

# Creating a Better World Through Sustainable Business Partnership



# Table of Contents

Table of Contents	1
Theme Description	2
President Director's Message	3-6
Sustainability Performance Highlights	7-8
Investment Milestone	9-10
About the 2020 Sustainability Report	
Company Profile	12-13
Organization Scale	19
Sustainable Economic Performance	
Saratoga Governance	28
Governance Principles	32-33
Sustainable Economy	34
Social Performance	
Excellent Human Resources	38
Employee Health, Safety and Wellbeing	43
Training and Development	43
Grow Together to Build Communities and Preserve the Environment	48
GRI Index	57
Feedback Form	58



## Theme Description

As an active investment company, we believe that our biggest role in contributing to sustainable development is to ensure that the sustainability principles are well applied to our Company and our investee companies. We strive to always consider environmental and social sustainability in our investment decisions to minimize the impact on the environment and all relevant stakeholders.

By building strategic partnerships and engaging with our investees and partners, we aim to encourage them to align sustainability as part of the company's operations and ensure economic, social and environmental sustainability.

# President Director's Message

[GRI 102-14]



**Michael William P. Soeryadjaya**

President Director

## Dear Stakeholders,

We are proud to present the Saratoga 2020 Sustainability Report, which is our first Sustainability Report. In this report we would like to present Saratoga's sustainability performance in the social, environmental and corporate governance that are material for our business and stakeholders.

As an active investment company, our contribution in the framework of sustainable development is to ensure that investments are carried out responsibly and sustainably, not only in economic aspects but also in social and environmental aspects.

Our sustainable development framework based on four pillars:

1. Partnership for Sustainability
2. Long Term View and Sustainability Strategy
3. Growing Together with Competent Human Resources
4. Growing with Community and in Harmony with Environment

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## Partnership for Sustainability

Sustainability in business is believed to be the most significant trend shaping the world economy over the coming decades. We seek to enhance our position as a leader in active investment company in Indonesia that help put the economy on a sustainable track. Our overall focus is to invest responsibly to increase the economic value of our

portfolio companies, increase positive social and environmental contributions and support long-term value creation for a wider range of stakeholders. As an active investor with long-term prospects, we consider sustainability issues intuitively in investment decisions and engagements.

In every investment decision making, we use the Social and Environmental Performance Standards as an assessment standard for social and environmental performance of prospective investee companies. Social and Environmental Performance Standards help us to identify the social and environmental risks and impacts of investee companies by focusing on eight key issues, namely risk management, employment, resources efficiency, communities, land resettlement, biodiversity, indigenous peoples, and cultural heritage.

We are proactively taking part in our portfolio companies' individual growth journey. Through strategic engagements and partnerships, we enhance our understanding and support in terms of investee's strategy, risk, performance and corporate governance. Together with our investee companies and investment partners, we discuss strategies and opportunities to face existing risks and challenges to achieve common goals and benefits.

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### **Long Term View and Sustainability Strategy**

As an active investment company, a long-term outlook and approach is the added value we offer to our investee companies and investment partners. Through our long-term strategy approach, we focus on sustainability through business plans and long-term value creation from investee companies.

A long-term view ensures us to integrate a sustainability factor into our investment process which helps lead to more informed investment and more sound, risk-adjusted long-term returns.

We believe our responsibility to stakeholders is not just to generate profits but also to create prosperity for the community and protect the environment. Prioritizing benefits over other performance may result in better short-term gains, but less socially acceptable in long term wise and can have an adverse impact on the environment which will ultimately affect the company's sustainability.

We encourage investee companies to commit more to reduce social and environmental impacts of their operations and to actively contribute to their sustainability initiatives. Increasing awareness of the importance of a balance between economic performance and environmental as well as social sustainability, especially in start-up investee companies, is one of the focuses of our support because we realize that the main orientation of start-up companies in general is to prioritize profit.

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### **Growing with Community and in Harmony with Environment**

In Recognizing our role as part of the community, we carry out various community development programs which mainly focus on the education sector with the aim of strengthening the foundation for empowerment and improving the life quality of the community.

