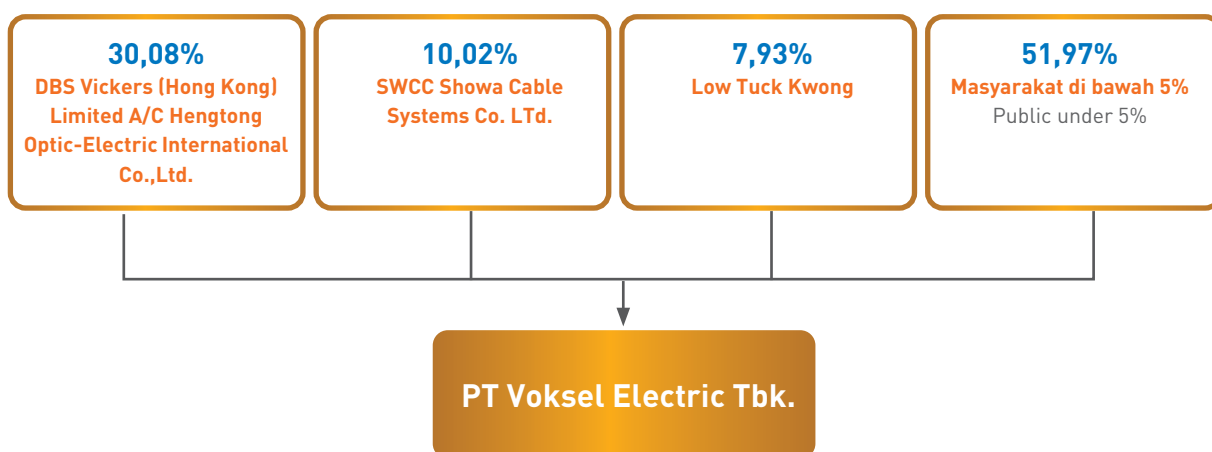
## KOMPOSISI PEMEGANG SAHAM

### SHAREHOLDERS COMPOSITION

Perseroan melarang pemanfaatan informasi orang dalam dalam perdagangan saham Perseroan. Hal tersebut tertuang dalam Surat Keputusan Direktur Utama tentang Kepemilikan dan Transaksi Saham Perseroan oleh Orang Dalam PT Voksel Electric Tbk. Per 31 Desember 2021, persentase kepemilikan saham Perseroan di atas 5% adalah sebagai berikut:

The Company prohibits the use of inside information in trading the Company's shares. This is stated in the Decree of the President Director regarding Ownership and Transaction of Company Shares by Insiders of PT Voksel Electric Tbk. As of December 31, 2021, the percentage of the Company's share ownership is above 5% as follows:

Pemegang Saham Shareholder	Jumlah Saham Total Shares	Nilai Value	Persentase Kepemilikan (%) Ownership Percentage (%)
DBS VICKERS (HONG KONG) LIMITED A/C Hengtong Optic-Electric International Co., Ltd.	1.250.000.000	125.000.000.000	30,08
SWCC Showa Cable Systems Co. Ltd.	416.510.165	41.615.016.500	10,02
Low Tuck Kwong	329.331.640	32.933.164.000	7,93
Masyarakat di bawah 5% Public under 5%	2.159.760.790	215.976.079.000	51,97
<b>Total</b>	<b>4.155.602.595</b>	<b>415.560.259.500</b>	<b>100,00</b>





## Pemegang Saham Utama dan/atau Pengendali Major and/or Controlling Shareholders

Pemegang saham utama Perseroan per 31 Desember 2021 berdasarkan struktur kepemilikan saham adalah DBS VICKERS (HONG KONG) LIMITED A/C Hengtong Optic-Electric International Co., Ltd. Berdasarkan surat Perseroan ke OJK dengan nomor surat 28/CORP/XI/2021 tertanggal 10 September 2021, pihak pengendali Perseroan adalah David Lius selaku pemegang saham dan Direktur Utama Perseroan. Tidak ada kepemilikan saham tidak langsung dari pemegang saham utama dan pengendali.

The Company's major shareholders as of 31 December 2021 based on the structure is DBS VICKERS (HONG KONG) LIMITED A/C Hengtong Optic-Electric International Co., Ltd. Based on the Company's letter to OJK with letter number 28/CORP/XI/2021 dated 10 September 2021, the controlling party of the Company is David Lius as shareholder and President Director of the Company. There is no indirect share ownership from the major and controlling shareholders.

### Daftar Pemegang Saham Berdasarkan Kelompok

List of Shareholders Based on Group

Kode Efek Stock Code	Status	Investor	Saham Shares	Persentase (%) Percentage (%)
VOKS	Asuransi Insurance	3	2.700.000	0,06
VOKS	Bank	2	11.010	0,00
VOKS	Broker	5	135.490	0,00
VOKS	Individual – Domestic	942	1.963.913.150	47,26
VOKS	Individual – Foreign	11	29.419.100	0,71
VOKS	Institution – Foreign	36	1.896.979.085	45,65
VOKS	Koperasi Cooperative	5	2.566.410	0,06
VOKS	Mutual Fund	1	2.950.000	0,07
VOKS	Perusahaan Terbatas Limited Company	9	256.485.850	6,17
VOKS	Singapore – Tax Treaty	1	442.500	0,01
<b>Total</b>		<b>1.015</b>	<b>4.155.602.595</b>	<b>100,00</b>

### Daftar Anggota Dewan Komisaris dan Direksi yang Memiliki Saham

List of Board Commissioners and Directors with Share Ownership

Nama Name	Jabatan Position	Jumlah Saham Total Shares	Persentase Kepemilikan (%) Ownership Percentage (%)
Hardi Sasmita	Komisaris Commissioner	203.624.527	4,90
Linda Lius	Komisaris Commissioner	190.000.000	4,57
David Lius	Direktur Utama President Director	200.232.500	4,82

Keterangan: Tidak ada kepemilikan saham Perseroan secara tidak langsung oleh Dewan Komisaris dan Direksi Perseroan.  
Note: There is no indirect ownership of the Company's shares by the Board of Commissioners and Board of Directors of the Company.





# KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN SAHAM DAN OBLIGASI

## ISSUANCE AND/OR LISTING CHRONOLOGY OF STOCKS AND BONDS

### Kronologi Pencatatan Saham

#### Share Listing Chronology

Tanggal Date	Aksi Korporasi Corporate Action	Nominal/Saham Nominal/Share	Jumlah Saham Beredar Number of Shares Outstanding	Bursa Stock Exchange
20-12-90	Penawaran Umum Perdana dan Pencatatan Terbatas Initial Public Offering and Limited Listing	Rp1.000	4.580.000	Bursa Efek Indonesia Indonesia Stock Exchange
13-08-91	Pencatatan terbatas II (1.500.000 saham) Limited listing II (1,500,000 shares)	Rp1.000	6.080.000	Bursa Efek Indonesia Indonesia Stock Exchange
03-07-92	Pencatatan perusahaan (13.920.000 saham) Company listing (13,920,000)	Rp1.000	20.000.000	Bursa Efek Indonesia Indonesia Stock Exchange
18-02-94	Penerbitan hak memesan efek terlebih dahulu (6.000.000 saham) Issuance with pre-emptive rights (6,000,000 shares)	Rp1.000	26.000.000	Bursa Efek Indonesia Indonesia Stock Exchange
22-02-94	Saham bonus (16.000.000 saham) Bonus shares (16,000,000 shares)	Rp1.000	42.000.000	Bursa Efek Indonesia Indonesia Stock Exchange
12-07-96	Saham bonus (21.000.000 saham) Bonus shares (21,000,000 shares)	Rp1.000	63.000.000	Bursa Efek Indonesia Indonesia Stock Exchange
22-08-97	Pemecahan nilai nominal saham dari Rp1.000 menjadi Rp500 per saham Stock split from Rp1,000 to Rp500 per share	Rp500	126.000.000	Bursa Efek Indonesia Indonesia Stock Exchange
24-05-06	Penambahan modal tanpa hak memesan efek terlebih dahulu (705.120.519 saham) Capital increase without pre-emptive rights (705,120,519 shares)	Rp500	831.120.519	Bursa Efek Indonesia Indonesia Stock Exchange
03-07-17	Pemecahan nilai nominal saham dari Rp500 menjadi Rp100 per saham Stock split from Rp500 to Rp100 per share	Rp100	4.155.602.595	Bursa Efek Indonesia Indonesia Stock Exchange



## Kronologi Pencatatan Obligasi

### Bond Listing Chronology

Deskripsi Description	Tingkat Bunga Interest Rate	Tanggal Efektif Effective Date	Tanggal Penerbitan Issuance Date	Jumlah Total	Jatuh Tempo Due Date	Peringkat (Saat Emisi) Rating (On Emission)	Bursa Stock Exchange
Obligasi I Voksel Electric Tahun 2019 dengan Jumlah Pokok Sebesar Rp500.000.000.000	Obligasi Seri A 10,25% Series A Bond 10.25%	4 Desember 2019	12 Desember 2019	Rp486.550.000.000	12 Desember 2022	idA-Pefindo	Bursa Efek Indonesia Indonesia Stock Exchange
Voksel Electric Bond I Year 2019 with Principal Amount of Rp500,000,000,000	Obligasi Seri B 10,50% Series B Bond 10.50%	4 Desember 2019	12 Desember 2019	Rp13.450.000.000	12 Desember 2024		

Deskripsi Description	Tanggal Pembayaran Payment Date	Tingkat Bunga Interest Rate	Jumlah Total
Pembayaran Ke-1 Bunga Obligasi I PT Voksel Electric Tbk Seri A & B First Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	10 Maret 2020 10 March 2020	Obligasi Seri A 10,25% Series A Obligation 10.25% Obligasi Seri B 10,50% Series B Obligation 10.55%	Rp12.820.906.250
Pembayaran Ke-2 Bunga Obligasi I PT Voksel Electric Tbk Seri A & B Second Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	10 Juni 2020 10 June 2020		Rp12.820.906.250
Pembayaran Ke-3 Bunga Obligasi I PT Voksel Electric Tbk Seri A & B Third Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	10 September 2020		Rp12.820.906.250
Pembayaran Ke-4 Bunga Obligasi I PT Voksel Electric Tbk Seri A & B Fourth Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	10 Desember 2020 10 December 2020		Rp12.820.906.250
Pembayaran Ke-5 Bunga Obligasi PT Voksel Electric Tbk Seri A & B Fifth Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	10 Maret 2021 10 March 2021		Rp12.820.906.250
Pembayaran Ke-6 Bunga Obligasi PT Voksel Electric Tbk Seri A & B Sixth Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	10 Juni 2021 10 June 2021		Rp12.820.906.250
Pembayaran Ke-7 Bunga Obligasi PT Voksel Electric Tbk Seri A & B Seventh Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	09 September 2021		Rp12.820.906.250
Pembayaran Ke-8 Bunga Obligasi PT Voksel Electric Tbk Seri A & B Eighth Payment of Bond I Interest of PT Voksel Electric Tbk Series A & B	10 Desember 2021 10 December 2021		Rp12.820.906.250



## RATING

Obligasi PT Voksel Electric Tbk dinilai secara berkala oleh PT Pemeringkat Efek Indonesia (PEFINDO). Untuk hasil pemeringkatan PEFINDO tahun 2021 atas Obligasi PT Voksel Electric Tbk I Tahun 2019 adalah sebagai berikut:

## RATING

PT Voksel Electric Tbk's bonds are periodically assessed by PT Pemeringkat Efek Indonesia (PEFINDO). The results of PEFINDO's 2021 rating of PT Voksel Electric Tbk Bond I Year 2019 are as follows:

Jenis Efek Type of Stock	Peringkat Rating	Lembaga Pemeringkat Rating Agency	Periode Period
Obligasi I PT Voksel Electric Tbk Tahun 2019 - Seri A PT Voksel Electric Tbk Bond I Year 2019 - Series A	BBB+ (triple B Plus)	PT Pemeringkat Efek Indonesia (PEFINDO)	1 Sep 2021 - 1 Sep 2022
Obligasi I PT Voksel Electric Tbk Tahun 2019 - Seri B PT Voksel Electric Tbk Bond I Year 2019 - Series B	BBB+ (triple B Plus)	PT Pemeringkat Efek Indonesia (PEFINDO)	1 Sep 2021 - 1 Sep 2022
Korporasi PT Voksel Electric Tbk PT Voksel Electric Tbk Corporation	BBB+ (triple B Plus) Outlook Stabil	PT Pemeringkat Efek Indonesia (PEFINDO)	1 Sep 2021 - 1 Sep 2022





## DAFTAR ENTITAS ANAK, ENTITAS ASOSIASI, DAN PENGENDALIAN BERSAMA ENTITAS

### LIST OF SUBSIDIARIES, ASSOCIATED ENTITIES, AND JOINT-VENTURE ENTITIES

Perseroan tidak memiliki entitas asosiasi dan entitas pengendalian bersama. Sementara itu, untuk entitas anak perusahaan terdiri dari:

The Company has no associated and joint-venture entities. Meanwhile, the subsidiaries include the following:

#### PT Prima Mitra Elektrindo



PT Prima Mitra Elektrindo merupakan perusahaan yang bergerak di bidang perdagangan besar mesin, peralatan, dan perlengkapan lainnya. PT Bangun Prima Semesta per 31 Desember 2021 berstatus aktif beroperasi dengan berdomisili hukum di Gedung Menara Karya Lt. 3 Unit D, Jl. H.R. Rasuna Said Blok X-5 Kav. 1-2, Kelurahan Kuningan Timur, Kecamatan Setiabudi, Jakarta Selatan 12950. Kepemilikan perusahaan sebesar 99,00% dimiliki langsung oleh Perseroan, dengan nilai sebesar Rp10.098.000.000 atau sebanyak 1.009.800 lembar saham dan 1,00% dimiliki Perseroan melalui entitas anak PT Cendikia Global Solusi dengan nilai sebesar Rp102.000.000 atau sebanyak 10.200 lembar saham. Di tahun 2021, PT Prima Mitra Elektrindo membukukan total aset sebesar Rp211.232.047.343

PT Prima Mitra Elektrindo is a wholesaler of machinery, equipment, and other equipment. As of December 31, 2021, PT Bangun Prima Semesta is actively operating with legal domicile at Menara Karya Building, Lt. 3 Unit D, Jl. H.R. Rasuna Said Blok X-5 Kav. 1-2, Kuningan Timur Village, Setiabudi District, South Jakarta 12950. The Company's ownership is 99.00% directly owned by the Company, with a value of Rp10,098,000,000 or 1,009,800 shares, and 1.00% is owned by the Company through its subsidiary PT Cendikia Global Solusi, with a value of Rp102,000,000 or 10,200 shares. PT Prima Mitra Elektrindo reported total assets of Rp211,232,047,343 in 2021.

#### PT Bangun Prima Semesta



PT Bangun Prima Semesta merupakan perusahaan yang bergerak di bidang pembangunan dan pemasangan instalasi elektrik dan mekanikal kualifikasi besar, perdagangan besar mesin, peralatan telekomunikasi, dan perlengkapan lainnya. PT Bangun Prima Semesta hingga akhir tahun 2021 masih aktif beroperasi dengan berdomisili hukum di Gedung Menara Karya Lt. 3 Unit D, Jl. H.R. Rasuna Said Blok X-5 Kav. 1-2, Kelurahan Kuningan Timur, Kecamatan Setiabudi, Jakarta Selatan 12950. Kepemilikan perusahaan sebesar 99,91% dimiliki langsung oleh Perseroan, dengan nilai sebesar Rp56.950.000.000 atau sebanyak 5.695.000 lembar saham dan 0,09% dimiliki Perseroan melalui entitas anak PT Prima Mitra Elektrindo dengan nilai sebesar Rp50.000.000 atau sebanyak 5.000 lembar saham. Di tahun 2021, PT Bangun Prima Semesta membukukan total aset sebesar Rp173.643.893.965

PT Bangun Prima Semesta is a company engaged in the construction and installation of large qualified electrical and mechanical installations, as well as the wholesale trade of machinery, telecommunications equipment, and other equipment. Until the end of 2021, PT Bangun Prima Semesta continued to actively operate from its legal address at Menara Karya Building, Lt. 3 Unit D, Jl. H.R. Rasuna Said Blok X-5 Kav. 1-2, Kuningan Timur Subdistrict, Setiabudi District, South Jakarta 12950. The Company's ownership is 99.91% directly owned by the Company, with a market capitalization of Rp56,950,000,000 or 5,695,000 shares, and 0.09% is owned by the Company through its subsidiary PT Prima Mitra Elektrindo, with a market capitalization of Rp50,000,000 or as many as 5,000 shares. PT Bangun Prima Semesta reported total assets of Rp173,643,893,965 in 2021.



## PT Cendikia Global Solusi



PT Cendikia Global Solusi merupakan perusahaan yang bergerak pada bidang usaha perdagangan besar perlengkapan elektrik & telekomunikasi dan bagiannya. PT Cendikia Global Solusi hingga akhir tahun 2021 masih aktif beroperasi dengan berdomisili hukum di Gedung Menara Karya Lt. 3 Unit D, Jl. H.R. Rasuna Said Blok X-5 Kav. 1-2, Kelurahan Kuningan Timur, Kecamatan Setiabudi, Jakarta Selatan 12950. Kepemilikan perusahaan sebesar 99,96% dimiliki langsung oleh Perseroan, dengan nilai sebesar Rp29.605.500.000 atau sebanyak 59.211 lembar saham, dan 0,04% dimiliki oleh Perseroan melalui entitas anak PT Bangun Prima Semesta dengan nilai Rp10.500.000 atau sebanyak 21 lembar saham. Di tahun 2021, PT Cendikia Global Solusi membukukan total aset sebesar Rp112.784.694.373.

PT Cendikia Global Solusi is a wholesaler of electrical & telecommunications equipment and components. PT Cendikia Global Solusi is still actively operating with legal domicile at Menara Karya Building, Lt. 3 Unit D, Jl. H.R. Rasuna Said Blok X-5 Kav. 1-2, Kuningan Timur Village, Setiabudi District, South Jakarta 12950. The Company's ownership is 99.96% directly owned by the Company, with a value of Rp29,605,500,000 or 59,211 shares, and 0.04% is owned by the Company through its subsidiary PT Bangun Prima Semesta with a value of Rp10,500,000 or 21 shares. PT Cendikia Global Solusi reported total assets of Rp112,784,694,373 in 2021.

## PT Buana Konstruksi Elektrindo



PT Buana Konstruksi Elektrindo merupakan perusahaan yang bergerak di bidang pembangunan dan pemasangan instalasi elektrik dan mekanikal kualifikasi menengah, perdagangan besar mesin kantor dan industri, suku cadang, dan perlengkapan lainnya. PT Buana Konstruksi hingga akhir tahun 2021 berstatus aktif beroperasi dengan berdomisili hukum di Kompleks Ruko Majapahit Permai Blok A 03 - 04 No. 18-22 Kelurahan Petojo Selatan Kec. Gambir Jakarta Pusat. Kepemilikan perusahaan sebesar 99,88% dimiliki langsung oleh PT Perseroan, dengan nilai sebesar Rp2.497.000.000 atau sebanyak 2.497 lembar saham dan 0,12% dimiliki Perseroan melalui entitas anak PT Cendikia Global Solusi dengan nilai Rp3.000.000 atau sebanyak 3 lembar saham. Di tahun 2021, PT Buana Konstruksi Elektrindo membukukan total aset sebesar Rp5.301.758.843

PT Buana Konstruksi Elektrindo is a company engaged in the construction and installation of electrical and mechanical installations of medium qualification, as well as the wholesale trade of office and industrial machines, spare parts, and other equipment. PT Buana Construction has an active operating status with a legal domicile at Majapahit Permai Shophouse Complex Block A 03 - 04 No. 18-22 Petojo Selatan Subdistrict, Kec. Gambir, Central Jakarta until the end of 2021. The Company's ownership is 99.88% directly owned by the Company, with a market capitalization of Rp2,497,000,000 or 2,497 shares, and 0.12% is owned by the Company through its subsidiary PT Cendikia Global Solusi, with a market capitalization of Rp3,000,000 or 3 shares. PT Buana Konstruksi Elektrindo reported total assets of Rp5,301,758,843 in 2021.





## PT Cipta Karya Teknik

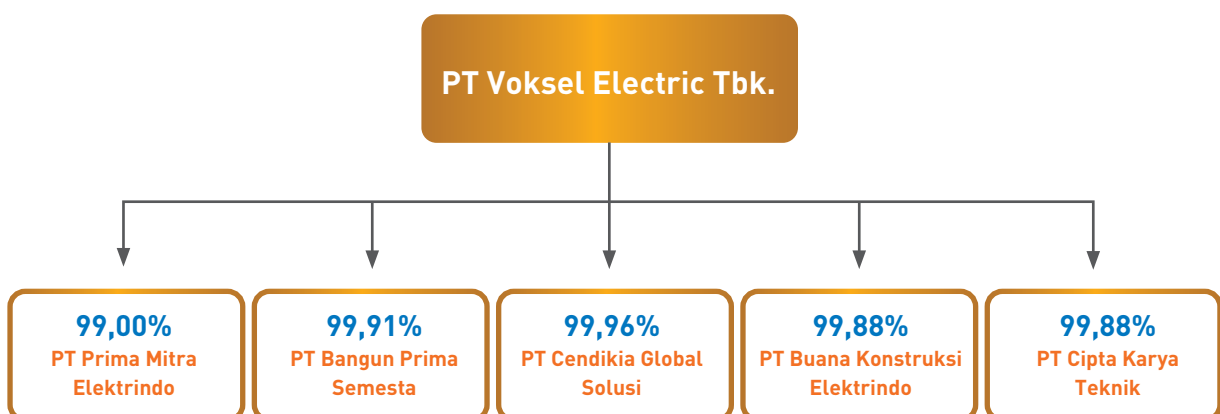


PT Cipta Karya Teknik merupakan perusahaan yang bergerak di bidang pembangunan dan pemasangan instalasi elektrik dan mekanikal kualifikasi menengah, perdagangan besar mesin, peralatan telekomunikasi, dan perlengkapan lainnya. PT Cipta Karya Teknik per 31 Desember 2021 berstatus aktif beroperasi. PT Cipta Karya berdomisili hukum di Kompleks Ruko Majapahit Permai Blok A 03 - 04 No. 18-22 Kelurahan Petojo Selatan Kecamatan Gambir Jakarta Pusat. Kepemilikan perusahaan sebesar 99,88% dimiliki langsung oleh Perseroan, dengan nilai sebesar Rp2.497.000.000 atau sebanyak 2.497 lembar saham dan 0,12% dimiliki oleh PT Prima Mitra Elektrindo dengan nilai Rp3.000.000 atau sebanyak 3 lembar saham. Di tahun 2021, PT Cipta Karya Teknik membukukan total aset sebesar Rp13.911.906.816

PT Cipta Karya Teknik is a company engaged in the construction and installation of medium qualification electrical and mechanical installations, as well as the wholesale distribution of machinery, telecommunications equipment, and other equipment. PT Cipta Karya Teknik as of December 31, 2021 has an active operating status. PT Cipta Karya is legally domiciled at Majapahit Permai Shophouse Complex Block A 03 - 04 No. 18-22 Petojo Selatan Subdistrict, Gambir District, Central Jakarta. The Company's ownership is 99.88% directly owned by the Company, with a market capitalization of Rp2,497,000,000 or 2,497 shares, and 0.12% by PT Prima Mitra Elektrindo, with a market capitalization of Rp3,000,000 or 3 shares. PT Cipta Karya Teknik reported total assets of Rp13,911,906,816 in 2021.

## STRUKTUR GRUP PERSEROAN

### COMPANY GROUP STRUCTURE





## PENGUNAAN JASA AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK

### USE OF PUBLIC ACCOUNTANT AND PUBLIC ACCOUNTING FIRM SERVICES

Untuk melakukan audit laporan keuangan, Perseroan melalui RUPS melakukan penunjukan Kantor Akuntan Publik (KAP). Pada tahun ini, Perseroan membayar fee sebesar Rp343.874.952 kepada Kantor Akuntan untuk pelaksanaan pemeriksaan laporan keuangan tahun buku 2021. Kantor Akuntan Publik tidak memberikan jasa lain selain audit laporan keuangan.

The Company appoints a public accounting firm (KAP) to audit the financial statements through the GMS. This year, the Company paid an audit fee of Rp343,874,952 to the Accounting Firm for the fiscal year 2021 financial statements. Apart from auditing financial statements, the Public Accounting Firm did not provide any other services.

Berikut merupakan informasi Kantor Akuntan Publik dan opini yang diberikan atas laporan Keuangan Perseroan dalam lima tahun terakhir, yaitu:

The information from the Public Accounting Firm and the opinions given on the Company's financial statements for the last five years are as follows:



#### Kantor Akuntan Publik

Public Accounting Firm

KAP Gani Sigiro &  
Handayani (Grant Thornton)

International Financial  
Center 15<sup>th</sup> Floor  
Jl. Jend. Sudirman  
Kav. 22-23 Jakarta, 12920

Tahun Buku Fiscal Year	Nama Kantor Akuntan Publik Name of Public Accounting Firm	Nama Auditor Name of Auditor	Opini Opinion
2021	Gani Sigiro & Handayani (Grant Thornton)	Alexander Adrianto Tjahyadi, CPA	Wajar, dalam semua hal yang material Fair, in all material aspects.
2020	Gani Sigiro & Handayani (Grant Thornton)	Alexander Adrianto Tjahyadi, CPA	Wajar, dalam semua hal yang material Fair, in all material aspects.
2019	Gani Sigiro & Handayani (Grant Thornton)	Tagor Sidik Sigiro, CPA	Wajar, dalam semua hal yang material Fair, in all material aspects.
2018	Gani Sigiro & Handayani (Grant Thornton)	Tagor Sidik Sigiro, CPA	Wajar, dalam semua hal yang material Fair, in all material aspects.
2017	Gani Sigiro & Handayani (Grant Thornton)	Tagor Sidik Sigiro, CPA	Wajar, dalam semua hal yang material Fair, in all material aspects.



## LEMBAGA PROFESI PENUNJANG PASAR MODAL

### CAPITAL MARKET SUPPORTING INSTITUTIONS

Selama tahun 2021, biaya untuk Lembaga dan Profesi Penunjang Pasar Modal adalah sebesar Rp2.215.482.336,- dengan rincian sebagai berikut:

Selama tahun 2021, biaya untuk Lembaga dan Profesi Penunjang Pasar Modal adalah sebesar Rp2.215.482.336,- dengan rincian sebagai berikut:

Lembaga Profesi Professional Institution	Nama Name	Alamat dan Nomor Telepon Address and Phone Number	Jasa yang Diberikan Service	Biaya 2021 (Rp) Fees 2021 (Rp)	Periode Penunjukan Appointment Period
Biro Administrasi Efek Securities Administration Bureau	PT Edi Indonesia	Wisma SMR lantai 10 Jl. Yos Sudarso Kav. 89 Jakarta 14350	Administrasi Efek Stock Administration	29.860.000	1990 - sekarang 1990 - now
Akuntan Publik Public Accountant	Kantor Akuntan Publik Gani Sigoro & Handayani (Grant Thornton) Public Accounting Firm Gani Sigoro & Handayani (Grant Thornton)	International Financial Center 15 <sup>th</sup> Floor Jl. Jend. Sudirman Kav.22 - 23 Jakarta 12920	Audit Laporan Keuangan Perseroan untuk tahun buku 2021 Auditing the Company's Financial Statement in 2020	343.874.952	2012 - sekarang 2012 - now
Notaris Notary	Notaris Nanette Chayanie Handari Adi Warsito, SH Notary Nanette Chayanie Handari Adi Warsito, SH	Jl. Panglima Polim V/11	Pembuatan Akta Rapat Umum Pemegang Saham Tahunan Drafting the Minutes of the Annual General Meeting of Shareholders	723.342.312	2013 - sekarang 2013 - now



Lembaga Profesi Professional Institution	Nama Name	Alamat dan Nomor Telepon Address and Phone Number	Jasa yang Diberikan Service	Biaya 2021 (Rp) Fees 2021 (Rp)	Periode Penunjukan Appointment Period
Penasihat Hukum Legal Advisor	BM Partners	Wisma Haroen Jl. Raya Pasar Minggu No. 2A, Jakarta 12780	Retainer dan Kuasa Hukum Perseroan Retainer and Attorney of the Company	317.800.000	2008 - sekarang 2008- now
Pemeringkat Efek Credit Rating Agency	PT Pemeringkat Efek Indonesia (PEFINDO)	Panin Tower Senayan City Lt. 17, Jl. Asia Afrika Lot 19, Gelora - Jakarta 12220	Credit Rating Analysis	135.000.000	2019 - sekarang 2019 - now
Waliamanat Trustee	PT Bank Permata Tbk.	Gedung WTC II Lt. 27 Jl. Jend. Sudirman Kav 29 - 31, Jakarta 12920	Penjamin Pelaksanaan Kepentingan Pemegang Obligasi Guarantor of Bond Interest Payment	165.000.000	2019 - sekarang 2019 - now
Bank Kustodian Custodian Bank	PT Kustodian Sentral Efek Indonesia	Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend. Sudirman kav. 52-53, Jakarta 12190	Pelaksana Pembayaran Bunga dan Pokok Obligasi Executor of Interest and Principal Payments	71.429.252	1990 - sekarang 1990 - now
Lembaga Penyelenggara Pasar Modal Capital Market Organizing Institution	PT Bursa Efek Indonesia	Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman kav. 52-53, Jakarta 12190	Penyelenggara transaksi atas saham dan obligasi perseroan Operator of transactions for shares and bonds of the company	285.541.666	1990 - sekarang 1990 - now
Badan Pengawas Pasar Modal Capital Market Supervisory Agency	Otoritas Jasa Keuangan Republik Indonesia	Gedung Soemitro Djojohadikusumo Jalan Lapangan Banteng Timur 2-4 Jakarta 10710	Pengawasan atas transaksi saham dan obligasi Perseroan Supervision of the Company's stock and bond transactions	143.634.154	1990 - sekarang 1990 - now



## AKSES INFORMASI DAN DATA PERUSAHAAN

### ACCESS TO COMPANY INFORMATION AND DATA

Perseroan berkomitmen untuk menjaga hubungan yang baik dengan regulator, pemegang saham, pelanggan, karyawan, mitra kerja, maupun masyarakat luas. Untuk itu, Perseroan menyediakan akses komunikasi dan informasi yang bersifat umum bagi pemangku kepentingan. Upaya ini dilakukan sebagai langkah Perseroan dalam menjalankan prinsip transparansi dan pertanggungjawaban yang merupakan bagian dari prinsip *good corporate governance* (GCG). Beberapa sarana komunikasi dan akses informasi untuk internal maupun publik yaitu:

1. Saluran informasi data perusahaan kepada pemangku kepentingan eksternal

Saluran ini memberikan informasi melalui situs *web* perusahaan yang dapat diakses oleh pemegang saham, pemangku kepentingan, dan masyarakat umum lainnya melalui <http://www.voksel.co.id>. Informasi yang tersedia dalam situs ini yaitu informasi umum, informasi bagi pemodal atau investor, informasi tata kelola perusahaan, informasi terkait tanggung jawab sosial perusahaan, informasi terbaru, dan informasi lowongan kerja.

2. Saluran informasi produk dan pemasaran

Saluran informasi produk dan pemasaran dapat diakses melalui situs e-commerce [www.vokselkabel.com](http://www.vokselkabel.com). Saluran ini merupakan kanal komunikasi yang diluncurkan Perseroan untuk mempermudah dan menawarkan berbagai macam produk kabel. Fitur tersedia dalam situs ini yaitu katalog produk dan informasi lainnya, yang dilengkapi dengan sistem *live chat* sehingga calon pembeli dapat menanyakan langsung spesifikasi produk maupun informasi lainnya.

The Company is committed to maintaining good relationships with regulators, shareholders, customers, employees, business partners, and the broader community. To that end, the Company provides stakeholders with general access to communication and information. This effort is part of the Company's efforts to implement the principles of transparency and accountability that are a part of good corporate governance (GCG). Several methods of communication and information access, both internal and external, include the following:

1. Company information channel to external stakeholders

This channel provides information to shareholders, stakeholders, and the general public via the Company's website, which can be accessed at <http://www.voksel.co.id>. This site contains general information, investor or investor-related information, corporate governance information, information about corporate social responsibility, the latest news, and job openings.

2. Product and marketing information channel

The channel for product and marketing information is accessible via the e-commerce website [www.vokselkabel.com](http://www.vokselkabel.com). This channel is a communication channel established by the Company for the purpose of facilitating the sale and distribution of a variety of cable products. This site includes product catalogs and other information, as well as a live chat feature that enables prospective buyers to directly inquire about product specifications and other information.





### 3. Saluran komunikasi internal

Saluran komunikasi internal di Perseroan tersedia di <http://sdb3/voksys> untuk informasi umum dan <http://sdb3/ess> untuk informasi yang berkaitan dengan HRD. Saluran ini dijalankan untuk membangun karakter dan budaya kerja yang lancar, intensif, dan efektif, sehingga akan mendorong percepatan proses dan mekanisme di semua lini dan menjadi kunci keberhasilan komunikasi internal.

### 4. Investor dan Analyst Meeting

Sebagai bentuk transparansi dan keterbukaan informasi kepada investor dan masyarakat, Perseroan melakukan *investor & analyst meeting* yang dihadiri oleh analis dan pelaku pasar modal, pemegang saham, pemegang obligasi serta pemangku kepentingan lainnya. Selama tahun 2021, Perseroan telah melakukan 8 kali *analyst meeting* yang dilakukan secara daring, baik melalui Zoom ataupun *live event* menggunakan Microsoft Teams.

Selain melakukan investor dan *analyst meeting*, Perseroan juga melakukan keterbukaan informasi dan publikasi melalui *website* Bursa Efek Indonesia, [www.idx.co.id](http://www.idx.co.id) serta pelaporan kepada OJK melalui sistem [spe.ojk.go.id](http://spe.ojk.go.id). Selama tahun 2021, Perseroan telah memenuhi kewajiban keterbukaan informasi dan publikasi baik yang bersifat periodik maupun insidental.

### 3. Internal communication channel

Internal communication channel for the Company are available at <http://sdb3/voksys> for general information and <http://sdb3/ess> for human resources-related information. This channel is used to establish a smooth, intensive, and effective character and work culture, which will encourage the acceleration of processes and mechanisms across all lines and will serve as a critical component of internal communication's success.

### 4. Investor and Analyst Meeting

As a form of transparency and information disclosure to investors and the general public, the Company hosts investor & analyst meetings at which analysts and capital market participants, shareholders, bondholders, and other stakeholders are present. In 2021, the Company hosted 8 online analyst meetings, using either Zoom or Microsoft Teams for live events.

In addition to investor and analyst meetings, the Company conducts information disclosure and publications via the Indonesia Stock Exchange website, [www.idx.co.id](http://www.idx.co.id), and submits reports to OJK via the [spe.ojk.go.id](http://spe.ojk.go.id) system. Throughout 2021, the Company fulfilled its obligation to disclose periodic and incidental information and publications.



#### **Sachje Amalia Siddharta**

#### **Corporate Secretary**

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## TEKNOLOGI INFORMASI

### INFORMATION TECHNOLOGY

Pada tahun 2018, Pemerintah meluncurkan peta jalan Making Indonesia 4.0 dengan aspirasi menjadikan Indonesia masuk dalam 10 besar ekonomi dunia pada tahun 2030. Revolusi industri 4.0 merupakan upaya transformasi menuju perbaikan dengan mengintegrasikan dunia *online* dan lini produksi di industri, sehingga semua proses produksi berjalan dengan internet sebagai penopang utama. Inisiatif Making Indonesia 4.0 ini membutuhkan dukungan dari semua pihak agar manfaatnya semakin maksimal dan efektif mewujudkan revolusi industri.

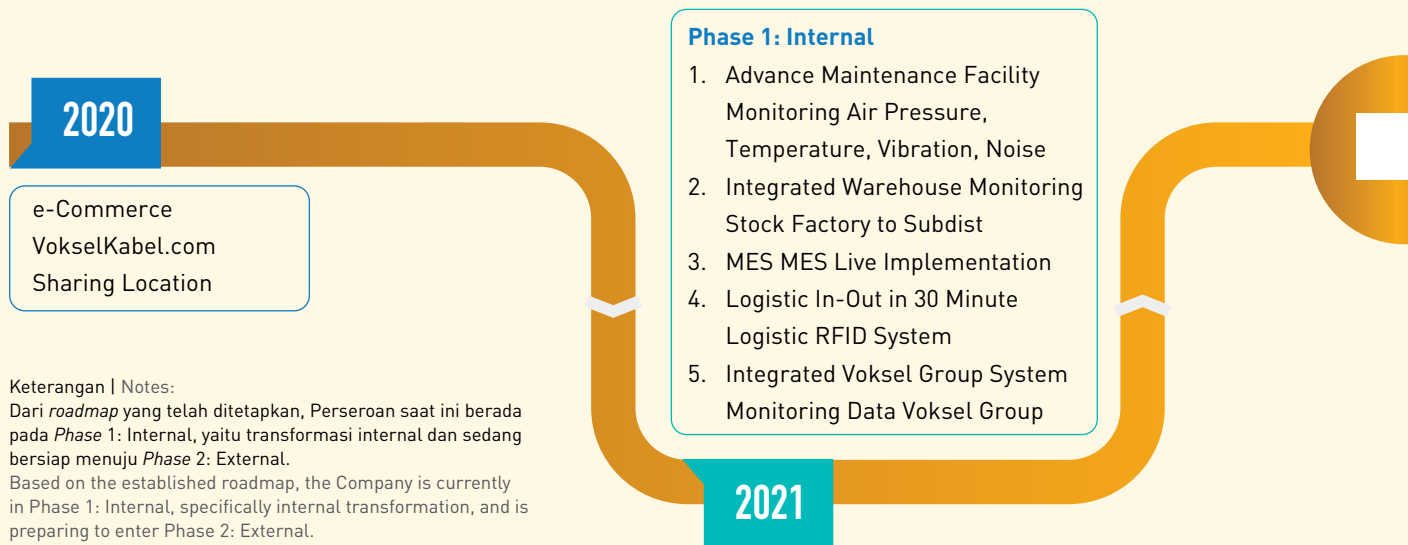
Perseroan sangat mendukung inisiatif Pemerintah menuju industri 4.0. Salah satu bentuk dukungan Perseroan terhadap inisiatif Pemerintah ini adalah dengan menyusun Digital Transformation Roadmap. Digital Transformation Roadmap terdiri dari lima aspek yaitu *management & organization, people & culture, product & service, technology* dan *smart factory*. Peta jalan ini sebagai haluan menuju Smart Factory Smart Voksel to be Voksel 4.0. Peta jalan ini memuat program kerja selama 5 tahun yang dimulai sejak tahun 2020 melalui *e-commerce*, VokselKabel.com Sharing Location, dan diharapkan pada tahun 2024 Perseroan telah bertransformasi menjadi VOKSEL 4.0.

The Government launched the Making Indonesia 4.0 roadmap in 2018, with the goal of making Indonesia one of the world's top ten economies by 2030. The industrial revolution 4.0 is a transformation effort aimed at improvement through the integration of the online world and industrial production lines, with the internet serving as the primary support. Making Indonesia 4.0 requires the support of all stakeholders to maximize benefits and effectively implement the industrial revolution.

The Company is a strong supporter of the Government's industry 4.0 initiative. The Company contributes to this Government initiative in a variety of ways, including by compiling a Digital Transformation Roadmap. The Digital Transformation Roadmap consists of five aspects, namely *management & organization, people & culture, product & service, technology* and *smart factory*. This roadmap outlines the steps necessary to transform Smart Factory Smart Voksel into Voksel 4.0. This roadmap outlines a five-year work plan beginning in 2020 through *e-commerce*, VokselKabel.com Sharing Location, and the Company's transformation into VOKSEL 4.0 by 2024.