Throughout 2020, we continued the flagship programs implementation that previously have been running, namely, the Entrepreneurship Development for Youth (ENVOY) program and the "To be a New Green Leader" Environmental Leadership Training program.

The ENVOY program is an entrepreneurship development program for students that aims to create new young entrepreneurs. More than 350 young entrepreneurs have been born since the program began in 2009. Furthermore, through the “To be a New Green Leader” Environmental Leadership Training program, we are working to raise awareness of the environment and support agents of environmental change in various regions of Indonesia. By the end of 2020, more than 17,000 people from 24 provinces have benefited from this program.

As a response and concern for the Covid-19 pandemic in 2020, Saratoga has carried out various joint initiatives with investee companies and partners to support the government in dealing with the pandemic and providing assistance to affected communities. Assistance of 50 ventilators and more than 2,000,000 units of Personal Protective Equipment (PPE) such as protective clothing, helmets, masks, gloves has been provided to several hospitals, clinics and communities throughout Indonesia. In addition, we also handed over more than 1000 food packages to health workers in several hospitals around Jakarta.

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### **Growing Together with Competent Human Resources**

It is important for us to ensure that human resource development is in line with business development. We believe that the company’s sustainability and growth is supported by competent human resources and a healthy and comfortable work environment.

Through various training programs, we always support our employees to have the opportunity to learn and develop themselves. A total of 38 training sessions have been conducted for our employees in 2020. Each year we also conduct an annual evaluation of employee performance to determine potential development tailored to each individual.

We recognize that the safety and health of Saratoga employees is of utmost importance. Since the start of the pandemic in March 2020, we have made various changes to work patterns, including Work from Home (WFH), to reduce transmission rates and ensure the health of our employees. This change in working patterns does not reduce the productivity of our employees, on the other hand provides a sense of security for them to continue to do their jobs well.

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### **Sustainability Challenges and Opportunities**

As we know, 2020 is a tough year for business and global community because of Covid-19 pandemic. An unprecedented situation where the global pandemic has changed the world economic order causing a global economic and financial crisis. The economic contraction that occurred was mainly due to the sudden stoppage of various economic activities and affected many industrial sectors, including Saratoga and some of our investee companies.

The fluctuation of economic and political conditions as well as the prolonged impact of the pandemic creates uncertainty in the business climate. In keeping our financial performance consistent and growing in an unfavorable business climate, we implement a cost leadership strategy that focuses on minimizing costs while maintaining quality and competitive advantage. We apply this strategy internally to us and our investee companies.

Portfolio diversification and careful financial management have enabled us to survive and thrive in times of pandemics. The declining performance of several investee companies due to the impact of the pandemic was offset by the performance of other investee companies which tended to be stable and increased during this pandemic.

We believe there are still many opportunities that we can gain from our investee companies and the development of a diversified portfolio going forward. Therefore, we will explore the potential and opportunities that exist for the development of the company.