## DIGITAL TRANSFORMATION ROADMAP

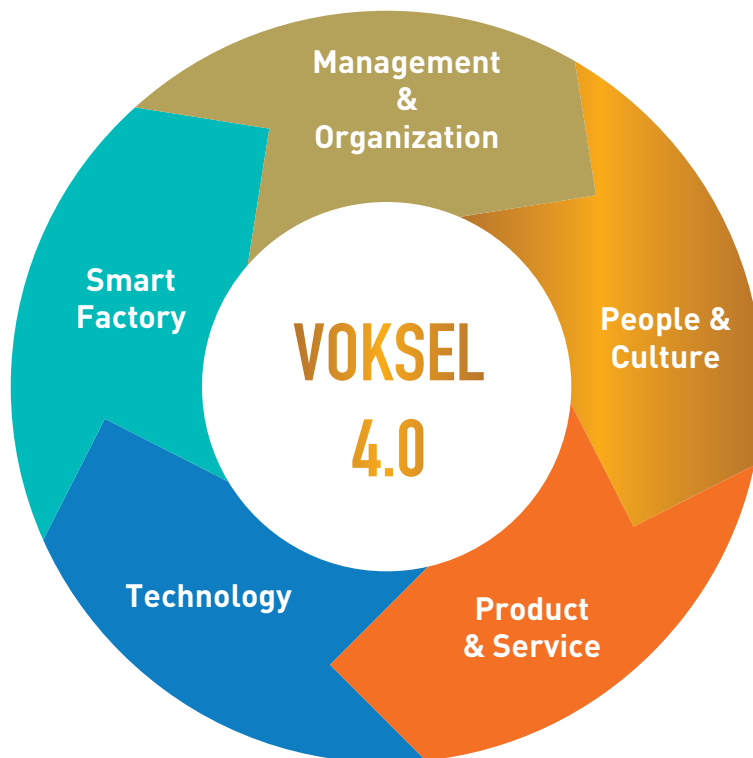
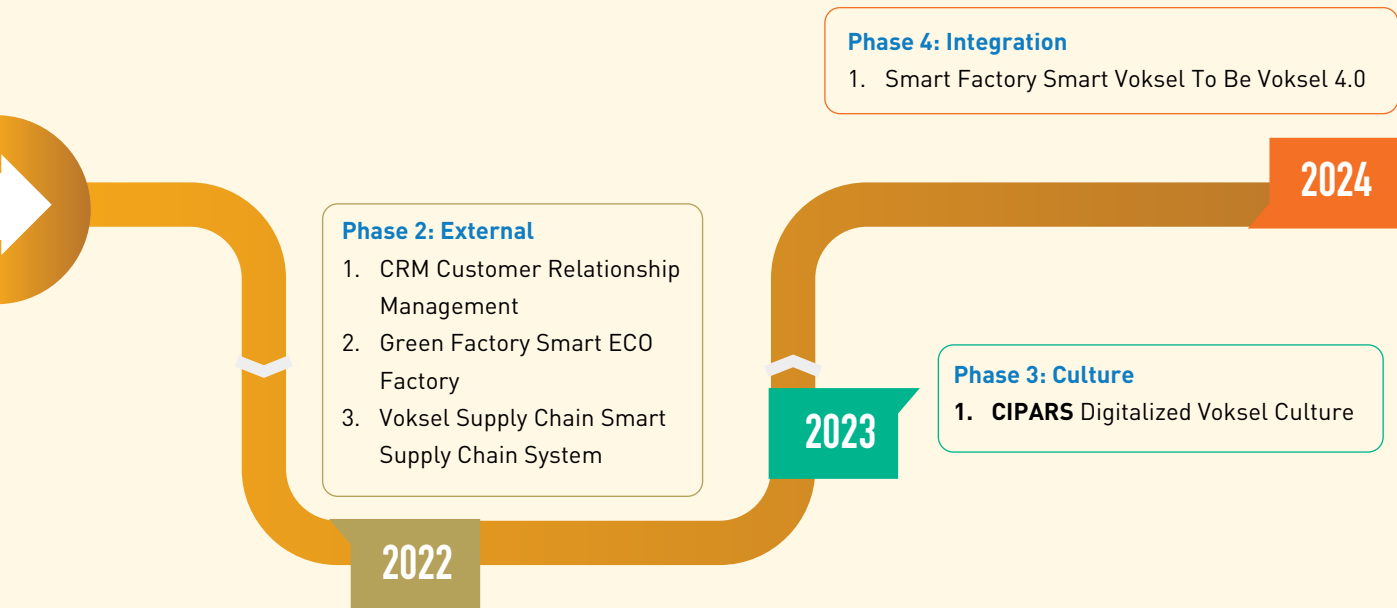


Ada 7 program dalam Digital Transformation Roadmap, yaitu:

1. Smart Manufacture: rencana produksi, Manufacturing Execution System (MES), MES (IIoT), MES quality control, Air Pressure Compressor System, maintenance system, temperatur monitoring cooling tower & cooling tray, KWH meter monitoring (AC) dan warehouse in-out control system with RFID
2. Smart Commercial: mobile order monitoring, sales plan, sales visit, website VokselKabel.com for retail products dan Hi Putu Whatsapp & email alert system
3. Smart COVID-19 Control: COVID-19 monitoring system, location monitoring system, room capacity monitoring, smart in-out system.
4. Smart Eco Factory: water discharge control, ESS & ISO document control (tanpa kertas).
5. Smart Office: smart attendance & temperatur monitoring, Canteen application system, lift control system, security patrol & alarm system, e-slip dan smart clock integrated system.
6. Smart Improvement & Innovation: suggestion system, QCC/QCP monitoring system, KPI information system.
7. Smart Executive: executive information system.

There are 7 programs in the Digital Transformation Roadmap, which are:

1. Smart Manufacture: production plans, Manufacturing Execution System (MES), MES (IIoT), MES quality control, Air Pressure Compressor System, maintenance system, temperatur monitoring cooling tower & cooling tray, KWH meter monitoring (AC) dan warehouse in-out control system with RFID.
2. Smart Commercial: mobile order monitoring, sales plan, sales visit, website VokselKabel.com for retail products dan Hi Putu Whatsapp & email alert system.
3. Smart COVID-19 Control: COVID-19 monitoring system, location monitoring system, room capacity monitoring, smart in-out system.
4. Smart Eco Factory: water discharge control, ESS & ISO document control (paperless).
5. Smart Office: smart attendance & temperature monitoring, Canteen application system, lift control system, security patrol & alarm system, e-slip and smart clock integrated system.
6. Smart Improvement & Innovation: suggestion system, QCC/QCP monitoring system, KPI information system.
7. Smart Executive: executive information system.





# 04



## ANALISIS DAN PEMBAHASAN MANAJEMEN MANAGEMENT DISCUSSION AND ANALYSIS

Di tahun ke-50 ini, Perseroan optimis untuk terus meningkatkan daya saing melalui pengembangan inovasi dan teknologi di operasional. Dengan harapan, Perseroan dapat tetap memberikan nilai bagi pemegang saham dan pemangku kepentingan di masa pandemi COVID-19 yang penuh ketidakpastian ini.

In this 50th year, the Company is optimistic that it will be able to maintain its competitiveness by advancing innovation and technology in its operations. During this uncertain COVID-19 pandemic, the Company hopes to continue to provide value to its shareholders and stakeholders.







# TINJAUAN PEREKONOMIAN

## ECONOMIC OVERVIEW

### Sekilas Makroekonomi 2021

#### Macroeconomic Overview 2021

Gelombang ke-2 pandemi COVID-19 yang sempat memuncak di pertengahan tahun 2021 akibat varian Delta, telah menjadi faktor yang sangat memengaruhi perekonomian nasional dan global. Ditambah lagi adanya disrupti rantai pasok dan krisis energi di sejumlah negara, semakin memperburuk kondisi ekonomi. Namun demikian, tambahan stimulus fiskal yang kuat dan akselerasi program vaksinasi menjadi *game-changer* perekonomian global, termasuk Indonesia.

Pemulihan ekonomi tercermin pada tren aktivitas global, yang ditunjukkan dengan adanya revisi *outlook* pertumbuhan ekonomi global untuk tahun 2021 dari beberapa lembaga keuangan internasional seperti Organisation for Economic Cooperation and Development (OECD), International Monetary Fund (IMF), World Bank dan lembaga lainnya. Pada bulan Agustus 2021, International Monetary Fund (IMF) memprediksi pertumbuhan ekonomi global di angka 4,9%. Sementara itu, World Bank dan OECD masing-masing memprediksi pertumbuhan ekonomi global tahun 2021 menjadi 3,8% dan 4,2%. Dari sisi perdagangan barang, World Trade Organization (WTO) juga memprediksi pertumbuhan volume perdagangan barang menjadi 7,2%. Pendapat tersebut dikuatkan dengan pandangan Institute of Chartered Accountants in England and Wales (ICAEW) dan Oxford Economics memperkirakan ekonomi global akan tumbuh sekitar 5,8% pada tahun 2021 dan 4,7% pada tahun 2022.

The second wave of the COVID-19 pandemic, which peaked in mid-2021 due to the Delta variant, has become a factor that greatly affects the national and global economy. In addition, the disruption of the supply chain and the energy crisis in a number of countries has exacerbated economic conditions. However, the addition of a strong fiscal stimulus and acceleration of the vaccination program have become *game-changers* for the global economy, including for Indonesia.

The economic recovery is reflected in the trend of global activity, as indicated by the revised outlook for global economic growth for 2021 from several international financial institutions such as the Organization for Economic Cooperation and Development (OECD), International Monetary Fund (IMF), World Bank and other institutions. The International Monetary Fund (IMF) forecasts global economic growth of 4.9% in August 2021. Meanwhile, the World Bank and the OECD forecast global economic growth of 3.8% and 4.2%, respectively. The World Trade Organization (WTO) also forecasts a 7.2% increase in the volume of goods traded. The Institute of Chartered Accountants in England and Wales (ICAEW) and Oxford Economics both forecast that the global economy will grow by approximately 5.8% in 2021 and 4.7% in 2022.



Prediksi para ahli tersebut didukung dengan penanganan COVID-19 yang menghadirkan vaksin untuk meningkatkan *confidence* yang lebih baik serta terciptanya pemulihan ekonomi. Momentum pemulihan berlanjut dengan aktivitas riil global berjalan semakin kuat dan berdampak pada berlanjutnya peningkatan harga komoditas. Perbaikan kinerja ini didukung oleh penguatan permintaan berbagai negara di tengah pemulihan aktivitas ekonominya. Indikator *Baltic Dry Index* (*proxy* aktivitas perdagangan global) terus meningkat signifikan sepanjang 2021. Di saat yang sama, harga-harga komoditas masih konsisten naik.

The handling of COVID-19 substantiates these experts' predictions, as it demonstrates a vaccine capable of boosting confidence and spurring economic recovery. The recovery momentum continues to strengthen, which affects the continued rise in commodity prices. This improvement in performance was aided by the strengthening of demand from a variety of countries as economic activity recovered. Throughout 2021, the Baltic Dry Index indicator (a proxy for global trading activity) continues to rise significantly. Simultaneously, commodity prices continue to rise steadily.

## Tinjauan Perekonomian Domestik

### Domestic Economic Overview

Pada bulan Maret-Mei 2021 kasus harian COVID-19 di Indonesia tercatat mengalami penurunan, namun mengalami kenaikan kembali pada bulan Juni 2021. Secara statistik, jumlah kasus aktif COVID-19 di akhir bulan Juni sekitar angka 200 ribu. Upaya Pemerintah untuk meredam kasus COVID-19, yaitu dengan mempercepat dan memperluas cakupan program vaksinasi. Pada Desember 2021 program vaksinasi telah mencapai 161,32 juta dosis vaksin pertama dengan jangkauan 77,46% dari target populasi di Indonesia. Sementara itu, penerima vaksin kedua telah mencapai 113,27 juta atau 54,67% dari target.

Melalui program vaksinasi, pertumbuhan ekonomi juga meningkat di tahun 2021, seiring dengan peningkatan mobilitas. pertumbuhan ekonomi nasional sepanjang tahun 2021 sebesar 3,69% didukung oleh menguatnya aktivitas konsumsi dan investasi, serta peningkatan aktivitas ekspor. Hingga November 2021, kinerja ekspor mencapai USD22,84 miliar, tertinggi sejak tahun 2000. Kuatnya kinerja ekspor di Indonesia menjadikan neraca perdagangan November 2021 mengalami tren surplus selama 19 bulan berturut-turut, yaitu mencapai USD3,51 miliar.

Daily COVID-19 cases in Indonesia decreased from March to May 2021, but increased again in June 2021. Statistically, there were approximately 200,000 active COVID-19 cases at the end of June. The Government's efforts to reduce COVID-19 cases namely by accelerating and expanding the scope of the vaccination program. In December 2021, the vaccination program in Indonesia administered 161.32 million doses of the first vaccine, reaching 77.46% of the target population. The number of individuals who have received the second vaccine has reached 113.27 million, or 54.67% of the target.

Through the vaccination program, economic growth also increased in 2021, along with increased mobility. National economic growth throughout 2021 of 3.69% was supported by strengthening consumption and investment, as well as increased export activities. Export performance reached USD22.84 billion in November 2021, the highest level since 2000. Indonesia's strong export performance resulted in a surplus trade balance for 19 consecutive months in November 2021, reaching USD3.51 billion.





## Tinjauan Industri Kabel

### Cable Industry Overview

Situasi pandemi juga mempercepat transformasi digital menuju industri 4.0 dan mendorong perubahan pola kerja baru menjadi '*hybrid*', yaitu kombinasi bekerja di kantor dan bekerja secara *remote*. Hal tersebut menyebabkan kuatnya permintaan produk alat komunikasi yang dapat menunjang pola kerja baru, sehingga menjadi sebuah peluang untuk industri kabel.

Sepanjang tahun 2021, pandemi COVID-19 juga memicu munculnya tantangan lain bagi industri kabel yaitu terjadinya *supercycle* komoditas, dimana harga komoditas melambung tinggi akibat terganggunya *supply chain*. Kondisi ini membuat COGS semakin tinggi dikarenakan meningkatnya harga bahan baku utama kabel, yaitu aluminium dan tembaga, sehingga mempengaruhi profitabilitas perusahaan industri kabel.

Berdasarkan Grafik Harga Mineral Acuan (Tembaga) di laman resmi Kementerian Energi dan Sumber Daya Mineral, harga tembaga pada bulan Desember 2021 tercatat sebesar 9.844,41 USD/dmt meningkat 43% (YoY). Sementara itu, persediaan tembaga di Gudang bursa logam London (LME) tercatat 89.375 ton, turun 17,21% dibandingkan tahun 2021. Harga komoditas aluminium juga mengalami kenaikan, imbas dari menipisnya pasokan aluminium dunia karena pengetatan produksi yang dilakukan oleh sejumlah negara karena krisis energi. Berdasarkan Grafik Harga Mineral Acuan (Aluminium), di pada bulan Desember harga aluminium naik 45% (YoY) menjadi 2.709,41 USD/dmt.

The pandemic situation has accelerated the digital transformation toward industry 4.0 and prompted changes in new work patterns toward a '*hybrid*' model, or a combination of office and remote work. This has resulted in a significant increase in demand for communication equipment capable of supporting new work patterns, creating an opportunity for the cable industry.

Throughout 2021, the COVID-19 pandemic also triggered another challenge for the cable industry, namely the occurrence of a commodity *supercycle*, where commodity prices soared due to supply chain disruptions. This condition makes COGS higher due to the rising prices of the main raw materials for cables, namely aluminum and copper, thus affecting the profitability of cable industry companies.

Based on the Reference Mineral Price Chart (Copper) on the website of the Ministry of Energy and Mineral Resources, the price of copper in December 2021 rose by 43% to 9,844.41 USD/dmt (YoY). Inventories of copper at the London Metal Exchange Warehouse (LME) were recorded at 89,375, a decrease of 17.21% from 2021. Aluminum commodity prices also increased as a result of the depletion of the global aluminum supply as a result of a number of countries restricting production due to the energy crisis. Based on the Reference Mineral Price Chart (Aluminum), the price of aluminum increased by 45% year-over-year in December to 2,709.41 USD/dmt.



## Tinjauan Kinerja Ekonomi Perseroan

### Company Economic Performance Review

Di tengah kondisi bisnis yang masih diliputi ketidakpastian, Perseroan berusaha mempertahankan kinerjanya dengan berpartisipasi dalam berbagai proyek penyediaan kabel. Perseroan menjalankan beberapa strategi bisnis untuk mencapai proyeksi pertumbuhan kinerja penjualan yang lebih baik dibandingkan tahun lalu. Strategi yang dijalankan di antaranya diversifikasi produk dan pasar, efisiensi proses produksi kabel, hingga program peningkatan sinergi dengan anak usaha.

Perseroan terus melakukan kerja sama dengan berbagai Perusahaan baik domestik maupun mancanegara. Sejumlah proyek di domestik telah menjadi penopang pendapatan Perseroan selama tahun 2021, baik dari mitra bisnis BUMN maupun swasta. Perseroan telah berhasil berpartisipasi dalam proyek MDU PLN, RDMP Pertamina, serta proyek pengadaan kabel untuk pembangunan gedung dan perumahan, infrastruktur, industri migas, dan proyek lainnya. Selain pengadaan kabel listrik dan telekomunikasi, melalui anak usaha, Perseroan juga terus mengembangkan bisnis *engineering, procurement & construction* (EPC) jaringan ketenagalistrikan dan telekomunikasi dalam rangka mewujudkan visi Perseroan sebagai penyedia total solusi kabel berkelas dunia di Indonesia. Perseroan juga telah berhasil memenuhi permintaan kabel dari luar negeri dengan melakukan ekspor produk kabel ke Jerman pada tahun 2021 di tengah banyaknya pembatasan akibat pandemi COVID-19.

Di tengah tantangan yang dihadapi, Perseroan tetap melihat adanya peluang yang bisa dimaksimalkan. Peluang tersebut salah satunya adalah peningkatan permintaan kabel serat optik sebagai dampak dari akselerasi digitalisasi yang muncul karena kondisi pandemi. Permintaan terhadap kabel serat optik dinilai stabil karena dipengaruhi oleh perubahan perilaku masyarakat yang membutuhkan jaringan internet untuk beraktivitas dari rumah. Kebutuhan internet yang tinggi tentu meningkatkan permintaan

In the face of continuing uncertainty in the business environment, the Company strives to maintain its performance through participation in various cable supply projects. The Company employs various business strategies in order to exceed previous year's sales performance growth projections. Diversification of products and markets, increased efficiency in the cable manufacturing process, and programs to increase synergy with subsidiaries are among the strategies implemented.

The Company continues to cooperate with numerous domestic and international businesses. Several domestic projects supported the Company's revenue in 2021, both from state-owned enterprises and private business partners. The Company has participated successfully in PLN's MDU project, Pertamina's RDMP, and cable procurement projects for the construction of buildings and housing, infrastructure, and the oil and gas industry, among other projects. In addition to the procurement of electricity and telecommunications cables, the Company continues to develop the engineering, procurement, and construction (EPC) business of electricity and telecommunications networks through its subsidiaries in order to realize its vision of becoming a world-class provider of total cable solutions in Indonesia. In 2021, despite many restrictions imposed by the COVID-19 pandemic, the Company was able to satisfy international cable demand by exporting cable products to Germany.

Despite the difficulties encountered, the Company continues to see opportunities for growth. One of these opportunities is the increase in demand for fiber optic cables as a result of the pandemic-induced acceleration of digitization. Fiber optic cable demand is considered stable because it is influenced by changes in the behavior of people who require an internet network to travel away from home. The increased demand for internet access undoubtedly increases demand for fiber optic cable products used





terhadap produk kabel fiber optik sebagai bagian dari infrastruktur jaringan internet. Perseroan menyuplai kabel fiber optik untuk kebutuhan PT Telekomunikasi Indonesia (Persero) Tbk (TELKOM) maupun perusahaan jasa penyedia internet lainnya, baik untuk jaringan akses maupun *backboned*.

Sepanjang tahun 2021, pendapatan bersih Perseroan menurun 6,76% (YoY) menjadi Rp1,71 triliun. Sebagian besar pendapatan bersih berasal dari kontribusi pasar lokal senilai Rp1.700 miliar atau mencapai 99%. Sementara itu, pendapatan bersih dari pasar ekspor tercatat Rp10 miliar.

in the internet network infrastructure. The Company supplies fiber optic cables to PT Telekomunikasi Indonesia (Persero) Tbk (TELKOM) and other internet service providers for use in both access networks and *backboned* networks.

Throughout 2021, the Company's net income decreased by 6.76% (YoY) to Rp1.71 trillion. Most of the net income came from local market contributions of Rp1,700 billion or reached 99%. Meanwhile, net income from the export market was recorded at Rp10 billion.





## KINERJA OPERASI PER SEGMENT USAHA

### OPERATIONAL PERFORMANCE PER BUSINESS SEGMENT

Perseroan bergerak di bidang industri kabel yang memiliki segmen pasar di dalam maupun ke luar negeri yang menjual kabel listrik, kabel *fiber optic*, kabel kawat tembaga, jasa kontraktor, dan perdagangan. Pada tahun 2021, penyumbang terbesar pendapatan Perseroan berasal dari segmen Kabel Listrik dengan pendapatan bersih yaitu Rp808,54 miliar.

The Company is engaged in the cable industry which has market segments at domestic and overseas that sells power cables, fiber optic cables, copper wire cables, contractor services, and trading. In 2021, the main contributor to the Company's revenue came from the Power Cable segment with a net profit of Rp808,54 billion.

#### Pendapatan per Segmen

Revenue per segment

Segmen Segment	Persentase Pendapatan 2021 2021 Revenue Percentage	2021	2020	2019
		Dalam juta Rupiah, kecuali dinyatakan lain In million Rupiah, unless otherwise stated		
Kabel Listrik Power Cable	47,28	808.539	718.454	1.527.346
Kabel <i>Fiber Optic</i> Fiber Optic Cable	18,65	318.946	303.596	378.689
Kabel Kawat Tembaga Copper Wire Cable	14,04	240.051	350.160	565.043
Jasa Kontraktor Contractor Service	3,75	64.160	153.306	191.828
Perdagangan Trading	16,28	278.395	308.647	387.119
<b>Total</b>	<b>100%</b>	<b>1.710.091</b>	<b>1.834.163</b>	<b>3.050.025</b>



### Kabel Listrik

Pada tahun 2021, Perseroan membukukan penjualan segmen kabel listrik yang lebih tinggi dibanding tahun sebelumnya. Perseroan membukukan pendapatan dari segmen kabel listrik sebesar Rp808,54 miliar, naik 12,54% atau Rp90,09 miliar dibandingkan dengan tahun 2020 yang sebesar Rp718,45 miliar.

### Kabel Fiber Optic

Pendapatan yang diperoleh dari segmen kabel *fiber optic* sebesar Rp318,95 miliar, naik 5,06% dari pendapatan tahun sebelumnya yang mencapai Rp303,60 miliar. Perbaikan kinerja penjualan kabel serat optik ditahun 2021, dipengaruhi oleh meningkatnya kebutuhan sarana dan prasarana telekomunikasi di Indonesia.

### Kabel Kawat Tembaga

Segmen Kabel Kawat Tembaga mencatatkan kinerja penjualan yang melemah dibanding tahun 2020. Jumlah pendapatan yang dihasilkan sebesar Rp240,05 miliar, turun dari pendapatan tahun 2020 sebesar Rp350,16 miliar.

### Jasa Kontraktor

Pada tahun 2021, segmen jasa kontraktor membukukan pendapatan sebesar Rp64,16 miliar, turun 58,15% dari tahun sebelumnya yang berjumlah Rp153,31 miliar. Penurunan signifikan segmen jasa kontraktor, utamanya dipengaruhi oleh kebijakan pembatasan dalam rangka penanggulangan pandemi COVID-19 dan juga penundaan pengerjaan proyek-proyek ketenagalistrikan.

### Perdagangan

Sepanjang tahun 2021, jumlah pendapatan yang dihasilkan pada segmen perdagangan yaitu Rp278,40 miliar, turun 9,80% dari tahun 2020 yang berjumlah Rp308,65 miliar.

### Power Cable

The Company's recorded electric cable segment sales increased in 2021 compared to the previous year. The Company's revenue from the power cable segment increased by 12.54%, or Rp90.09 billion, to Rp808.54 billion in comparison to Rp718.45 billion in 2020.

### Fiber Optic Cable

The fiber optic cable segment generated Rp318.95 billion in revenue, a 5.06% increase from the previous year's revenue of Rp303.60 billion. Increased sales of fiber optic cables in 2021, influenced by Indonesia's growing demand for telecommunications infrastructure and facilities.

### Copper Wire Cable

In comparison to 2020, sales in the Copper Wire Cable segment decreased. Total revenue was Rp240.05 billion, a decrease from Rp350.16 billion in 2020.

### Contractor Service

In 2021, the contractor services segment generated Rp64.16 billion in revenue, a decrease of 58.15% compared to the previous year's Rp153.31 billion. The significant decline in the contractor services segment was primarily attributable to the policy of restrictions implemented to combat the COVID-19 pandemic, as well as delays in the completion of electricity-related projects.

### Trading

In 2021, the trading segment generated Rp278.40 billion in total revenue, a decrease of 9.80% from 2020's total of Rp308.65 billion.



## KINERJA KEUANGAN PERSEROAN

### COMPANY FINANCIAL PERFORMANCE

Kinerja keuangan Perseroan dijabarkan sesuai dengan Laporan Keuangan Konsolidasian *audited* tahun 2021. Laporan ini telah diaudit independen oleh Kantor Akuntan Publik Gani Sigirot & Handayani (Grant Thornton Indonesia) dengan opini "Wajar dalam semua hal yang material".

The Company's financial performance in 2021 is outlined based on the Company's audited Consolidated Financial Statements. The financial statement was audited by independent Public Accounting Firm, Gani Sigirot & Handayani (Grant Thornton Indonesia) with an opinion of "fair, in all material aspects".

## Laporan Posisi Keuangan Konsolidasian

### Consolidated Statement of Financial Position

#### Total Aset

Total Assets

Uraian Description	2021	2020	2019	% Pertumbuhan 2020-2021 % Growth 2020-2021
	Dalam Juta Rupiah In Million Rupiah			
<b>Aset Lancar</b> Current Assets				
Kas dan setara kas Cash and cash equivalents	226.546	142.143	629.844	59,38
Dana yang terbatas penggunaannya Restricted funds	320.396	250.998	19.897	27,65
Piutang usaha Trade receivables				
Pihak ketiga – setelah dikurangi cadangan kerugian penurunan nilai Third parties – net of allowance for impairment losses	720.133	950.163	887.124	(24,21)
Pihak berelasi Related parties	7.352	15.811	12.450	(53,50)



Uraian Description	2021	2020	2019	% Pertumbuhan 2020-2021 % Growth 2020-2021
	Dalam Juta Rupiah In Million Rupiah			
Piutang lain-lain Other receivables	50.161	55.724	61.341	(9,98)
Piutang derivatif Derivative receivables	23.875	32.384	12.553	(26,28)
Persediaan Inventories	658.625	580.436	492.484	13,47
Pajak dibayar di muka Prepaid taxes	27.594	35.432	36.365	(22,12)
Estimasi tagihan pajak jatuh tempo dalam setahun Current maturities of estimated tax refund	-	-	7.803	-
Aset lancar lainnya Other current assets	62.218	96.286	105.967	(35,38)
Proyek dalam pelaksanaan jatuh tempo dalam setahun Project under construction not more than one year	41.953	13.711	14.974	205,98
<b>Total Aset Lancar</b> Total Current Assets	<b>2.138.854</b>	<b>2.173.088</b>	<b>2.280.902</b>	<b>(1,58)</b>
Aset pajak tangguhan Deferred tax assets	70.855	24.064	21.561	194,44
Estimasi tagihan pengembalian pajak Estimated claims for tax refund	38.771	21.406	15.277	81,12
Proyek dalam pelaksanaan lebih dari satu tahun Projects under construction more than one year	36.523	81.435	111.561	(55,15)
Aset tetap – setelah dikurangi akumulasi penyusutan Property, Plant and Equipment- net of accumulated depreciation	574.542	573.953	565.275	0,10
Investasi pada entitas asosiasi Investments in associated	25.237	24.918	26.555	1,28
Aset tidak lancar lainnya Other non-current assets	8.386	16.772	6.812	(50,00)
<b>Total Aset Tidak Lancar</b> Other Non-Current Assets	<b>754.313</b>	<b>742.547</b>	<b>747.040</b>	<b>1,58</b>
<b>Total Aset</b> Total Assets	<b>2.893.168</b>	<b>2.915.635</b>	<b>3.027.942</b>	<b>(0,77)</b>





### Total Aset

Pada akhir tahun 2021, Perseroan memiliki total aset senilai Rp2,89 triliun. Jumlah tersebut turun 0,77% atau Rp22,47 miliar dari tahun sebelumnya. Penurunan jumlah aset tercatat tidak signifikan, sehingga tidak terdapat dampak atas perubahan total aset bagi Perseroan. Perubahan signifikan komponen aset terdapat pada kas dan setara kas yang meningkat 59,38% dibanding posisi kas tahun sebelumnya. Selain itu, terdapat peningkatan jumlah dana yang terbatas penggunaannya dari Rp251,00 miliar pada akhir tahun 2020, menjadi Rp320,40 miliar pada akhir tahun 2021. Seiring dengan strategi Perseroan untuk meningkatkan penagihan piutang, pada akhir tahun 2021, Perseroan berhasil mencatatkan piutang usaha pihak ketiga Rp720,13 miliar, turun 24,21% dari posisi piutang usaha pihak ketiga tahun lalu, sebesar Rp950,16 miliar.

### Aset Lancar

Perseroan hingga akhir tahun 2021 memiliki aset lancar senilai Rp2,14 triliun. Jumlah tersebut turun 1,58% atau Rp34,23 miliar dari tahun sebelumnya. Penurunan aset lancar, utamanya dipengaruhi oleh penurunan piutang usaha, baik pihak ketiga maupun pihak berelasi. Pada tahun 2021, piutang usaha pihak ketiga turun 24,21% dibanding posisi akhir tahun 2020 dan piutang usaha pihak berelasi turun 53,50%. Hal ini sejalan dengan strategi Perseroan untuk meningkatkan kolektabilitas piutang, guna meningkatkan likuiditas *cashflow* Perseroan.

### Aset Tidak Lancar

Aset tidak lancar yang dimiliki Perseroan per akhir 2021, yaitu sebesar Rp754,31 miliar. Jumlah ini mengalami kenaikan 1,58% atau Rp11,77 juta dari tahun sebelumnya. Kenaikan ini utamanya disebabkan oleh peningkatan jumlah aset pajak tangguhan menjadi Rp70,85 miliar dibanding Rp24,06 miliar pada akhir tahun 2020.

### Total Assets

At the end of 2021, the total Company assets reached Rp2.89 trillion. Compared to the previous year, this value decreased by 0.77%, or Rp22.47 billion. The decrease in the number of recorded assets was insignificant, so it had no effect on the Company's total assets. Compared to the previous year's cash position, cash and cash equivalents increased by 59.38%, representing a significant change in the asset component. Moreover, total restricted funds increased from Rp251.00 billion at the end of 2020 to Rp320.40 billion at the end of 2021. In accordance with the Company's strategy to increase receivables collection, at the end of 2021, the Company recorded trade receivables from third parties totaling Rp720.13 billion, down 24.21% from the previous year's position of Rp950.16 billion.

### Current Assets

By the end of 2021, the Company's current assets totaled Rp2.14 trillion. Compared to the previous year, this amount decreased by 1.58%, or Rp34.23 billion. The reduction in current assets was primarily attributable to a reduction in trade receivables, both from third parties and from related parties. Compared to the position at the end of 2020, trade receivables from third parties decreased by 24.21% in 2021, while trade receivables from related parties decreased by 53.50%. This is consistent with the Company's strategy to increase the collectability of receivables in order to increase cashflow liquidity.

### Non-Current Assets

The value of the Company's non-current assets at the end of 2021 was Rp754.31 billion. Compared to the previous year, this amount increased by 1.58%, or Rp11.77 million. This increase was primarily due to an increase in deferred tax assets from Rp24.06 billion at the end of 2020 to Rp70.85 billion in 2021.



## Tabel Liabilitas dan Ekuitas

### Liabilities and Equity Table

Uraian Description	2021	2020	2019	% Pertumbuhan 2020-2021 % Growth 2020-2021
	Dalam Juta Rupiah In Million Rupiah			
Liabilitas Jangka Pendek Current Liabilities				
Pinjaman bank jangka pendek Short-term bank loans	466.840	452.623	498.021	3,14
Utang usaha Trade payables				
- Pihak ketiga - Third parties	579.657	457.898	618.844	26,59
- Pihak berelasi - Related parties	30.625	121.868	26.076	(74,87)
Utang lain-lain Other payables	10.179	6.513	10.085	56,29
Utang pajak Taxes payable	5.253	3.845	8.824	36,62
Biaya masih harus dibayar Accrued expenses	19.858	16.437	13.237	20,81
Provisi bonus Provision for bonuses	-	-	15.887	
Uang muka pelanggan Advance from customers	-	-	72.216	
Liabilitas kontrak Contract liabilities	79.436	93.376	-	(14,93)
Pinjaman jangka panjang jatuh tempo dalam waktu satu tahun Current maturities of long-term loans				
- Utang bank - Bank loans	57.660	2.440	2.187	2263,11
- Utang pembiayaan konsumen - Consumer financing debt	-	-	416	-
- Utang sewa guna usaha - Finance lease payables	-	-	19.024	-
- Liabilitas sewa - Lease liability	29.555	22.663	-	30,41
- Obligasi - Bonds	486.550	-	-	100,00
Total Liabilitas Jangka Pendek Total Current Liabilities	1.765.612	1.180.663	1.284.817	49,54



Uraian Description	2021	2020	2019	% Pertumbuhan 2020-2021 % Growth 2020-2021
	Dalam Juta Rupiah In Million Rupiah			
Pinjaman jangka panjang – setelah dikurangi bagian jatuh tempo dalam waktu satu tahun Long-term loans - net of current maturities				
- Utang bank - Bank loans	105.984	9.737	12.177	988,47
- Utang pembiayaan konsumen - Consumer finance debt	-	-	563	-
- Utang sewa guna usaha - Finance lease payables	-	-	78.433	-
- Liabilitas sewa - Lease liability	57.351	66.839	-	(14,20)
Liabilitas imbalan kerja Employees' benefits liabilities	44.999	46.274	42.334	(2,76)
Obligasi Bonds	13.450	500.000	500.000	(97,31)
<b>Total Liabilitas Jangka Panjang</b> Total Non-Current Liabilities	<b>221.784</b>	<b>622.851</b>	<b>633.507</b>	<b>(64,39)</b>
<b>Total Liabilitas</b> Total Liabilities	<b>1.987.396</b>	<b>1.803.514</b>	<b>1.918.324</b>	<b>10,20</b>
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk Modal saham – nilai nominal Rp100 per saham Modal dasar – 10.000.000.000 saham Modal ditempatkan dan disetor penuh 4.155.602.595 saham Equity attributable to owner of Parent entity common share capital – par value Rp100 per share Authorized capital – 10,000,000,000 shares Issued and fully paid 4,155,602,595 shares	415.560	415.560	415.560	0,00
Agio saham Capital paid in excess of par value	940	940	940	0,00
Saldo laba: Retained earnings:				
- Dicadangkan - Appropriated	6.000	6.000	5.000	0,00
- Tidak dicadangkan - Unappropriated	479.504	690.326	688.542	(30,54)



Uraian Description	2021	2020	2019	% Pertumbuhan 2020-2021 % Growth 2020-2021
	Dalam Juta Rupiah In Million Rupiah			
Penghasilan komprehensif lain Other comprehensive income	3.767	(705)	(424)	(634,33)
Jumlah ekuitas yang dapat diatribusikan kepada: Pemilik entitas induk Total equity attributable to: Owners of parent entity	905.771	1.112.121	1.109.618	(18,55)
<b>Total Ekuitas</b> Total Equity	<b>905.771</b>	<b>1.112.121</b>	<b>1.109.618</b>	<b>(18,55)</b>
<b>Total Liabilitas dan Ekuitas</b> Total Liabilities and Equity	<b>2.893.168</b>	<b>2.915.635</b>	<b>3.027.942</b>	<b>(0,77)</b>

### Total Liabilitas

Per akhir tahun 2021, liabilitas Perseroan tercatat Rp1,99 triliun. Jumlah ini mengalami kenaikan 10,20% atau Rp183,88 miliar dari tahun sebelumnya yaitu Rp1,80 triliun. Kenaikan tersebut utamanya disebabkan oleh kenaikan utang usaha pihak ketiga dari Rp457,90 miliar pada akhir tahun 2020, menjadi Rp579,66 miliar. Selain itu juga terdapat peningkatan utang bank menjadi Rp105,98 miliar dari tahun sebelumnya Rp9,7 miliar.

### Liabilitas Jangka Pendek

Jumlah liabilitas jangka pendek Perseroan per akhir 2021 tercatat Rp1,77 triliun, naik 49,54% atau Rp584,95 miliar dari tahun sebelumnya yaitu Rp1,18 triliun. Hal tersebut utamanya terjadi karena reklasifikasi utang Obligasi sebesar Rp486,55 miliar dari Liabilitas Jangka Panjang ke Liabilitas Jangka Pendek Perseroan.

### Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan hingga akhir 2021 berjumlah Rp221,78 miliar. Angka tersebut turun 64,39% atau Rp401,07 miliar dari tahun sebelumnya yang berjumlah Rp622,85 miliar. Hal tersebut disebabkan oleh reklasifikasi utang Obligasi sebesar Rp486,55 miliar dari Liabilitas Jangka Panjang ke Liabilitas Jangka Pendek Perseroan.

### Total Liabilities

The Company's liabilities totaled Rp1.99 trillion as of the end of 2021. This amount increased by 10.20%, or Rp183.88 billion, compared to the previous year's total of Rp1.80 trillion. The increase was primarily attributable to a rise in trade payables to third parties from Rp457.90 billion at the end of 2020 to Rp579.66 billion in 2021. In addition, bank loans rose from Rp9.7 billion in the previous year to Rp105.98 billion in the current year.

### Current Liabilities

The Company's total current liabilities increased by 49.54%, or Rp584.95 billion, from the prior year's total of Rp1.18 trillion to Rp1.77 trillion at the end of 2021. This was due to reclassification of Bonds payable amounting to Rp486.55 billion from Non-Current Liabilities to Current Liabilities of the Company.

### Non-Current Liabilities

The Company's non-Current liabilities through the end of 2021 totaled Rp221.78 billion. This number decreased by 64.39%, or Rp401.07 billion, compared to the prior year's total of Rp622.85 billion. This was due to reclassification of Bonds payable amounting to Rp486.55 billion from Non-Current Liabilities to Current Liabilities of the Company.



## Ekuitas

Jumlah ekuitas yang dimiliki Perseroan hingga akhir 2021 mencapai Rp905,77 miliar, turun 18,55% atau Rp206,35 triliun dibandingkan tahun 2020 yang mencapai Rp1,11 miliar. Penurunan ekuitas disebabkan oleh rugi tahun berjalan yang mengakibatkan penurunan Saldo laba dicadangkan dari Rp 690,33 miliar pada akhir tahun 2020 mejadi Rp479,50 miliar pada akhir tahun 2021.

## Equity

The total equity owned by the Company through the end of 2021 reached Rp905.77 billion, a decrease of 18.55% or Rp206.35 trillion compared to 2020, when it reached Rp1.11 billion. The decrease in equity was the result of a loss for the year, which caused the retained earnings balance to decrease from Rp690.33 billion at the end of 2020 to Rp479.50 billion at the end of 2021.

# Laporan Laba Rugi Komprehensif Konsolidasian

## Consolidated Statement of Comprehensive Income

### Laporan Laba Rugi Komprehensif

#### Comprehensive Income Statement

Uraian Description	2021	2020	2019	% Pertumbuhan 2020-2021 % Growth 2020-2021
	Dalam Juta Rupiah In Million Rupiah			
Pendapatan Bersih Net Revenues	1.710.091	1.834.162	2.669.686	(6,76)
Beban Pokok Penjualan Cost of Goods Sold	(1.616.654)	(1.475.151)	(2.101.710)	9,59
Laba Kotor Gross Profit	93.437	359.012	567.977	(73,97)
Beban Usaha dan Lain-Lain Operating Expenses and Others	(345.635)	(351.853)	(309.030)	(1,77)
Laba (Rugi) Sebelum Pajak Penghasilan Profit (Loss) Before Income Tax	(252.198)	7.158	258.947	(3.623,30)
Manfaat (Beban) Pajak Penghasilan Income Tax Benefits (Expenses)	41.375	(4.375)	(50.698)	(1.045,71)
Laba (Rugi) Bersih Tahun Berjalan Profit (Loss) for the Year	(210.822)	2.783	208.249	(7.675,35)
Penghasilan (Rugi) Komprehensif Lain Setelah Pajak Other Comprehensive Income (Loss) of Tax	4.473	(280)	(482)	(1.697,50)
Laba (Rugi) Bersih Tahun Berjalan yang dapat Diatribusikan kepada Pemilik Entitas Induk Net Profit (Loss) for the Year Attributable to owner of the parent entity	(210.822)	2.783	208.249	(7.675,35)





### Pendapatan Bersih

Pendapatan bersih Perseroan pada tahun 2021 tercatat mencapai Rp1,71 triliun. Pendapatan Perseroan mengalami penurunan 6,76% atau Rp124,07 miliar dari tahun sebelumnya yang mencapai Rp1,83 triliun. Penurunan pendapatan bersih utamanya disebabkan oleh penurunan pendapatan dari segmen Kabel Kawat Tembaga sebesar 31,45% dibanding tahun 2020 dan segmen Jasa Kontraktor yang turun signifikan 58,15% dibanding tahun 2020.

### Beban Pokok Penjualan

Hingga akhir tahun 2021, jumlah beban pokok penjualan Perseroan tercatat sebesar Rp1,62 triliun. Jumlah tersebut mengalami kenaikan 9,59% atau Rp141,50 miliar dari tahun sebelumnya yaitu sebesar Rp1,48 triliun. Peningkatan ini disebabkan kenaikan signifikan harga bahan baku utama, seperti aluminium dan tembaga di sepanjang tahun 2021. Beban bahan baku yang digunakan meningkat 47,36% menjadi Rp1.539 miliar dari tahun sebelumnya Rp1.044,83 miliar. Kenaikan beban pokok penjualan telah berdampak pada menurunnya margin laba Perseroan.

### Laba Kotor

Sepanjang tahun 2021, Perseroan membukukan laba kotor sebesar Rp93,44 miliar. Total ini mengalami penurunan 73,97% atau Rp265,58 miliar dari tahun 2020 yang mencapai Rp359,01 miliar. Selain penurunan jumlah pendapatan Perseroan, penurunan laba kotor ini disebabkan oleh adanya tekanan dari kenaikan beban pokok penjualan yang meningkat signifikan karena kenaikan harga bahan baku utama.

### Beban Usaha dan Lain-Lain

Total beban usaha dan lain-lain yang dibukukan oleh Perseroan mencapai Rp345,64 miliar, nilai ini turun 1,77% atau Rp6,22 miliar dari tahun sebelumnya yang berjumlah Rp351,85 miliar. Penurunan terjadi karena penurunan beban penjualan dari Rp87,13 miliar pada akhir tahun 2020 menjadi Rp63,20 miliar. Selain itu beban umum dan administrasi perseroan juga menurun dari Rp127,10 miliar menjadi Rp121,66 pada tahun 2021. Penurunan ini disebabkan oleh strategi efisiensi internal yang diterapkan oleh Perseroan pada tahun 2021.

### Net Revenues

In 2021, the Company reported a net revenues of Rp1.71 trillion. The Company's revenues decreased by 6.76%, or Rp124.07 billion, compared to the prior year's total of Rp1.83 trillion. The decrease in net revenues was primarily attributable to a 31.45% decline in Copper Wire Cable segment revenue compared to 2020 and a 58.15% decline in Contractor Services segment revenue compared to 2020.

### Cost of Goods Sold

The Company's cost of goods sold totaled Rp1.62 trillion through the end of 2021. This value increased by 9.59%, or Rp141.50 billion, compared to the previous year's total of Rp1.48 trillion. In 2021, the price of key raw materials, such as aluminum and copper, increased significantly. The cost of utilized raw materials increased by 47.36% to Rp1,539 billion from Rp1,044.8 billion the previous year. The decline in the Company's profit margin was influenced by the increase in cost of goods sold.

### Gross Profit

The Company generated a gross profit of Rp93.44 billion in 2021. This total decreased by 73.97%, or Rp265.58 billion, compared to Rp359.01 billion in 2020. In addition to the decline in total revenue, the decline in the Company's gross profit was a result of the pressure exerted by the increase in the cost of goods sold, which rose significantly due to the increase in the price of the Company's primary raw materials.

### Operating and Other Expenses

The Company's total operating expenses and other expenses amounted to Rp345.64 billion, a decrease of 1.77% or Rp6.22 billion from the prior year's total of Rp351.85 billion. Selling expenses decreased from Rp87.13 billion at the end of 2020 to Rp63.20 billion by the end of 2021. In addition, general and administrative expenses decreased from Rp127.10 billion in 2020 to Rp121.66 billion in 2021. This decrease was the result of the Company's 2021 internal efficiency strategy.



### **Laba Sebelum Pajak Penghasilan**

Pada tahun 2021, Perseroan membukukan rugi sebelum pajak penghasilan, yaitu Rp252,20 miliar, turun 3.623,30% dibandingkan tahun 2020 yang membukukan laba sebelum pajak penghasilan sebesar Rp7,16 miliar. Hal ini terjadi karena penurunan pendapatan dan laba kotor Perseroan sebagai dampak dari kenaikan harga bahan baku utama yang mengakibatkan beban pokok penjualan menjadi tinggi.

### **Laba Bersih Tahun Berjalan**

Pada tahun 2021, Perseroan membukukan rugi bersih tahun berjalan sebesar Rp210,82 miliar, turun 7.675,35% dibandingkan tahun 2020 yang membukukan laba bersih tahun berjalan sebesar Rp2,78 miliar. Penurunan laba bersih tahun berjalan tersebut disebabkan karena penurunan pendapatan dan laba kotor Perseroan sebagai dampak dari meningkatkan harga bahan baku utama yang mengakibatkan kenaikan beban pokok penjualan.

### **Penghasilan (Rugi) Komprehensif Lain Setelah Pajak**

Per 31 Desember 2021, penghasilan komprehensif lain setelah pajak tercatat Rp4.473 juta. Jumlah ini naik 1.697,50% atau Rp4.753 juta dari tahun sebelumnya yang mencatat rugi komprehensif lain setelah pajak sebesar Rp281 juta. Kenaikan penghasilan komprehensif terjadi dikarenakan pengukuran kembali program imbalan pasti tahun 2021.

### **Laba (Rugi) Komprehensif Tahun Berjalan**

Pada tahun 2021, Perseroan membukukan rugi komprehensif tahun berjalan sebesar Rp206,35 miliar, turun 2.344,56% dibandingkan tahun 2020 yang membukukan laba komprehensif tahun berjalan sebesar Rp2,50 miliar. Penurunan laba (rugi) komprehensif tahun berjalan disebabkan karena penurunan pendapatan dan laba kotor Perseroan sebagai dampak dari meningkatkan harga bahan baku utama yang mengakibatkan kenaikan beban pokok penjualan.

### **Profit Before Income Tax**

In 2021, the Company recorded a loss before income tax of Rp252.20 billion, representing a decrease of 3,623.30% compared to 2020, when it reported a profit before income tax of Rp7.16 billion. This was caused by a decline in the Company's revenue and gross profit as a result of an increase in the cost of the Company's primary raw materials, which led to a high cost of goods sold.

### **Net Profit for the Year**

In 2021, the Company reported a net loss of Rp210.82 billion, a decrease of 7,675.35% compared to 2020, when it reported a net profit of Rp2.78 billion. The decrease in net income for the year was attributable to a decline in revenue and gross profit as a result of an increase in the price of the Company's primary raw materials, which led to a rise in cost of goods sold.

### **Other Comprehensive Income (Loss) After Tax**

Other comprehensive loss after tax was Rp4,473 million as of December 31, 2021. This figure represents an increase of 1,697.50% or Rp4,753 million over the previous year which recorded other comprehensive income after tax of Rp281 million. The increase in comprehensive income was the result of the 2021 remeasurement of the defined benefit plan.

### **Comprehensive Income (Loss) for the Year**

Pada tahun 2021, Perseroan membukukan rugi komprehensif tahun berjalan sebesar Rp206,35 miliar, turun 2,344.56% dibandingkan tahun 2020 yang membukukan laba komprehensif tahun berjalan sebesar Rp2,50 miliar. Penurunan laba (rugi) komprehensif tahun berjalan disebabkan karena penurunan pendapatan dan laba kotor Perseroan sebagai dampak dari meningkatkan harga bahan baku utama yang mengakibatkan kenaikan beban pokok penjualan.



### Laba (Rugi) Bersih Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk

Perseroan mencatat rugi bersih tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk senilai dengan Rp210,82 miliar di 2021, nilai ini turun 7.675,35% atau Rp213,61 miliar dari tahun sebelumnya yang mencatat laba bersih tahun berjalan sebesar Rp2,78 miliar. Penurunan laba (rugi) bersih tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk disebabkan karena penurunan pendapatan dan laba kotor Perseroan sebagai dampak dari meningkatkan harga bahan baku utama yang mengakibatkan kenaikan beban pokok penjualan.

### Net Income (Loss) for the Year Attributable to Parent Entity

In 2021, the Company recorded a net loss attributable to parent entity of Rp210.82 billion, an decrease of 7,675.35% or Rp213.61 billion over the previous year's profit of Rp2.78 billion. The decrease in net income (loss) for the year attributable to the parent entity was caused by a decline in the Company's revenue and gross profit as a result of rising prices for its primary raw materials, which led to a rise in cost of goods sold.

## Laporan Arus Kas Konsolidasian

### Consolidated Statement of Cash Flows

#### Laporan Arus Kas

##### Cash Flow Statement

Uraian Description	2021	2020	2019
	Dalam Juta Rupiah In Million Rupiah		
Arus kas dari aktivitas operasi Cash flows from operating activities	58.257	(137.823)	169.487
Arus kas dari aktivitas investasi Cash flows from investing activities	(96.526)	(313.767)	(161.372)
Arus kas dari aktivitas pendanaan Cash flows from financing activities	118.689	(39.413)	403.585
Kenaikan (penurunan) bersih kas dan setara kas Net increase (decrease) in cash and cash equivalents	80.420	(491.004)	411.700
Kas dan setara kas awal tahun Cash and cash equivalents at beginning of year	142.143	629.844	217.977
Pengaruh selisih kurs kas dan setara kas Foreign exchange effect on cash and cash equivalents	3.983	3.303	167
Kas dan setara kas akhir tahun Cash and cash equivalents at end of year	226.546	142.143	629.844



### Arus Kas dari Aktivitas Operasi

Pembukuan arus kas yang diperoleh dari aktivitas operasi Perseroan pada tahun 2021 ini mencapai Rp58,26 miliar, naik dari tahun sebelumnya yang mencatat arus kas yang digunakan untuk aktivitas operasi sebesar Rp137,82 miliar. Kenaikan jumlah arus kas dari aktivitas operasi dikarenakan peningkatan jumlah penerimaan dari pelanggan dan lainnya sebagai hasil dari peningkatan aktivitas kolektabilitas piutang usaha Perseroan. Penerimaan dari pelanggan dan lainnya meningkat 12,52% dari Rp1.771,12 miliar pada tahun sebelumnya menjadi Rp1.992,97 pada tahun 2021.

### Arus Kas dari Aktivitas Investasi

Jumlah arus kas dari aktivitas investasi Perseroan pada 2021 tercatat sebesar Rp96,53 miliar, turun 69,24% dari tahun sebelumnya yang mencapai Rp313,77 miliar. Penurunan jumlah arus kas dari aktivitas investasi utamanya disebabkan oleh penurunan pada akun penambahan deposito berjangka dari Rp250 miliar pada tahun 2020 menjadi Rp100 miliar pada tahun 2021. Selain itu, juga terdapat pencairan deposito berjangka sebesar Rp75,00 miliar sepanjang tahun 2021.

### Arus Kas dari Aktivitas Pendanaan

Perseroan mencatat arus kas yang diperoleh dari aktivitas pendanaan sepanjang tahun 2021 mencapai Rp118,69 miliar, naik 401,14% dibanding tahun sebelumnya yang mencatat arus kas yang digunakan untuk aktivitas pendanaan berjumlah Rp39,41 miliar. Kenaikan jumlah arus kas dari aktivitas pendanaan dikarenakan oleh kenaikan penerimaan dari utang bank dan juga perubahan jumlah dana yang terbatas penggunaannya.

### Cash Flow from Operational Activities

The cash flow provided by the Company's operating activities in 2021 was Rp58.26 billion, an increase from the previous year cash flow used in operating activities of Rp137.82 billion. The increase in total cash flows for operating activities was attributable to an increase in receipts from customers and others as a result of the improved collectability of the Company's trade receivables. Receipts from customers and others increased by 12.52%, from Rp1,771.12 billion in 2020 to Rp1,992.97 billion in 2021.

### Cash Flow from Investment Activities

The cash flow generated by the Company's investment activities in 2021 was Rp96.53 billion, a decrease from the previous year's figure of Rp313.77 billion. The decrease in cash flow from investing activities was primarily attributable to a decrease in the addition of time deposits from Rp250 billion in 2020 to Rp100 billion in 2021. In addition, time deposits totaling Rp75.00 billion were disbursed throughout 2021.

### Cash Flow from Funding Activities

The cash flow provided by the Company's funding activities in 2021 was Rp118.69 billion, an increase of 401.14% from the previous year cash flow used by funding activities of Rp39.41 billion. The increase in cash flow from financing activities was caused by an increase in bank loan receipts and a change in the amount of restricted funds.



## RASIO KEUANGAN

### FINANCIAL RATIOS

#### Rasio Keuangan Utama

Key Financial Ratios

Uraian Description	2021	2020	2019
	Dalam Juta Rupiah In Million Rupiah		
Rasio laba (rugi) bersih terhadap jumlah aset Return on assets	(0,07)	0,10	6,88
Rasio laba (rugi) bersih terhadap ekuitas Return on equity	(0,23)	0,25	18,77
Rasio lancar Non-current ratio	121,14	184,06	177,53
Rasio liabilitas terhadap ekuitas Debt to equity ratio	219,41	162,17	172,88
Rasio liabilitas terhadap jumlah aset Debt to assets ratio	68,69	61,86	63,35
Rasio ekuitas terhadap jumlah aset Equity to assets ratio	31,31	38,14	36,65
Rasio laba kotor terhadap penjualan bersih Gross profit margin	5,46	19,57	21,28
Rasio laba (rugi) usaha terhadap penjualan bersih Net operating profit (loss) margin	(5,35)	7,89	12,56
Rasio laba (rugi) bersih terhadap penjualan bersih Net profit (loss) margin	(12,33)	0,15	7,80







## KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG

### SOLVENCY AND COLLECTIBILITY OF RECEIVABLES

#### Kemampuan Membayar Utang Solvency

Kemampuan Perseroan membayar utang dapat diukur melalui rasio solvabilitas dari perbandingan total liabilitas terhadap jumlah ekuitas dan berdasarkan perbandingan total liabilitas terhadap jumlah aset yang dimiliki. Rasio solvabilitas Perseroan per akhir 2021 yaitu 219,41%, nilai ini naik dari tahun sebelumnya yang mencapai 162,17%. Kenaikan disebabkan oleh meningkatnya jumlah liabilitas Perseroan, terutama peningkatan utang usaha dan utang bank Perseroan.

Sementara untuk mengukur kemampuan Perseroan untuk memenuhi seluruh liabilitas jangka pendeknya dihitung dengan rasio likuiditas dengan membandingkan jumlah aset lancar dengan total liabilitas jangka pendek yang dimiliki Perseroan. Rasio lancar pada 2021 mencapai 121,14% yang artinya nilai aset lancar Perseroan lebih besar 1,21 kali dari utang lancar. Rasio ini menurun dibanding akhir tahun 2020 sebesar 184,06%. Penurunan ini terutama disebabkan reklasifikasi utang obligasi sebesar Rp486,55 miliar dari liabilitas jangka panjang ke liabilitas jangka pendek Perseroan.

The solvency ratio, calculated as the ratio of total liabilities to total equity and based on the ratio of total liabilities to total assets owned, indicates the Company's ability to repay debts. The Company's growth rate at the end of 2021 was 219.41%, an increase from the previous year's 162.17%. The increase was attributable to the expansion of the Company's total liabilities, particularly its trade payables and bank loans.

Meanwhile, the liquidity ratio is used to determine the Company's ability to meet all of its current liabilities. It is calculated by comparing the Company's total current assets to its total current liabilities. In 2021, the current ratio reached 121.14%, meaning that the value of the Company's current assets was 1.21 times that of its current liabilities. This ratio decreased from 184.06% at the end of 2020. This decrease was primarily attributable to the reclassification of Rp486.55 billion in bonds payable from non-current liabilities to current liabilities.

#### Kolektibilitas Piutang Collectability of Accounts Receivable

Kolektibilitas piutang Perseroan pada 2021 yaitu 153 hari, lebih cepat dari tahun sebelumnya yang mencapai 190 hari. Perbaikan kolektibilitas piutang ini dipengaruhi oleh semakin membaiknya kondisi perekonomian dan keuangan mitra bisnis, sehingga proses kolektibilitas bisa lebih cepat. Selain itu, arahan manajemen untuk fokus melakukan perbaikan kondisi piutang telah memberikan hasil yang cukup baik.

In 2021, the Company's receivables were collectible in 153 days, a decrease from the previous year's total of 190 days. This improvement in the collectability of receivables was influenced by the improving economic and financial conditions of business partners, allowing for a quicker collection process. In addition, management directives to improve the condition of accounts receivable have yielded positive outcomes.



## STRUKTUR MODAL DAN KEBIJAKAN STRUKTUR MODAL

### CAPITAL STRUCTURE AND CAPITAL STRUCTURE POLICY

Perseroan memiliki kebijakan dalam pengelolaan struktur permodalan untuk menunjang kegiatan usaha. Hal ini bertujuan agar kegiatan operasional tidak terkendala modal dan Perseroan tetap dapat memberikan *sharing value* kepada pemegang saham dan pemangku kepentingan lainnya. Kebijakan struktur modal Perseroan disusun oleh Direksi dan disetujui oleh Dewan Komisaris. Struktur modal Perseroan terdiri atas liabilitas dan ekuitas dengan masing-masing senilai Rp1.987 miliar dan Rp905,77 miliar.

The Company has a policy in place to manage its capital structure in order to support business operations. This is to ensure that the Company's operational activities are not constrained by capital constraints and that the Company can continue to provide value to shareholders and other stakeholders. The Board of Directors develops and approves the Company's capital structure policy. The Company's capital structure is made up of liabilities and equity worth Rp1,987 billion and Rp905.77 billion, respectively.

## IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

### MATERIAL COMMITMENT FOR CAPITAL GOOD INVESTMENT

Pada tahun 2021, Perseroan tidak memiliki ikatan material untuk investasi barang modal.

In 2021, the Company did not have material commitments for capital goods investments.

## INVESTASI BARANG MODAL

### CAPITAL GOODS INVESTMENT

Di tengah pandemi COVID-19, Perseroan tetap berkomitmen dalam hal inovasi dan Pengembangan Bisnis yang ada. Oleh sebab itu, Perseroan menyiapkan dana untuk belanja modal dalam rangka meningkatkan kapasitas produksi juga peningkatan produktivitas. Alokasi belanja modal di antaranya untuk pengadaan dan *maintenance* mesin, perolehan bangunan dan prasarana serta teknologi untuk efisiensi mesin-mesin produksi.

Despite the COVID-19 pandemic, the Company remains dedicated to innovation and existing business development. Consequently, the Company prepared funds for capital expenditures in order to increase production capacity and productivity. The allocation of capital expenditures encompasses the acquisition and maintenance of machinery, the purchase of buildings and infrastructure, and the development of production machine efficiency technology.

Total realisasi belanja barang modal di 2021 sebesar Rp 71,58 miliar. Transaksi belanja modal menggunakan mata uang rupiah, sehingga Perseroan tidak memiliki langkah dalam perlindungan mata uang asing.

The total amount of capital expenditures realized in 2021 was Rp71.58 billion. Since transactions involving capital expenditures are conducted in rupiah, the Company has no foreign currency protection measures.



## INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

### MATERIAL INFORMATION AND SUBSEQUENT EVENTS

Terdapat informasi dan fakta material yang terjadi setelah tanggal laporan akuntan tahun buku 2021. Pada tanggal 8 Februari 2022, berdasarkan akta No. 4 dari Audra Melanie Nicole Manebu S.H., M.H., M.Kn., terkait perubahan susunan Direksi dan Komisaris PT Bangun Prima Semesta. Perubahan ini telah dilaporkan dan diterima oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia masing-masing dalam Surat Penerimaan No. AHU-AH.01.03-0094789 Tahun 2022 tanggal 11 Februari 2022 sebagai berikut:

There were material facts and information that occurred after the accountant's report for the 2021 fiscal year was issued. Based on Deed No. 4 from Audra Melanie Nicole Manebu S.H., M.H., M.Kn., changes were made to the Board of Directors and Commissioners of PT Bangun Prima Semesta on 8 February 2022. The Minister of Law and Human Rights of the Republic of Indonesia have reported and accepted this amendment in Letter of Acceptance No. AHU-AH.01.03-0094789 Year 2022 dated 11 February 2022, as follows:

Keterangan Description	2022	2021
<b>Dewan Komisaris</b> Board of Commissioners		
Komisaris Utama President Commissioner	David Lius	-
Komisaris Commissioners	Hua Shun	David Lius
<b>Direksi</b> Board of Directors		
Direktur Utama President Director	-	Rudy Yuliarko
Direktur Directors	Willy Gunawan	Willy Gunawan



## INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI, ATAU RESTRUKTURISASI UTANG ATAU MODAL

MATERIAL INFORMATION REGARDING INVESTMENTS, EXPANSIONS, DIVESTMENTS, BUSINESS MERGERS/CONSOLIDATIONS, ACQUISITIONS OR DEBT/CAPITAL RESTRUCTURING

Perseroan tidak melakukan kegiatan investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, atau restrukturisasi utang dan/atau modal sepanjang tahun 2021.

Throughout 2021, the Company made no investments, expansions, divestitures, business mergers/consolidations, acquisitions, or debt and/or capital restructuring.

## TRANSAKSI BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

INFORMATION ON TRANSACTIONS WITH CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES

Dalam hal transaksi pihak afiliasi dan benturan kepentingan, Perseroan berpedoman pada Peraturan Otoritas Jasa Keuangan (POJK) No.42/POJK.04/2020. Perseroan mengadopsi POJK dimaksud untuk mengatur segala transaksi yang mengandung benturan kepentingan dan afiliasi agar dilakukan melalui prosedur dan revidu yang memadai untuk memastikan bahwa transaksi dilakukan dengan adil dan memenuhi prinsip transaksi yang wajar (*armslength principle*). Sepanjang tahun 2021, tidak terdapat transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi.

The Company adheres to the Financial Services Authority Regulation (POJK) No.42/POJK.04/2020 in regards to affiliated party transactions and conflicts of interest. The Company adopted the POJK in order to ensure that all transactions involving conflicts of interest and affiliations are conducted fairly and in accordance with the arm's-length principle through the use of adequate procedures and reviews. During the entirety of 2021, there were no material transactions involving conflicts of interest or affiliated parties.



## TARGET DI AWAL TAHUN DIBANDINGKAN REALISASINYA DAN TARGET TAHUN MENDATANG

TARGETS AT THE BEGINNING OF THE YEAR IN COMPARISON TO THEIR  
REALIZATION AND TARGETS FOR THE COMING YEAR

### Perbandingan antara Target pada Awal Tahun Buku dengan Hasil yang Dicapai

Comparison between Targets at the Beginning of the Financial Year and  
Achieved Results

Pandemi COVID-19 menjadi sebab tertundanya beberapa proyek yang ditangani Perseroan, sehingga menghambat pertumbuhan kinerja PT Voksel Electric Tbk. Banyaknya proyek strategis nasional yang ditunda menyebabkan permintaan produk kabel pun ikut menurun. Perseroan terus melakukan peningkatan efisiensi, efektivitas, dan produktivitas di internal perusahaan guna mempertahankan kinerja perseroan di sepanjang tahun 2021.

Per akhir 2021, Perseroan membukukan pendapatan bersih Rp1,71 triliun atau 79,27% dari target proyeksi. Jika dibandingkan dengan tahun lalu, pendapatan bersih turun 6,76%. Kontribusi terbesar pendapatan berasal dari segmen produk kabel listrik dan kabel serat optik. Jika dilihat dari segmen pasar, kontributor pendapatan utama berasal dari Perusahaan BUMN dan Swasta domestik.

Ketidakpastian akibat dampak pandemi COVID-19 telah berpengaruh signifikan pada capaian kinerja sehingga Perseroan perlu menjalankan strategi efisiensi untuk meminimalisir nilai kerugian. Sepanjang tahun 2021, langkah efisiensi biaya di internal Perseroan dapat dilihat dari penurunan beban umum dan administrasi

The COVID-19 pandemic caused delays in several of the Company's projects, impeding the company's growth. The postponement of numerous national strategic projects has resulted in a decline in demand for cable products. The Company continued to enhance its efficiency, effectiveness, and productivity in order to maintain its performance in 2021.

As of the end of 2021, the Company had earned Rp1.71 trillion in net income, or 79.27% of the projected target. When compared to the previous year, net income decreased by 6.76%. The sale of electrical cables, such as copper wire cables, medium voltage cables, and fiber optic cables, generated the most revenue. From a market segment perspective, the primary revenue contributors are domestic state-owned and private companies.

The uncertainty caused by the COVID-19 pandemic has had a significant impact on performance achievement. Therefore, the Company must implement an efficiency strategy to minimize the monetary value of losses. In 2021, the Company's internal cost efficiency measures were demonstrated by a 4.28% decrease in general





sebesar 4,28% dibanding tahun 2020. Selain itu juga terjadi penurunan beban penjualan sebesar 27,47% dari Rp 87,13 miliar pada tahun 2020 menjadi Rp 63,20 miliar pada tahun 2021. Per akhir Desember 2021, Perseroan belum berhasil mencapai target laba yang ditetapkan, dimana untuk tahun buku 2021, Perseroan membukukan rugi bersih tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk sebesar Rp210,82 miliar.

and administrative expenses compared to 2020. In addition, selling expenses decreased by 27.47%, falling from Rp87.13 billion in 2020 to Rp63.20 billion in 2021. As of the end of December 2021, the Company has failed to meet its profit target, having posted a Rp210.82 billion net loss for the 2021 fiscal year attributable to the parent Company's shareholders.

## Target atau Proyeksi untuk Satu Tahun Mendatang

### Targets or Projections for the Coming Year

#### Target 2022

Untuk tahun 2022, Perseroan menargetkan peningkatan pendapatan usaha sebesar Rp 2,70 triliun dengan proyeksi laba bersih adalah Rp 48,08 miliar. Sejumlah strategi dan program kerja telah disusun agar target operasional dan keuangan bisa tercapai. Perseroan juga telah menganggarkan *capital expenditure* (capex) sebesar Rp50,00 miliar untuk tahun 2022, yang utamanya digunakan untuk perolehan, *maintenance* dan instalasi mesin. Realisasi dan alokasi capex ini bersifat flexible mempertimbangkan perkembangan bisnis dan ekonomi yang terjadi.

#### 2022 Target

The Company anticipates an increase in operating income of Rp2.70 trillion and a net profit of Rp48.08 billion in 2022. Several strategies and work plans have been developed in order to achieve operational and financial objectives. The Company has budgeted Rp50.00 billion for capital expenditures (capex) in 2022, which will primarily be used for acquisition, maintenance, and machine installation. The execution and allocation of this capital expenditure is adaptable in light of the current business and economic climate.



## PROSPEK USAHA

### BUSINESS PROSPECTS

Pandemi COVID-19 telah membawa banyak perubahan dalam segala aspek kehidupan, salah satunya adalah pola kerja '*hybrid*'. Perubahan pola kerja menjadi *hybrid* menyebabkan peningkatan kebutuhan telekomunikasi dan fasilitas lainnya yang dapat menunjang *remote working*. Situasi tersebut dapat menjadi peluang bagi Perseroan untuk memasok kabel telekomunikasi, termasuk kabel serat optik guna memenuhi peningkatan kebutuhan akses telekomunikasi masyarakat. Di tengah besarnya tantangan yang dihadapi, Perseroan tetap melihat adanya peluang yang dapat dimaksimalkan. Selain itu, fokus utama Perseroan juga melakukan *follow up* terhadap proyek-proyek besar yang tertunda dari beberapa mitra bisnis.

Meski terdapat berbagai peluang bisnis yang masih luas, Perseroan tetap harus menjalankan prinsip kehati-hatian karena ketidakpastian akan terus menjadi halangan, seperti isu geopolitik, kesehatan dan ekonomi. Kenaikan harga komoditas logam selama pandemi COVID-19 telah menekan kinerja industri kabel. Namun Perseroan tetap konsisten menjalankan komitmen menjadi mitra strategis Pemerintah untuk mendukung Proyek Strategis Nasional bidang Energi. Rencana investasi dan modernisasi mesin-mesin terus dilakukan untuk meningkatkan efisiensi dan produktivitas sehingga Perseroan menjadi lebih kompetitif.

The COVID-19 pandemic has brought about numerous changes in all facets of life, including the "hybrid" work pattern. The shift to a hybrid work pattern has increased the demand for telecommunications and other facilities that facilitate remote work. This situation presents an opportunity for the Company to meet the growing demand for public telecommunications access by supplying telecommunication cables, including fiber optic cables. The Company still sees opportunities that can be leveraged despite the magnitude of the obstacles it faces. In addition, the Company's primary objective is to follow up large pending projects from various business partners.

Although there are still ample business opportunities, the Company must continue to apply the precautionary principle because uncertainty, such as geopolitical, health, and economic issues, will continue to be an obstacle. During the COVID-19 pandemic, the increase in metal commodity prices has hindered the performance of the cable industry. However, the Company remains steadfast in its commitment to support National Strategic Projects in the Energy sector as a strategic partner of the government. In order to increase the Company's competitiveness, investment and machine modernization plans are continuously implemented.



Selain itu, Perseroan juga perlu untuk terus mengatur strategi bertahan agar kinerja tidak tertekan oleh kenaikan harga logam industri. Perseroan akan mengoptimalkan *hedging* terhadap harga bahan baku yang terus meningkat serta melakukan *follow up* terhadap proyek-proyek strategis. Sebagai bagian dari strategi efisiensi dan efektivitas, Perseroan akan menekan beban bunga non-produktif dengan mengurangi jumlah pinjaman bersamaan dengan upaya optimalisasi sumber daya yang dimiliki untuk menjaga tingkat produktivitas tetap tinggi.

Untuk dapat mencapai berbagai prospek ke depan, Perseroan secara konsisten beroperasi dengan tetap memperhatikan protokol kesehatan untuk memastikan aspek kesehatan dan keselamatan kerja. Capaian zero accident yang berhasil diraih pada tahun 2021, harus terus dipertahankan guna memastikan operasional dapat berjalan dengan lancar tanpa adanya kecelakaan kerja yang terjadi.

Furthermore, the Company must maintain a survival strategy to ensure that performance is not impacted by rising industrial metal prices. The Company will optimize its hedges against rising raw material prices and continue to pursue strategic initiatives. The Company will reduce non-earning interest expenses as part of its efficiency and effectiveness strategy by reducing the number of loans and optimizing available resources to maintain a high level of productivity.

In order to achieve various future objectives, the Company consistently adheres to health protocols to ensure occupational health and safety. The achievement of zero accidents, which was accomplished in 2021, must be maintained to ensure that operations continue to run without incident.





## ASPEK PEMASARAN

### MARKETING ASPECT

Perseroan melihat masih banyak peluang-peluang pada pengembangan kabel-kabel telekomunikasi yang mana sektor ini semakin atraktif dan terus berkembang, terlebih sejak pandemi COVID-19. Melalui analisa *marketing* yang dilakukan, Perseroan meyakini bahwa pangsa pasar segmen kabel ini masih sangatlah luas. Berbagai strategi *marketing* disusun untuk memperluas pangsa pasar Perseroan, yang mencakup pemasaran secara *Business-to-Business* (B-to-B), retail, maupun pangsa pasar domestik dan global.

Perseroan sangat memerhatikan strategi pemasaran produk sebelum penjualan dan setelahnya. Upaya ini bertujuan untuk memberikan pelayanan yang berkualitas bagi konsumen. Layanan yang diberikan sebelum penjualan yaitu berupa kemudahan akses bagi calon customer untuk melakukan pemesanan ataupun komunikasi melalui *sales visit*, e-commerce [www.vokselkabel.com](http://www.vokselkabel.com) dan Layanan Whatsapp Hi Putu, sedangkan pelayanan purna jual yaitu dengan kemudahan bagi customer untuk melakukan komplek jika terdapat produk yang tidak sesuai dengan spesifikasi awal, yang kemudian akan difollow up oleh bagian Quality Assurance. Kedua layanan tersebut disesuaikan dengan target pasar yaitu *project base* dan *free market*.

*Project base* adalah pemasaran yang berdasarkan proyek di luar maupun di dalam negeri. Proyek ini didapatkan melalui tender-tender yang dimenangkan oleh Perseroan. Berbagai tender luar negeri telah berhasil diselesaikan, baik dari negara-negara di Asia, Afrika, Eropa dan Amerika. Pada tahun 2021, Perseroan berhasil meningkatkan nilai ekspor, yang salah satunya berasal dari penyelesaian ekspor produk kabel ke Jerman. Sementara itu, proyek-proyek dalam negeri Perseroan berasal Perusahaan-perusahaan BUMN ataupun swasta, baik proyek ketenagalistrikan maupun infrastruktur telekomunikasi.

The Company continues to see numerous opportunities in the development of telecommunication cables, a sector that is becoming increasingly attractive and growing, particularly in the aftermath of the COVID-19 pandemic. Through the marketing analysis carried out, the Company believes that the market share of this cable segment is still very wide. Various marketing strategies are prepared to expand the Company's market share, which includes Business-to-Business (B-to-B) marketing, retail, as well as domestic and global market share.

The Company places a high value on product marketing strategies both before and after sales. This effort aims to provide consumers with high-quality services. The pre-sale services consist of easy access for prospective customers to place orders or communication via sales visits, e-commerce at [www.vokselkabel.com](http://www.vokselkabel.com), and the Whatsapp Hi Putu Service. This is followed by a service that makes it easy for customers to file complaints if there are products that do not meet the initial specifications; the Quality Assurance section will then follow up. Both services, project-based and free market, are tailored to the target market.

Project base is marketing based on overseas and domestic projects. This project was procured by the Company through successful bids. A number of international bids from Asia, Africa, Europe, and the United States have been successfully completed. The completion of the export of cable products to Germany contributed to the Company's success in boosting the value of its exports in 2022. In the meantime, the electricity projects and telecommunications infrastructure of the Company's domestic projects originate from state-owned or private companies.



Sementara itu, pemasaran berdasarkan distribusi produk ke *channel* ritel dan distributor material konstruksi merupakan pemasaran berbasis *free market*. Pangsa pasar ini memiliki kesempatan yang cukup tinggi untuk permintaan kabel sehingga dapat memberikan laba penjualan yang tinggi. Strategi perluasan jangkauan pasar juga dilakukan Perseroan dengan membuat situs *e-commerce* [www.vokselkabel.com](http://www.vokselkabel.com) untuk memudahkan konsumen mengakses informasi. Saat ini Perseroan telah berhasil memenuhi kebutuhan kabel di lebih dari 75 negara di dunia.

Meanwhile, marketing based on product distribution to retail channels and distributors of construction materials is marketing based on the free market. This market share presents a sufficient opportunity for cable demand to generate substantial sales profits. The Company's strategy to expand its market reach includes the creation of the *e-commerce* website [www.vokselkabel.com](http://www.vokselkabel.com), which facilitates consumer access to information. Currently, the Company has fulfilled cable requirements in more than 75 countries worldwide.

## KEBIJAKAN DAN PEMBAYARAN DIVIDEN

### DIVIDEND POLICY AND PAYMENTS

Berdasarkan Rapat Umum Pemegang Saham Perseroan tanggal 18 Juni 2021, Pemegang Saham Perseroan memutuskan untuk menggunakan Rp 1,00 miliar laba tahun buku 2020 untuk memenuhi kewajiban pencadangan umum Perseroan, dan sisanya sebagai saldo laba ditahan untuk memperkuat permodalan Perseroan. Oleh sebab itu, di tahun 2021 Perseroan tidak membagikan dividen kepada pemegang saham sehingga tidak terdapat kebijakan khusus mengenai pembayaran dividen di tahun 2021 yang dapat diungkapkan dalam Laporan Tahunan ini.

On the basis of the Company's General Meeting of Shareholders held on 18 June 2021, the Shareholders of the Company decided to use Rp 1.00 billion of fiscal year 2020 profit to satisfy the Company's general reserve obligations, and to retain the remainder as retained earnings to bolster the Company's capital. Therefore, the Company did not pay dividends to shareholders in 2021, and there is no specific dividend policy for 2021 that can be disclosed in this Annual Report.

## REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

### REALIZATION OF PUBLIC OFFERING PROCEEDS

Di tahun 2021, Perseroan tidak melakukan penawaran umum ataupun penerbitan efek bersifat ekuitas (saham) maupun efek bersifat utang (obligasi & sukuk). Per 31 Desember 2021 masih terdapat sisa dana hasil penerbitan Obligasi I tahun 2019 yang belum direalisasikan sebesar Rp94,65 miliar yang disimpan dalam rekening giro dan deposito berjangka Bank Mandiri cabang Plaza Mandiri. Dari total emisi Rp500 miliar yang terdiri dari Obligasi I Seri A & Seri B, sebesar Rp6,06 miliar telah dipergunakan untuk biaya penawaran umum dan sebesar Rp399,28 miliar telah direalisasikan untuk modal kerja kabel *high voltage*.

The Company did not conduct a public offering or issue equity (shares) or debt securities (bonds & sukuk) during 2021. As of December 31, 2021, there remained unrealized proceeds of Rp94.65 billion from the 2019 issuance of Bond I, which had been deposited in a checking account and time deposit at the Plaza Mandiri branch of Bank Mandiri. Bond I Series A & Series B were issued for a total of Rp500 billion, of which Rp6.06 billion was used for public offering costs and Rp399.28 billion was realized for working capital for high voltage cables.





## PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERDAMPAK SIGNIFIKAN PADA PERSEROAN

### REGULATORY CHANGES THAT SIGNIFICANTLY IMPACTED THE COMPANY

Di tahun 2021, tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap keberlangsungan bisnis Perseroan.

In 2021, there were no changes to laws and regulations that significantly impacted the Company's business sustainability.

## PERUBAHAN KEBIJAKAN AKUNTANSI

### CHANGES IN ACCOUNTING POLICY

Perseroan dalam menyusun laporan keuangan konsolidasian menerapkan Standar Akuntansi Keuangan (SAK) yang disesuaikan dengan perubahan yang ada. Sepanjang tahun 2021, ada beberapa perubahan kebijakan akuntansi, yaitu:

The Company prepares the consolidated financial statements using Financial Accounting Standards (SAK) that have been adjusted to reflect recent changes. Several changes to accounting policies were made in 2021, including the following:

No.	Standar Akuntansi Accounting Standard	Dampak terhadap Perseroan Impact Toward Company
1	Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, Amendemen PSAK 62 dan Amendemen PSAK 73 tentang Reformasi Acuan Suku Bunga – Tahap 2 Amendments to PSAK 71, Amendments to PSAK 55, Amendments to PSAK 60, Amendments to PSAK 62 and Amendments to PSAK 73 concerning Interest Rate Reference Reform - Phase 2	Tidak mempunyai pengaruh material atas pengungkapan atau jumlah-jumlah yang diakui dalam laporan keuangan konsolidasian. Had no material impact on the disclosures or on the amounts recognized in the consolidated financial statements.
2.	Konsesi Sewa Terkait Covid-19 Setelah 30 Juni 2021 (Amendemen PSAK 73, Sewa) COVID-19 Related Rent Concessions Leases Beyond June 30, 2021 (Amendment to PSAK 73, Lease)	Tidak mempunyai pengaruh material atas pengungkapan atau jumlah-jumlah yang diakui dalam laporan keuangan konsolidasian. Had no material impact on the disclosures or on the amounts recognized in the consolidated financial statements.
3.	Penyesuaian Tahunan 2021 terhadap PSAK 1, PSAK 13, PSAK 48, PSAK 66 dan ISAK 16 Annual improvements 2021 to PSAK 1, PSAK 13, PSAK 48, PSAK 66 and ISAK 16	Tidak mempunyai pengaruh material atas pengungkapan atau jumlah-jumlah yang diakui dalam laporan keuangan konsolidasian. Had no material impact on the disclosures or on the amounts recognized in the consolidated financial statements.



## KELANGSUNGAN USAHA

### BUSINESS CONTINUITY

Sejak berdiri hingga mencapai usia 50 tahun, Perseroan masih berdiri kokoh dan menjadi salah satu perusahaan di bidang industri kabel terkemuka di Indonesia. Perseroan mampu bertahan di tengah tantangan dalam dunia bisnis maupun tantangan global hingga saat ini. Sejalan dengan perkembangan global dan kebutuhan pelanggan, Perseroan mengembangkan strategi-strategi terkait produktivitas, pemasaran, efisiensi produksi maupun keuangan, serta pengembangan sumber daya manusia. Hal ini perlu diimbangi dengan pengelolaan risiko usaha. Di samping itu, pandemi COVID-19 juga meningkatkan beberapa risiko yang dihadapi, sehingga Perseroan berupaya untuk senantiasa memastikan risiko-risiko bisnis yang dihadapi masih dalam tingkat *risk appetite* yang ditentukan manajemen.

Dalam menghadapi risiko utama yang mengiringi kelangsungan usaha, tentunya tidak lepas dari beberapa faktor seperti kondisi eksternal berupa permintaan pasar, meningkatnya daya saing, serta kualitas produk yang menjadi perhatian Perseroan. Berdasarkan identifikasi terhadap beberapa aspek, terdapat aspek-aspek yang diyakini memberikan pengaruh terhadap kelangsungan usaha Perseroan. Berikut adalah uraian *assessment* serta asumsi-asumsi yang digunakan.