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### Appreciation

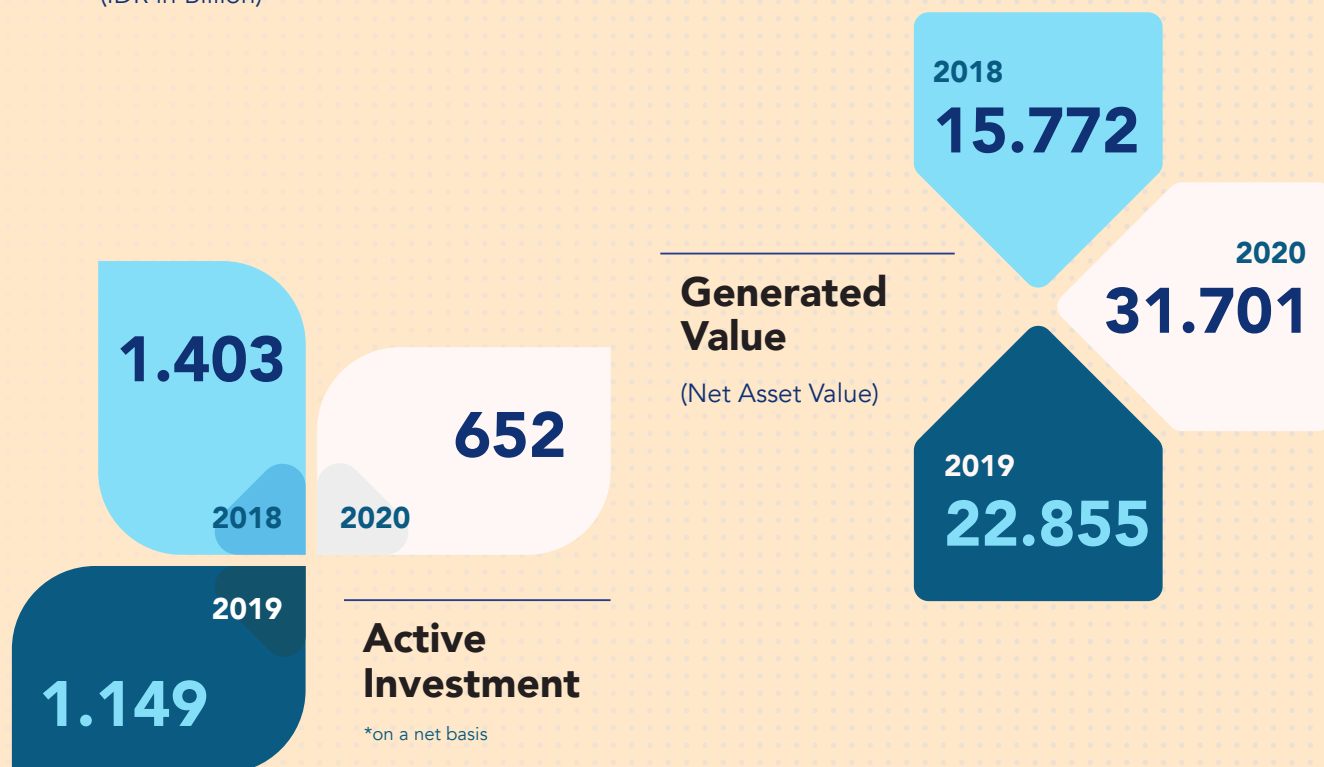
All of Saratoga's achievements in sustainable performance are not separated to the hard work of our human resources and synergies with investee companies, partners and all stakeholders. On behalf of the entire Saratoga management, we would like to express our deepest appreciation and gratitude.