### Assessment yang Dilakukan Assessments Conducted

Kebijakan strategis manajemen merupakan acuan dilakukannya *assessment*, yang meliputi evaluasi kondisi saat ini, penentuan strategi, pelaksanaan strategi, dan evaluasi serta pengendalian terhadap implementasi. Kebijakan tersebut di antaranya, terkait pencapaian target dan realisasi keuangan dan operasional sesuai RKAP, *assessment* profil risiko, *assessment* GCG, implementasi sistem manajemen mutu, sistem manajemen lingkungan, sistem manajemen K3, Sertifikat KEMA, dan kebijakan strategis lainnya.

Since its establishment and up to its 50th year in business, the Company has remained strong and developed into one of Indonesia's leading cable industry companies. The Company has survived adversity in the business world as well as global adversity to date. The Company develops strategies for productivity, marketing, production, and financial efficiency, as well as human resource development, in response to global developments and customer needs. This must be balanced against risk management for the business. Additionally, the COVID-19 pandemic has increased some of the risks, and the Company strives to always keep business risks within the risk appetite level established by management.

Naturally, when addressing the primary risks associated with business continuity, it cannot be separated from several external factors affecting the Company, such as market demand, increasing competitiveness, and product quality. Several factors have been identified as having an impact on the Company's business continuity. The following section provides an overview of the assessment and the assumptions that were made.

The strategic policy of management serves as a guide for conducting an assessment, which entails assessing the current state, developing a strategy, implementing the strategy, and evaluating and controlling implementation. These policies include achieving financial and operational targets and implementing them in accordance with the RKAP, risk profile assessment, GCG assessment, quality management system implementation, environmental management system implementation, SHE management system implementation, and KEMA certification, among others.



## Pendekatan Referensi *Assessment*

### Assessment Reference Approach

Fungsi Corporate Management Development bertanggung jawab untuk menentukan asumsi-asumsi yang digunakan dalam referensi *assessment* dominan, baik untuk jangka pendek hingga jangka panjang. Perseroan juga menggunakan referensi *assessment* dari International Organization for Standardization (ISO), Asean Corporate Governance Scorecard, dan referensi-referensi lainnya yang relevan terhadap bisnis Perseroan.

Corporate Management Development is responsible for establishing the short- and long-term assumptions used in the dominant assessment reference. Additionally, the Company relies on assessments from the International Organization for Standardization (ISO), the Asean Corporate Governance Scorecard, and other sources pertinent to the Company's business.

## Hal-Hal yang Berpengaruh pada Keberlangsungan Usaha di Tahun 2021

### Factors that Influenced Business Sustainability in 2021

Berdasarkan hasil *assessment* pada 2021, hal-hal yang dinilai menjadi faktor yang berpengaruh signifikan terhadap kelangsungan usaha di antaranya, pertumbuhan ekonomi dan kenaikan harga bahan baku utama akibat dampak pandemi COVID-19. Selain itu, Perseroan juga harus dihadapkan pada transaksi dengan pemasok luar negeri yang menggunakan mata uang asing sehingga terdapat risiko perubahan nilai tukar. Hal ini berpengaruh terhadap biaya produksi.

Based on the findings of the 2021 assessment, factors that have a significant impact on business continuity include economic growth and the increase in prices of main raw material as a result of the COVID-19 pandemic. The Company had to also deal with transactions with foreign suppliers in foreign currencies, which impacted production costs.

Selain itu, kelangsungan usaha Perseroan juga cukup dipengaruhi oleh hal-hal sebagai berikut:

- Pembatasan aktivitas dan ketidakpastian perekonomian yang masih dipengaruhi oleh pandemi COVID-19;
- Perubahan kebijakan-kebijakan Pemerintah terkait pemulihan ekonomi nasional (PEN);
- Penundaan beberapa proyek infrastruktur Pemerintah.

Furthermore, the following factors have had a significant impact on the Company's business continuity:

- Activity restrictions and economic uncertainty still affected by the COVID-19 pandemic;
- Changes in Government policies related to national economic recovery (PEN); and
- Postponement of several Government infrastructure projects.

# 05



## TATA KELOLA PERUSAHAAN CORPORATE GOVERNANCE

Penerapan tata kelola perusahaan yang baik (*Good Corporate Governance/GCG*) akan dapat mendukung pertumbuhan bisnis yang berkelanjutan. Perseroan telah menjalankan usahanya secara transparan, akuntabel, independen, wajar, dan bertanggung jawab.

Good corporate governance (GCG) implementation can support sustainable business growth.

The Company has conducted its business in a transparent, accountable, independent, fair and responsible manner.





PEMEGANG SAHAM  
1  
ECTRIC Tbk







# KOMITMEN, PEDOMAN, DAN KEBIJAKAN TATA KELOLA PERUSAHAAN

## CORPORATE GOVERNANCE COMMITMENTS, GUIDELINES, AND POLICIES



### Komitmen

#### Commitments

Perseroan senantiasa menerapkan prinsip tata kelola perusahaan yang baik (GCG) untuk membangun usaha yang berkelanjutan. Komitmen ini tentunya didukung oleh seluruh jajaran dan unit kerja, dan juga sudah menjadi bagian dari budaya perusahaan. Penerapan GCG juga mendapat pengawasan dari manajemen termasuk Dewan Komisaris dan Direksi. Pelaksanaan GCG juga diharapkan mampu meningkatkan kepercayaan seluruh pemangku kepentingan termasuk dalam pembentukan nilai jangka panjang bagi pemegang saham serta mempertahankan kepercayaan investor, calon investor, pelanggan, dan masyarakat umum.

To build a sustainable business, the Company always adheres to the principles of good corporate governance (GCG). This commitment is undoubtedly shared by all levels and work units, and it has also become ingrained in the company's culture. Management, including the Board of Commissioners and the Board of Directors, also oversees GCG implementation. The implementation of GCG is also expected to increase the trust of all stakeholders, including the creation of long-term value for shareholders, as well as maintain the trust of investors, potential investors, customers, and the general public.



## Pedoman dan Kebijakan Guidelines and Policies

Perseroan menerapkan GCG dengan berpedoman pada peraturan dan ketentuan peraturan perundang-undangan yang berlaku, antara lain:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang No. 8 tahun 1995 tentang Pasar Modal.
3. Surat Edaran Otoritas Jasa Keuangan (OJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.
4. 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.
5. Peraturan OJK No. 10/POJK.04/2017 tentang Perubahan atas Peraturan OJK No.32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
6. Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
7. Peraturan OJK No.55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
8. Peraturan OJK No.34/POJK/04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.
9. Peraturan OJK No. 35/POJK.04/2015 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.
10. Peraturan OJK No.56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.
11. Pedoman Nasional *Good Corporate Governance* Indonesia.
12. Peraturan-Peraturan relevan terkait dengan praktik terbaik GCG.

The Company applies GCG in accordance with applicable laws and regulations, which include the following:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. Law No. 8 of 1995 concerning the Capital Market.
3. Financial Services Authority (OJK) Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Report of Issuers or Public Companies.
4. OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines and OJK Circular Letter (SEOJK) No. 32/SEOJK.04/2015 concerning Implementation of Public Company Governance Guidelines.
5. OJK Regulation No. 10/POJK.04/2017 concerning Amendments to OJK Regulation No. 32/POJK.04/2014 concerning the Planning and Implementation of the General Meeting of Shareholders for Public Companies.
6. OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.
7. OJK Regulation No.55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee.
8. OJK Regulation No.34/POJK/04/2014 concerning the Nomination and Remuneration Committee for Issuers or Public Companies.
9. OJK Regulation No. 35/POJK.04/2015 concerning Corporate Secretary of Issuers or Public Companies.
10. OJK Regulation No.56/POJK.04/2015 concerning the Establishment and Guidelines for Drafting the Internal Audit Unit Charter.
11. The Indonesia Good Corporate Governance Manual.
12. Relevant regulations related to GCG best practices.



Perseroan juga memiliki pedoman dan kebijakan internal terkait GCG, antara lain:

1. Anggaran Dasar.
2. Etika Bisnis dan Etika Kerja (EBEK).
3. Piagam Dewan Komisaris.
4. Piagam Direksi.
5. Piagam Komite Audit.
6. Piagam Komite Nominasi dan Remnuerasi.
7. Piagam Audit Internal.
8. Piagam Komite GCG.

The Company also has internal guidelines and policies related to GCG, including:

1. Articles of Association.
2. Business Ethics and Work Ethics (EBEK).
3. Board of Commissioners Charter.
4. Board of Directors Charter.
5. Audit Committee Charter.
6. Nomination and Remuneration Committee Charter.
7. Internal Audit Charter.
8. GCG Committee Charter.

## STRUKTUR TATA KELOLA PERUSAHAAN

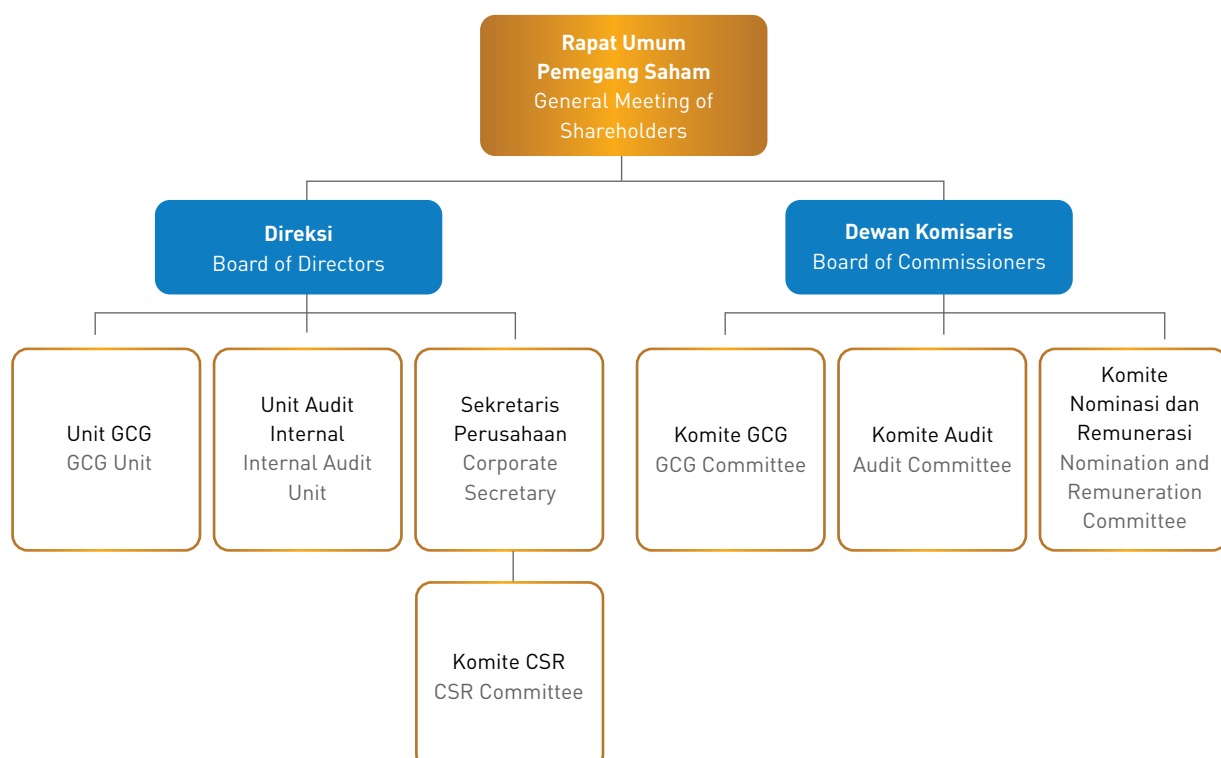
### CORPORATE GOVERNANCE STRUCTURE

Berdasarkan ketentuan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, Perseroan memiliki struktur tata kelola perusahaan yang terdiri dari:

1. Organ Utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi.
2. Organ Pendukung, yaitu Komite Audit, Komite Nominasi dan Remunerasi, Komite GCG, Unit GCG, dan Sekretaris Perusahaan.

The Company has a corporate governance structure in accordance with the provisions of Law No. 40 of 2007 concerning Limited Liability Companies, which includes the following:

1. Main Organs, namely the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors.
2. Supporting Organs, namely the Audit Committee, Nomination and Remuneration Committee, GCG Committee, GCG Unit, Internal Audit Unit, and Corporate Secretary.





## RAPAT UMUM PEMEGANG SAHAM

### GENERAL MEETING OF SHAREHOLDERS

Rapat Umum Pemegang Saham (RUPS) merupakan organ tata kelola tertinggi, sehingga memiliki kewenangan untuk mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi, serta menentukan besaran remunerasi dan penggunaan laba perusahaan. RUPS juga memiliki kewenangan untuk pengambilan keputusan tentang perubahan Anggaran Dasar, penggabungan, peleburan, pengambilalihan, kepailitan, dan pembubaran Perseroan. RUPS Tahunan (RUPST) dilaksanakan setiap satu kali dalam setahun.

As the highest governance organ, the General Meeting of Shareholders (GMS) has the authority to appoint and dismiss members of the Board of Commissioners and the Board of Directors, as well as to set remuneration and the use of company profits. Furthermore, the GMS is empowered to make decisions regarding Articles of Association amendments, mergers, consolidations, acquisitions, bankruptcy, and dissolution of the Company. The Annual General Meeting of Shareholders (AGM) is held once a year.

## Pelaksanaan Rapat Umum Pemegang Saham Tahun 2021

### Realization of General Meeting of Shareholders in 2021

Penyelenggaraan RUPS dilaksanakan pada Jumat, 18 Juni 2021 di gedung Menara Karya Lt. 3 Suite D Jalan HR Rasuna Said Block X-5 Kav. 1-2 Kuningan Jakarta secara *hybrid*. Kegiatan ini dimulai pukul 14.17 WIB dan ditutup pada pukul 14.50 WIB. Pelaksanaan RUPS dihadiri oleh:

The GMS was held in a hybrid format on Friday, 18 June 2021 at Menara Karya, Lt. 3 Suite D Jalan HR Rasuna Said Block X-5 Kav. 1-2 Kuningan Jakarta. This activity began at 14.17 WIB and ended at 14.50 WIB. The GMS was attended by:

#### Anggota Dewan Komisaris

Members of the Board of Commissioners

##### a. Secara Fisik:

Physically:

Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Bapak (Mr.) Kumhal Djamil
Komisaris Commissioner	Bapak (Mr.) Hardi Sasmita
Komisaris Commissioner	Bapak (Mr.) Tan Huiliang

##### b. Secara Daring:

Online:

Komisaris Commissioner	Ibu (Ms.) Linda Lius
Komisaris Independen (merangkap sebagai Ketua Komite Nominasi dan Remunerasi) Independent Commissioner (concurrently as Chairman of the Nomination and Remuneration Committee)	Bapak (Mr.) Tjahyadi Lukiman
Komisaris Independen (merangkap sebagai Ketua Komite Audit) Independent Commissioner (concurrently as Chairman of the Audit Committee)	Ibu (Ms.) Muliany Anwar



## Anggota Direksi

Members of the Board of Directors

Direktur Utama President Director	Bapak (Mr.) David Lius
Direktur Director	Bapak (Mr.) Shen Shao Junhua
Direktur Director	Bapak (Mr.) Ferry Suarly
Direktur Director	Bapak (Mr.) Yogiawan
Direktur Director	Bapak (Mr.) Aripin
Direktur Director	Bapak (Mr.) Rizal Nangoy

## Agenda, Keputusan, dan Realisasi RUPS Tahunan 2021

Adapun agenda Rapat Umum Pemegang Saham Tahunan 2021 yaitu sebagai berikut :

1. Persetujuan Laporan Tahunan dan Laporan Keuangan Tahunan untuk Tahun Buku yang Berakhir pada 31 Desember 2020, termasuk Penyampaian Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi I PT Voksel Electric Tbk tahun 2019;
2. Persetujuan penggunaan laba bersih tahun buku 2020;
3. Persetujuan perubahan susunan anggota pengurus Perusahaan;
4. Penentuan honorarium dan gaji untuk anggota Dewan Komisaris dan Direksi Perseroan;
5. Penunjukkan Akuntan Publik Independen untuk mengaudit pembukuan Perseroan untuk tahun buku 2021 dan memberi wewenang kepada Direksi Perseroan untuk menetapkan honorarium Akuntan Publik Independen tersebut serta persyaratan lain penunjukannya.

Keputusan dalam RUPS Tahunan tersebut adalah sebagai berikut:

Agenda Rapat Pertama:

1. Menyetujui Laporan Tahunan termasuk Laporan Tugas Pengawasan Dewan Komisaris dan mengesahkan Laporan Keuangan untuk tahun buku yang berakhir pada tanggal 31 Desember 2020 yang telah diaudit oleh Kantor Akuntan Publik Gani Sigiro & Handayani (Grant Thornton Indonesia).

## Agenda, Resolutions, and Realization of the 2021 Annual GMS

The agenda for the 2021 Annual General Meeting of Shareholders is as follows:

1. Approval of the Annual Report and Annual Financial Statements for the Fiscal Year Ended 31 December 2020, including the Submission of the Report on the Realization of the Use of Proceeds from the Public Offering of PT Voksel Electric Tbk Bonds I in 2019;
2. Approval for the use of net profit for the financial year 2020;
3. Approval of changes in the composition of the Company's management;
4. Determination of honoraria and salary for members of the Company's Board of Commissioners and Directors;
5. 2021 and authorizes the Board of Directors of the Company to determine the honorarium of the Independent Public Accountant and other requirements for the appointment.

The resolutions in the Annual GMS are as follows:

First Meeting Agenda:

1. Approved the Annual Report, which includes the Board of Commissioners' Supervisory Report, and ratified the Financial Statements for the financial year ended December 31, 2020, which was audited by the Public Accounting Firm Gani Sigiro & Handayani (Grant Thornton Indonesia).





2. Dengan disetujuinya Laporan Tahunan dan disahkannya Laporan Keuangan untuk tahun buku yang berakhir pada tanggal 31 Desember 2020, Rapat sekaligus memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquitted de charge*) kepada para anggota Direksi Perseroan dan anggota Dewan Komisaris Perseroan masing-masing atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2020, sejauh tindakan tersebut tercermin dalam Laporan Tahunan Perseroan.

#### Agenda Rapat Kedua:

1. Untuk dana cadangan sebagaimana dimaksud dalam pasal 70 ayat 1 Undang - undang No. 40 tahun 2007 tentang Perseroan Terbatas Perseroan menyediakan kurang lebih 35,92% dari laba bersih atau sebesar Rp1.000.000.000.
2. Laba bersih tahun 2020 adalah sebesar Rp2.783.763.185 akan dibukukan sebagai laba Perseroan yang akan digunakan untuk memperkuat permodalan Perseroan.

#### Agenda Rapat Ketiga:

1. Memberhentikan Bapak Wu Yongcheng dari jabatannya selaku Wakil Direktur Utama Perseroan dan memberikan pembebasan dan pelepasan penuh dari segala tindakan yang diambil pada masa jabatan selaku Wakil Direktur Utama Perseroan sepanjang seluruh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan dan sesuai dengan tugas yang disyaratkan sebagai Wakil Direktur Utama Perseroan dan Kami atas nama Perseroan mengucapkan terima kasih yang sebesar-besarnya kepada beliau atas kontribusi yang diberikan kepada Perseroan selama ini.
2. Menyetujui pengangkatan Bapak Hua Shun selaku anggota Direksi Perseroan yang baru dengan masa jabatan mengikuti masa jabatan anggota Direksi lainnya.

2. With the approval of the Annual Report and the ratification of the Financial Statement for the financial year ended December 31, 2020, the Meeting also fully discharged and released (*acquitted de charge*) members of the Company's Board of Commissioners and Directors for their respective management actions and supervision during the 2020 financial year, to the extent that such actions were reflected in the Company's Annual Report.

#### Second Meeting Agenda:

1. For reserve funds as referred to in Article 70 paragraph 1 of Law no. 40 of 2007 concerning Limited Liability Companies, the Company provided approximately 35.92% of the net profit or Rp1,000,000,000.
2. Rp2,783,763,185 in net profit in 2020 will be recorded as the Company's profit which will be used to strengthen the Company's capital.

#### Third Meeting Agenda:

1. Dismissed Mr. Wu Yongcheng from his position as Deputy President Director of the Company and fully released and discharged him from all actions taken during his tenure as Deputy President Director of the Company as long as all such actions were reflected in the Company's Annual Report and Financial Statement and were consistent with the duties required as Deputy President Director of the Company, and We on behalf of the Company would like to express our highest appreciation for his contributions to the Company throughout this time.
2. Approved the appointment of Mr. Hua Shun as a new member of the Company's Board of Directors with a term of office equal to that of other members of the Board of Directors.



3. Memberikan wewenang dan kuasa dengan hak substitusi kepada Direksi Perseroan baik sendiri-sendiri maupun bersama-sama untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan-keputusan tersebut, termasuk tetapi tidak terbatas untuk menyatakan pengangkatan anggota Dewan Komisaris dan Direksi Perseroan dengan susunan sebagaimana disebut dalam Keputusan Rapat ini dalam suatu akta Notaris tersendiri dan memberitahukan serta mendaftarkan hasil keputusan Rapat ini kepada Departemen Hukum dan Hak Asasi Manusia Republik Indonesia dan instansi-instansi terkait lainnya serta melakukan segala tindakan yang dianggap perlu dan berguna sesuai dengan peraturan perundang-undangan yang berlaku untuk melaksanakan keputusan Rapat ini dengan sebagaimana mestinya.

#### Agenda Rapat Keempat:

1. Menyetujui pemberian honorarium untuk para anggota Dewan Komisaris Perseroan untuk tahun buku 2021 maksimum sebesar Rp3.500.000.000.
2. Menyetujui pelimpahan wewenang Rapat Umum Pemegang Saham dapat dilimpahkan kepada Rapat Dewan Komisaris mengenai besarnya gaji dan tunjangan anggota Direksi yang ditetapkan berdasarkan keputusan Rapat Umum Pemegang Saham.

#### Agenda Rapat Kelima:

1. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik guna memeriksa pembukuan Perseroan untuk tahun 2021 dan memberi wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan jumlah honorarium Kantor Akuntan Publik tersebut dan persyaratan lainnya.

3. Granting the Board of Directors of the Company the authority and power with substitution rights to take all necessary actions in relation with these decisions, including but not limited to declaring the appointment of members of the Board of Commissioners and Directors of the Company with the composition specified in the Decree. This meeting was held in a separate notarial deed and notified and registered the outcomes of its resolutions to the Ministry of Law and Human Rights of the Republic of Indonesia and other relevant agencies, as well as taking all necessary and beneficial actions in accordance with applicable laws and regulations to properly implement the Meeting's decisions.

#### Fourth Meeting Agenda:

1. Approved the maximum payment of honoraria to members of the Company's Board of Commissioners of Rp3,500,000,000.000 for the fiscal year 2021.
2. Approved the delegation of authority by the General Meeting of Shareholders to the Meeting of the Board of Commissioners for the purpose of determining the amount of salary and allowances for members of the Board of Directors determined by the General Meeting of Shareholders.

#### Fifth Meeting Agenda:

1. Granting the Company's Board of Commissioners the authority and power to appoint a Public Accounting Firm to examine the Company's books for 2021 and granting the Company's Board of Commissioners the authority and power to determine the Public Accounting Firm's honorarium and other requirements.



## Realisasi Keputusan RUPS Tahun Sebelumnya

### Realization of GMS Resolutions in the Previous Year

Seluruh hasil keputusan RUPS pada tahun 2020 telah di realisasikan pada tahun yang sama. Tidak ada satu keputusan pun yang belum direalisasikan ataupun direalisasikan di 2021.

All resolutions of the GMS in 2020 have been realized in the same year. There is not a single decision that has not been realized or were realized in 2021.

## DEWAN KOMISARIS

### BOARD OF COMMISSIONERS

Dewan Komisaris adalah pihak yang mempunyai peranan penting mengawasi Direksi dalam menjalankan usaha, menerapkan tata kelola perusahaan dan kepatuhan pada perundang-undangan, serta memberikan konsultasi seperti nasihat dan saran masukan kepada Direksi. Anggota Dewan Komisaris diangkat oleh RUPS untuk masa jabatan terhitung sejak tanggal yang ditentukan pada RUPS yang mengangkatnya sampai penutupan RUPS Tahunan kelima setelah tanggal pengangkatannya. Kebijakan ini tidak mengurangi keputusan RUPS untuk memberhentikannya sewaktu-waktu sesuai dengan ketentuan yang berlaku.

Dewan Komisaris memiliki Piagam (*Charter*) yang berisi tentang pengangkatan dan pemberhentian, struktur dan keanggotaan, masa jabatan, persyaratan pengangkatan, program pengenalan dan peningkatan kapabilitas, tugas, tanggung jawab, dan wewenang. Dewan Komisaris dibantu oleh Komite Audit, Komite Nominasi dan Remunerasi, serta Komite GCG dalam menjalankan tugas dan tanggung jawabnya.

The Board of Commissioners is an important party that supervises the Board of Directors in running the business, implementing corporate governance, and complying with applicable laws and regulations, as well as providing consultations to the Board of Directors in the form of advice and suggestions. Members of the Board of Commissioners are appointed by the GMS for a five-year term beginning on the date determined at the GMS that appointed them and ending on the date of the fifth Annual GMS following their appointment. This policy has no bearing on the GMS's right to terminate an individual at any time in accordance with applicable regulations.

The Board of Commissioners has a Charter, which contains appointments and dismissals, structure and membership, term of office, appointment requirements, program introduction and improvement of capabilities, duties, responsibilities, and authorities. The Audit Committee, the Nomination and Remuneration Committee, and the GCG Committee assist the Board of Commissioners in carrying out their duties and responsibilities.



## Komposisi Dewan Komisaris

Composition of the Board of Commissioners

Nama Name	Jabatan Position
Kumhal Djamil	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner
Linda Lius	Komisaris Commissioner
Hardi Sasmita	Komisaris Commissioner
Tan Huiliang	Komisaris Commissioner
Masaki Matsui	Komisaris Commissioner
Tjahyadi Lukiman	Komisaris Independen Independent Commissioner
Muliany Anwar	Komisaris Independen Independent Commissioner

## Kriteria Pemilihan Dewan Komisaris

### Board of Commissioners Selection Criteria

Persyaratan menjadi anggota Dewan Komisaris adalah sebagai berikut:

1. Mempunyai akhlak, moral dan integritas yang baik;
2. Cakap melakukan perbuatan hukum;
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
  - a. Tidak pernah dinyatakan pailit;
  - b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
  - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau yang berkaitan dengan sektor keuangan; dan
  - d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
    - Pernah tidak menyelenggarakan RUPS Tahunan

The requirements to become a member of the Board of Commissioners are as follows:

1. Have good character, morals, and integrity;
2. Capable of carrying out legal actions;
3. Within 5 (five) years prior to appointment and while serving:
  - a. Never been declared bankrupt;
  - b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
  - c. Never been convicted of a criminal act that was detrimental to the State's finances and/or related to the financial sector; and
  - d. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
    - Did not hold an Annual GMS



- Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
  - Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.
5. Memiliki komitmen untuk mematuhi peraturan perundang-undangan;
  6. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan; dan
  7. Pemenuhan persyaratan di atas, wajib dibuktikan atau dimuat dalam surat pernyataan yang ditandatangani oleh calon anggota Dewan Komisaris sebelum dilakukannya pengangkatan dan surat tersebut disampaikan kepada Perseroan. Surat pernyataan tersebut wajib diteliti dan didokumentasikan oleh Perseroan.
- Their responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have never been accepted by the GMS or did not hold themselves accountable to the GMS in their capacities as members of the Board of Directors and/or members of the Board of Commissioners; and
  - Have resulted in a company that has obtained a permit, approval, or registration from OJK failing to comply with OJK's annual report and/or financial statement submission requirements.
5. Has a commitment to comply with the laws and regulations;
  6. Possess knowledge and/or expertise in the fields required by the Company; and
  7. The fulfillment of the aforementioned requirements must be demonstrated or included in a statement letter signed by the candidate for the Board of Commissioners prior to appointment and submitted to the Company. The statement letter must be examined and documented by the Company.

## Tugas dan Tanggung Jawab Dewan Komisaris

### Board of Commissioners Duties and Responsibilities

Tugas dan tanggung jawab Dewan Komisaris mencakup:

1. Melakukan pengawasan untuk kepentingan Perseroan terhadap tindakan pengurusan yang dilakukan Direksi, baik mengenai Perseroan maupun terhadap kegiatan usaha Perseroan, termasuk tugas-tugas yang secara khusus diberikan kepadanya sesuai dengan keputusan RUPS, keputusan Dewan Komisaris, dan/atau peraturan perundang-undangan yang berlaku.

The duties and responsibilities of the Board of Commissioners include:

1. Oversee, for the interests of the Company, the management actions taken by the Board of Directors, both regarding the Company and the Company's business activities, as well as any tasks specifically assigned to them in accordance with the resolutions of the GMS, the decisions of the Board of Commissioners, and/or the applicable laws and regulations.





2. Mengikuti perkembangan kegiatan Perseroan dan memberikan pendapat, saran dan nasihat kepada Direksi, sesuai dengan tugas pengawasannya, atas setiap persoalan yang dianggap penting dalam pengurusan Perseroan, termasuk hal-hal penting yang diperkirakan akan berdampak besar pada usaha dan kinerja Perseroan, secara tepat waktu dan relevan.
3. Meneliti dan menelaah laporan tahunan yang disiapkan oleh Direksi serta menandatangani laporan tahunan tersebut.
4. Memastikan berjalannya penerapan Tata Kelola Perusahaan yang Baik dalam setiap kegiatan usaha Perseroan pada seluruh tingkatan organisasi dengan membentuk sekurang-kurangnya (i) Komite Audit (ii) Komite Nominasi dan Remunerasi dan Komite-komite lain yang dianggap perlu dalam pengawasan penerapan prinsip-prinsip GCG dalam Perseroan.
5. Tugas dan tanggung jawab masing-masing Komite diatur dalam Piagam Komite masing-masing. Komisaris wajib melakukan evaluasi terhadap kinerja komite yang membantu pelaksanaan tugas dan tanggung jawabnya tersebut.
6. Mengadakan rapat sekurang-kurangnya satu kali setiap 2 (dua) bulan sesuai dengan peraturan perundang-undangan yang berlaku.
7. Memberikan laporan tentang tugas pengawasan yang dilakukan selama tahun buku yang telah lampau kepada RUPS, disertai dengan saran.
8. Menjaga kerahasiaan data dan/atau informasi Perseroan.
9. Megeahkan Rencana Kerja dan Anggaran Perseroan (RKAP) yang disampaikan Direksi dalam waktu selambat-lambatnya 30 (tiga puluh) hari setelah tahun buku baru dimulai. Dalam hal RKAP tidak disahkan dalam waktu tersebut, maka RKAP tahun yang lampau diberlakukan.
10. Setiap anggota Dewan Komisaris bertanggung jawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya.
2. Monitoring the development of the Company's activities and providing timely and pertinent opinions, suggestions, and advice to the Board of Directors, in accordance with their supervisory duties, on any issues deemed significant in the management of the Company, including critical matters that are anticipated to have a significant impact on the Company's business and performance.
3. Researching and reviewing the annual reports prepared by the Board of Directors and signing it.
4. Ensure the implementation of Good Corporate Governance in every business activity of the Company at all levels of the organization by establishing at least (i) Audit Committee (ii) Nomination and Remuneration Committee and other committees deemed necessary for supervising the implementation of GCG principles in the Company.
5. The respective Committee Charter specifies the duties and responsibilities of each Committee. Commissioners must evaluate the performance of the committees that assist in carrying out these duties and responsibilities.
6. Hold a meeting at least once every 2 (two) months in accordance with the prevailing laws and regulations.
7. Provide the GMS with reports on supervisory duties performed during the previous fiscal year, along with suggestions.
8. Safeguard the confidentiality of the Company's data and/or information.
9. Approve the Company's Work Plan and Budget (RKAP) submitted by the Board of Directors within thirty (30) days of the start of the new fiscal year. In the event that the RKAP is not ratified within that time frame, the RKAP from the previous year will be implemented.
10. Each member of the Board of Commissioners is jointly and severally responsible for the Company's losses resulting from their errors or negligence in the performance of their duties.



## Rapat Dewan Komisaris Board of Commissioners Meetings

Sesuai dengan Anggaran Dasar Perseroan, Piagam Dewan Komisaris, dan Peraturan OJK No. 33/POJK.04/2014, rapat Dewan Komisaris wajib diadakan sekurang-kurangnya 1 kali setiap 2 bulan. Pelaksanaan Rapat Dewan Komisaris pada tahun 2021 dilakukan sebanyak 8 kali dengan metode *online*, *offline*, maupun *hybrid*.

The Board of Commissioners must meet at least once every two months, in accordance with the Company's Articles of Association, the Board of Commissioners Charter, and OJK Regulation No. 33/POJK.04/2014. In 2021, the Board of Commissioners met 8 times via online, offline, and hybrid methods.

### Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat

Frequency and Attendance of Members of the Board of Commissioners in Meetings

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	%
Kumhal Djamil	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	8	8	100
Linda Lius	Komisaris Commissioner	8	7	88
Hardi Sasmita	Komisaris Commissioner	8	8	100
Tan Huiliang	Komisaris Commissioner	8	6	75
Masaki Matsui	Komisaris Commissioner	8	6	75
Tjahyadi Lukiman	Komisaris Independen Independent Commissioner	8	8	100
Muliany Anwar	Komisaris Independen Independent Commissioner	8	8	100



## Tanggal dan Agenda Rapat Dewan Komisaris

Board of Commissioners Meeting Dates and Agendas

No	Tanggal Date	Agenda
1	27 Januari 2021 27 January 2021	Tinjauan Kinerja tahun 2020 2020 Performance Review
2	30 April 2021 30 April 2021	Tinjauan Kinerja Q1-2021 Q1-2021 Performance Review
3	11 Juni 2021 11 June 2021	Review Kinerja Mei 2021 dan Persiapan RUPS Tahunan 2021 May 2021 Performance Review and 2021 Annual GMS Preparation
4	18 Agustus 2021 18 August 2021	Review Kinerja YTD Juli 2021 YTD Performance Review July 2021
5	19 Oktober 2021 19 October 2021	Review Kinerja Q3-2021 Q3-2021 Performance Review
6	03 November 2021 03 November 2021	Persetujuan Fasilitas Pinjaman Loan Facility Approval
7	23 November 2021 23 November 2021	Tinjauan Proposal Anggaran Budget Proposal Review
8	7 Desember 2021 7 December 2021	Review Kinerja YTD November 2021 YTD Performance Review November 2021

## Rapat Gabungan Dewan Komisaris dan Direksi

### Joint Meeting of the Board of Commissioners and Directors

Sesuai dengan Peraturan OJK No. 33/POJK.04/2014, rapat gabungan Dewan Komisaris dan Direksi wajib diadakan secara berkala sekurang-kurangnya 1 kali dalam 4 bulan. Pelaksanaan rapat gabungan Dewan Komisaris dan Direksi di tahun 2021 diadakan sebanyak 10 kali dengan metode *online*, *offline*, maupun *hybrid*.

A joint meeting of the Board of Commissioners and Directors must be held at least once every four months in accordance with OJK Regulation No. 33/POJK.04/2014. In 2021, the Board of Commissioners and Directors held ten joint sessions via online, offline, or hybrid methods.

## Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dan Direksi dalam Rapat Gabungan

Frequency and Attendance of Members of the Board of Commissioners and Directors in Joint Meetings

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	%
Kumhal Djamil	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	10	10	100
Linda Lius	Komisaris Commissioner	10	10	100
Hardi Sasmita	Komisaris Commissioner	10	10	100
Tan Huiliang	Komisaris Commissioner	10	8	80



Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	%
Masaki Matsui	Komisaris Commissioner	10	8	80
Tjahyadi Lukiman	Komisaris Independen Independent Commissioner	10	10	100
Muliany Anwar	Komisaris Independen Independent Commissioner	10	10	100
David Lius	Direktur Utama President Director	10	10	100
Wu Yongcheng*	Wakil Direktur Utama Vice President Director	6	6	100
Shen Shao Junhua	Direktur Keuangan Finance Director	10	10	100
Rizal Nangoy	Direktur Komersial Commercial Director	10	10	100
Yogiawan	Direktur Operasional Operational Director	10	10	100
Ferry Suarly	Direktur Pengembangan Perusahaan Corporate Development Director	10	10	100
Aripin	Direktur Sumber Daya Manusia Human Capital Director	10	10	100
Hua Shun**	Direktur Teknikal Technical Director	4	4	100

\* Masa Jabatan berakhir pada RUPS tanggal 18 Juni 2021

\*\* Menjabat sebagai Direktur Perseroan berdasarkan RUPS tanggal 18 Juni 2021

\* Term of office ended at the GMS on 18 June 2021

\*\* Served as Director of the Company based on GMS on 18 June 2021

### Tanggal dan Agenda Rapat Gabungan Dewan Komisaris dan Direksi

Board of Commissioners and Directors Joint Meeting Dates and Agendas

No	Tanggal Date	Agenda
1	20 Januari 2021 20 January 2021	Tinjauan Kinerja Perseroan dan anak Perusahaan Desember 2020 dan tahun 2020 December 2020 and 2020 Performance Review of the Company and its Subsidiaries
2	17 Februari 2021 17 February 2021	Tinjauan Kinerja YTD Jan 2021 YTD Jan 2021 Performance Review
3	17 Maret 2021 17 March 2021	Tinjauan Kinerja YTD Februari 2021 YTD February 2021 Performance Review
4	12 April 2021	Evaluasi Risiko dan Pembentukan Unit Risk Management Risk Evaluation and Establishment of a Risk Management Unit
5	19 April 2021	Tinjauan Kinerja Q1-2021 Q1-2021 Performance Review



No	Tanggal Date	Agenda
6	16 Juni 2021 16 June 2021	Tinjauan kinerja YTD Mei 2021 & Persiapan RUPS YTD May 2021 Performance Review & GMS Preparation
7	21 Juli 2021 21 July 2021	Tinjauan kinerja YTD semester 1 tahun 2021 YTD 1st Half 2021 Performance Review
8	18 Agustus 2021 18 August 2021	Tinjauan kinerja YTD Juli 2021 YTD July 2021 Performance Review
9	21 Oktober 2021 21 October 2021	Tinjauan kinerja YTD Q3-2021 YTD Q3-2021 Performance Review
10	24 November 2021	Tinjauan kinerja YTD Oktober 2021 & Proposal Anggaran 2022 YTD October 2021 Performance Review & 2022 Budget Proposal

## Program Pengembangan Kompetensi Dewan Komisaris Board of Commissioners Competency Development Program

Berdasarkan Piagam Dewan Komisaris, anggota Dewan Komisaris baru wajib mengikuti orientasi untuk memahami kegiatan dan kondisi Perseroan. Pada tahun 2021, tidak ada perubahan komposisi Dewan Komisaris, sehingga tidak ada program orientasi untuk anggota Dewan Komisaris baru.

Based on the Charter of the Board of Commissioners, new members of the Board of Commissioners are required to attend an orientation to familiarize themselves with the Company's activities and conditions. Because the composition of the Board of Commissioners remained unchanged in 2021, there was no orientation program for new members.

Sepanjang 2021, anggota Dewan Komisaris mengikuti beberapa program pengembangan kompetensi melalui seminar, *workshop*, *sharing knowledge*, *sharing session* dan pelatihan/diklat, yang bertujuan untuk pengembangan kompetensi. Pelaksanaan program tersebut dilaksanakan sebanyak lima kali dengan rincian:

Members of the Board of Commissioners participated in various competency development programs throughout 2021, including seminars, workshops, knowledge sharing sessions, and training/training aimed at developing competencies. The program was implemented five times with the following details:

No	Materi Pengembangan Development Material	Penyelenggara Organizer	Waktu & Tempat Pelaksanaan Date and Venue
1	Women in Leadership: Achieving an Equal Future in a COVID-19 World	Indonesia Business Coalition for Women Empowerment (IBCWE), International Finance Corporation (IFC) & PT Bursa Efek Indonesia (BEI)	9 Maret 2021, Webinar 9 March 2021, Webinar
2	ESG Capital Market Summit 2021: Pursuing Sustainable Finance in Indonesia Capital Market	Otoritas Jasa Keuangan (OJK), PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI) & PT Kustodian Sentral Efek Indonesia (KSEI) Financial Services Authority (OJK), PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI) & PT Kustodian Sentral Efek Indonesia (KSEI)	27 Juli 2021, Webinar 27 July 2021, Webinar





No	Materi Pengembangan Development Material	Penyelenggara Organizer	Waktu & Tempat Pelaksanaan Date and Venue
3	Mengukur Kemajuan Korporasi terhadap Kebijakan Keberlanjutan di Indonesia Measuring Corporate Progress towards Sustainability Policy in Indonesia	Collection Consulting Group (CCG) & Carbon Disclosure Project (CDP)	19 Agustus 2021, Webinar 19 August 2021, Webinar
4	The 7th Indonesian Finance Association International Conference: Finance, Capital Market, and Corporate Governance in the Digital Transformation.	PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI), PT Kustodian Sentral Efek Indonesia (KSEI), & The Indonesian Finance Association (IFA)	6 & 7 Oktober 2021, Webinar 6 & 7 October 2021, Webinar

## Penilaian Kinerja Dewan Komisaris

### Performance Assessment of the Board of Commissioners

Penilaian Dewan Komisaris dilakukan setiap tahun oleh Komite Nominasi dan Remunerasi melalui mekanisme penilaian mandiri atau *self-assessment* dengan kriteria sebagai berikut:

1. Tingkat pencapaian Perseroan dibandingkan dengan target (*Key Performance Indicator*) yang telah disepakati.
2. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris sesuai dengan peraturan perundang-undangan dan/atau Anggaran Dasar Perseroan.