Michael William P. Soeryadjaya  
President Director

# Sustainability Performance Highlights

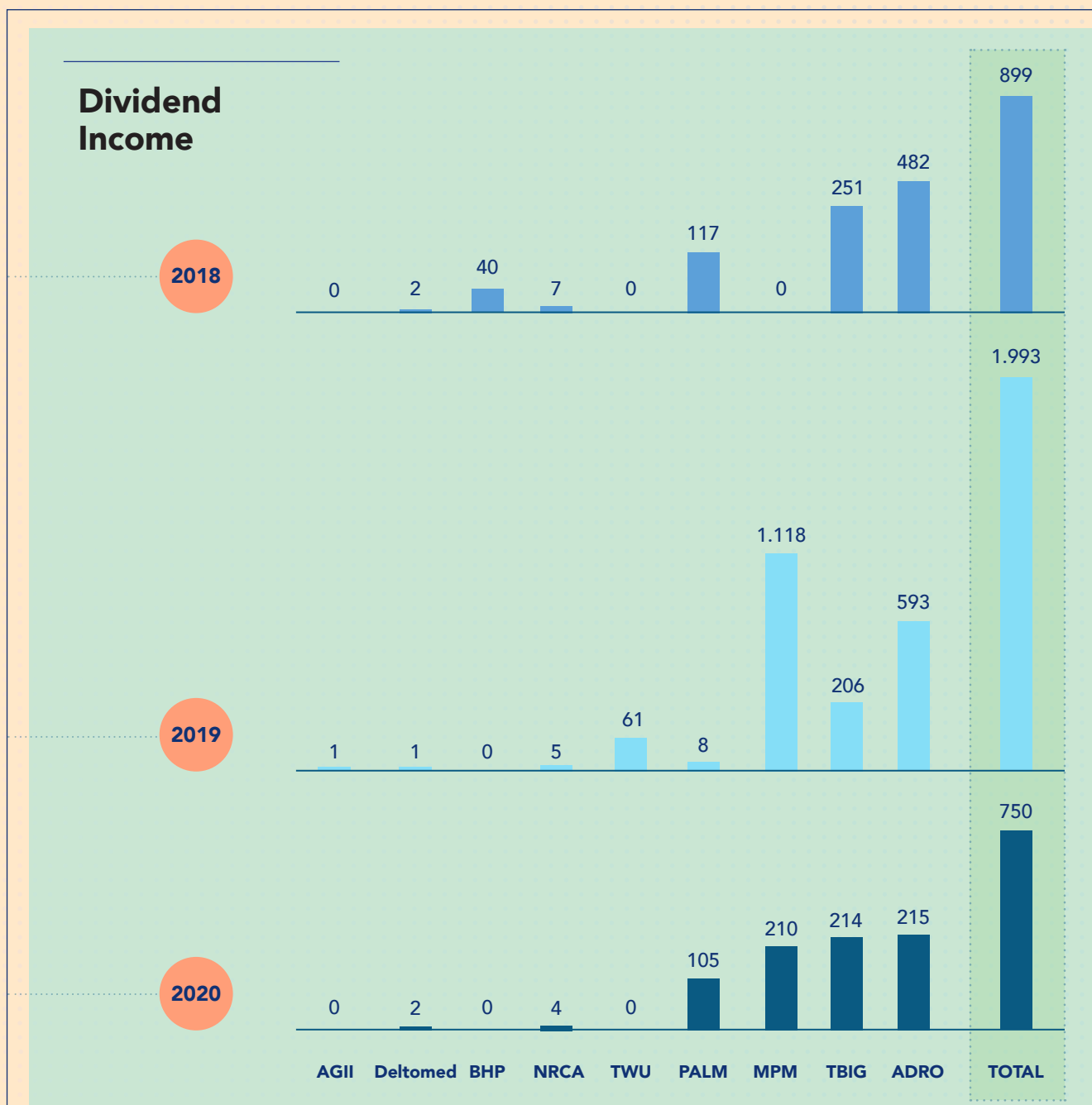
(IDR in Billion)



## Discipline in Execution

	2018	2019	2020
New Investment	1	0	0
Term Sheet	8	7	6
Desktop Dilligence	32	18	22
Initial Assessment	47	50	30
Opportunities	91	172	86





# 17.000

PEOPLE

► in 24 provinces

benefited from Saratoga Environmental Leadership Training program

"To be a New Green Leader"

Donated

# >1.870



FOOD PACKAGES

# >350

STUDENTS

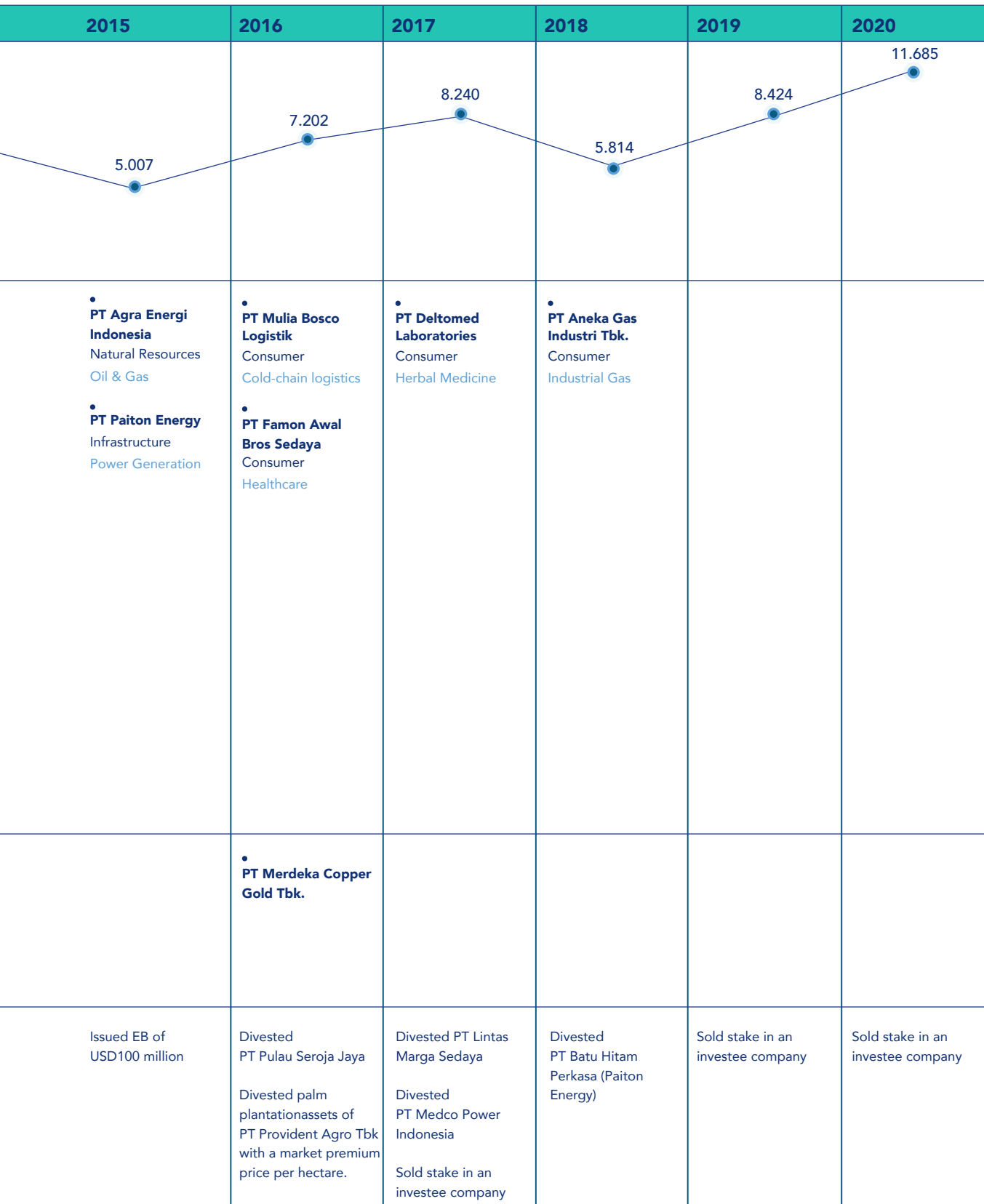


► from various regions has participated in ENVOY

► **20** STUDENTS  
HAVE JOINED IN 2020

# Investment Milestone

	2002-2006	2007-2009	2010	2011	2012	2013	2014
NAV per share (IDR)	539	3.560	7.157	6.108	7.462	6.557	8.174
Saratoga Investment Activity	<ul style="list-style-type: none"> <li>PT Adaro Indonesia Natural Resources Coal &amp; Energy</li> <li>PT Banyan Mas Infrastructure Telco Tower</li> <li>PT Tenaga Listrik Gorontalo Infrastructure Power Generation</li> <li>PT Lintas Marga Sedaya Infrastructure Toll Road</li> <li>PT Provident Agro Tbk. Natural Resources Palm Oil Plantation</li> </ul>	<ul style="list-style-type: none"> <li>PT Adaro Energy Tbk. Natural Resources Coal &amp; Energy</li> <li>PT Tower Bersama Infrastructure Tbk. (formerly PT Banyan Mas) Infrastructure Telco Tower</li> </ul>	<ul style="list-style-type: none"> <li>PT Agro Maju Raya Natural Resources Palm Plantation</li> <li>PT Mitra Pinasthika Mustika Tbk. Consumer Automotive</li> <li>PT Tenaga Listrik Gorontalo Infrastructure Power Generation</li> </ul>	<ul style="list-style-type: none"> <li>PT Medco Power Indonesia Infrastructure Power Generation</li> <li>PT Tri Wahana Universal Infrastructure Oil Refinery</li> </ul>	<ul style="list-style-type: none"> <li>Interra Resources Limited Natural Resources Oil &amp; Gas</li> <li>Seroja Investment Limited Infrastructure Freight Chartering</li> <li>Sihayo Gold Limited Natural Resources Gold</li> <li>Sumatra Copper and Gold PLC Natural Resources Polymetallic</li> </ul>	<ul style="list-style-type: none"> <li>Finders Resources Limited Natural Resources Polymetallic</li> <li>PT Nusa Raya Cipta Tbk. Infrastructure Construction</li> <li>PT Mitra Pinasthika Mustika Tbk. Consumer Automotive</li> </ul>	<ul style="list-style-type: none"> <li>PT Gilang Agung Persada Consumer Lifestyle</li> <li>PT Trimitra Karya Jaya (holding of PT Merdeka Copper Gold Tbk.) Natural Resources Gold</li> </ul>
Listing		PT Adaro Energy Tbk.	PT Tower Bersama Infrastructure Tbk.		PT Provident Agro Tbk.	PT Mitra Pinasthika Mustika Tbk.  PT Saratoga Investama Sedaya Tbk.	
Divestment					Sold stake in an investee company		Sold stake in an investee company







# About the 2020 Sustainability Report



# Saratoga at a Glance

PT Saratoga Investama Sedaya Tbk. is a Jakarta-based company whose shares are listed on the Indonesia Stock Exchange (IDX). Established in 1997, PT Saratoga Investama Sedaya Tbk. (ticker code: SRTG) is a world-class active investment company in Indonesia with a unique track record of creating value for our stakeholders and the nation. [GRI 102-1]