The Nomination and Remuneration Committee evaluates the Board of Commissioners annually using through self-assessment mechanism based on the following criteria:

1. The Company's achievements compared to the agreed target (key performance indicators).
2. Execution of the duties and responsibilities of the Board of Commissioners in accordance with applicable laws and/or the Company's Articles of Association.



## Penilaian Kinerja Komite di Bawah Dewan Komisaris

### Performance Assessment of Committees Under the Board of Commissioners

Pada tahun 2021, Dewan Komisaris dibantu oleh tiga komite dalam menjalankan tugas dan tanggung jawabnya, yaitu Komite Audit, Komite Nominasi dan Remunerasi, dan Komite GCG. Dewan Komisaris menilai komite-komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik.

In 2021, the Audit Committee, the Nomination and Remuneration Committee, and the GCG Committee assisted the Board of Commissioners in carrying out their duties and responsibilities. The Board of Commissioners assesses that these committees have carried out their duties and responsibilities well.

Komite Committee	Kinerja 2021 2021 Performance
Komite Audit Audit Committee	Membantu Dewan Komisaris dalam menilai kecukupan pengendalian internal, termasuk kecukupan proses pelaporan keuangan dengan memantau tindak lanjut hasil audit internal maupun eksternal. Assists the Board of Commissioners in evaluating the adequacy of internal control, including the financial reporting process, by monitoring the follow-up on the findings of internal and external audits.
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Menyusun kriteria kompetensi untuk pencalonan anggota Dewan Komisaris dan Direksi.</li> <li>Mengkaji dan membahas perhitungan remunerasi dan usulan terkait besaran Remunerasi Dewan Komisaris dan Direksi.</li> <li>Develop criteria for the nomination of members to the Board of Commissioners and Directors based on their qualifications.</li> <li>Review and discuss the remuneration calculation and proposals for the Board of Commissioners and Directors.</li> </ul>
Komite GCG GCG Committee	Membantu Dewan Komisaris dalam memastikan pelaksanaan tata kelola Perusahaan yang dilakukan di dalam Perseroan berjalan dengan baik. Assisting the Board of Commissioners in ensuring that the Company's implementation of good corporate governance is done properly.

## Pernyataan Independensi Komisaris Independen

### Independency Statements of Independent Commissioners

Bapak Kumhal Djamil, Bapak Tjahyadi Lukiman, dan Ibu Muliany Anwar merupakan pihak independen yang diangkat sebagai Komisaris Independen berdasarkan kemampuan dan latar belakang masing-masing sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Ketiganya juga telah menandatangani surat pernyataan independensi.

Mr. Kumhal Djamil, Mr. Tjahyadi Lukiman, and Mrs. Muliany Anwar are all independent parties who were appointed as Independent Commissioners in accordance with the Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies. All of them have signed an independency statement.



Bapak Kumhal Djamil menandatangani surat pernyataan independensi tertanggal 25 Mei 2016, Bapak Tjahyadi Lukiman menandatangani pada tanggal 30 April 2014, dan Ibu Muliany Anwar menandatangani surat tersebut pada tanggal 29 Juni 2015. Dengan demikian, Komisaris Independen dapat menjalankan tugas dan tanggung jawabnya secara independen tanpa konflik kepentingan atau intervensi dari pihak mana pun.

Mr. Kumhal Djamil signed the independency statement on 25 May 2016, Mr. Tjahyadi Lukiman on 30 April 2014, and Mrs. Muliany Anwar on 29 June 2015. Thus, the Independent Commissioners can discharge their duties and responsibilities independently, free from conflicting interests or third-party intervention.

## DIREKSI

### BOARD OF DIRECTORS

Direksi merupakan pihak yang memiliki fungsi eksekutif dan memiliki tanggung jawab untuk memimpin dan mengelola Perseroan. Tugas dan fungsi yang dimiliki Direksi diatur dalam Piagam Direksi yang juga mengatur mengenai tata tertib pembagian tugas, wewenang, dan tanggung jawab masing-masing anggota Direksi. Direksi dibantu oleh Unit GCG, Unit Audit Internal, dan Sekretaris Perusahaan dalam menjalankan fungsi dan tanggung jawabnya.

The Board of Directors is an executive-level body charged with the responsibility of leading and managing the Company. The duties and responsibilities of the Board of Directors are regulated in the Board of Directors Charter, which also contain guidelines for the division of duties, authorities, and responsibilities among Board members. The GCG Unit, Internal Audit Unit, and Corporate Secretary assist the Board of Directors in carrying out their functions and responsibilities.

#### Komposisi Direksi

Composition of the Board of Directors

Nama Name	Jabatan Position
David Lius	Direktur Utama President Director
Shen Shao Junhua	Direktur Keuangan Finance Director
Hua Shun*	Direktur Teknikal Technical Director
Ferry Suarly	Direktur Pengembangan Perusahaan Corporate Development Director
Yogiawan	Direktur Operasional Operational Director
Aripin	Direktur Sumber Daya Manusia Human Capital Director
Rizal Nangoy	Direktur Komersial Commercial Director

\* Menjabat sebagai Direktur Perseroan setelah RUPS tanggal 18 Juni 2021

\* Served as Director of the Company after the GMS dated 18 June 2021



## Kriteria Pemilihan Direksi

### Board of Directors Selection Criteria

Persyaratan menjadi anggota Direksi adalah sebagai berikut:

- a. Mempunyai akhlak, moral dan integritas yang baik;
- b. Cakap melakukan perbuatan hukum;
- c. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
  1. Tidak pernah dinyatakan pailit
  2. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
  3. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau yang berkaitan dengan sektor keuangan; dan
  4. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
    - Pernah tidak menyelenggarakan RUPS Tahunan
    - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
    - Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.
- d. Memiliki komitmen untuk mematuhi peraturan perundang-undangan;
- e. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan; dan
- f. Pemenuhan persyaratan di atas, wajib dibuktikan atau dimuat dalam surat pernyataan yang ditandatangani oleh calon anggota Direksi sebelum dilakukannya pengangkatan dan surat tersebut disampaikan kepada Perseroan. Surat pernyataan tersebut wajib diteliti dan didokumentasikan oleh Perseroan.

The following criteria apply to becoming a member of the Board of Directors:

- a. Have good character, morals and integrity;
- b. Capable of carrying out legal actions;
- c. Within 5 (five) years prior to appointment and while serving:
  1. Never been declared bankrupt;
  2. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
  3. Never been convicted of a criminal act that was detrimental to the State's finances and/or related to the financial sector; and
  4. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
    - Did not hold an Annual GMS
    - Their responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have never been accepted by the GMS or did not hold themselves accountable to the GMS in their capacities as members of the Board of Directors and/or members of the Board of Commissioners; and
    - Have resulted in a company that has obtained a permit, approval, or registration from OJK failing to comply with OJK's annual report and/or financial statement submission requirements.
- d. Has a commitment to comply with the laws and regulations;
- e. Possess knowledge and/or expertise in the fields required by the Company; and
- f. The fulfillment of the aforementioned requirements must be demonstrated or included in a statement letter signed by the candidate for the Board of Commissioners prior to appointment and submitted to the Company. The Company must conduct research and document the statement letter.



## Tugas dan Tanggung Jawab Direksi

### Duties and Responsibilities of the Board of Directors

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>a. Direksi bertugas menjalankan dan bertanggungjawab penuh atas pengurusan Perseroan dan kekayaan Perseroan sesuai dengan maksud dan tujuan Perseroan yang ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku.</li> <li>b. Setiap anggota Direksi bertanggungjawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya.</li> <li>c. Direksi wajib melaksanakan prinsip-prinsip <i>Good Corporate Governance</i> dalam setiap kegiatan usaha Perseroan pada seluruh tingkatan organisasi, dengan membentuk sekurang-kurangnya (i) Satuan Kerja Audit Internal (ii) Unit Corporate Secretary (iii) dan Satuan Kerja Manajemen Risiko.</li> <li>d. Direksi wajib mempertanggungjawabkan pelaksanaan tugasnya kepada pemegang saham melalui RUPS.</li> <li>e. Mengadakan rapat Direksi sekurang-kurangnya 1 (satu) kali setiap 1 (satu) bulan sesuai dengan peraturan perundang-undangan yang berlaku.</li> <li>f. Menjaga kerahasiaan data dan/atau informasi Perseroan.</li> <li>g. Memastikan Perseroan melakukan tanggung jawab sosialnya.</li> <li>h. Untuk mengurus Perseroan, Direksi diwajibkan menjalankan tugasnya dan bertindak sesuai dengan ketentuan-ketentuan dalam anggaran dasar, keputusan-keputusan yang diambil dalam Rapat Umum Pemegang Saham, Rencana Kerja dan Anggaran Perseroan serta peraturan perundang-undangan yang berlaku.</li> </ul> | <ul style="list-style-type: none"> <li>a. The Board of Directors is responsible and accountable for the management of the Company and its assets in accordance with the purposes and objectives of the Company as stipulated in the Articles of Association and the applicable laws and regulations.</li> <li>b. Each member of the Board of Directors is jointly and severally responsible for the Company's losses resulting from their errors or negligence in the performance of their duties.</li> <li>c. The Board of Directors must implement the principles of Good Corporate Governance in every business activity of the Company and at all organizational levels by establishing at least (i) Internal Audit Unit (ii) Corporate Secretary Unit (iii) and Risk Management Unit.</li> <li>d. The Board of Directors is obliged to account for the implementation of its duties to shareholders through the GMS.</li> <li>e. Hold a meeting of the Board of Directors at least 1 (one) time per 1 (one) month, in accordance with applicable laws and regulations.</li> <li>f. Safeguard the confidentiality of the Company's data and/or information.</li> <li>g. Ensuring that the Company carries out its social responsibilities.</li> <li>h. The Board of Directors is required to carry out their duties and act in accordance with the provisions in the articles of association, decisions made at the General Meeting of Shareholders, the Company's Work Plan and Budget, and the applicable laws and regulations in order to manage the Company.</li> </ul> |
|--|---|





## Direktur Utama

Memimpin Perseroan dan bertanggung jawab terhadap koordinasi dan sistem pengendalian internal Perseroan untuk meningkatkan efisiensi, produktivitas, dan kinerja Perseroan. Direktur Utama juga bertanggung jawab untuk menyusun strategi jangka panjang, menerapkan tata kelola perusahaan, dan memastikan bahwa kegiatan manajemen benar-benar sesuai dengan visi dan misi Perseroan. Direktur Utama langsung memimpin Unit Internal Audit dan Sekretaris Perusahaan.

## Direktur Komersial

Memimpin Divisi Komersial yang bertanggung jawab atas seluruh kegiatan pemasaran dengan target yang telah ditetapkan dengan melakukan perencanaan, mengorganisir dan kontrol, serta evaluasi secara berkala terhadap kegiatan penjualan dan marketing Perseroan.

## Direktur Keuangan

Memimpin Divisi Keuangan dan Akuntansi, bertugas mengawasi dan memastikan strategi, kebijakan dan rencana Keuangan Perseroan baik jangka pendek maupun jangka panjang, telah diatur secara baik untuk mendukung strategi bisnis Perseroan dan meningkatkan nilai Pemegang Saham. Direktur Keuangan juga bertugas untuk memastikan kesesuaian kegiatan keuangan Perseroan dengan peraturan dan perundang-undangan yang berlaku.

## Direktur Pengembangan Perusahaan

Memimpin Divisi Corporate Development yang berfungsi dalam hal perumusan dan evaluasi strategi dan pengembangan Perusahaan, meliputi Department Management Development, Management Representative, Management Improvement serta Budget.

## President Director

Leads the Company and is responsible for its coordination and internal control system with the goal of increasing the Company's efficiency, productivity, and performance. Additionally, the President Director is responsible to develop long-term strategies, implementing corporate governance, and ensuring that management activities align with the Company's vision and mission. The President Director oversees the Internal Audit Unit and the Corporate Secretary directly.

## Commercial Director

Leads the Commercial Division, which is responsible for all marketing activities with predetermined goals by planning, organizing, and controlling, as well as evaluating the Company's sales and marketing activities on a regular basis.

## Finance Director

Leads the Finance and Accounting Division, which is responsible for overseeing and ensuring that the Company's short- and long-term financial strategies, policies, and plans are properly regulated to support the Company's business strategy and increase shareholder value. The Finance Director is also responsible for ensuring that the Company's financial activities comply with all applicable laws and regulations.

## Corporate Development Director

Leads the Corporate Development Division, which includes the Management Development Department, Management Representative, Management Improvement, and Budget, and is responsible for the formulation and evaluation of the Company's strategies and development.



## Direktur Sumber Daya Manusia

Memimpin Divisi Human Capital, yang mencakup Human Resources Development, Human Resources Operation, General Affair dan Safety, Health and Environment (SHE). Direktur SDM juga memimpin Divisi IT yang bertugas mengembangkan dan mengelola semua penggunaan perangkat, sistem dan jaringan teknologi informasi guna menunjang aktivitas operasional dan produksi Perseroan.

## Direktur Operasional

Direktur Operasional membawahi Divisi Procurement yang bertanggung jawab dalam mengatur dan menyusun strategi pembelian dan bahan baku yang berkualitas serta melakukan transaksi lindung nilai untuk mengurangi risiko fluktuasi harga bahan baku; serta membawahi Divisi Operasional, yang mengatur perencanaan produksi, pengelolaan inventori dan proses produksi untuk Perseroan dan entitas anak, PT Prima Mitra Elektrindo.

## Direktur Teknikal

Memimpin Divisi Operasional, khususnya Engineering, Procurement & Construction (EPC) jaringan ketenagalistrikan dan telekomunikasi. Direktur Teknikal juga membawahi Divisi Quality Assurance, yang bertanggungjawab atas kualitas dan kesesuaian produk dengan permintaan konsumen dan peraturan-peraturan terkait yang berlaku.

## Human Capital Director

Leads the Human Capital Division, which includes Human Resource Development; Human Resource Operations; General Affairs; and Safety, Health and Environment (SHE). The HC Director also leads the IT Division, which is responsible for developing and managing all information technology devices, systems, and networks used to support the Company's operational and production activities.

## Operational Director

The Operational Director oversees the Procurement Division, which is responsible for organizing and formulating a purchasing strategy and quality raw materials, as well as conducting hedging transactions to reduce the risk of raw material price fluctuations; and the Operations Division, which manages production planning, inventory management, and production processes for the Company and its subsidiary, PT Prima Mitra Elektrindo.

## Technical Director

Leading the Operational Division, specifically the Engineering, Procurement, and Construction (EPC) of electrical and telecommunications networks. The Technical Director also oversees the Quality Assurance Division, which is responsible for product quality and conformity with consumer demands and related regulations.



## Rapat Direksi

### Board of Directors Meetings

Sesuai dengan Anggaran Dasar Perseroan, Piagam Direksi, dan Peraturan OJK No. 33/POJK.04/2014 diwajibkan diadakan sekurang-kurangnya satu kali setiap bulan. Pelaksanaan Rapat Direksi pada tahun 2021 dilakukan sebanyak 12 kali dengan metode *online*, *offline*, maupun *hybrid*.

Based on the Company's Articles of Association, Board of Directors Charter, and OJK Regulation No. 33/POJK.04/2014, meetings must be held at least once a month. In 2021, the Board of Directors met a total of 12 times through online, offline, and hybrid methods.

#### Frekuensi dan Tingkat Kehadiran Anggota Direksi dalam Rapat

Frequency and Attendance of Members of the Board of Directors in Meetings

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	%
David Lius	Direktur Utama President Director	12	12	100
Wu Yongcheng*	Wakil Direktur Utama Vice President Director	6	6	100
Shen Shao Junhua	Direktur Keuangan Finance Director	12	12	100
Rizal Nangoy	Direktur Komersial Commercial Director	12	12	100
Yogiawan	Direktur Operasional Operational Director	12	12	100
Ferry Suarly	Direktur Pengembangan Perusahaan Corporate Development Director	12	12	100
Aripin	Direktur Sumber Daya Manusia Human Capital Director	12	12	100
Hua Shun**	Direktur Teknikal Technical Director	6	6	100

\* Masa Jabatan berakhir pada RUPS tanggal 18 Juni 2021

\* Term of office ended at the GMS on 18 June 2021

\*\* Menjabat sebagai Direktur Perseroan setelah RUPS tanggal 18 Juni 2021

\*\* Served as Director of the Company after the GMS on 18 June 2021



## Tanggal dan Agenda Rapat Direksi

Board of Directors Meeting Dates and Agendas

No	Tanggal Date	Agenda
1	14 Januari 2021 14 January 2021	Tinjauan Kinerja Desember 2020 December 2020 Performance Review
2	10 Februari 2021 10 February 2021	Tinjauan Kinerja Januari 2021 January 2021 Performance Review
3	10 Maret 2021 10 March 2021	Tinjauan Kinerja Februari 2021 February 2021 Performance Review
4	14 April 2021	Tinjauan Kinerja Maret 2021 March 2021 Performance Review
5	11 Mei 2021 11 May 2021	Tinjauan Kinerja April 2021 April 2021 Performance Review
6	9 Juni 2021 9 June 2021	Tinjauan Kinerja Mei 2021 May 2021 Performance Review
7	15 Juli 2021 15 July 2021	Tinjauan Kinerja Juni 2021 June 2021 Performance Review
8	12 Agustus 2021 12 August 2021	Tinjauan Kinerja Juli 2021 July 2021 Performance Review
9	9 September 2021	Tinjauan Kinerja Agustus 2021 August 2021 Performance Review
10	14 Oktober 2021 14 October 2021	Tinjauan Kinerja September 2021 September 2021 Performance Review
11	10 November 2021	Tinjauan Kinerja Oktober 2021 October 2021 Performance Review
12	8 Desember 2021 8 December 2021	Tinjauan Kinerja November 2021 November 2021 Performance Review



## Program Pengembangan Kompetensi Direksi Board of Directors Competency Development Program

Berdasarkan Piagam Direksi, anggota Direksi baru wajib mengikuti orientasi untuk memahami kegiatan dan kondisi Perseroan. Pada tahun 2021, Perseroan melakukan program pengenalan kepada Bapak Hua Shun, Direksi baru yang diangkat pada RUPS Tahunan Perseroan tahun 2021. Adapun program pengenalan yang dilakukan meliputi:

1. Pelaksanaan prinsip-prinsip tata kelola perusahaan yang baik
2. Gambaran mengenai Perseroan berkaitan dengan lingkup usaha, kinerja keuangan, operasi, strategi, rencana usaha dan masalah strategis lainnya.
3. Hal-hal terkait dengan kewajiban, tugas, tanggung jawab dan hak-hak Direksi.
4. Pemahaman terkait prinsip etika dan nilai-nilai yang berlaku di lingkungan Perseroan.
5. Pemahaman mengenai audit internal dan eksternal, sistem dan kebijakan pengendalian internal serta Komite Audit.

Berdasarkan Piagam Direksi, Perseroan juga mengikutsertakan Direksi dalam program pengembangan kompetensi berupa seminar, *workshop*, *sharing knowledge*, *sharing session* dan pelatihan/diklat, yang bertujuan untuk pengembangan kompetensi. Sepanjang tahun 2021, pelaksanaan program tersebut dilaksanakan sebanyak lima belas kali dengan rincian:

In accordance with the Board of Directors Charter, new members of the Board of Directors must attend an orientation to understand the Company's activities and conditions. In 2021, the Company held an introduction program for Mr. Hua Shun, the new Board of Directors member appointed at the Company's 2021 Annual GMS. The following introduction programs have been implemented:

1. Implementation of good corporate governance principles
2. An overview of the Company's business scope, financial performance, operations, strategies, business plans, and other strategic issues.
3. Issues concerning obligations, duties, responsibilities, and rights of the Board of Directors
4. Understanding of the ethical principles and values that govern the Company.
5. Understanding of internal and external audits, internal control systems and policies, as well as the Audit Committee.

Based on the Company's Board of Directors Charter, the Board of Directors is also included in competency development programs that include seminars, workshops, knowledge sharing, sharing sessions, and training/training aimed at developing competencies. The program was implemented fifteen times in 2021, with the following details:





No	Materi Pengembangan Development Material	Penyelenggara Organizer	Waktu & Tempat Pelaksanaan Date and Venue
1	Market Overview & Outlook 2021	PT Mandiri Sekuritas	28 Januari 2021, Webinar 28 January 2021, Webinar
2	Market Update & Outlook 2021	PT Trimegah Sekuritas	16 Februari 2021, Webinar 16 February 2021, Webinar
3	Sharing Session: Kebutuhan Dunia Kerja di Era Revolusi Industri 4.0 Sharing Session: The Needs in Working Environment at the Industrial Revolution 4.0 Era	ITPLN	4 Maret 2021, Webinar 4 March 2021, Webinar
4	Sosialisasi POJK No.03/POJK.04/2021 POJK No.03/POJK.04/2021 Socialization	Otoritas Jasa Keuangan (OJK) Financial Services Authority (OJK)	23 Maret 2021, Webinar 23 March 2021, Webinar
5	Penerapan Manajemen Risiko dan Budaya Risiko Berbasis ISO 31000:2018 yang Terintegrasi dengan ISO 9001:2015 Risk Management and Risk Culture Implementation Based on ISO 31000:2018 Integrated with ISO 9001:2015	Proxis Consulting Jakarta	16 April 2021, Virtual by Zoom 16 April 2021, Virtual by Zoom
6	Easier Capital Raising with Green and Sustainable Labeling	Asian Development Bank (ADB) & United Nation Development Programme (UNDP)	23 Juni 2021, Webinar 23 June 2021, Webinar
7	Pendalaman peraturan dan teknis penerbitan Medium Terms Notes (MTN) In-depth study of regulations and technicalities for issuing Medium Terms Notes (MTN)	Mandiri Sekuritas	7 Juli 2021, Virtual by Zoom 7 July 2021, Virtual by Zoom
8	ESG Capital Market Summit 2021: Pursuing Sustainable Finance in Indonesia Capital Market	Otoritas Jasa Keuangan (OJK), PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI) & PT Kustodian Sentral Efek Indonesia (KSEI)	27 Juli 2021, Webinar 27 July 2021, Webinar
9	Business Combination under Common Control, Third Agenda Consultation, and Disclosure Requirement	Ikatan Akuntansi Indonesia (IAI) Institute of Indonesia Chartered Accountants (IAI)	5 Agustus 2021, Webinar 5 August 2021, Webinar
10	Mengukur Kemajuan Korporasi terhadap Kebijakan Keberlanjutan di Indonesia Measuring Corporate Progress towards Sustainability Policy in Indonesia	Collection Consulting Group (CCG) & Carbon Disclosure Project (CDP)	19 Agustus 2021, Webinar 19 August 2021, Webinar
11	Pendampingan Assessment Industri 4.0 Industry 4.0 Assessment Assistance	Kementerian Perindustrian Republik Indonesia Ministry of Industry of the Republic of Indonesia	21 September 2021, Voksel



No	Materi Pengembangan Development Material	Penyelenggara Organizer	Waktu & Tempat Pelaksanaan Date and Venue
12	Focus Group Discussion: Exposure Draft Disclosure Requirements in IFRS Standards	Ikatan Akuntansi Indonesia (IAI), PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI) & PT Kustodian Sentral Efek Indonesia (KSEI) Institute of Indonesia Chartered Accountants (IAI), PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI) & PT Kustodian Sentral Efek Indonesia (KSEI)	24 September 2021, Webinar
13	ESG and Sustainability Leadership and Journey	PT Bursa Efek Indonesia (BEI), Global Reporting Initiative (GRI), Asosiasi Emiten Indonesia (AEI) & Deloitte	30 September 2021, Webinar
14	Sosialisasi Penerbitan Efek Bersifat Utang dengan Credit Enhancement Socialization of the Issuance of Debt Securities with Credit Enhancements	PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI), PT Kustodian Sentral Efek Indonesia (KSEI), & PT Pemeringkat Efek Indonesia (PEFINDO)	5 Oktober 2021, Webinar 5 October 2021, Webinar
15	The 7th Indonesian Finance Association International Conference: Finance, Capital Market, and Corporate Governance in the Digital Transformation.	PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI), PT Kustodian Sentral Efek Indonesia (KSEI), & The Indonesian Finance Association (IFA)	6 & 7 Oktober 2021, Webinar 6 & 7 October 2021, Webinar
16	Global Economic Outlook and Its Impact on Indonesia	Mandiri Sekuritas	1 November 2021, Webinar
17	Electrifying Lifestyle: Peduli Lingkungan melalui Investasi Mobil Listrik Electrifying Lifestyle: Caring for the Environment through Electric Car Investments	Harian Kompas & PLN	1 Desember 2021, Webinar 1 December 2021, Webinar



## Penilaian Kinerja Direksi

### Performance Assessment of the Board of Directors

Penilaian kinerja direksi dilakukan setiap tahun oleh Komite Nominasi dan Remunerasi melalui mekanisme penilaian mandiri atau *self-assessment*. Hasil penilaian akan dilaporkan kepada Pemegang Saham dalam Rapat Umum Pemegang Saham. Berikut merupakan kriteria penilaian direksi sebagai berikut:

1. Tingkat pencapaian Perseroan dibandingkan dengan target (*Key Performance Indicator*) yang telah disepakati.
2. Pelaksanaan tugas dan tanggung jawab Direksi sesuai dengan peraturan perundang-undangan dan/atau Anggaran Dasar Perseroan.
3. Kinerja Investasi Perseroan.
4. Pengembangan, diversifikasi, serta inovasi produk dan teknologi.

The Nomination and Remuneration Committee conducts an annual performance assessment of the Board of Directors using a self-assessment mechanism. The results of the assessment will be presented to shareholders at the Annual General Meeting. The following are the criteria for the performance assessment of the Board of Directors:

1. The company's achievements compared to the target (*Key Performance Indicator*).
2. Implementation of the Board of Directors' duties and responsibilities in accordance with applicable laws and/or the Articles of Association.
3. The Investment Performance of the Company
4. Development, diversification, and product and technology innovation.

## Penilaian Kinerja Komite di Bawah Direksi

### Performance Assessment of Committees Under the Board of Directors

Berdasarkan SK No. 007/VE/DIR/I/2021 Perseroan membentuk Unit Good Corporate Governance (GCG) sebagai perluasan atas tugas dan tanggung jawab Komite Etika Bisnis, sehingga tidak ada lagi Komite Etika Bisnis. Oleh sebab itu, di tahun 2021, Perseroan tidak melakukan penilaian kinerja komite di bawah Direksi.

In accordance with Decree No. 007/VE/DIR/I/2021, the Company established a Good Corporate Governance (GCG) Unit as an extension of the Business Ethics Committee's duties and responsibilities, thus eliminating the Business Ethics Committee. Therefore, in 2021, the Company did not conduct a performance assessment of the committees under the Board of Directors.

## KEBIJAKAN SUKSESI DIREKSI

### SUCCESSION POLICY OF THE BOARD OF DIRECTORS

Dalam hal mendapatkan profil Direksi yang sesuai dengan kebutuhan bisnis dan organisasi, Perseroan bekerjasama dengan konsultan dan pihak independen untuk melakukan assessment terhadap profiling yang dibutuhkan untuk mengisi posisi Direksi tertentu. Hasil assessment dijadikan sebagai panduan bagi Dewan Komisaris dan Komite Nominasi dan Remunerasi dalam menyusun program suksesi Direksi untuk bisa diterapkan di internal Perseroan.

In order to obtain a Board of Directors profile that is consistent with the needs of the business and organization, the Company works together with consultants and independent parties to conduct an assessment of the profiling required to fill certain Board of Directors positions. The assessments serve as a guide for the Board of Commissioners and the Nomination and Remuneration Committee as they prepare the succession program for the Board of Directors to be implemented within the Company.



## PENGUNGKAPAN HUBUNGAN AFILIASI

### AFFILIATED RELATIONSHIP DISCLOSURE

Terdapat satu hubungan afiliasi dalam struktur Dewan Komisaris dan Direksi. Hubungan afiliasi tersebut adalah hubungan keluarga antara anggota Dewan Komisaris dan Direktur Utama. Namun demikian, Perseroan menjamin hubungan tersebut tidak memengaruhi hasil independensi masing-masing pihak, sehingga pengambilan keputusan dan independensi Dewan Komisaris dan Direksi tetap efektif.

The Board of Commissioners and the Board of Directors have a single affiliation relationship. The affiliation relationship between members of the Board of Commissioners and the President Director is familial in nature. However, the Company guarantees that this relationship will not jeopardize each party's independence, ensuring that the Board of Commissioners' and Board of Directors' decision-making and independence remain effective.

**Tabel Pengungkapan Hubungan Afiliasi**

Affiliated Relationship Disclosure Table

Nama Name	Jabatan Position	Hubungan Keuangan dengan Financial Relationship with			Hubungan Keluarga dengan Familial Relationship with			Hubungan Kepemilikan dengan Ownership Relationship with		
		Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Major and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Major and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Major and Controlling Shareholders
Kumhal Djamil	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	X	X	X	X	X	X	X	X	X
Linda Lius	Komisaris Commissioner	X	X	X	X	V	X	X	X	X
Hardi Sasmita	Komisaris Commissioner	X	X	X	X	X	X	X	X	X
Tan Huiliang	Komisaris Commissioner	X	X	X	X	X	X	X	X	X
Masaki Matsui	Komisaris Commissioner	X	X	X	X	X	X	X	X	X
Tjahyadi Lukiman	Komisaris Independen Independent Commissioner	X	X	X	X	X	X	X	X	X



Nama Name	Jabatan Position	Hubungan Keuangan dengan Financial Relationship with			Hubungan Keluarga dengan Familial Relationship with			Hubungan Kepemilikan dengan Ownership Relationship with		
		Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Major and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Major and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Major and Controlling Shareholders
Muliany Anwar	Komisaris Independen Independent Commissioner	X	X	X	X	X	X	X	X	X
David Lius	Direktur Utama President Director	X	X	X	V	X	X	X	X	X
Wu Yongcheng*	Wakil Direktur Utama Vice President Director	X	X	X	X	X	X	X	X	X
Ferry Suarly	Direktur Pengembangan Perusahaan Corporate Development Director	X	X	X	X	X	X	X	X	X
Shen Shao Junhua	Direktur Keuangan Finance Director	X	X	X	X	X	X	X	X	X
Aripin	Direktur Sumber Daya Manusia Human Capital Director	X	X	X	X	X	X	X	X	X
Yogiawan	Direktur Operasional Operational Director	X	X	X	X	X	X	X	X	X
Rizal Nangoy	Direktur Komersial Commercial Director	X	X	X	X	X	X	X	X	X
Hua Shun**	Direktur Teknikal Technical Director	X	X	X	X	X	X	X	X	X

\* Masa Jabatan berakhir pada RUPS tanggal 18 Juni 2021

\*\* Menjabat sebagai Direktur Perseroan setelah RUPS tanggal 18 Juni 2021

\* Term of office ended at the GMS on 18 June 2021

\*\* Served as Director of the Company after the GMS on 18 June 2021





## REMUNERASI DEWAN KOMISARIS DAN DIREKSI

### REMUNERATION OF THE BOARD OF COMMISSIONERS AND DIRECTORS

#### Prosedur dan Dasar Penetapan Remunerasi

#### Procedure and Basis for Determining Remuneration

Pemberian remunerasi Dewan Komisaris dan Direksi ditetapkan melalui Rapat Umum Pemegang Saham. Prosedur dan penetapan remunerasi Dewan Komisaris dan Direksi ditetapkan dengan pertimbangan rekomendasi yang disampaikan Komite Nominasi dan Remunerasi, serta kondisi Perseroan dan penilaian kinerja Dewan Komisaris dan Direksi. Pada tahun 2021, penetapan remunerasi Dewan Komisaris diadakan pada tanggal 18 Juni 2021 dan dituangkan pada Berita Acara RUPS No. 40 tanggal 18 Juni 2021. Sementara itu, penetapan remunerasi Direksi dilimpahkan kepada Dewan Komisaris.

The remuneration for the Board of Commissioners and the Board of Directors is determined through the General Meeting of Shareholders. The procedure and determination of remuneration for the Board of Commissioners and the Board of Directors are determined by taking into account the Nomination and Remuneration Committee's recommendations, as well as the Company's financial condition and the Board of Commissioners' and Board of Directors' performance assessments. In 2021, the Board of Commissioners' compensation was determined on 18 June 2021, as stated in Minutes of the GMS No. 18 dated 18 June 2021. Meanwhile, the Board of Commissioners determines the compensation of the Board of Directors.

#### Besaran Remunerasi Dewan Komisaris dan Direksi

#### Remuneration Value of the Board of Commissioners and Directors

Struktur remunerasi Dewan Komisaris dan Direksi terdiri dari remunerasi yang bersifat variabel seperti insentif berbasis kinerja dan remunerasi yang bersifat tetap seperti gaji pokok, honorarium, dan insentif non-kinerja. Di tahun 2021, Perseroan tidak memberikan bonus non-kinerja dan bonus saham kepada Dewan Komisaris dan Direksi. Rincian remunerasi yang diterima oleh Dewan Komisaris dan Direksi adalah sebagai berikut:

The Board of Commissioners and the Board of Directors are compensated in two ways: through variable compensation such as performance-based incentives and through fixed compensation such as base salary, honorarium, and non-performance incentives. In 2021, the Company did not compensate the Board of Commissioners and Directors with non-performance bonuses or share bonuses. The following table summarizes the compensation received by the Board of Commissioners and the Board of Directors:

Jenis Remunerasi Remuneration Type	Dewan Komisaris Board of Commissioners		Direksi Board of Directors	
	Orang Person	Total	Orang Person	Total
Remunerasi Bersifat Tetap Fixed Remuneration	7	3.492.608.282	7	11.640.363.171
Remunerasi Bersifat Variabel Variable Remuneration				



## KOMITE AUDIT

### AUDIT COMMITTEE

Perseroan memiliki Komite Audit yang bertanggung jawab langsung kepada Dewan Komisaris berdasarkan Keputusan Otoritas Jasa Keuangan No. KEP-642/BL/2012 yang kemudian diperbarui pada tahun 2015 melalui Peraturan OJK 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit. Hingga akhir tahun 2021, Komite Audit beranggotakan 3 orang.

The Company has an Audit Committee that reports directly to the Board of Commissioners pursuant to Financial Services Authority Regulation No. KEP-642/BL/2012, as amended in 2015 by OJK Regulation 55/POJK.04/2015 dated 23 December 2015 concerning the Establishment and Guidelines for the Work of the Audit Committee. The Audit Committee consisted of 3 members until the end of 2021.

## Tugas dan Tanggung Jawab

### Duties and Responsibilities

Komite Audit dalam menjalankan tugasnya berpedoman pada Piagam Komite Audit dan Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan. Ruang lingkup Piagam Komite Audit mencakup tugas, tanggung jawab serta wewenang, komposisi, struktur, persyaratan keanggotaan, tata cara dan prosedur kerja, kebijakan, serta masa tugas. Berdasarkan Piagam Komite Audit, tugas dan tanggung jawab Komite Audit adalah:

- 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, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan;
- Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan usaha Perseroan;
- Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya;
- Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan biaya;

The Audit Committee is guided by the Audit Committee Charter and Financial Services Authority Regulation No. 13/POJK.03/2017 on the Use of Public Accountants and Public Accounting Firms in Financial Services Activities in carrying out its responsibilities. The Audit Committee Charter specifies the committee's duties, responsibilities, and authorities, as well as its composition, structure, membership requirements, work procedures and policies, and tenure. According to the Audit Committee Charter, the Audit Committee's duties and responsibilities are as follows:

- Reviewing financial information that the Company intends to distribute to the public and/or authorities, including financial statements, projections, and other reports relating to financial information, projections, and other reports relating to financial information;
- Compliance with applicable laws and regulations governing the Company's business activities;
- Provide an independent opinion in the event that management and the accountant disagree about the services provided;
- Provide recommendations to the Board of Commissioners regarding the appointment of an accountant, taking into consideration the accountant's independence, the scope of the assignment, and the associated costs;



- |   |   |
|---|---|
| <p>e. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh audit intern dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor intern;</p> <p>f. Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi;</p> <p>g. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan;</p> <p>h. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan; dan</p> <p>i. Menjaga kerahasiaan dokumen, data, dan informasi Perseroan.</p> | <p>e. Reviewing the implementation of the audit conducted by the internal auditor and supervising the Board of Directors' follow-up on the internal auditor's findings;</p> <p>f. Reviewing the Board of Directors' risk management implementation activities;</p> <p>g. Reviewing complaints related to the Company's accounting and financial reporting processes;</p> <p>h. Reviewing and advising the Board of Commissioners on potential conflicts of interest in the Company; and</p> <p>i. Confidentiality of documents, data, and information belonging to the Company.</p> |
|---|---|

## Komposisi Keanggotaan Komite Audit

### Membership Composition of the Audit Committee

Berdasarkan Keputusan Dewan Komisaris No.01/VE/DEKOM/2018 tanggal 28 Mei 2018, Komite Audit terdiri dari tiga orang, yaitu seorang Komisaris Independen sebagai ketua Komite Audit dan dua orang anggota. Anggota Komite Audit berasal dari latar belakang keuangan dan/atau akuntansi, dan memenuhi persyaratan keanggotaan Komite Audit yang berlaku. Masa jabatan anggota Komite Audit tidak melebihi periode jabatan Dewan Komisaris dan dapat dipilih kembali hanya satu periode berikutnya.

Based on Decision of the Board of Commissioners No.01/VE/DEKOM/2018 dated 28 May 2018, the Audit Committee is composed of three members: an Independent Commissioner who serves as the Audit Committee's chairman and two members. Members of the Audit Committee are financial and/or accounting professionals who meet the applicable Audit Committee membership requirements. Members of the Audit Committee serve terms that do not exceed those of the Board of Commissioners and are eligible for re-election only once more.

### Struktur Keanggotaan Komite Audit

Membership Structure of the Audit Committee

Nama Name	Jabatan Position	Posisi Lain di Perseroan Other Position within the Company
Muliany Anwar	Ketua Komite Audit Chairman of the Audit Committee	Komisaris Independen Independent Commissioner
Abdul Rachman	Anggota Komite Audit Member of the Audit Committee	-
Indah Supriyanti	Anggota Komite Audit Member of the Audit Committee	-



### **Muliany Anwar**

#### **Ketua Komite Audit**

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 01/VE/Dekom/1/2017 tanggal 18 Januari 2017. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris.

### **Abdul Rachman**

#### **Anggota Komite Audit**

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 01/VE/Dekom/1/2017 tanggal 18 Januari 2017 dengan periode jabatan sampai dengan tanggal 30 April 2022. Beliau tidak memiliki rangkap jabatan baik di Perseroan maupun di lembaga lain.

**Kewarganegaraan:** Indonesia

**Usia/Umur:** 65 tahun

**Domisili:** Bogor, Jawa Barat

**Riwayat Pendidikan:** B.Sc. Akuntansi Sekolah Tinggi Ilmu Ekonomi Indonesia tahun 1983

#### **Riwayat Jabatan:**

- Accounting System Development Specialist di PT Galenium Pharmasia Laboratories (2014)
- Manager Audit di Kantor Akuntan Publik Kosasih, Nudriyaman, Tjahjo & Rekan (2003 - 2013)
- Financial Controller di Soedarpo Informatika (1998 - 2003)
- Accounting Manager di PT NVPD Soedarpo Corporation Tbk. (1989 - 1997)
- Eksternal Auditor di Kantor Akuntan Publik Drs. Prasetyo, Utomo & Co (1983 - 1989)

### **Muliany Anwar**

#### **Chairman of the Audit Committee**

Appointed pursuant to Board of Commissioners Decree No. 01/VE/Dekom/1/2017 dated 18 January 2017. Her profile can be found in the Profile of the Board of Commissioners section.

### **Abdul Rachman**

#### **Member of the Audit Committee**

Appointed pursuant to Board of Commissioners Decree No. 01/VE/Dekom/1/2017 dated 18 January 2017 and serves until 30 April 2022. He is not employed concurrently by the Company or any other institution.

**Citizenship:** Indonesia

**Age:** 65 years

**Domicile:** Bogor, West Java

**Educational History:** B.Sc. in Accounting from the Indonesian School of Economics in 1983

#### **Curriculum Vitae:**

- Accounting System Development Specialist at PT Galenium Pharmasia Laboratories (2014)
- Audit Manager at Kosasih, Nudriyaman, Tjahjo & Partners Public Accounting Firm (2003 - 2013)
- Financial Controller at Soedarpo Informatika (1998 - 2003)
- Accounting Manager at PT NVPD Soedarpo Corporation Tbk. (1989 - 1997)
- External Auditor at Drs. Prasetyo, Utomo & Co Public Accounting Firm (1983 - 1989)



## Indah Supriyanti

### Anggota Komite Audit

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 01/VE/DEKOM/V/2018 tanggal 28 Mei 2018 dengan periode jabatan sampai dengan 28 Mei 2023. Saat ini beliau juga menjabat sebagai Senior Manager di Axia Consultant dan Senior Manager Audit di KAP Morhan & Rekan.

**Kewarganegaraan:** Indonesia

**Usia/Umur:** 41 tahun

**Domisili:** Depok, Jawa Barat

**Riwayat Pendidikan:** Sarjana Akuntansi Universitas Gadjah Mada tahun 2004

#### Riwayat Jabatan:

- Senior Manager di Axia Consultant: Senior Manager Audit KAP Morhan & Rekan (2013 – sekarang)
- Associate Manager KAP Anwar & Rekan (2008 – 2013)
- Accounting Manager PT Kharisma Ekspor (Februari 2008 – November 2008)
- Supervisor KAP Kosasih & Nurdyaman (2005 – Januari 2008)

## Indah Supriyanti

### Member of the Audit Committee

Appointed pursuant to Board of Commissioners Decree No. 01/VE/DEKOM/V/2018 dated 28 May 2018 and serves until 28 May 2023. Currently she also serves as Senior Manager at Axia Consultant and Senior Manager Audit at KAP Morhan & Partners.

**Citizenship:** Indonesia

**Age:** 41 years

**Domicile:** Depok, West Java

**Educational History:** Bachelor of Accounting from Gadjah Mada University in 2004

#### Curriculum Vitae:

- Senior Manager at Axia Consultant: Senior Audit Manager at Morhan & Partners Public Accounting Firm (2013 – present)
- Associate Manager at Anwar & Partners Public Accounting Firm (2008 – 2013)
- Accounting Manager at PT Kharisma Exports (February 2008 – November 2008)
- Supervisor at Kosasih & Nurdyaman Public Accounting Firm (2005 – January 2008)







## Pernyataan Independensi Anggota Komite Audit

### Independency Statements of Members of the Audit Committee

Anggota Komite Audit adalah pihak yang bukan pengurus, karyawan, maupun pemegang saham Perseroan, serta tidak memiliki hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, dan pemegang saham. Anggota Komite Audit juga bukan pihak yang memiliki hubungan usaha dengan Perseroan, baik langsung maupun tidak langsung. Perseroan mewajibkan anggota Komite Audit untuk menandatangani surat pernyataan independensi, yang menyatakan anggota Komite Audit menjalankan tugas dan tanggung jawab secara independen dan tanpa konflik kepentingan. Pada tanggal 29 Mei 2018, seluruh anggota Komite Audit sudah menandatangani pernyataan independensi.

Members of the Audit Committee are individuals who are not members of the Company's management, employees, or shareholders and have no affiliation with the Company, as well as members of the Board of Commissioners, members of the Board of Directors, and shareholders. Members of the Audit Committee are also not parties who have a direct or indirect business relationship with the Company. The Company requires members of the Audit Committee to sign an independence statement, which states that they carry out their duties and responsibilities independently and without conflict of interest. On 29 May 2018, all members of the Audit Committee signed an independency statement.

## Pelaksanaan Tugas Komite Audit

### Implementation of the Duties of the Audit Committee

Pelaksanaan tugas dan tanggung jawab Komite Audit di tahun 2021 direalisasikan dalam kegiatan-kegiatan berikut:

- Melakukan diskusi mengenai kinerja Perseroan secara menyeluruh dengan Dewan Komisaris dan Direksi, di samping menyampaikan laporan secara periodik kepada Dewan Komisaris;
- Memastikan terselenggaranya pelaksanaan GCG dalam setiap kegiatan usaha Perseroan pada seluruh tingkatan atau jenjang organisasi dengan memantau pelaksanaan etika kerja dan etika bisnis yang diterapkan di Perseroan dan menyarankan serta memberikan masukan-masukan agar perseroan terus meningkatkan penerapan GCG secara konsisten dan berkelanjutan;
- Melakukan pertemuan dengan *auditor* internal setiap triwulan untuk meninjau dan mendiskusikan hasil kerja berdasarkan temuannya dan pemantauan atas tindak lanjut audit serta dampaknya terhadap aktivitas operasional perseroan di samping memberikan masukan atas hal-hal yang signifikan dalam rangka menilai kecukupan pengendalian internal yang memadai secara keseluruhan;

The Audit Committee's duties and responsibilities are carried out in 2021 through the following activities:

- Hold discussions with the Board of Commissioners and the Board of Directors regarding the Company's overall performance, in addition to submitting periodic reports to the Board of Commissioners;
- Ensuring the consistent and sustainable implementation of GCG in all business activities of the Company at all levels or levels of the organization by monitoring the implementation of work ethics and business ethics in the organization and suggesting and providing inputs to ensure that the company continues to improve the consistent and sustainable implementation of GCG;
- Meeting with internal auditors quarterly to review and discuss their findings, as well as monitoring follow-up audits and their impact on the company's operational activities, as well as providing input on significant matters in order to assess the overall adequacy of adequate internal control;



- d. Mendiskusikan dan menelaah laporan keuangan internal dan eksternal yang telah diaudit sebelum diterbitkan;
- e. Melakukan evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan/atau KAP atas kesesuaian pelaksanaan audit oleh AP dan/atau KAP dengan standar audit yang berlaku, kecukupan waktu pekerjaan lapangan, pengkajian cakupan jasa yang diberikan dan kecukupan uji petik serta rekomendasi perbaikan yang diberikan oleh AP dan/atau KAP.
- f. Memberikan rekomendasi kepada Dewan Komisaris dalam penunjukan akuntan publik dan/atau kantor akuntan publik yang didasarkan pada independensi, ruang lingkup audit, imbalan jasa, keahlian, pengalaman, metodologi, teknik, dan sarana audit yang digunakan KAP serta hasil evaluasi terhadap pelaksanaan audit periode sebelumnya; dan
- g. Melakukan *review* dan usulan dalam rangka pemberian persetujuan Dewan Komisaris terhadap Rencana Kerja dan Anggaran Perseroan.

Dari penugasan-penugasan yang telah diuraikan di atas, Komite Audit memberikan perhatian yang besar pada upaya peningkatan pengendalian internal, penerapan Etika Bisnis dan Etika Kerja serta memberikan saran perbaikan dan pendapat kepada Direksi Perseroan melalui Dewan Komisaris khususnya yang berkaitan dengan kebijakan, sistem dan tindak lanjut yang dilakukan oleh manajemen Perseroan.

Di samping itu, Komite Audit juga memonitor kecukupan pelaksanaan tindak lanjut hasil pemeriksaan Unit Audit Internal serta memastikan dengan Direksi bahwa tindak lanjut hasil pemeriksaan telah dilaksanakan sesuai dengan komitmen dari satuan kerja terkait agar risiko-risiko penting dapat teridentifikasi, terukur dan dapat dimitigasi secara baik.

- d. Discuss and review audited internal and external financial statements prior to issuance;
- e. Evaluate the implementation of audit services on annual historical financial information by public accountants and/or public accounting firms in terms of their compliance with applicable audit standards, the adequacy of field work time, the scope of services provided, and the adequacy of picking tests and recommendations for repairs provided by public accountants and/or public accounting firms.
- f. Make recommendations to the Board of Commissioners regarding the appointment of a public accountant and/or public accounting firm based on the public accountant's independence, audit scope, fee for services, expertise, experience, methodology, techniques, and audit facilities used by the public accounting firm, as well as the results of the previous audit period's evaluation; and
- g. Conduct reviews and submit proposals to the Board of Commissioners for approval of the Company's work plan and budget.

From the aforementioned responsibilities, the Audit Committee pays special attention to efforts to improve internal control, the implementation of Business Ethics and Work Ethics, as well as providing suggestions for improvement and opinions to the Company's Board of Directors, particularly in regards to the company's policies, systems, and follow-up actions. Company administration.

In addition, the Audit Committee monitors the adequacy of the implementation of follow-up on the results of the Internal Audit Unit's examination and ensures with the Board of Directors that the follow-up on the examination results has been carried out in accordance with the commitments of the relevant work units so that significant risks can be identified, measured, and properly mitigated.



## Rapat Komite Audit Audit Committee Meetings

Rapat Komite Audit dilaksanakan sepanjang tahun 2021 sebanyak empat kali, yang dilakukan secara *online* dan dihadiri oleh seluruh anggota. Agenda rapat tersebut yaitu pembahasan mengenai peninjauan Laporan Keuangan (LK) *Fiscal Year (FY)-2020 in house*, LK FY-2020 *audited*, LK 1Q-2021 dan evaluasi Akuntan Publik/Kantor Akuntan Publik, meninjau pelaksanaan program Komite Audit 2021 serta merencanakan kerja tahunan tahun 2022. Berikut merupakan persentase kehadiran pada rapat Komite Audit tahun 2021:

Throughout 2021, the Audit Committee met four times, all of which were conducted online and attended by all members. The meeting's agenda included a discussion of the in-house review of Financial Statements (Fiscal Year (FY)-2020, LK FY-2020 audited, LK 1Q-2021, and evaluation of Public Accountants/Public Accounting Firms, as well as a review of the Audit Committee's implementation of the 2021 program and planning for work year 2022. The following table summarizes the percentage of attendees at the Audit Committee meeting in 2021:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Tingkat Kehadiran Attendance	(%)
Muliany Anwar	Ketua Chairman	4	4	100
Abdul Rachman	Anggota Member	4	4	100
Indah Supriyanti	Anggota Member	4	4	100

## Program Pengembangan Kompetensi Komite Audit Audit Committee Competency Development Program

Program pengembangan kompetensi untuk komite audit berupa seminar, *workshop*, *sharing knowledge*, *sharing session*, dan pelatihan/diklat. Sepanjang tahun 2021, pelaksanaan program tersebut dilaksanakan sebanyak 5 kali dengan rincian sebagai berikut:

Seminars, workshops, knowledge sharing sessions, and training/training sessions were used to develop the audit committee's competencies. The program was implemented as many as 5 times throughout 2021 with the following details:

Materi Pengembangan Kompetensi/Pelatihan Competency Development/Training Materials	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Date of Implementation
Program Pengampunan Sukarela Voluntary Amnesty Program	Axia Consultant	11 & 18 Januari 2022 Aplikasi Zoom Meeting 11 & 18 January 2022 via Zoom Meetings
Kupas Tuntas Tata Cara Program Pengungkapan Sukarela (PPS) Sesuai Permenkeu No. 196/PMK.03/2021 (Jilid2) Comprehensive Procedures for the Voluntary Disclosure Program (PPS) in accordance with Minister of Finance Regulation No. 196/PMK.03/2021 (Volume2)	Pratama Indomitra	13 Januari 2022 Aplikasi Zoom Meeting 13 January 2022 via Zoom Meetings



Materi Pengembangan Kompetensi/Pelatihan Competency Development/Training Materials	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Date of Implementation
Penerapan Manajemen Risiko dan Budaya Risiko Berbasis ISO 31000:2018 yang Terintegrasi dengan ISO 9001:2015 Risk Management and Risk Culture Implementation Based on ISO 31000:2018 Integrated with ISO 9001:2015	Proxis Consulting Jakarta	16 April 2021 Aplikasi Zoom Meeting 16 April 2021 via Zoom Meeting Application
UU Omnibus Law dan Turunannya (KUP, PPh dan PPN) Omnibus Law and its Derivatives (KUP, PPh and PPN)	Axia Consultant	9 & 16 Juli 2021 Aplikasi Zoom Meeting 9 & 16 July 2021 via Zoom Meetings
Undang-Undang Harmonisasi Harmonization Law	Axia Consultant	4 & 11 November 2021 Aplikasi Zoom Meeting 4 & 11 November 2021 via Zoom Meetings

## Komite Nominasi dan Remunerasi

### NOMINATION AND REMUNERATION COMMITTEE

Perseroan memiliki Komite Nominasi dan Remunerasi yang bertanggung jawab langsung kepada Dewan Komisaris berdasarkan Keputusan Otoritas Jasa Keuangan No. 34/POJK.04/2014 yang diterbitkan pada tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perseroan Publik.

The Company has a Nomination and Remuneration Committee that reports directly to the Board of Commissioners in accordance with Financial Services Authority Decree No. 34/POJK.04/2014 on the Nomination and Remuneration Committee for Issuers or Public Companies dated 8 December 2014.

## Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

### Duties and Responsibilities of the Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi dalam menjalankan tugasnya berpedoman pada Piagam Komite Nominasi dan Remunerasi. Ruang lingkup Piagam Komite Nominasi dan Remunerasi mencakup tugas, tanggung jawab serta wewenang, komposisi, struktur, persyaratan keanggotaan, tata cara dan prosedur kerja, kebijakan, serta masa tugas. Berdasarkan Piagam Komite Audit, tugas dan tanggung jawab Komite Audit adalah:

The Nomination and Remuneration Committee follows the Nomination and Remuneration Committee Charter in carrying out its duties. The Nomination and Remuneration Committee Charter sets forth the committee's duties, responsibilities, and authorities, as well as its composition, structure, membership requirements, work procedures and policies, and tenure. Based on the Audit Committee Charter, the Audit Committee's duties and responsibilities are as follows:



### Fungsi Nominasi

1. Memberikan rekomendasi kepada Dewan Komisaris terkait:
  - a. Komposisi dan proses nominasi jabatan anggota Direksi dan/atau Dewan Komisaris.
  - b. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi.
  - c. Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau Dewan Komisaris.
2. Membantu Dewan Komisaris mengevaluasi kinerja Direksi dan/atau Dewan Komisaris.
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau Anggota Dewan Komisaris.
4. Melakukan penelaahan dan memberikan usulan calon yang memenuhi syarat untuk disampaikan ke RUPS.

### Fungsi Remunerasi

1. Memberikan rekomendasi kepada Dewan Komisaris terkait:
  - a. Struktur Remunerasi bagi anggota Direksi dan Dewan Komisaris
  - b. Kebijakan atas Remunerasi bagi anggota Direksi dan Dewan Komisaris
  - c. Besaran remunerasi bagi anggota Direksi dan Dewan Komisaris
2. Membantu Dewan Komisaris melakukan penilaian kerja.

### Nomination Function

1. Provide recommendations to the Board of Commissioners regarding:
  - a. Composition and nomination process for members of the Board of Directors and/or Board of Commissioners.
  - b. Policies and criteria required in the nomination process.
  - c. Performance evaluation policy for members of the Board of Directors and/or Board of Commissioners.
2. Assist the Board of Commissioners in evaluating the performance of the Board of Directors and/or Board of Commissioners.
3. Provide recommendations to the Board of Commissioners regarding the capacity building program for members of the Board of Directors and/or members of the Board of Commissioners.
4. Reviewing and providing proposals for qualified candidates to be submitted to the GMS.

### Remuneration Function

1. Provide recommendations to the Board of Commissioners regarding:
  - a. Remuneration Structure for members of the Board of Directors and Commissioners
  - b. Policy on Remuneration for members of the Board of Directors and Commissioners
  - c. Remuneration value for members of the Board of Directors and Commissioners
2. Assist the Board of Commissioners in conducting performance reviews.





## Komposisi dan Profil Komite Nominasi dan Remunerasi

### Composition and Profile of the Nomination and Remuneration Committee

Pada tahun 2021, komposisi keanggotaan Komite Nominasi dan Remunerasi terdiri dari tiga orang yaitu satu orang Komisaris Independen sebagai ketua Komite, satu orang anggota yang juga menjabat sebagai Komisaris, dan satu orang pejabat eksekutif Perseroan yang membawahi fungsi Sumber Daya Manusia.

In 2021, the Nomination and Remuneration Committee was composed of three members: one Independent Commissioner who served as Chairman, one member who also served as Commissioner, and one executive officer of the Company who was responsible for the Human Capital function.

#### Struktur Keanggotaan Komite Nominasi dan Remunerasi

Membership Structure of the Nomination and Remuneration Committee

Nama Name	Jabatan Position	Posisi Lain di Perseroan Other Position within the Company
Tjahyadi Lukiman	Ketua Chairman	Komisaris Independen Independent Commissioner
Linda Lius	Anggota Member	Komisaris Commissioner
Myra Setiawan	Anggota Member	Head of Human Capital Division

#### Tjahyadi Lukiman

##### Ketua Komite Nominasi dan Remunerasi

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 02/VE/DEKOM/I/2017 tanggal 18 Januari 2017 dengan periode jabatan dari tahun 2017 - sekarang. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris.

#### Tjahyadi Lukiman

##### Chairman of the Nomination and Remuneration Committee

Appointed pursuant to Board of Commissioners Decree No. 02/VE/Dekom/1/2017 dated 18 January 2017. His profile can be found in the Profile of the Board of Commissioners section.

#### Linda Lius

##### Anggota Komite Nominasi dan Remunerasi

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. No. 02/VE/DEKOM/I/2017 tanggal 18 Januari 2017 dengan periode jabatan dari tahun 2017 - sekarang. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris.

#### Linda Lius

##### Member of the Nomination and Remuneration Committee

Appointed pursuant to Board of Commissioners Decree No. 02/VE/Dekom/1/2017 dated 18 January 2017. Her profile can be found in the Profile of the Board of Commissioners section.



## Myra Setiawan

### Anggota Komite Nominasi dan Remunerasi

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 01/VE/DEKOM/XI/2019 tanggal 1 Oktober 2019 dengan periode jabatan dari tahun 2019 – sekarang. Beliau tidak memiliki rangkap jabatan baik di Perseroan maupun di lembaga lain.

**Kewarganegaraan:** Indonesia

**Usia/Umur:** 53 tahun

**Domisili:** Jawa Barat

**Riwayat Pendidikan:** S2 Magister Management Universitas Muhammadiyah Prof. Dr. Hamka Jakarta

#### Riwayat Jabatan:

- Division Head Corporate HR Operation, PT Voksel Electric Tbk. (Juli 2019 - Sekarang)
- Dept. Manager HR, GA & SHE, PT Voksel Electric Tbk. (Januari 2017 - Juli 2019)
- Manager Finance - Treasury, PT Voksel Electric Tbk. (Agustus 2016)
- Manager Raw Material & EXIM Procurement. PT Voksel Electric Tbk. (Februari 2016)
- Manager Personnel & GA, PT Voksel Electric Tbk. (Februari 2013)
- Supervisor Personnel & GA, PT Voksel Electric Tbk. (Januari 2008)
- Staff HRD & GA, PT Voksel Electric Tbk. (Januari 2000)
- Staff HRD Personnel, PT Voksel Electric Tbk. (Maret 1997)

## Myra Setiawan

### Member of the Nomination and Remuneration Committee

Appointed pursuant to Board of Commissioners Decree No. 01/VE/DEKOM/XI/2019 dated 1 October 2019. She is not employed concurrently by the Company or any other institution.

**Citizenship:** Indonesia

**Age:** 53 years

**Domicile:** West Java

**Educational History:** Masters Degree in Management from Muhammadiyah University Prof. Dr. Hamka Jakarta

#### Curriculum Vitae:

- Division Head Corporate HR Operation, PT Voksel Electric Tbk. (Juli 2019 – Present)
- Dept. Manager HR, GA & SHE, PT Voksel Electric Tbk. (January 2017 - July 2019)
- Finance Manager - Treasury, PT Voksel Electric Tbk. (August 2016)
- Raw Material & EXIM Procurement Manager. PT Voksel Electric Tbk. (February 2016)
- Personnel & GA Manager, PT Voksel Electric Tbk. (February 2013)
- Personnel & GA Supervisor, PT Voksel Electric Tbk. (January 2008)
- HRD & GA Staff, PT Voksel Electric Tbk. (January 2000)
- HRD Personnel Staff, PT Voksel Electric Tbk. (March 1997)



## Pernyataan Independensi Anggota Komite Nominasi dan Remunerasi

### Independency Statements of Members of the Nomination and Remuneration Committee

Berdasarkan Keputusan Otoritas Jasa Keuangan No. 34/POJK.04/2014, Komite Nominasi dan Remunerasi tidak boleh berasal dari anggota Direksi dan sekurang-kurangnya terdiri dari tiga orang anggota. Perseroan mewajibkan anggota Komite Nominasi dan Remunerasi untuk menandatangani surat pernyataan independensi, yang menyatakan anggota Komite Nominasi dan Remunerasi menjalankan tugas dan tanggung jawab secara independen dan tanpa konflik kepentingan. Pada tanggal pengangkatan masing-masing anggota Komite Nominasi dan Remunerasi sudah menandatangani pernyataan independensi.

Based on Financial Services Authority Regulation No. 34/POJK.04/2014, the Nomination and Remuneration Committee cannot consist of members of the Board of Directors and must have a minimum of three members. The Company requires members of the Nomination and Remuneration Committee to sign an independency statement stating that they will carry out their duties and responsibilities independently and without conflict of interest. On the date of appointment, each member of the Nomination and Remuneration Committee signed an independency statement.

## Rapat Komite Nominasi dan Remunerasi

### Nomination and Remuneration Committee Meetings

Rapat Komite Nominasi dan Remunerasi dilaksanakan sepanjang tahun 2021 sebanyak tiga kali, yang dilakukan secara *online* dan dihadiri oleh seluruh anggota. Agenda rapat tersebut yaitu pembahasan mengenai peninjauan kinerja Dewan Komisaris dan Direksi pada tahun 2020, meninjau pelaksanaan program kerja Komite Nominasi dan Remunerasi tahun 2021 dan merencanakan kerja tahunan tahun 2022, serta memberikan rekomendasi remunerasi Dewan Komisaris dan Direksi tahun 2021 untuk disahkan dalam RUPS. Berikut merupakan persentase kehadiran pada rapat komite nominasi dan remunerasi tahun 2021:

Three meetings of the Nomination and Remuneration Committee were held in 2021, all of which were conducted online and attended by all members. The meeting's agenda included a discussion of the Board of Commissioners and Board of Directors' performance in 2020, the Nomination and Remuneration Committee's implementation of its work program in 2021 and planning its annual work in 2022, as well as providing recommendations for the Board of Commissioners and Directors' remuneration in 2021 to be approved by the GMS. The following table shows the percentage of nomination and remuneration committee members attended meetings in 2021:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Tingkat Kehadiran Attendance	(%)
Tjahyadi Lukiman	Ketua Chairman	3	3	100
Linda Lius	Anggota Member	3	3	100
Myra Setiawan	Anggota Member	3	3	100



## Program Pengembangan Kompetensi Komite Nominasi dan Remunerasi

### Nomination and Remuneration Committee Competency Development Program

Program pengembangan kompetensi untuk komite nominasi dan remunerasi berupa seminar, *workshop*, *sharing knowledge*, *sharing session* dan pelatihan/ diklat. Sepanjang tahun 2021, pelaksanaan program tersebut dilaksanakan sebanyak 13 kali dengan rincian sebagai berikut:

Seminars, workshops, knowledge sharing sessions, and training/training sessions were used to develop the nomination and remuneration committee members' competencies. The program was implemented as many as 13 times throughout 2021 with the following details:

Materi Pengembangan Kompetensi/Pelatihan Competency Development/Training Materials	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Date of Implementation
Training First Aid First Aid Training	Voksel	13 Januari 2021, Voksel 13 January 2021, Voksel
Sharing Session dr. Binarta Utami RS Thamrin (Ergonomi) Sharing Session dr. Binarta Utami Thamrin Hospital (Ergonomy)	Voksel	14 Januari 2021, Voksel 14 January 2021, Voksel
Penanganan Pertama pada kasus kecelakaan kerja dalam bidang orthopedi First Handling in cases of work accidents in the orthopedic field	RS Thamrin Cileungsi Thamrin Cileungsi Hospital	02 Maret 2021, Zoom 02 March 2021, Zoom
Penanggulangan gigi bungsu Wisdom tooth treatment	RS Thamrin Cileungsi Thamrin Cileungsi Hospital	24 Maret 2021, Zoom 24 March 2021, Zoom
Sharing tentang lingkungan kerja Sharing about work environments	DLH Prov. Jabar West Java Provincial Environmental Office	16 Juni 2021, Voksel 16 June 2021, Voksel
Temu Nasional P2K3 P2K3 National Meeting	Kemenaker RI Ministry of Manpower of the Republic of Indonesia	27 Juli 2021, Zoom 27 July 2021, Voksel
Sosialisasi penanggulangan COVID-19 COVID-19 prevention socialization	Kemenaker RI Ministry of Manpower of the Republic of Indonesia	20 Agustus 2021, Voksel dan Zoom 20 August 2021, Voksel and Zoom
Refreshment implementasi kebijakan COVID-19 Refreshment of COVID-19 policy implementation	Voksel	27 Agustus 2021, Zoom 27 August 2021, Zoom
Evaluasi P2K3 Nasional National P2K3 Evaluation	Disnaker Manpower Office	18 Oktober 2021, Zoom 18 October 2021, Zoom



Materi Pengembangan Kompetensi/Pelatihan Competency Development/Training Materials	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Date of Implementation
Training Genset Genset Training	Voksel	24 Oktober 2021, Voksel 24 October 2021, Zoom
Sharing Session implementasi K3L di perusahaan Sharing Session of HSE implementation in the company	HIPERKES JKT	17 Desember 2021, Zoom 17 December, Zoom
Training HRMS HRMS Training	HRD	23 Desember 2021, Voksel 23 December, Voksel
Training Purnabakti Retirement Training	HRD	24 Desember 2021, Voksel 24 December, Voksel

## Pelaksanaan Tugas Komite Nominasi dan Remunerasi

### Implementation of the Duties of the Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi telah melaksanakan tugas dan kegiatan tahun 2021, sebagai berikut:

1. Mengevaluasi kinerja Direksi dan/atau Dewan Komisaris.
2. Menyusun program pengembangan kompetensi anggota Direksi dan/atau Anggota Dewan Komisaris.
3. Menyusun struktur remunerasi bagi anggota Direksi dan Dewan Komisaris.
4. Menyusun kebijakan remunerasi bagi anggota Direksi dan Dewan Komisaris.
5. Menyusun besaran remunerasi bagi anggota Direksi dan Dewan Komisaris.
6. Membantu Dewan Komisaris melaksanakan penilaian kerja.
7. Kebijakan suksesi Direksi.
8. Kebijakan keberagaman komposisi Dewan Komisaris dan Direksi.

In 2021, the Nomination and Remuneration Committee performed the following duties and activities:

1. Evaluating the performance of the Board of Directors and/or Board of Commissioners.
2. Develop competency development programs for members of the Board of Directors and/or members of the Board of Commissioners.
3. Develop a remuneration structure for members of the Board of Directors and Commissioners.
4. Develop remuneration policies for members of the Board of Directors and Commissioners.
5. Prepare the remuneration value for members of the Board of Directors and Commissioners.
6. Assist the Board of Commissioners with performance reviews.
7. Board of Directors succession policy.
8. Diversity policy for the composition of the Board of Commissioners and Board of Directors.





## Komite Good Corporate Governance (GCG)

### Komite Good Corporate Governance (GCG)

Perseroan memiliki Komite GCG yang bertanggung jawab langsung kepada Dewan Komisaris. Pengangkatan Komite GCG dilakukan oleh Direksi berdasarkan keputusan rapat Dewan Komisaris. Saat ini, anggota Komite GCG sebanyak 3 orang, yang terdiri dari 3 orang anggota Dewan Komisaris Independen. Pedoman Komite GCG dalam menjalankan tugasnya adalah Piagam Komite GCG, dengan ruang lingkup Piagam mencakup tugas, tanggung jawab serta wewenang, komposisi, struktur, persyaratan keanggotaan, tata cara dan prosedur kerja,

The Company has a GCG Committee that reports to the Board of Commissioners directly. The Board of Directors appoints the GCG Committee based on a decision made at the Board of Commissioners meeting. Currently, there are 3 members of the GCG Committee, consisting of 3 members of the Independent Board of Commissioners. The GCG Committee Charter serves as the guide for the Committee's performance of its duties, with the Charter's scope including duties, responsibilities, and authorities, composition, structure, membership requirements, work procedures, and procedures.

## Tugas dan Tanggung Jawab Komite GCG

### Duties and Responsibilities of the GCG Committee

Berdasarkan Piagam Komite GCG, tugas dan tanggung jawab Komite GCG meliputi:

- a. Pengawasan kepatuhan terhadap peraturan perundang-undangan yang berlaku di Perseroan.
  - Melakukan penelaahan atas kepatuhan Perseroan terhadap Anggaran Dasar, peraturan perundang-undangan yang berlaku dan merekomendasikan perubahan yang dianggap perlu.
  - Memantau tindak lanjut perubahan Anggaran Dasar Perseroan berdasarkan keputusan RUPS khususnya pantauan terhadap implementasi perubahan tersebut sejalan dengan peraturan perundang-undangan yang berlaku.
- b. Penerapan prinsip-prinsip GCG & standar etika Perusahaan.
  - Tugas Pokok
    1. Memastikan kelengkapan-kelengkapan dan validitas dari *Management Procedures* (MP) dan *Standard Operating Procedure* (SOP) sesuai dengan kegiatan Perseroan.

Based on the GCG Committee Charter, the GCG Committee's duties and responsibilities include the following:

- a. Supervision of the Company's compliance with applicable laws and regulations.
  - Reviewing the Company's compliance with the Articles of Association, applicable laws, and regulations, and recommending necessary changes.
  - Monitor subsequent amendments to the Company's Articles of Association in accordance with GMS resolutions, especially on ensuring that these amendments are implemented in accordance with applicable laws and regulations.
- b. Implementation of GCG principles & the Company's ethical standards.
  - Main Duties
    1. Ensure that Management Procedures (MP) and Standard Operating Procedures (SOP) are complete and valid in relation to the Company's activities.



2. Memastikan pelaksanaan dan melakukan evaluasi apakah manajemen dalam melaksanakan kegiatan usahanya sudah mengikuti ketentuan dalam MP dan SOP yang ditetapkan Perseroan serta peraturan lainnya yang mengikat.
  3. Mengawasi dan melakukan evaluasi implementasi dan evaluasi mengenai kebijakan GCG serta tindak lanjut hasil *assessment* yang dilakukan oleh pihak konsultan eksternal.
  4. *Monitoring* dan evaluasi penyusunan standar etika, proses distribusi, dan sosialisasi serta implementasinya di seluruh Perseroan sesuai dengan aturan dan SOP yang berlaku di Perseroan.
- Tugas Rutin
    1. Memberikan masukan mengenai hal-hal yang berkaitan dengan implementasi GCG kepada Tim Penyusun *Annual Report* dan berkoordinasi dengan komite lainnya.
    2. Memantau *assessment* penerapan GCG dan pelaksanaan standar etika yang dilakukan oleh konsultan eksternal serta melakukan evaluasi terhadap tindak lanjut hasil *assessment* tersebut.
    3. Memantau mekanisme identifikasi kemungkinan timbulnya benturan kepentingan Dewan Komisaris, Direksi dan anggota Komite, dan publikasinya serta memastikan penandatanganan pernyataan independensi Direksi dan Komisaris yang dilaporkan setiap tahunnya sudah berjalan dengan baik dan benar.
    4. Membuat laporan pelaksanaan tugas terkait dengan penerapan prinsip GCG dan penerapan standar etika yang berisi temuan, fakta, evaluasi, analisa dan masukan, serta rekomendasi.
    5. Memantau pelaksanaan *self assessment* GCG sebelum dilakukan *assessment* GCG oleh konsultan eksternal.
    6. Memantau revisi standar etika Perusahaan dan evaluasi hasil penerapannya.
2. Ensure implementation and evaluate whether management adhered to the provisions of the Company's MP and SOP, as well as other binding regulations, in conducting its business activities.
  3. Supervise and evaluate the implementation and evaluation of GCG policies and follow up on the results of assessments carried out by external consultants.
  4. Monitoring and evaluation of the process of developing ethical standards, their distribution, and socialization, as well as their implementation throughout the Company in accordance with the applicable rules and SOPs.
- Routine Duties
    1. Provide input on matters related to GCG implementation to the Annual Report Preparation Team and coordinate with other committees.
    2. Monitor the assessment of GCG implementation and compliance with ethical standards conducted by external consultants, as well as the follow-up to the assessment results.
    3. Monitor the mechanism for identifying potential conflicts of interest among the Board of Commissioners, Board of Directors and Committee members, and their publications, as well as to ensure that the signing of annual independency statements by the Board of Directors and Commissioners is conducted properly.
    4. Prepare a report on the performance of duties associated with the application of GCG principles and ethical standards, including findings, facts, evaluations, analysis, and input, as well as recommendations.
    5. Monitor the implementation of the GCG self-assessment prior to the GCG assessment by an external consultant.
    6. Monitor the revision of the Company's ethical standards and evaluation of their implementation.



7. Melakukan kajian ulang terhadap isi Piagam Komisaris dan Piagam Komite-Komite dan memastikan apakah masih relevan dengan perkembangan Perseroan dan peraturan yang berlaku.
  8. Melakukan pemantauan atas publikasi mengenai resume kebijakan komunikasi dan informasi terkait Anggaran Dasar Perseroan dalam website PT Voksel Electric Tbk.
  9. Memantau pengungkapan terkait:
    - Masing-masing keputusan dari tiap-tiap bagian dalam satu agenda RUPS;
    - Kegiatan yang telah dilakukan oleh Perseroan terhadap hak-hak kreditur;
    - Informasi mengenai kepemilikan saham pejabat satu level di bawah Direksi.
  10. Memastikan manajemen melaksanakan pengawasan terhadap kebijakan dan penerapan GCG di Anak Perusahaan.
- Tugas Strategis Lainnya
    - a. Tugas Strategis Khusus Lainnya
      1. Pemberian tugas khusus kepada Komite GCG oleh Dewan Komisaris dilakukan melalui perintah tertulis yang antara lain menerangkan:
        - Nama anggota Komite GCG yang diberi tugas
        - Sifat dan lingkup pekerjaan
        - Tujuan dan sasaran pekerjaan
        - Waktu penugasan
        - Hal-hal administratif yang berkaitan dengan tugas khusus dimaksud
      2. Tugas khusus dapat mencakup tetapi tidak terbatas pada pemeriksaan terhadap dugaan adanya kesalahan dalam pelaksanaan operasional manajemen khususnya bidang GCG serta memberi masukan atas kesalahan keputusan rapat Direksi atau adanya penyimpangan dalam pelaksanaan hasil keputusan rapat Direksi sesuai tugas dan tanggung jawabnya.

7. Reviewing the contents of the Board of Commissioners' and Committees' charters and determining whether they remain pertinent to the Company's development and compliance with applicable regulations.
  8. Monitoring the publication on the PT Voksel Electric Tbk website of the resume of communication and information policies relating to the Company's Articles of Association.
  9. Monitor disclosures related to:
    - Each decision from each component in a single GMS agenda;
    - The Company's activities affecting creditors' rights;
    - Share ownership information for officials one level below the Board of Directors.
  10. Ensuring that management supervises the implementation of GCG policies and procedures in Subsidiaries.
- Other Strategic Duties
    - a. Other Special Strategic Tasks
      1. The Board of Commissioners assigns special tasks to the GCG Committee via a written order that includes the following:
        - Name of the assigned GCG Committee member
        - Nature and scope of work
        - Work goals and objectives
        - Time of assignment
        - Administrative matters related to the specific task referred to
      2. Special responsibilities may include, but are not limited to, investigating allegations of errors in the implementation of management operations, particularly in the GCG field, and providing input on errors in the Board of Directors meeting's decisions or deviations in the implementation of the Board of Directors meeting's decisions in accordance with their duties and responsibilities.



3. Tugas khusus lainnya juga mencakup adanya ide, isu maupun permintaan dari Dewan Komisaris untuk melakukan evaluasi dan kajian yang terkait dengan bidang GCG.
  4. Melakukan kajian mengenai pelaksanaan prinsip-prinsip GCG dan standar etika.
- Tugas Strategis Rutin Lainnya
    1. Melaksanakan rapat rutin dan menyampaikan laporan rapat sesuai dengan tanggal rapat atau tanggal pertemuan, baik yang dilakukan bersama dengan Komisaris dan pihak terkait maupun yang hanya dihadiri anggota Komite bersama pihak terkait dari manajemen, unit kerja atau pihak-pihak lainnya.
    2. Melakukan penilaian kinerja Komite GCG serta penilaian kinerja individu anggota Komite GCG dengan metoda *self assessment*.
    3. Mengelola dan melaporkan hasil penilaian kinerja komite-komite penunjang Dewan Komisaris untuk dimasukkan dalam lembar penilaian kinerja Dewan Komisaris untuk selanjutnya disetujui oleh Dewan Komisaris.
    4. Membuat kajian dan laporan rutin lainnya sesuai dengan kebutuhan pengawasan di lingkungan Dewan Komisaris dan kebutuhan pengawasan sesuai dengan perkembangan perusahaan.
3. Other special duties include the development of ideas, issues, and requests from the Board of Commissioners to conduct evaluations and studies in the field of GCG.
  4. Conduct studies on the implementation of GCG principles and ethical standards.
- Other Routine Strategic Duties
    1. Conducting routine meetings and submitting meeting reports in accordance with the meeting date, whether the meeting is co-hosted by the Commissioners and related parties or is attended exclusively by members of the Committee and related parties from management, work units, or other parties.
    2. Assessing the GCG Committee's performance and the performance of individual GCG Committee members using the self-assessment method.
    3. Manage and report the results of the Board of Commissioners' supporting committees' performance assessment, which is included in the Board of Commissioners' performance assessment sheet for final approval by the Board of Commissioners.
    4. Conduct studies and other routine reports in accordance with the supervision needs of the Board of Commissioners and the Company's development.



## Komposisi dan Profil Komite GCG

### Composition and Profile of the GCG Committee

Komposisi Komite GCG Perseroan tahun 2021 terdiri dari tiga orang anggota Komisaris Independen yang merangkap sebagai anggota. Berikut terlampir rincian struktur keanggotaan Komite GCG:

In 2021, the Company's GCG Committee was comprised of three Independent Commissioners who also served as members. The following table summarizes the composition of the GCG Committee:

#### Struktur Keanggotaan GCG

##### GCG Committee Membership Structure

Nama Name	Jabatan Position	Posisi Lain di Perseroan Other Position within the Company
Kumhal Djamil	Ketua Chairman	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner
Tjahyadi Lukiman	Wakil Ketua Vice Chairman	Komisaris Independen Independent Commissioner
Muliany Anwar	Anggota Member	Komisaris Independen Independent Commissioner

#### Kumhal Djamil

##### Ketua Komite GCG

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 01/DEKOM/XII/2020 tanggal 18 Desember 2020. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris.

#### Kumhal Djamil

##### Chairman of the GCG Committee

Appointed pursuant to Board of Commissioners Decree No. 01/DEKOM/XII/2020 dated 18 December 2020. His profile can be found in the Profile of the Board of Commissioners section.

#### Tjahyadi Lukiman

##### Wakil Ketua Komite GCG

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 01/DEKOM/XII/2020 tanggal 18 Desember 2020. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris.

#### Tjahyadi Lukiman

##### Vice Chairman of the GCG Committee

Appointed pursuant to Board of Commissioners Decree No. 01/DEKOM/XII/2020 dated 18 December 2020. His profile can be found in the Profile of the Board of Commissioners section.

#### Muliany Anwar

##### Anggota Komite GCG

Diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 01/DEKOM/XII/2020 tanggal 18 Desember 2020. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris.

#### Muliany Anwar

##### Member of the GCG Committee

Appointed pursuant to Board of Commissioners Decree No. 01/DEKOM/XII/2020 dated 18 December 2020. Her profile can be found in the Profile of the Board of Commissioners section.





## Pernyataan Independensi Anggota Komite GCG

### Independency Statements of Members of the GCG Committee

Perseroan mewajibkan anggota Komite GCG untuk menandatangani surat pernyataan independensi, yang menyatakan anggota Komite GCG menjalankan tugas dan tanggung jawab secara independen dan tanpa konflik kepentingan. Seluruh anggota GCG adalah komisaris independen Perseroan yang telah menandatangani pernyataan independensi. Informasi terkait independensi anggota Komite GCG dapat dilihat pada bagian Profil Dewan Komisaris.

The Company requires GCG Committee members to sign an independency statement stating that they will carry out their duties and responsibilities independently and without conflict of interest. All members of GCG Committee are independent commissioners of the Company who have signed a statement of independence. Information regarding the independence of the members of the GCG Committee can be found in the Profile of the Board of Commissioners section.