Our investments provide the public with access not only to key strategic growth sectors of Indonesia but also to blue chip sector leaders and promising early stage and developing companies.

## Vision

To become world-class active investment company in Indonesia that excels on the back of strong corporate characters to create value for our stakeholders and the nation

## Mission

To be the partner of choice for investors to participate in the dynamic growth of Indonesia

## Company Data

### Company Name

PT. Saratoga Investama Sedaya Tbk. [SRTG]

### Line of Business

Carry out trading activities and investment business in the companies engaging, among others, in sector of natural resources and energy, mining, agriculture, plantation, forestry, infrastructure, manufacture, production, automotive, distribution, trading, technology, property, telecommunication, transportation, health, financial services, and other services. [GRI 102-2]

### Address

Menara Karya 15<sup>th</sup> Floor  
Jl. H.R Rasuna Said Block X-5 Kav 1-2  
South Jakarta 12950 [GRI 102-3]

### Legal Entity

Limited Liability Company [GRI 102-5]

### Domicile

Jakarta

### Phone

+62 21 5794 4355

### Fax

+62 21 5794 4365

### Website

www.saratoga-investama.com

### Email

investor.relations@saratoga-investama.com  
corporate.secretary@saratoga-investama.com

### Core Values

- Work Hard
- Work Smart
- Work Thoroughly
- Work Wholeheartedly

### Corporate Character

- Integrity
- Passion & Energy
- Competence & Capability

# Saratoga, an Active Investment Company in Indonesia

## Our active investment methodology

Platforms, partnerships and value creation are three clear concepts that guide us.

### PLATFORMS

We view each investment strategically, as a platform for organic growth and future bolt on acquisitions within the entire value chain.

### PARTNERSHIPS

We work closely with existing business owners whose role is critical in providing continuity and performance. Working with global professional investors, our role is defined as a vital local partner, providing extensive knowledge of the market and regulatory environment. We embrace specialist expertise that can equip our investees with superior knowledge and technology for competitive advantage.

### VALUE CREATION

We offer capital support, operational input, financial advisory and access to significant business expertise and commercial acumen, across Saratoga. Our portfolio provides shareholders with a prudent balance of risk management and reward.