## Rapat Komite GCG

### GCG Committee Meetings

Rapat komite GCG dilaksanakan sepanjang tahun 2021 sebanyak satu kali, yang dilakukan secara *online* dan dihadiri oleh seluruh anggota. Agenda rapat tersebut yaitu memaparkan hasil penilaian dan rekomendasi konsultan independen, dengan tingkat persentase kehadiran dapat dilihat melalui tabel di bawah ini:

In 2021, the GCG committee met once, which was conducted online and attended by all members. The meeting's agenda included the presentation of the independent consultant's assessment and recommendations, as indicated by the percentage of attendees in the table below:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Tingkat Kehadiran Attendance	(%)
Kumhal Djamil	Ketua Chairman	1	1	100
Tjahyadi Lukiman	Wakil Ketua Vice Chairman	1	1	100
Muliany Anwar	Anggota Member	1	1	100



## Program Pengembangan Kompetensi Komite GCG

### GCG Committee Competency Development Program

Program pengembangan kompetensi untuk komite GCG berupa seminar, *workshop*, *sharing knowledge*, *sharing session* dan pelatihan/diklat. Sepanjang tahun 2021, pelaksanaan program tersebut dilaksanakan sebanyak 5 kali dengan rincian sebagai berikut:

Seminars, workshops, knowledge sharing sessions, and training/training sessions were used to develop the GCG committee's competencies. The program was implemented as many as 5 times throughout 2021 with the following details:

No	Materi Pengembangan Development Material	Penyelenggara Organizer	Waktu & Tempat Pelaksanaan Date and Venue
1	Women in Leadership: Achieving an Equal Future in a COVID-19 World	Indonesia Business Coalition for Women Empowerment (IBCWE), International Finance Corporation (IFC) & PT Bursa Efek Indonesia (BEI)	9 Maret 2021, Webinar 9 March 2021, Webinar
2	ESG Capital Market Summit 2021: Pursuing Sustainable Finance in Indonesia Capital Market	Otoritas Jasa Keuangan (OJK), PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI) & PT Kustodian Sentral Efek Indonesia (KSEI) Financial Services Authority (OJK), PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI) & PT Kustodian Sentral Efek Indonesia (KSEI)	27 Juli 2021, Webinar 27 July 2021, Webinar
3	Mengukur Kemajuan Korporasi terhadap Kebijakan Keberlanjutan di Indonesia Measuring Corporate Progress towards Sustainability Policy in Indonesia	Collection Consulting Group (CCG) & Carbon Disclosure Project (CDP)	19 Agustus 2021, Webinar 19 August 2021, Webinar
4	The 7th Indonesian Finance Association International Conference: Finance, Capital Market, and Corporate Governance in the Digital Transformation.	PT Bursa Efek Indonesia (BEI), PT Kliring Penjaminan Efek Indonesia (KPEI), PT Kustodian Sentral Efek Indonesia (KSEI), & The Indonesian Finance Association (IFA)	6 & 7 Oktober 2021, Webinar 6 & 7 October 2021, Webinar

**Keterangan | Note:**

Anggota Komite GCG merupakan seluruh Komisaris Independen, sehingga pelatihan yang diikuti sama dengan pelatihan BOC.

Remarks: Because the members of the GCG Committee are all Independent Commissioners, their training is identical to that of the BOC.



## Pelaksanaan Tugas Komite GCG

### Implementation of the Duties of the GCG Committee

Di tahun 2021, Komite GCG telah melaksanakan tugas dan kegiatan sebagai berikut:

1. Melakukan pengawasan atas penerapan tata kelola perusahaan yang baik di lingkungan Perseroan.
2. Melakukan *assessment* baik *self-assessment* maupun dibantu oleh penilai independen atas praktik GCG di lingkungan Perseroan.
3. Melakukan evaluasi atas hasil *assessment* penerapan GCG.
4. Memberikan masukan-masukan yang mendukung penerapan GCG di lingkungan Perseroan menjadi semakin baik.

The GCG Committee performed the following duties and activities in 2021:

1. Supervised the Company's implementation of good corporate governance.
2. Conducted an assessment, both self-assessment and assisted by an independent assessor, of the company's GCG practices.
3. Evaluated the GCG implementation assessment's results.
4. Contributed to the successful implementation of GCG within the company's environment.

## SEKRETARIS PERUSAHAAN

### CORPORATE SECRETARY

Perseroan memiliki sekretaris perusahaan sebagai bentuk kepatuhan terhadap Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik. Melalui Surat Keputusan Direktur Utama PT Voksel Electric Tbk No. 005/CORP/I/2019, Direksi menunjuk Sachje Amalia Siddharta sebagai Sekretaris Perusahaan. Berikut merupakan profil singkat dari sekretaris perusahaan:

The Company employs a corporate secretary in accordance with OJK Regulation 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies. The Board of Directors of PT Voksel Electric Tbk appointed Sachje Amalia Siddharta as Corporate Secretary through President Director's Decree No. 005/CORP/I/2019. The following is a brief summary of the corporate secretary's qualifications:



## **Sachje Amalia Siddharta** **Sekretaris Perusahaan**

**Kewarganegaraan:** Indonesia

**Usia:** 51 tahun

**Domisili:** Jakarta

### **Riwayat Pendidikan:**

- Sarjana Ekonomi Akuntansi dari Universitas Indonesia (1996)
- Magister Sains Ilmu Sosial dan Ilmu Politik dari Universitas Indonesia (2011)

### **Riwayat Jabatan:**

- Corporate Secretary PT Voksel Electric Tbk. (Januari 2019 - sekarang)
- Anggota ICSA (2019 - sekarang)
- General Manager Corporate Organization People Development & Corporate Communication PT Voksel Electric Tbk. (2018 - 2019)
- General Manager Business Development & Marketing Communication PT Voksel Electric Tbk. (Desember 2016 - 2018)
- Head of Group Learning and Development PT Media Nusantara Citra Tbk. (Juni 2015 - November 2016)
- Head of Group HR Policy Rewards PT Media Nusantara Citra Tbk. (Maret 2014 - Juni 2015)
- Head of MNC Group Corporate Policy PT Media Nusantara Citra Tbk. (Juli 2012 - Februari 2014)
- Sebagai tim dari MNC Good Governance and Organization Development Directorate PT Media Nusantara Citra Tbk. (2012 - 2016)
- Director of Faculty and Students Relationship Universitas Pelita Harapan (2007 - 2012)
- Finance & Accounting Manager PT Waenibe Wood Industries (2003 - 2007)
- Senior Consultant KPMG Sudjendro Soesanto Management Consultant (1996 - 2001)

## **Sachje Amalia Siddharta** **Corporate Secretary**

**Citizenship:** Indonesia

**Age:** 51 years

**Domicile:** Jakarta

### **Educational History:**

- Bachelor of Economics in Accounting from the Universitas Indonesia (1996)
- Master of Science in Social and Political Sciences from the Universitas Indonesia (2011)

### **Curriculum Vitae:**

- Corporate Secretary of PT Voksel Electric Tbk. (January 2019 – present)
- ICSA Member (2019 - present)
- General Manager Corporate Organization People Development & Corporate Communication PT Voksel Electric Tbk. (2018 - 2019)
- General Manager Business Development & Marketing Communication PT Voksel Electric Tbk. (December 2016 - 2018)
- Head of Group Learning and Development PT Media Nusantara Citra Tbk. (June 2015 - November 2016)
- Head of Group HR Policy Rewards at PT Media Nusantara Citra Tbk. (March 2014 - June 2015)
- Head of MNC Group Corporate Policy at PT Media Nusantara Citra Tbk. (July 2012 - Februari 2014)
- As a team member of the MNC Good Governance and Organization Development Directorate of PT Media Nusantara Citra Tbk. (2012 - 2016)
- Director of Faculty and Students Relationship Universitas Pelita Harapan (2007 - 2012)
- Finance & Accounting Manager PT Waenibe Wood Industries (2003 - 2007)
- Senior Consultant KPMG Sudjendro Soesanto Management Consultant (1996 - 2001)



## Tugas dan Tanggung Jawab Sekretaris Perusahaan

### Duties and Responsibilities of the Corporate Secretary

Tugas dan tanggung jawab Sekretaris Perusahaan terdiri dari:

1. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.
2. Bertindak sebagai penghubung (*liaison officer*).
3. Menatausahakan serta menyimpan dokumen Perseroan, termasuk tetapi tidak terbatas pada Daftar Pemegang Saham, Daftar Khusus dan risalah rapat Direksi, rapat Dewan Komisaris dan RUPS.
4. Memastikan adanya koordinasi antara internal Perseroan dengan staf Pemegang Saham dalam penyelenggaraan Rapat Umum Pemegang Saham (RUPS).
5. Membantu Sekretaris Dewan Komisaris dalam pelaksanaan tugas seperti pengaturan jadwal rapat dengan pihak internal/eksternal. Pertemuan dengan auditor dan konsultan eksternal, serta mendampingi Direksi dalam berkomunikasi dengan pihak luar.
6. Membangun komunikasi dengan pihak luar Perseroan secara terpadu dalam satu bahasa sehingga tidak menimbulkan kerancuan yang dapat mempengaruhi kinerja dan citra Perseroan.
7. Menjalankan fungsi Corporate Relationship, Corporate Communication, Corporate Documentaion, Corporate Legal.
8. Memastikan pengelolaan *Community Relation*, *Media Relation* dan *Institution/Governmental Relation* secara efektif dan efisien bagi Perseroan dan pemangku kepentingan.
9. Memastikan penyusunan dan pencapaian target Rencana Jangka Panjang Perseroan serta Rencana Kerja dan Anggaran Tahunan di lingkungan Sekretaris Perusahaan.
10. Memastikan penetapan kebijakan bidang hukum dan kesekretariatan, hubungan masyarakat, tata kelola perusahaan dan manajemen risiko, kemitraan dan bina lingkungan.

The duties and responsibilities of the Corporate Secretary consist of:

1. Provide the Board of Directors and Commissioners with information on a periodic basis and/or upon request.
2. Act as a liason officer.
3. Administration and storage of Company documents, including but not limited to the Shareholder Register, Special Register, and minutes of Board of Directors, Board of Commissioners, and GMS meetings.
4. Ensuring internal coordination between the Company and the Shareholders' staff in relation to the Annual General Meeting of Shareholders (GMS).
5. Assist the Secretary to the Board of Commissioners with duties such as scheduling meetings with internal and external stakeholders. Also assists meeting with external auditors and consultants, as well as assisting the Board of Directors with external communications.
6. Develop integrated communication with external parties in a single language to avoid confusion that could affect the Company's performance and image.
7. Carry out corporate relationship management, corporate communication, corporate documentation, and corporate legal functions.
8. Ensure effective and efficient management of Community Relations, Media Relations and Institution/Governmental Relations for the Company and stakeholders.
9. Ensure that targets for the Company's Long Term Plan, Annual Work Plan, and Budget are developed and met within the Corporate Secretary's environment.
10. Ensure the implementation of policies in the areas of law and secretariat, public relations, corporate governance and risk management, partnerships and community development.



11. Memastikan pengelolaan dan pendistribusian data/informasi/laporan mengenai bidang yang menjadi tanggung jawabnya baik untuk kepentingan internal maupun eksternal Perseroan sesuai dengan tingkat kebutuhan dan berdasarkan ketentuan yang berlaku.
12. Memastikan pengelolaan dan inovasi di lingkungan Sekretaris Perusahaan untuk mendukung kegiatan inovasi Perseroan.
13. Memastikan pengelolaan kegiatan bidang GCG sesuai dengan peraturan perundang-undangan yang berlaku.

11. Managing and disseminating data/information/ reports pertaining to the Company's internal and external interests in accordance with the level of need and applicable regulations.
12. Support the Company's innovation activities by ensuring management and innovation within the Corporate Secretary's environment.
13. Ensure that GCG activities are managed in accordance with applicable laws and regulations.

## Program Pengembangan Kompetensi Sekretaris Perusahaan Corporate Secretary Competency Development Program

Program pengembangan kompetensi untuk Sekretaris Perusahaan berupa seminar, *workshop*, *sharing knowledge*, *sharing session* dan pelatihan/diklat. Sepanjang tahun 2021, pelaksanaan program tersebut dilaksanakan sebanyak 18 kali dengan rincian sebagai berikut:

Seminars, workshops, knowledge sharing sessions, and training/training sessions were used to develop the Corporate Secretary's competencies. The program was implemented as many as 18 times throughout 2021 with the following details:

No	Materi Pengembangan Development Material	Penyelenggara Organizer	Waktu & Tempat Pelaksanaan Date and Venue
1	Market Overview & Outlook 2021	Mandiri Sekuritas	28 Januari 2021, Virtual by Zoom 28 January 2021, Virtual by Zoom
2	Pendalaman POJK No. 65/ POJK.04/2020 In-depth study of POJK No. 65/ POJK.04/2020	Indonesian Corporate Secretary Association (ICSA)	11 Februari 2021, Webinar 11 February 2021, Webinar
3	Market Update & Outlook 2021	PT Trimegah Sekuritas	16 Februari 2021, Virtual by Zoom 16 February 2021, Virtual by Zoom
4	Seminar POJK tentang Laporan Tahunan Emiten atau Perusahaan Publik (POJK No.29/ 2016 & SEOJK No.30/2016) POJK Seminar on Annual Reports of Issuers or Public Companies (POJK No.29/2016 & SEOJK No.30/2016)	Indonesian Corporate Secretary Association (ICSA)	25 Februari 2021, Webinar 25 February 2021, Webinar
5	Sosialisasi POJK No.03/POJK.04/2021 Socialization of POJK No.03/POJK.04/2021	Otoritas Jasa Keuangan (OJK) Financial Services Authority (OJK)	23 Maret 2021, Webinar 23 March 2021, Webinar
6	Pendalam POJK No.42/POJK.04/2020 In-depth study of No.42/POJK.04/2020	Indonesian Corporate Secretary Association (ICSA)	25 Maret 2021, Webinar 25 March 2021, Webinar
7	Be More Persuasive in Digital Era through The Right Public Speaking	Indonesian Corporate Secretary Association (ICSA)	30 Maret 2021, Webinar 30 March 2021, Webinar





No	Materi Pengembangan Development Material	Penyelenggara Organizer	Waktu & Tempat Pelaksanaan Date and Venue
8	Tugas dan Fungsi Direksi, Dewan Komisaris, Komite Nominasi, Remunerasi, Komite Audit dan Sekretaris Perusahaan Duties and Functions of the Board of Directors, Board of Commissioners, Nomination and Remuneration Committee, Audit Committee and Corporate Secretary	Indonesian Corporate Secretary Association (ICSA)	30 April 2021, Webinar
9	From A to Z Media Relation, The Mutually Beneficial Relationship	Indonesian Corporate Secretary Association (ICSA)	17 Juni 2021, Webinar 17 June 2021, Webinar
10	Pendalaman Implementasi POJK 15/POJK.04/2020 & POJK 16/POJK.04/2020 serta Penerapan Modul e-Proxy & Modul e-Voting In-depth Implementation of POJK 15/POJK.04/2020 & POJK 16/POJK.04/2020 and Implementation of the e-Proxy & e-Voting Module	Asosiasi Emiten Indonesia (AEI) Association of Public Listed Company Indonesia	1 Juli 2021, Webinar 1 July 2021, Webinar
11	Pendalaman peraturan dan teknis penerbitan Medium Terms Notes (MTN) In-depth study of regulations and technicalities for issuing Medium Terms Notes (MTN)	Mandiri Sekuritas	7 Juli 2021, Virtual by Zoom 7 July 2021, Virtual by Zoom
12	Powerful Writing for Media Communication	Indonesian Corporate Secretary Association (ICSA)	29 Juli 2021, Webinar 29 July 2021, Webinar
13	Pemahaman & Penerapan POJK 3/POJK.04/2021 Tentang Penyelenggaraan Kegiatan Di Bidang Pasar Modal Understanding & Implementation of POJK 3/POJK.04/2021 Regarding the Implementation of Activities in the Capital Market Sector	Asosiasi Emiten Indonesia (AEI) Association of Public Listed Company Indonesia	12 Agustus 2021, Webinar 12 August 2021, Webinar
14	Tata Kelola Komunikasi Corporate Secretary di tengah Direksi dan Dewan Komisaris Corporate Secretary Communication Governance in the midst of the Board of Directors and the Board of Commissioners	Indonesian Corporate Secretary Association (ICSA)	9 September 2021, Webinar
15	Corporate Action - HMETD, Non HMETD & IPO	Indonesian Corporate Secretary Association (ICSA)	22 Oktober 2021, Webinar 22 October 2021, Webinar
16	Global Economic Outlook and Its Impact on Indonesia	Mandiri Sekuritas	1 November 2021, Webinar
17	TCFD in Finance	PT Bursa Efek Indonesia (BEI), Global Reporting Initiative (GRI) & Carbon Disclosure Project (CDP)	1 Desember 2021, Webinar 1 December 2021, Webinar
18	Kunjungan Industri ICSA ke PT Bank CIMB Niaga Tbk ICSA Industrial Visit to PT Bank CIMB Niaga Tbk	Indonesian Corporate Secretary Association (ICSA)	9 Desember 2021, Webinar 9 December 2021, Webinar



## Pelaksanaan Tugas Sekretaris Perusahaan

### Implementation of the Duties of the Corporate Secretary

Sekretaris Perusahaan sepanjang tahun 2021 telah menjalankan tugasnya dengan efektif. Kegiatan yang terlaksana diantara lain yaitu:

1. Memantau dan menjaga kepatuhan Perseroan terhadap peraturan perundang-undangan.
2. Menyediakan informasi yang dibutuhkan oleh anggota Direksi dan Dewan Komisaris dalam menjalankan tugas pengelolaan dan pengawasan Perseroan.
3. Bertindak sebagai penghubung (*Liaison Officer*) antara Perseroan dan pemangku kepentingan eksternal antara lain regulator, investor, media dan masyarakat.
4. Mendokumentasikan risalah rapat Dewan Komisaris, Direksi dan Rapat Umum Pemegang Saham.
5. Membantu persiapan pelaksanaan Rapat Umum Pemegang Saham Tahunan (RUPST) serta rapat Dewan Komisaris dan Direksi.
6. Menyiapkan penyusunan Laporan Tahunan dan Laporan Keberlanjutan.

Dalam menjalankan fungsinya sebagai jembatan komunikasi antara Perseroan dengan pemangku kepentingan eksternal, sepanjang tahun 2021 Sekretaris Perusahaan telah melakukan 8 kali *investor & analyst meeting*. Sekretaris Perusahaan juga melakukan keterbukaan informasi baik *periodic report* maupun *Incidental Report*, yang dilaporkan ke OJK, BEI, dan waliamanat (Bank Permata).

Throughout 2021, the Corporate Secretary performed her duties effectively. Among the activities carried out were the following:

1. Monitor and ensure that the Company complies with applicable laws and regulations.
2. Provide information necessary for members of the Board of Directors and the Board of Commissioners to carry out their management and supervisory responsibilities for the Company.
3. Act as a liaison officer between the Company and external stakeholders including regulators, investors, media and the public.
4. Documenting the minutes the Board of Commissioners, the Board of Directors and the General Meeting of Shareholders meetings.
5. Assist in the preparation of the Annual General Meeting of Shareholders (AGMS), as well as Board of Commissioners and Board of Directors meetings.
6. Prepare the draft of the Annual Report and Sustainability Report.

In 2021, the Corporate Secretary held 8 investor & analyst meetings in order to fulfill their role as a liaison between the Company and its external Stakeholders. The Corporate Secretary also disclosed information to OJK, BEI, and trustees (Bank Permata) via periodic reports and incidental reports.



## UNIT AUDIT INTERNAL

### INTERNAL AUDIT UNIT

Perseroan memiliki Unit Audit Internal untuk membantu pelaksanaan tugas Direksi dan manajemen dalam mengendalikan kinerja internal. Unit Audit Internal dibentuk sebagai bentuk kepatuhan terhadap Keputusan Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan No. Kep 496/BL/2008 tentang Pembentukan Unit Audit Internal dan Peraturan OJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal. Perseroan menetapkan pembentukan Unit Internal Audit melalui Surat Keputusan Direksi No. 09/VE/DIR/IV/2011 tentang Susunan Organisasi Unit Audit Internal.

The Company has an Internal Audit Unit to assist the Board of Directors and management in carrying out their responsibilities for internal performance control. The Internal Audit Unit was formed in accordance with Chairman of the Capital Market and Financial Institution Supervisory Agency Decree No. Kep 496/BL/2008 concerning the Establishment of the Internal Audit Unit and OJK Regulation No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Internal Audit Unit Charter Preparation. The Company established the Internal Audit Unit pursuant to Board of Directors Decree No. 09/VE/DIR/IV/2011 concerning the Organizational Structure of the Internal Audit Unit.

## Struktur dan Kedudukan Unit Audit Internal

### Structure and Position of the Internal Audit Unit

Unit Audit Internal secara struktural bertanggung jawab langsung kepada Direktur Utama. Oleh sebab itu, pemilihan dan pemberhentian Kepala Unit Audit Internal secara langsung dilakukan oleh Direktur Utama, dengan persetujuan dari Dewan Komisaris. Pandapotan Damanik dipercaya oleh Direktur utama untuk memimpin unit audit internal, dengan dibantu oleh tiga auditor internal sebagai anggota.

The Internal Audit Unit reports directly to the President Director. As a result, the President Director is responsible for directly electing and dismissing the Head of the Internal Audit Unit, with the approval of the Board of Commissioners. The President Director entrusted Pandapotan Damanik with leading the Internal Audit Unit, who is assisted by three internal auditors.



### **Pandapotan Damanik**

#### **Kepala Unit Audit Internal**

Diangkat kembali berdasarkan Surat Keputusan Direktur Utama No. 126/HR-SK/VI/2019 tanggal 25 Juni 2019.

**Kewarganegaraan:** Indonesia

**Usia:** 44 tahun

**Domisili:** Jakarta, Indonesia

**Riwayat Pendidikan:** S1 Ekonomi Manajemen Keuangan dari Perguruan Tinggi Negeri Universitas Palangkaraya (2002)

#### **Riwayat Jabatan:**

- Anggota IIA Indonesia (2021-2022)
- Auditor di Kantor Akuntan Publik Kosasih, Nurdiyaman, Tjahjo & Rekan, Afiliasi Crow Horwath International pada Divisi Internal Audit dengan posisi terakhir Supervisor (2005-2011)
- Tax Consultant di DBI Consulting (Tax & Manajemen Consultant) (2003-2005)

### **Pandapotan Damanik**

#### **Head of the Internal Audit Unit**

Re-appointed based on President Director's Decree No. 126/HR-SK/VI/2019 dated 25 June 2019.

**Citizenship:** Indonesia

**Age:** 44 years

**Domicile:** Jakarta, Indonesia

**Educational History:** Bachelor's degree in Financial Management Economics from State University of Palangkaraya University (2002)

#### **Curriculum Vitae:**

- Member of IIA Indonesia (2021-2022)
- Auditor at Kosasih, Nurdiyaman, Tjahjo & Partners Public Accounting Firm, Affiliate of Crow Horwath International in the Internal Audit Division with the last position being Supervisor (2005-2011)
- Tax Consultant at DBI Consulting (Tax & Management Consultant) (2003-2005)



## Tugas dan Tanggung Jawab Unit Audit Internal

### Duties and Responsibilities of the Internal Audit Unit

Unit Audit Internal dalam menjalankan tugasnya berpedoman pada Piagam Audit Internal. Di dalam pedoman tersebut dijelaskan mengenai struktur organisasi, ruang lingkup pekerjaan, wewenang, persyaratan keanggotaan, kode etik, serta tugas dan tanggung jawab. Berikut merupakan uraian tugas dan tanggung jawab unit audit internal, sebagai berikut:

1. Menyusun strategi dan rencana kerja audit serta rencana pengembangan kemampuan dan keterampilan *auditor* berdasarkan *risk-based audit* sejalan dengan visi, misi, dan strategi Perseroan secara umum.
2. Merencanakan, melaksanakan, mengarahkan, dan melaporkan realisasi kegiatan audit (*operasional*, *compliance* dan *fraud*) kepada manajemen dengan tembusan kepada Direktur lain sesuai dengan tingkatan informasi.
3. Melaporkan hal-hal penting berkaitan dengan proses pengendalian internal, termasuk melaporkan/merekomendasikan kemungkinan untuk melakukan peningkatan pada proses tersebut.
4. Melakukan pemantauan dan pengecekan terhadap pelaksanaan tindak lanjut atas hasil audit internal maupun eksternal.
5. Melakukan koordinasi kegiatan Unit Audit Internal dengan unit-unit kerja lain di PT Voksel Electric Tbk dan pihak auditor eksternal berdasarkan penugasan manajemen.
6. Memberikan bantuan berupa masukan dalam penyempurnaan sistem, prosedur dan kebijakan yang diperlukan bagi tercapainya efisiensi dan keefektifan kegiatan dan pengendalian internal sehingga selaras dengan visi & misi dan tujuan serta strategi Perseroan.
7. Menyusun dan memperbaharui program *audit quality development* dan pengembangan sumber daya manusia untuk mengevaluasi mutu kegiatan audit dari tim audit guna menjaga kualitasnya dan menghasilkan *auditor* yang profesional.
8. Menyelenggarakan administrasi untuk mendukung tertib administrasi dan pelaporan kegiatan Unit Audit Internal.

The Internal Audit Unit adheres to the Internal Audit Charter in carrying out its responsibilities. The guidelines define the organizational structure, the scope of work, the authority, the membership requirements, the Code of Conduct, and the associated duties and responsibilities. The following is a description of the internal audit unit is duties and responsibilities:

1. Develop an audit strategy and work plan, as well as a strategy for developing the ability and skills of auditors through risk-based auditing in accordance with the Company's vision, mission, and strategy in general.
2. Plan, implement, direct, and report on the realization of audit activities (*operational*, *compliance*, and *fraud*) to management, with copies to other Directors as appropriate.
3. Report important matters related to the internal control process, including reporting/recommending the possibility to make improvements to the process.
4. Monitoring and ensuring that the results of internal and external audits are followed up on.
5. Coordination of the Internal Audit Unit's activities with other work units within PT Voksel Electric Tbk and with external auditors in accordance with management assignments.
6. Assist the improvement of systems, procedures, and policies necessary to ensure the efficiency and effectiveness of activities and internal control in accordance with the Company's vision, mission, objectives, and strategies.
7. Develop and update an audit quality development program and human capital development plan to assess the audit team's audit activities to maintain the audit team's quality and produce professional auditors.
8. Organizing administration to ensure the Internal Audit Unit's activities are administered and reported in a timely manner.



## Program Pengembangan Kompetensi Competency Development Program

Program pengembangan kompetensi untuk Unit Audit Internal berupa seminar, *workshop*, *sharing knowledge*, *sharing session* dan pelatihan/diklat. Sepanjang tahun 2021, pelaksanaan program tersebut dilaksanakan sebanyak 4 kali dengan rincian sebagai berikut:

Seminars, workshops, knowledge sharing sessions, and training/training sessions were used to develop the Internal Audit Unit's competencies. The program was implemented as many as 4 times throughout 2021 with the following details:

Materi Pengembangan Kompetensi/Pelatihan Competency Development/Training Materials	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Date of Implementation
Peran Internal Auditor Dalam Proses Merger The Role of Internal Auditors in the Merger Process	The IIA Indonesia	Webinar Zoom
Sustainability Management & Reporting	FE Universitas Indonesia	Webinar Zoom
Cloud Auditing	The IIA Indonesia	Webinar Zoom
Internal Audit In The Age of Disruptions	The IIA Indonesia	Webinar Zoom

## Pelaksanaan Tugas Unit Audit Internal Implementation of the Duties of the Internal Audit Unit

Unit Audit Internal sepanjang tahun 2021 telah menjalankan tugasnya dengan efektif. Kegiatan yang terlaksana di antara lain yaitu:

1. Melaksanakan rencana audit internal tahunan;
2. Melakukan kajian atas efektivitas sistem pengendalian internal, sistem manajemen risiko dan praktik tata kelola perusahaan, serta melakukan evaluasi atas efisiensi dan efektivitas operasional Perseroan;
3. Meyampaikan laporan kegiatan Unit Audit Internal dan secara periodik mengkomunikasikannya kepada Direktur utama, direktur terkait, dan Komite Audit;
4. Memantau dan memastikan tindakan perbaikan telah dilaksanakan secara benar dan tepat waktu oleh manajemen.

Throughout 2021, the Internal Audit Unit performed its duties effectively. Among the activities carried out are the following:

1. Implement the annual internal audit plan;
2. Conduct a study on the internal control system's effectiveness, risk management system's effectiveness, and corporate governance practices, as well as the efficiency and effectiveness of the Company's operations;
3. Submit a report on the Internal Audit Unit's activities and communicating it to the President Director, related directors, and the Audit Committee on a regular basis;
4. Monitor and ensure that management implements corrective actions correctly and on time.





## SISTEM PENGENDALIAN INTERNAL

### INTERNAL CONTROL SYSTEM

Penerapan sistem pengendalian internal Perseroan menyesuaikan dengan kebijakan dan prosedur pengendalian operasional, laporan keuangan, serta kepatuhan pada peraturan yang berlaku. Sistem ini berfungsi untuk meningkatkan pelaksanaan operasional efektif dan efisien, serta melindungi Perseroan dari berbagai macam *fraud*. Sistem pengendalian internal ini diterapkan dengan elemen-elemen khusus, yaitu :

1. Lingkungan Pengendali: Perseroan senantiasa berupaya untuk menciptakan budaya dan lingkungan kerja, serta perilaku yang mendukung Nilai-Nilai Dasar dan Kode Etik PT Voksel Electric Tbk.
2. Penilaian Risiko: Perseroan mengidentifikasi risiko, mengukur, dan mengelola risiko yang berpotensi menghambat dalam pencapaian target serta visi dan misi Perseroan.
3. Aktivitas Pengendalian: Perseroan menetapkan kebijakan dan prosedur yang berperan sebagai pedoman atau panduan kegiatan operasional, sistem, teknologi, pelaporan keuangan, serta kepatuhan.
4. Informasi dan komunikasi: Perseroan menerapkan sistem informasi terintegrasi untuk mendukung kegiatan operasional, pelaporan keuangan, pelaporan manajemen, dan pelaporan eksternal.
5. Pemantauan/*monitoring*: Perseroan melalui Unit Audit Internal melakukan pengujian atau efektivitas sistem pengendalian internal dan memantau tindakan perbaikan atas kelemahan sistem pengendalian yang teridentifikasi.

The Company's internal control system is implemented in accordance with operational control policies and procedures, financial reports, and applicable regulatory requirements. This system is designed to enhance the effectiveness and efficiency of operational execution and to safeguard the Company against various types of fraud. This internal control system is implemented through the use of unique elements, specifically:

1. Controlling Environment: The Company is constantly working to develop a culture and work environment, as well as behavior, that are consistent with PT Voksel Electric Tbk's Core Values and Code of Conduct.
2. Risk Assessment: The Company identifies, quantifies, and manages risks that could jeopardize the Company's ability to achieve its targets and fulfill its vision and mission.
3. Controlling Activities: The Company establishes policies and procedures that serve as guidelines or standard operating procedures for operational activities, systems, technology, financial reporting, and compliance.
4. Information and communications: The Company utilizes an integrated information system to support operational activities, financial reporting, management reporting, and external reporting.
5. Monitoring: The Company's Internal Audit Unit conducts testing of the internal control system's effectiveness and monitors corrective actions taken in response to identified control system weaknesses.



## Pengendalian Keuangan dan Internal Financial and Internal Control

PT Voksel Electric Tbk menjalankan sistem pengendalian terhadap fungsi keuangan dan operasional. Pengendalian terhadap keuangan berkaitan dengan umpan balik dan proses penyesuaian RKAP hingga proses validasi untuk menjamin bahwa rencana terlaksana atau untuk mengubah rencana yang ada sebagai tanggapan terhadap berbagai perubahan yang terjadi. Sementara itu, pengendalian operasional mencakup pelaksanaan dan pengawasan agar operasional dilaksanakan secara efektif dan efisien. Pengendalian keuangan dan operasional meliputi:

### 1. Pengendalian fisik aset

Pengendalian fisik aset diarahkan untuk mengamankan dan melindungi aset-aset berisiko, seperti mesin produksi dan peralatan produksi. Perlu dilakukan *maintenance* agar tingkat produktivitas dapat dicapai dengan efektif dan efisien. Pengendalian fisik aset yang dapat dilakukan melalui pembatasan fungsi dan otorisasi untuk mengoperasikan dan mengakses penggunaan aset, data, dan informasi. Selain itu, pengawasan terhadap pengendalian operasional mencakup pengoperasian sesuai prosedur dan keamanan yang cukup menjamin pengendalian fisik aset sesuai dengan tujuannya.

### 2. Pemisahan fungsi

Pemisahan fungsi bertujuan untuk mengurangi kesalahan, kecurangan dan pemborosan, serta memperkuat sistem pengendalian internal. Pemisahan fungsi dalam pengendalian keuangan dan operasional di lingkungan Perseroan, antara lain:

- Kegiatan pemberian otorisasi, pemrosesan, pencatatan dan *review* harus dilaksanakan oleh pegawai (personil) yang berbeda.
- Tugas dan tanggung jawab masing-masing fungsi harus dilaksanakan sesuai dengan SOP serta peraturan perundang-undangan yang berlaku.

PT Voksel Electric Tbk maintains a financial and operational control system. Financial control refers to feedback and the process of adjusting the RKAP to the validation process in order to ensure that the plan is implemented or to amend existing plans in response to various changes. Meanwhile, operational control entails implementing and supervising operations in order to ensure their effectiveness and efficiency. Among the financial and operational controls are the following:

### 1. Physical asset control

Physical asset control is concerned with securing and protecting high-risk assets, such as manufacturing machines and production equipment. Maintenance is required to ensure that productivity can be achieved effectively and efficiently. Physical asset control can be accomplished through function restrictions and authorization to operate and access assets, data, and information. Additionally, operational control supervision encompasses operations conducted in accordance with procedures and security measures sufficient to ensure physical control of assets in accordance with their intended use.

### 2. Functional separation

Functional separation aims to reduce errors, fraud, and waste while strengthening the internal control system. Functional separation of financial and operational control within the Company includes the following:

- The authorization, processing, recording, and reviewing functions must be performed by distinct employees (personnel).
- Each function's duties and responsibilities must be carried out in accordance with the SOP, as well as applicable laws and regulations.



### 3. Pelaksanaan dan pengendalian transaksi keuangan

- Dalam pengendalian keuangan, Divisi Accounting perlu memastikan bahwa hanya kejadian dan transaksi valid yang akan dicatat.
- Seluruh transaksi wajib diotorisasi dengan benar oleh secara berjenjang, mulai dari Department Head, Division Head terkait, yang kemudian akan dilanjutkan proses *approval* di Divisi Finance.
- Penentuan *range* batasan wewenang bagi masing-masing pihak yang memiliki hak otorisasi atau *approval*.
- Pencatatan yang akurat dan tepat waktu atas kejadian dan transaksi.
- Pembatasan akses dan akuntabilitas atas sumber daya dan pencatatannya.
- Dokumentasi yang baik atas kejadian dan transaksi pengendalian.

### 4. Pelaksanaan audit oleh pihak internal dan pihak eksternal/independent.

### 3. Implementation and control of financial transactions

- In financial control, Accounting Division needs to ensure that only valid events and transactions are recorded.
- All transactions must be properly authorized in stages, beginning with the Department Head, the relevant Division Head, and continuing with the approval process in the Finance Division.
- Determination of the range of authority limits for each party that has the right of authorization or approval.
- Accurate and timely recording of events and transactions.
- Restrictions on access to resources and their records, as well as accountability for them.
- Appropriate recording of control events and transactions.

### 4. Conducting audits by internal and external/independent auditors

## Tinjauan atas Efektivitas Sistem Pengendalian Internal Overview of the Effectiveness of the Internal Control System

Secara berkala, Perseroan mengevaluasi sistem pengendalian internal melalui Unit Audit Internal. Evaluasi dilakukan untuk mengetahui kinerja dari sistem pengendalian internal, serta untuk mengetahui efektivitas pengendalian internal terhadap penerapan kebijakan, prosedur, pengawasan internal, serta manajemen risiko pada semua level. Evaluasi juga dilakukan untuk memastikan bahwa kegiatan operasional Perseroan telah sesuai dengan kebijakan dan prosedur internal, serta ketentuan peraturan perundang-undangan yang berlaku.

Hasil evaluasi terhadap pelaksanaan sistem pengendalian internal 2021 menjelaskan bahwa sistem telah efektif dan efisien dalam memberikan keyakinan yang wajar, pelaporan keuangan yang akurat dan dapat diandalkan, serta patuh terhadap peraturan perundang-undangan yang berlaku, kebijakan, dan prosedur standar Perseroan. Di tahun 2021, Direksi dan Dewan Komisaris juga menilai bahwa sistem pengendalian internal Perseroan telah berjalan efektif dan memenuhi kecukupan atas kebijakan dan standar yang diacu.

The Company's internal control system is evaluated on a periodic basis by the Internal Audit Unit. The evaluation process is used to ascertain the internal control system's performance and the effectiveness of internal control in ensuring the implementation of policies, procedures, internal control, and risk management at all levels. Additionally, evaluation is conducted to ensure that the Company's operational activities comply with internal policies and procedures, as well as applicable laws and regulations.

The evaluation of the 2021 internal recognition system demonstrated that the system has been effective and efficient in providing reasonable assurance, accurate and reliable financial reporting, and compliance with applicable laws and regulations, company policies, and standard operating procedures. In 2021, the Board of Directors and the Board of Commissioners also assessed the effectiveness of the Company's internal control system and its compliance with the policies and standards referenced.



## MANAJEMEN RISIKO

### RISK MANAGEMENT

Manajemen risiko adalah upaya untuk menghindari risiko melalui *monitoring* sumber risiko, melacak, dan melakukan serangkaian upaya agar dampak risiko bisa diminimalisasi. Penerapan manajemen risiko juga untuk mengevaluasi dan mengantisipasi ketidakpastian atau kerugian yang mungkin muncul dalam kegiatan usaha bisnis.

Upaya manajemen risiko yang diterapkan Perseroan yaitu dengan membuat kebijakan sistem manajemen risiko yang terdiri dari panduan dan prosedur untuk mengidentifikasi risiko dan menentukan strategi pengelolaannya, serta selalu berkomitmen membentuk budaya sadar akan risiko yang dihadapi. Pelaksanaan upaya-upaya tersebut dijalankan dengan sistematis, terstruktur, dan terintegrasi antara tim manajemen risiko yang bertugas dengan insan Perseroan.

Risk management is an effort to avoid risk by monitoring risk sources, tracking them, and implementing a series of actions to mitigate the impact of risk. Risk management is also used to evaluate and anticipate uncertainties or losses that may occur during business operations.

The Company's risk management efforts are focused on developing a risk management system policy that includes guidelines and procedures for identifying risks and determining risk management strategies, and is always committed to establishing a culture of risk awareness. These efforts are implemented in a systematic, structured, and integrated manner by the risk management team responsible for the Company's personnel.

## Profil dan Mitigasi Risiko Tahun 2021

### Risk Profile and Mitigation in 2021

Perseroan telah mengidentifikasi risiko-risiko utama yang dapat berdampak pada keberlangsungan usaha, yaitu:

#### 1. Risiko Nilai Tukar Mata Uang Asing

Risiko nilai tukar mata uang asing merupakan risiko ketika nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Eksposur yang terpengaruh risiko nilai tukar mata uang asing adalah pinjaman jangka pendek dan utang usaha yang sebagian besar dalam Dolar AS. Hal ini menjadi risiko usaha dikarenakan Perseroan menggunakan valuta asing untuk sebagian pendapatan dan biaya bahan baku yang harganya mengikuti harga acuan London Metal Exchange (LME). Berdasarkan permasalahan tersebut, upaya mitigasi yang dilakukan Perseroan untuk mengurangi dampak risiko nilai tukar mata uang asing adalah dengan menggunakan instrumen keuangan derivatif, yaitu kontrak

The Company has identified the primary risks that could jeopardize business continuity, including the following:

#### 1. Foreign Exchange Risk

Foreign exchange risk is the risk that a financial instrument's fair value or future cash flows will fluctuate as a result of changes in foreign currency exchange rates. Short term loans and trade payables, which are predominantly denominated in US Dollars, are exposed to foreign exchange risk. This is a business risk because the Company depends on foreign exchange for a portion of its revenue and raw material costs, the prices of which are determined by the London Metal Exchange (LME). To address these issues, the Company uses derivative financial instruments, specifically foreign currency swap contracts with international and domestic financial institutions, to mitigate the impact of foreign exchange risk. The Company's



swap mata uang asing dengan lembaga-lembaga keuangan internasional dan nasional. Transaksi derivatif yang dilakukan Perseroan bertujuan untuk aktivitas lindung nilai (*hedging*) dan bukan sebagai instrumen yang diperdagangkan atau untuk spekulasi.

## 2. Risiko Harga

Risiko harga merupakan risiko yang timbul sebagai akibat ketidakpastian dalam perubahan harga suatu aset. Risiko ini terjadi karena rencana pembelian alumunium dan tembaga dengan kandungan tinggi (*High Concentrate Alumunium and Copper*) dapat terpengaruh akibat adanya perubahan harga yang ada di pasar. Berdasarkan permasalahan tersebut, upaya mitigasi yang dilakukan Perseroan untuk mengurangi dampak risiko harga yaitu dengan menggunakan kontrak komoditas berjangka (jual-beli) dengan lembaga-lembaga keuangan internasional. Selain itu Perseroan juga melakukan aktivitas lindung nilai (*hedging*) atas perubahan harga bahan baku, terutama komoditas alumunium dan tembaga, yang naik signifikan di tahun 2021.

## 3. Risiko Tingkat Suku Bunga

Risiko tingkat suku bunga adalah risiko yang terjadi ketika nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan suku bunga pasar. Eksposur yang terpengaruh risiko suku bunga terutama terkait dengan utang bank dan utang pembiayaan jangka pendek dan jangka panjang, terutama pada saat jatuh tempo pengembalian pinjaman. Berdasarkan permasalahan tersebut, upaya mitigasi yang dilakukan Perseroan untuk mengurangi dampak risiko tingkat suku bunga yaitu dengan mengurangi fasilitas pinjaman bank dan segera melunasi pinjaman yang telah jatuh tempo dan tidak memperpanjang pinjaman lagi.

## 4. Risiko Kredit

Risiko kredit merupakan risiko yang muncul ketika debitur tidak membayar semua atau sebagian piutang atau tidak membayar secara tepat waktu, sehingga menyebabkan kerugian pada Perusahaan. Risiko kredit Perseroan terutama melekat pada penagihan penjualan. Berdasarkan permasalahan tersebut, upaya mitigasi yang

derivative transactions are for hedging purposes only and are not intended to be used as trading instruments or for speculation.

## 2. Price Risk

Price risk is the risk associated with the uncertainty associated with changes in the price of an asset. This risk exists because market prices for high-concentrate aluminum and copper (*High Concentrate Aluminum and Copper*) may fluctuate. In light of these issues, the Company's efforts to mitigate the impact of price risk include the purchase and sale of commodity futures contracts with international financial institutions. In addition, the Company also carries out hedging activities on changes in raw material prices, especially aluminum and copper commodities, which rise significantly in 2021.

## 3. Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will affect the fair value or future contractual cash flows of a financial instrument. Interest rate risk is primarily associated with bank loans and short- and long-term financing loans, particularly during the loan repayment maturity period. Due to these issues, the Company's mitigation efforts to mitigate the impact of interest rate risk include reducing bank loan facilities, immediately repaying matured loans, and refraining from extending new loans.

## 4. Credit Risk

Credit risk exists when a debtor fails to pay all or a portion of receivables or fails to pay them on time, resulting in losses to the Company. Credit risk is primarily associated with sales collection. In light of these issues, the Company's mitigation efforts to mitigate the impact of credit risk include establishing risk limits that are acceptable to



dilakukan Perseroan untuk mengurangi dampak risiko kredit yaitu dengan menetapkan batas-batas risiko yang dapat diterima pelanggan dan memantau eksposur terkait pembatasan tersebut secara berkala. Upaya lain yang dilakukan Perseroan yaitu dengan mengawasi total piutang secara berkesinambungan, dengan tujuan untuk mengurangi risiko kerugian penurunan nilai. Berdasarkan upaya tersebut, Perseroan mengharuskan pelanggannya untuk melakukan prosedur verifikasi kredit. Mitigasi risiko juga dilakukan oleh Perseroan dengan melakukan hubungan bisnis dengan pihak ketiga yang memiliki reputasi dan kredibel.

#### 5. Risiko Likuiditas

Risiko suatu perusahaan tidak mampu memenuhi kewajiban keuangan jangka pendek karena tidak bisa mengubah asetnya menjadi uang tunai. Risiko ini dialami ketika Perseroan mengalami kesulitan dalam mencairkan dana untuk memenuhi komitmen dengan instrumen keuangan. Berdasarkan permasalahan tersebut, upaya mitigasi yang dilakukan Perseroan untuk mengurangi dampak risiko likuiditas yaitu dengan membuat kebijakan untuk memantau kebutuhan likuiditas saat ini dan di masa depan secara teratur. Hal ini juga digunakan untuk memastikan bahwa kebutuhan likuiditas jangka pendek dan jangka panjang telah tercakup dalam cadangan utang tunai Perseroan.

customers and regularly monitoring exposures associated with these restrictions. Additionally, the Company monitors total receivables on a continuous basis with the goal of minimizing the risk of impairment losses. As a result of these efforts, the Company requires credit verification of its customers. The Company also mitigates risk through its business relationships with reputable and credible third parties.

#### 5. Liquidity Risk

Liquidity risk refers to the possibility that a business will be unable to meet short-term financial obligations due to an inability to convert its assets to cash. This risk occurs when the Company has difficulty disbursing funds to meet financial instrument commitments. In light of these issues, the Company's mitigation efforts to mitigate the impact of liquidity risk include establishing policies to regularly monitor current and future liquidity requirements. Additionally, it is used to ensure that the Company's cash debt reserves adequately cover both short- and long-term liquidity needs.

## Tinjauan atas Efektivitas Sistem Manajemen Risiko

### Overview of the Effectiveness of the Risk Management System

Hasil evaluasi terhadap pelaksanaan sistem manajemen risiko 2021 telah dinilai dapat meminimalisir dampak dan kemungkinan terjadinya risiko dan dapat berkontribusi positif dalam perencanaan, pengambilan keputusan, dan penguatan penerapan tata kelola perusahaan yang baik. Di tahun 2021, Direksi, Dewan Komisaris, dan Komite Audit juga menilai bawah sistem manajemen risiko Perseroan telah berjalan efektif dan memenuhi kecukupan atas kebijakan dan standar yang diacu.

The evaluation of the implementation of the 2021 risk management system determined that it was capable of mitigating the impact and likelihood of risk occurrence and can positively contribute to planning, decision-making, and strengthening the implementation of good corporate governance. In 2021, the Board of Directors, the Board of Commissioners, and the Audit Committee also assessed the effectiveness of the Company's risk management system and its compliance with the policies and standards referenced.





## PERKARA HUKUM DAN SANKSI ADMINISTRATIF

### LITIGATION AND ADMINISTRATIVE SANCTIONS

Tidak ada perkara hukum atau sanksi administratif dari regulator yang melibatkan Perseroan, anggota Direksi dan Dewan Komisaris, maupun anak perusahaan sepanjang tahun 2021.

There were no legal or administrative sanctions from regulators involving the Company, members of the Board of Directors and Board of Commissioners, as well as subsidiaries throughout 2021.

## KODE ETIK

### CODE OF CONDUCT

## Pernyataan Kode Etik Berlaku bagi Seluruh Insan Perseroan

### Statements of the Code of Conduct Applies to All Company Personnel

Kode etik adalah panduan insan Perseroan untuk berperilaku, yang ditetapkan melalui Surat Keputusan Direksi No. 002/VE/DIR/I/2018 tanggal 18 Januari 2018 dan telah memenuhi ketentuan Surat Edaran OJK No.31/SE0JK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Kode etik Perseroan dirumuskan ke dalam Etika Bisnis dan Etika Kerja (EBEK). Tujuan penyusunan EBEK yaitu untuk menciptakan lingkungan kerja yang baik dan iklim usaha yang positif, mendukung visi dan misi, serta membangun kepercayaan dan integritas antara Perseroan dengan karyawan, pemegang saham, konsumen, dan seluruh pemangku kepentingan.

Kode etik bersifat mengikat dan berlaku bagi seluruh insan Perseroan, baik Dewan Komisaris, Direksi, maupun karyawan di seluruh struktur organisasi. Penerapan kode etik dilakukan saat menjalankan tugas dan pekerjaannya yang mengedepankan prinsip keadilan dan kesetaraan, sehingga seluruh insan Perseroan wajib menandatangani lembar pernyataan kepatuhan di buku EBEK.

As specified in Board of Directors Decree No. 002/VE/DIR/I/2018 dated 18 January 2018, the code of conduct serves as a guide for the Company's personnel and complies with the provisions of OJK Circular Letter No.31/SE0JK.04/2015 concerning Guidelines for the Governance of Public Companies. The Company's code of conduct is divided into two sections: Business Ethics and Work Ethics (EBEK). The purpose of developing the EBEK is to foster a positive work environment and business climate, to support the Company's vision and mission, and to foster trust and integrity among the Company's employees, shareholders, consumers, and other stakeholders.

The code of ethics is binding on all Company employees, including the Board of Commissioners, the Board of Directors, and employees at all levels of the organizational structure. When carrying out their duties and work, all Company personnel are required to sign a statement of compliance in the EBEK book, which prioritizes the principles of justice and equality.



## Pokok dan Isi Kode Etik

### Code of Conduct Principals and Content

#### Etika Bisnis

Etika bisnis adalah etika yang berkaitan dengan perilaku profesional, transparan, dan efisien dalam menjalankan aktivitas dan kegiatannya, serta tunduk pada ketentuan hukum dan peraturan perundang-undangan yang berlaku dan konsisten dengan standar bisnis dan etika profesional. Etika bisnis Perseroan didasarkan pada CIPARS dan prinsip tata kelola perusahaan yang baik (GCG) yang menerapkan prinsip *transparency*, *accountability*, *reliability*, *responsibility*, dan *fairness* (TARRIF). Perseroan seluruh insan Perseroan untuk melaporkan insiden penyimpangan etika bisnis melalui akses yang telah tersedia yaitu *whistleblowing system* atau alamat email komite. [etika@voksel.co.id](mailto:etika@voksel.co.id).

#### Etika Kerja

Etika kerja adalah etika yang berkaitan dengan norma yang digunakan karyawan dalam bersikap, berperilaku, dan berhubungan dengan pihak-pihak di dalam Perseroan. Etika Kerja tersebut meliputi:

- Sikap karyawan dalam Perseroan.
- Sikap karyawan dengan wewenang dan jabatannya di Perseroan.
- Hubungan karyawan dengan atasan dan bawahannya.
- Hubungan karyawan dengan sesama karyawan.

Penerapan Etika Bisnis dan Etika Kerja dilakukan Perseroan dengan mempertimbangkan berbagai hal, yaitu:

- Membangun *Commitment*, *Involvement*, dan *Leadership* pimpinan baik di kalangan Komisaris, Direksi, manajemen, maupun kelompok karyawan.
- Menyosialisasikan Etika Bisnis dalam *Net Employee Orientation Program* (EOP) dan penyegaran secara berkala bagi seluruh lapisan pada setiap bagian.
- Mengakui penerapan etika sebagai bagian tidak terlepas dari praktik bisnis dan penilaian karya seluruh karyawan.

#### Business Ethics

Business ethics is the code of conduct for conducting business in a professional, transparent, and efficient manner that complies with applicable laws and regulations and is consistent with business standards and professional ethics. The Company's business ethics are guided by CIPARS and the principles of good corporate governance (GCG), which promote transparency, accountability, dependability, responsibility, and fairness (TARRIF). The Company, and all of its employees, are encouraged to report instances of business ethics violations via available channels, including the whistleblowing system or the email address [etika@voksel.co.id](mailto:etika@voksel.co.id).

#### Work Ethics

Work ethics refers to the standards that employees adhere to when acting, behaving, and dealing with other employees and parties within the Company. Work Ethics encompasses the following:

- Attitudes of employees in the Company.
- Attitudes of employees with authority and position in the Company.
- Employee relations with superiors and subordinates.
- Employee relations with fellow employees.

The Company adheres to Business Ethics and Work Ethics by taking into account a variety of factors, including the following:

- Increasing commitment, participation, and leadership among the Commissioners, Directors, management, and employee groups.
- Promote Business Ethics in the Net through an Employee Orientation Program (EOP) and periodic refresher training for all layers in each section.
- Recognizing ethics as an integral part of business practices and evaluating all employees' work.



- |   |  |
|---|--|
| <p>4. Mengembangkan pedoman Pelaksanaan Etika Bisnis yang sudah ada dan menjabarkan lebih lanjut menjadi berbagai Kebijakan dan Peraturan Perseroan.</p> <p>5. Melengkapi Peraturan Perseroan dengan sanksi atas pelanggaran dan membangun sistem agar dapat dipantau penerapan Etika Bisnis ini.</p> | <p>4. Expand on existing guidelines for business ethics implementation and incorporate them into various company policies and regulations.</p> <p>5. Completing the Company's regulations through sanctions for violations and establishing a system for monitoring the implementation of Business Ethics.</p> |
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## Sosialisasi dan Upaya Penegakan Kode Etik

### Code of Conduct Socialization and Enforcement

Strategi Perseroan dalam meningkatkan kesadaran karyawan terhadap penerapan kode etik dalam menjalankan tugas dan tanggung jawabnya yaitu dengan memberikan sosialisasi atau penyuluhan. Kegiatan tersebut dilakukan oleh Human Resource Departement dan Unit GCG. Sosialisasi dilakukan saat para pekerja baru bergabung dengan Perseroan. Upaya sosialisasi juga didukung oleh Unit GCG bekerja sama dengan Divisi Human Capital dengan menyebarkan kode etik melalui metode (*e-learning, workshop, dll*) kepada setiap divisi dan departemen dalam Perseroan.

Komite Bisnis juga mempunyai tugas untuk melakukan penilaian dan evaluasi kinerja Perseroan dan seluruh karyawan dalam menjalankan etika bisnis dan etika kerja. Perseroan memberikan sanksi kepada insan Perseroan yang terbukti melakukan pelanggaran. Sanksi yang diberikan adalah sanksi disiplin berupa peringatan, pembebasan tugas (*skorsing*), hingga sanksi PHK. Selama tahun 2021, tidak terdapat kasus pelanggaran kode etik.

The Company's strategy for increasing employee awareness of the Code of Conduct's application in the performance of their duties and responsibilities is through socialization and counseling. The Human Resource Department and GCG Unit are responsible for these activities. When new employees join the company, socialization takes place. The GCG Unit also assists in socialization efforts by disseminating the code of ethics to all divisions and departments within the Company via various methods (*e-learning, workshops, etc.*).

Furthermore, the Business Committee is responsible for assessing and evaluating the Company's and all employees' compliance with business and work ethics. The Company imposes sanctions on its employees who are found to have violated the policy. Sanctions may include warnings, suspension of duties (*suspension*), and sanctions for layoffs. There were no instances of code of ethics violations in 2021.



## KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN (ESOP/MSOP)

### SHARE OWNERSHIP BY EMPLOYEES AND/OR MANAGEMENT (ESOP/MSOP)

Perseroan di tahun 2021 belum menyelenggarakan program kepemilikan saham oleh karyawan dan/atau manajemen (ESOP/MSOP).

The Company in 2021 has not implemented a share ownership program by employees and/or management (ESOP/MSOP).

## KEPEMILIKAN SAHAM DAN PEMINJAMAN UANG/DANA KEPADA ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

### SHARE OWNERSHIP AND LENDING OF MONEY/FUNDS TO MEMBERS OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS

Berdasarkan Peraturan OJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, anggota Direksi atau Dewan Komisaris wajib melaporkan kepemilikan dan setiap perubahan kepemilikannya atas saham Perseroan, baik langsung maupun tidak langsung. Informasi terkait komposisi kepemilikan saham Direksi dan Dewan Komisaris dapat dilihat pada tabel Daftar Anggota Dewan Komisaris dan Direksi yang Memiliki Saham.

Members of the Board of Directors or Board of Commissioners are required to report ownership and any change in ownership of the Company's shares, either directly or indirectly, pursuant to OJK Regulation No. 11/POJK.04/2017. Information regarding the composition of the Board of Directors and the Board of Commissioners in terms of share ownership can be found in the table List of Board Commissioners and Directors with Share Ownership.

Berdasarkan Surat Keputusan Direktur Utama tentang Kepemilikan dan Transaksi Saham Perseroan oleh Orang Dalam PT Voksel Electric Tbk, anggota Dewan Komisaris dan Direksi yang memiliki saham Perseroan wajib menyampaikan informasi kepada Perseroan paling lambat tiga hari kerja setelah terjadinya kepemilikan dan/atau perubahan kepemilikan. Kemudian, Perseroan akan menyampaikan hal tersebut kepada OJK paling lambat sepuluh hari sejak terjadinya kepemilikan dan/atau perubahan kepemilikan.

Based on President Director's Decree regarding the Ownership and Transaction of Company Shares by Insiders of PT Voksel Electric Tbk, members of the Board of Commissioners and Directors who own the Company's shares are required to notify the Company within three working days of the ownership and/or change of ownership. Then, no later than ten days after the ownership and/or change of ownership occurs, the Company will submit the matter to OJK.



Selain kebijakan terkait kepemilikan saham anggota Direksi dan anggota Dewan Komisaris, Perseroan juga mempunyai kebijakan terkait pemberian pinjaman kepada Direksi dan Dewan Komisaris. Kebijakan tersebut tertuang dalam Piagam Direksi dan Piagam Dewan Komisaris.

Along with policies governing the ownership of shares by members of the Board of Directors and the Board of Commissioners, the Company has policies governing the provision of loans to members of the Board of Directors and the Board of Commissioners. This policy is contained in the Board of Directors Charter and the Board of Commissioners Charter.

## SISTEM PELAPORAN PELANGGARAN

### WHISTLEBLOWING SYSTEM

## Cara Penyampaian dan Mekanisme Penanganan Laporan Pelanggaran

### Submission and Mechanism of Handling Violation Report

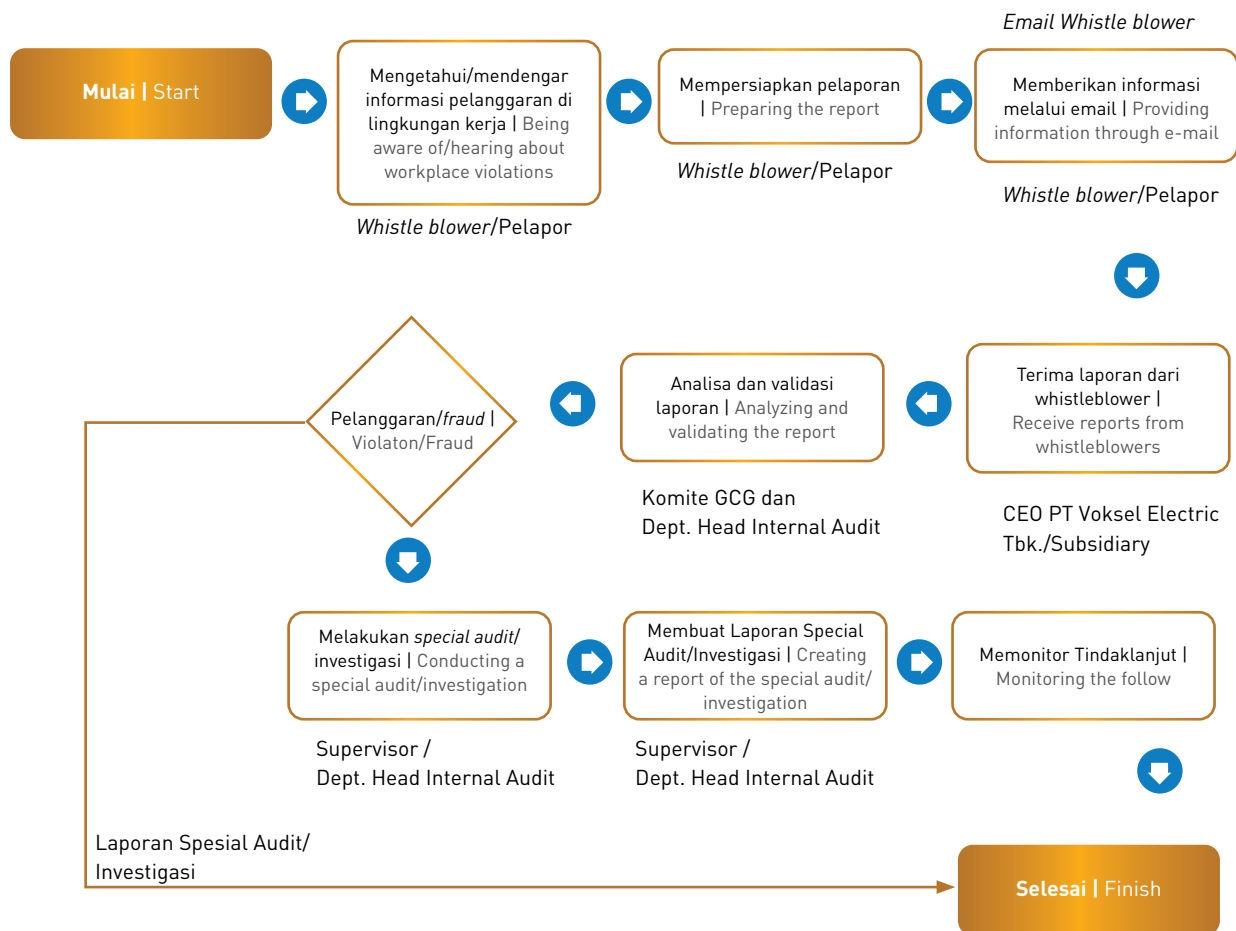
Perseroan mempunyai mekanisme dalam melaporkan pelanggaran kode etik dan *fraud* yaitu dengan sistem pelaporan pelanggaran atau *whistleblowing system* (WBS). Sistem tersebut dijalankan oleh divisi, departemen, dan unit kerja yang aktif terlibat dalam pengawasan pelanggaran. Pengaduan yang masuk akan diproses oleh Fungsi Internal Audit dan diusut kebenarannya sebelum diambil tindakan yang diperlukan. Perseroan juga melakukan tindakan perbaikan yang dianggap penting guna mencegah pelanggaran yang sama di kemudian hari. Bagi pelapor, Perseroan berkomitmen untuk sepenuhnya merahasiakan identitas pelapor dan melindungi mereka dari segala bentuk ancaman, gangguan, serta aksi balas dendam. Laporan pelanggaran dapat disampaikan melalui sarana pengaduan [infopengaduan@voksel.co.id](mailto:infopengaduan@voksel.co.id).

The Company has a system in place for reporting violations of its customers' codes of ethics and fraud, namely the whistleblowing system (WBS). Divisions, departments, and work units administer the system and are actively involved in monitoring violations. Complaints will be processed by the Internal Audit Function and verified for accuracy prior to taking appropriate action. Additionally, the Company takes corrective actions that are deemed necessary to prevent future violations. For whistleblowers, the Company is committed to maintaining the whistleblower's complete confidentiality and to safeguarding them against all threats, disturbances, and acts of retaliation. Violations can be reported through the [infopengaduan@voksel.co.id](mailto:infopengaduan@voksel.co.id) complaint tool.



## Mekanisme Penanganan Laporan Pelanggaran

### Violation Report Handling Mechanism



## Pelaporan Pelanggaran

### VIOLATION REPORTS

Di tahun 2021, tidak terdapat pengaduan yang masuk melalui mekanisme WBS.

In 2021, no complaints were received through the WBS mechanism.





## KEBIJAKAN ANTI KORUPSI

### ANTI-CORRUPTION POLICY

Perseroan memiliki tim GCG yang bertugas untuk menetapkan, menerapkan, dan memelihara tindakan untuk mencegah korupsi. Perseroan juga telah memiliki kebijakan anti korupsi yang tertuang dalam Pedoman Perusahaan No. CM-VE-CSR-01 tentang Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Perusahaan No. CM-VE-CSR-05 tentang Praktik Operasional yang Adil. Inisiatif Perseroan untuk mendukung anti korupsi adalah dengan mengajak insan Perseroan untuk:

1. Memahami maksud dan kriteria suap dan korupsi dalam kegiatan dan bisnis perusahaan, sehingga melakukan kegiatan anti suap dan korupsi.
2. Melakukan larangan untuk memberikan, menawarkan, atau menerima, baik langsung maupun tidak langsung uang, kenikmatan, hadiah, fasilitas, dan bentuk apapun yang memiliki manfaat atau gratifikasi untuk memengaruhi tindakan operasional.
3. Melakukan tindakan anti korupsi dengan melakukan kegiatan secara transparan melalui verifikasi secara bertingkat oleh pejabat berwenang dalam setiap transaksi yang dilakukan.
4. Melakukan sosialisasi dan promosi tindakan anti suap dan korupsi kepada para pemangku kepentingan yang terkait dengan kegiatan dan bisnis perusahaan.
5. Menginformasikan ke pihak manajemen penerimaan gratifikasi yang di dapat dari pihak-pihak eksternal.
6. Menegakan sanksi dan hukuman sesuai Undang-undang dan peraturan yang berlaku jika terbukti melakukan penyuapan dan tindakan korupsi.

Perseroan juga mengadakan pelatihan/sosialisasi anti korupsi kepada karyawan melalui *sharing session* baik dari narasumber internal maupun eksternal.

The Company has a GCG team tasked with establishing, implementing, and maintaining anti-corruption measures. The Company also has an anti-corruption policy, which is outlined in Corporate Guidelines No. CM-VE-CSR-01 on Good Corporate Governance and Corporate Guidelines No. CM-VE-CSR-05 on Fair Operational Practices. The Company's anti-corruption initiative is to invite Company employees to:

1. Understand the intent and criteria of bribery and corruption in the activities and business of the Company so as to carry out anti-bribery and anti-corruption activities.
2. Not to give, offer, or receive money, enjoyment, gifts, facilities, or any other form of benefit or gratuity in order to influence operational decisions, whether directly or indirectly.
3. Combat corruption by conducting anti-corruption activities in a transparent manner that includes multilevel verification by authorized officials for each transaction.
4. Socialize and promote anti-bribery and anti-corruption measures to all stakeholders who are involved in the Company's activities and business.
5. Notify management of any gratuities received from third parties.
6. Apply sanctions and penalties in accordance with applicable laws and regulations if bribery and acts of corruption are proven.

Employees are also given anti-corruption training and socialization through sharing sessions from both internal and external sources.



# PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

## IMPLEMENTATION OF CORPORATE GOVERNANCE GUIDELINES FOR PUBLIC COMPANIES

Berdasarkan POJK No. 21/POJK.04/2015 dan SEOJK No. 32/SEOJK.04/2015, Perseroan menerapkan tata kelola perusahaan yang baik dengan penjabaran:

In accordance with POJK No. 21/POJK.04/2015 and SEOJK No. 32/SEOJK.04/2015, the Company adheres to the following principles of good corporate governance:

Rekomendasi Recommendation	Keterangan Description	Penerapan Implementation
<b>Prinsip 1</b> <b>Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS)</b> Principle 1 Improving the Value of the General Meeting of Shareholders (GMS)		
1.1 Perseroan memiliki cara atau prosedur teknis pengumpulan suara ( <i>voting</i> ) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan Pemegang Saham. The Company has technical voting procedure either open or closed that promotes independency and the interest of shareholders	Tercantum dalam tata tertib RUPS serta dijelaskan oleh Ketua Rapat pada saat RUPS berlangsung. Stated in the Code of Conduct of the GMS and explained by the GMS's Chairperson at the time the GMS is convened.	Sudah diterapkan Implemented
1.2 Seluruh anggota Direksi dan anggota Dewan Komisaris Perseroan hadir dalam RUPS Tahunan. All members of the Board of Directors and the Board of Commissioners are present at the Annual GMS.	Seluruh anggota Direksi dan Dewan Komisaris yang diundang datang menghadiri RUPS Tahunan kecuali apabila berhalangan. All members of the Board of Directors and Board of Commissioners who are invited attend the Annual GMS are present unless unable to attend.	Sudah diterapkan Implemented
1.3 Ringkasan risalah RUPS tersedia dalam situs web Perseroan paling sedikit selama 1 (satu) tahun. Summary of GMS minutes is available on the public company's website at least for 1 (one) year.	Ringkasan risalah RUPS tersedia dalam laman <a href="http://www.voksel.co.id">www.voksel.co.id</a> sesuai dengan jangka waktu yang ditentukan. A summary of the GMS minutes is available on the <a href="http://www.voksel.co.id">www.voksel.co.id</a> page according to the specified time period.	Sudah diterapkan Implemented



Rekomendasi Recommendation	Keterangan Description	Penerapan Implementation
<b>Prinsip 2</b> <b>Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor</b> Principle 2 Improving the Communication Quality of the Public Company with Shareholders or Investors		
2.1 Perseroan memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor. The Company has a communication policy with the Shareholders or investors.	Perseroan secara berkala mengunggah laporan berkala dan keterbukaan informasi Perseroan melalui laman Bursa Efek Indonesia dan/atau laman Perseroan <a href="http://www.voksel.co.id">www.voksel.co.id</a> . Di samping itu, Perseroan memiliki sarana komunikasi dengan Pemegang Saham dan investor melalui: a. Rapat Umum Pemegang Saham Tahunan. b. Paparan Publik tahunan.  The Company uploads periodic reports and information disclosure of the Company via the Indonesia Stock Exchange page and/or the Company's website <a href="http://www.voksel.co.id">www.voksel.co.id</a> on a regular basis. Furthermore, the Company has a channel of communication with Shareholders and Investors via: a. Shareholders' Annual General Meeting. b. Annual Public Expose.	Sudah diterapkan Implemented
2.2 Perseroan mengungkapkan kebijakan komunikasi dengan Pemegang Saham atau investor dalam situs web. The Public company discloses its communication policy with the shareholders or investors on the website.	Dipublikasikan di dalam laman Perseroan <a href="http://www.voksel.co.id">www.voksel.co.id</a> . Published on the Company's website <a href="http://www.voksel.co.id">www.voksel.co.id</a> .	Sudah diterapkan Implemented
<b>Prinsip 3</b> <b>Memperkuat Keanggotaan dan Komposisi Dewan Komisaris</b> Principle 3 Strengthen the Board of Commissioners Membership and Composition		
3.1 Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perseroan. Determination of the number of Board of Commissioners' members shall consider the condition of the Public Company.	Penentuan jumlah anggota Dewan Komisaris berpedoman pada ketentuan Anggaran Dasar Perseroan, Piagam Dewan Komisaris dan peraturan pasar modal dengan mempertimbangkan kondisi Perseroan. The determination of the number of members of the Board of Commissioners is guided by the provisions of the Company's Articles of Association, the Board of Commissioners Charter and capital market regulations taking into account the condition of the Company.	Sudah diterapkan Implemented
3.2 Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determination on the composition of the members of the Board of Commissioners considers the diversity, expertise, knowledge and experience required.	Anggota Dewan Komisaris memiliki latar belakang pendidikan yang diperlukan Perseroan serta memenuhi aspek keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. Members of the Board of Commissioners have the educational background required by the Company and meet the various aspects of expertise, knowledge and experience required.	Sudah diterapkan Implemented



Rekomendasi Recommendation	Keterangan Description	Penerapan Implementation
<b>Prinsip 4</b> <b>Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris</b> <b>Principle 4</b> <b>The Function and Role of the Board of Directors in Enhancing the Quality of the Discharge of Duties and Responsibilities by the Board of Commissioners.</b>		
<p>4.1 Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris.</p> <p>The Board of Commissioners has a self-assessment policy to evaluate its performance.</p>	<p>Dewan Komisaris telah mempunyai kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris sebagaimana tercantum dalam Laporan Tahunan Perseroan.</p> <p>The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners as stated in the Company's Annual Report.</p>	<p>Sudah diterapkan Implemented</p>
<p>4.2 Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan Perseroan.</p> <p>The self-assessment policy on the Board of Commissioners performance is disclosed in the Annual Report of the Company.</p>	<p>Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris telah diungkapkan dalam Laporan Tahunan Perseroan.</p> <p>The self-assessment policy to assess the performance of the Board of Commissioners has been disclosed in the Company's Annual Report.</p>	<p>Sudah diterapkan Implemented</p>
<p>4.3 Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.</p> <p>The Board of Commissioners has a policy related to resignation of the Board of Commissioner's members if such member is involved in financial crimes.</p>	<p>Anggaran Dasar Perseroan dan Piagam Dewan Komisaris mengatur bahwa jabatan Dewan Komisaris berakhir apabila tidak memenuhi persyaratan perundang-undangan. Dengan demikian maka dalam hal anggota Dewan Komisaris dinyatakan sebagai terdakwa dalam kejahatan keuangan maka yang bersangkutan dinyatakan tidak cakap melakukan perbuatan hukum dan tidak dapat lagi menjabat sebagai anggota Dewan Komisaris.</p> <p>The Company's Articles of Association and the Board of Commissioners Charter stipulate that the position of the Board of Commissioners ends if it does not meet the statutory requirements. Thus, in the event that a member of the Board of Commissioners is declared a defendant in a financial crime, the person concerned is declared incompetent to take legal action and can no longer serve as a member of the Board of Commissioners.</p>	<p>Sudah diterapkan Implemented</p>
<p>4.4 Dewan Komisaris atau Komite Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi.</p> <p>The Board of Commissioners or the Nomination and Remuneration Committee shall prepare the succession policy in the nomination process of the Board of Directors' members.</p>	<p>Komite Nominasi dan Remunerasi memberikan rekomendasi yang independen dan objektif tentang calon anggota prospektif untuk Direksi untuk diusulkan kepada Pemegang Saham.</p> <p>The Nomination and Remuneration Committee provides independent and objective recommendations regarding prospective members of the Board of Directors to be proposed to the Shareholders.</p>	<p>Sudah diterapkan Implemented</p>



Rekomendasi Recommendation	Keterangan Description	Penerapan Implementation
<b>Prinsip 5</b> <b>Memperkuat Keanggotaan dan Komposisi Direksi</b> Principle 5 Strengthen the Board of Directors Membership and Composition		
5.1 Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perseroan serta efektivitas dalam pengambilan keputusan. Determination of the number of Board of Directors' members shall considers the Public Company condition and effectiveness of decision making.	Penentuan jumlah anggota Direksi berpedoman pada ketentuan Anggaran Dasar Perseroan, Piagam Direksi dan peraturan pasar modal dengan mempertimbangkan kondisi Perseroan. The determination of the number of members of the Board of Directors is guided by the provisions of the Company's Articles of Association, Board of Directors Charter, and capital market regulations taking into account the condition of the Company.	Sudah diterapkan Implemented
5.2 Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determination on the composition of the members of the Board of Directors' considers the diversity, expertise, knowledge, and experience required.	Anggota Direksi memiliki latar belakang pendidikan yang diperlukan Perseroan serta memenuhi aspek keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. Members of the Board of Directors have the educational background required by the Company and meet the various aspects of expertise, knowledge and experience required.	Sudah diterapkan Implemented
5.3 Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors responsible for accounting or finance have accounting expertise and/or knowledge.	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi yang dibuktikan dengan latar belakang pendidikan dan/atau pengalaman kerja terkait. Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting as evidenced by their educational background and/or related work experience.	Sudah diterapkan Implemented
<b>Prinsip 6</b> <b>Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi</b> Principle 6 Improve the Quality of the Board of Directors Duties and Responsibilities performance		
6.1 Direksi mempunyai kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Direksi. The Board of Directors has a self-assessment policy to evaluate its own performance.	Penilaian terhadap kinerja Direksi dilaksanakan secara internal atau <i>self-assessment</i> oleh Dewan Komisaris. Assessment of the performance of the Board of Directors is carried out internally or self-assessment by the Board of Commissioners.	Sudah diterapkan Implemented
6.2 Kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Direksi diungkapkan melalui Laporan Tahunan Perseroan. The self-assessment policy on the Board of Directors performance is disclosed in the Annual Report of the Company.	Kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Direksi telah diungkapkan dalam Laporan Tahunan Perseroan. The self-assessment policy to assess the performance of the Board of Directors has been disclosed in the Company's Annual Report.	Sudah diterapkan Implemented



Rekomendasi Recommendation	Keterangan Description	Penerapan Implementation
6.3 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a policy related to resignation of the Board of Directors' members if such member is involved in financial crimes.	Anggaran Dasar Perseroan dan Piagam Direksi mengatur bahwa jabatan Direksi berakhir apabila tidak memenuhi persyaratan perundang-undangan. Dengan demikian maka dalam hal anggota Direksi dinyatakan sebagai terdakwa dalam kejahatan keuangan maka yang bersangkutan dinyatakan tidak cakap melakukan perbuatan hukum dan tidak dapat lagi menjabat sebagai anggota Direksi. The Company's Articles of Association and the Board of Directors Charter stipulate that the position of the Board of Directors ends if it does not meet the statutory requirements. Thus, in the event that a member of the Board of Directors is declared a defendant in a financial crime, the person concerned is declared incompetent to take legal action and can no longer serve as a member of the Board of Directors.	Sudah diterapkan Implemented
<b>Prinsip 7</b> <b>Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan</b> Principle 7 Improving Corporate Governance through Stakeholders Participation		
7.1 Perseroan memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> . The Public company has a policy to prevent insider trading.	Kebijakan mencegah <i>insider trading</i> tercantum dalam Piagam Dewan Komisaris, Piagam Direksi, dan EBEK. The policy to prevent insider trading is stated in the Board of Commissioners Charter, Board of Directors Charter, and Code of Business Conduct and Ethics (EBEK).	Sudah diterapkan Implemented
7.2 Perseroan memiliki kebijakan anti korupsi dan anti <i>fraud</i> . The Company has an anti-corruption and anti-fraud policy.	Kebijakan anti korupsi dan anti <i>fraud</i> tercantum dalam Piagam Dewan Komisaris, Piagam Direksi, dan EBEK. Anti-corruption and anti-fraud policies are stated in the Board of Commissioners Charter, Board of Directors Charter, and EBEK.	Sudah diterapkan Implemented
7.3 Perseroan memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. The Company has a suppliers or vendors selection and capability improvement policy.	Kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor tercantum dalam EBEK. Policies regarding the selection and capacity building of suppliers or vendors are listed in the EBEK.	Sudah diterapkan Implemented
7.4 Perseroan memiliki kebijakan tentang pemenuhan hak-hak kreditur. The Company has a policy on the fulfillment of creditor's rights.	Kebijakan tentang pemenuhan hak-hak kreditur tercantum dalam setiap perjanjian yang dibuat oleh Perseroan. The policy regarding the fulfillment of creditor rights is contained in every agreement made by the Company.	Sudah diterapkan Implemented





Rekomendasi Recommendation	Keterangan Description	Penerapan Implementation
<p>7.5 Perseroan memiliki kebijakan sistem <i>whistleblowing</i>. The Company has a whistleblowing system policy.</p>	<p>Kebijakan sistem <i>whistleblowing</i> tercantum dalam Pedoman <i>Standard Whistleblowing</i> dan diungkapkan dalam Laporan Tahunan Perseroan. The whistleblowing system policy is stated in the Standard Whistleblowing Guidelines and disclosed in the Company's Annual Report.</p>	<p>Sudah diterapkan Implemented</p>
<p>7.6 Perseroan memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The Company has a long-term incentive policy for the Board of Directors and employees.</p>	<p>Kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan tercantum dalam Perjanjian Kerja Bersama. The policy for providing long-term incentives to the Board of Directors and employees is stated in the Collective Labor Agreement.</p>	<p>Sudah diterapkan Implemented</p>
<p><b>Prinsip 8</b> <b>Meningkatkan Pelaksanaan Keterbukaan Informasi</b> Principle 8 Improvement on the Information Disclosure</p>		
<p>8.1 Perseroan memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. The Public Company benefits from the use of broader information technology other than website as information disclosure channel.</p>	<p>Selain laman milik Perseroan, Perseroan memanfaatkan teknologi informasi yang disediakan oleh BEI yaitu melalui IDXnet sebagai saluran media untuk keterbukaan informasi. In addition to the Company's website, the Company uses IDX information technology, specifically IDXnet, as a media channel for information disclosure.</p>	<p>Sudah diterapkan Implemented</p>
<p>8.2 Laporan Tahunan Perseroan mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perseroan paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perseroan melalui Pemegang Saham utama dan pengendali. The Annual Report of the Public Company discloses share ownership of at least 5% (five percent), other than disclosure of ultimate shareholders of the Public Company through major and controlling shareholders.</p>	<p>Kepemilikan saham Perseroan paling sedikit 5% (lima persen) tercantum dalam Laporan Tahunan Perseroan. The Company's share ownership is at least 5% (five percent) as stated in the Company's Annual Report.</p>	<p>Sudah diterapkan Implemented</p>

# 06



## TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Sebagai bagian dari *corporate citizenship* yang menerapkan GCG, PT Voksel Electric Tbk menjalankan tanggung jawab sosial dan lingkungan (*corporate social responsibility/CSR*). Informasi CSR dilaporkan dalam **Laporan Keberlanjutan** (*Sustainability Report*) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. **Laporan Keberlanjutan** dibuat sebagai dokumen yang terpisah dari Laporan Tahunan ini, namun mengandung informasi yang saling melengkapi.

PT Voksel Electric Tbk engages in corporate social responsibility (CSR) as part of its corporate citizenship and implementation of Good Corporate Governance. CSR data is included in the Sustainability Report in accordance with Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. The Sustainability Report is a separate document from this Annual Report, but contains information that is complementary to it.



07



**LAPORAN KEUANGAN**  
**FINANCIAL STATEMENTS**





**Tata Kelola Perusahaan**  
Corporate Governance



**Tanggung Jawab Sosial Perusahaan**  
Corporate Social Responsibility



**Laporan Keuangan**  
Financial Statements



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