## Our Investment Framework

Our investment framework is defined by substantial development opportunities in Natural Resources, Infrastructure as well as Consumer Products and Services markets – our three key pillars to support Indonesia's economic growth.

### Our portfolio is spread across:

- Early stage companies with significant upside;
- 
- Growth companies entering their mature, highly cash generative phase; and
- 
- Listed blue chip companies with well-established market positions, offering long term growth and capital appreciation.

# Portfolio Highlights

[GRI 102-2] [GRI 102-4] [GRI 102-6] [GRI 102-9] [GRI 102-10]

## FOCUS ON GROWTH

## ESTABLISHED



### Natural Resources

#### MERDEKA COPPER GOLD

Gold & Copper

#### PROVIDENT AGRO

Palm Plantation

#### ADARO ENERGY

Coal & Energy



### Infrastructure

#### ANEKA GAS INDUSTRI

Consumer and  
Industrial Gas

#### MULIA BOSCO LOGISTIK

Cold-chain Logistics

#### NUSA RAYA CIPTA

Construction

#### TOWER BERSAMA INFRASTRUCTURE

Telecommunication Tower



### Consumer

#### FAMON AWAL BROS SEDAYA

Healthcare

#### DELTOMED

Herbal Medicine

#### PROVIDENT GROWTH FUND

Technology

#### SC TECHNOLOGY INVESTMENT III LP

Technology

#### MITRA PINASTHIKA MUSTIKA

Automotive



## Line of Business

As referred to in the Company's Articles of Association, our main purposes and objectives is to carry out trading activities and investment businesses in the companies engaging in three sectors, namely Natural Resources, Infrastructure, as well as Consumer Products and Services.

[GRI 102-2] [GRI 102-4] [GRI 102-6] [GRI 102-9] [GRI 102-10]

In pursuing its purposes and objectives, we are able conduct the main business activities as follows:

[GRI 102-2] [GRI 102-6] [GRI 102-9] [GRI 102-10]

1. To establish new companies or subscribe shares in other companies either directly or indirectly;
2. To divest or dispose shares upon the companies in which the Company has subscribed, either directly or indirectly.

To support such main business activities, we are able to engage in the supporting activities as follows:

[GRI 102-2] [GRI 102-9] [GRI 102-10]

1. To provide funding and/or financing needed by the companies in which the Company has subscribed for its shares, either directly or indirectly.
2. To provide funding and/or financing needed by the other companies within the framework of subscription of shares in such companies or such companies' group or within the framework of investment of other assets in such companies or companies' group; and
3. To provide management services needed by the subsidiaries or companies where the Company has invested either directly or indirectly, in order to carry out its business activities.



## Name and Corresponding Address of Our Subsidiaries

Subsidiary Name	PT Bumi Hijau Asri	PT Nugraha Eka Kencana	PT Saratoga Sentra Business	PT Surya Nuansa Ceria	PT Wahana Anugerah Sejahtera	PT Wana Bhakti Sukses Mineral	PT Lintas Indonesia Sejahtera	PT Trimitra Karya Jaya*
Corresponding Address	Menara Karya 15 <sup>th</sup> Floor	Menara Karya 15 <sup>th</sup> Floor	Menara Karya 15 <sup>th</sup> Floor	Menara Karya 15 <sup>th</sup> Floor	Menara Karya 15 <sup>th</sup> Floor	Menara Karya 15 <sup>th</sup> Floor	Menara Karya 15 <sup>th</sup> Floor	Menara Karya 15 <sup>th</sup> Floor
Line of Business	Investment	Investment	Investment	Investment	Investment	Investment	Investment	Investment
Year of Establishment	2007	2003	2005	2015	2005	2007	2018	2012
Year of Investment	2010	2003	2005	2015	2009	2011	2018	2014
Effective Ownership	99,99%	99,99%	99,99%	99,99%	99,96%	73,68%	99,99%	86,49%
Operational Status	Active	Active	Active	Active	Active	Active	Active	Active
Total Assets (in IDR Billion)	IDR 219	IDR 786	IDR 1.334	IDR 233	IDR 12.648	IDR 79	IDR 24	–

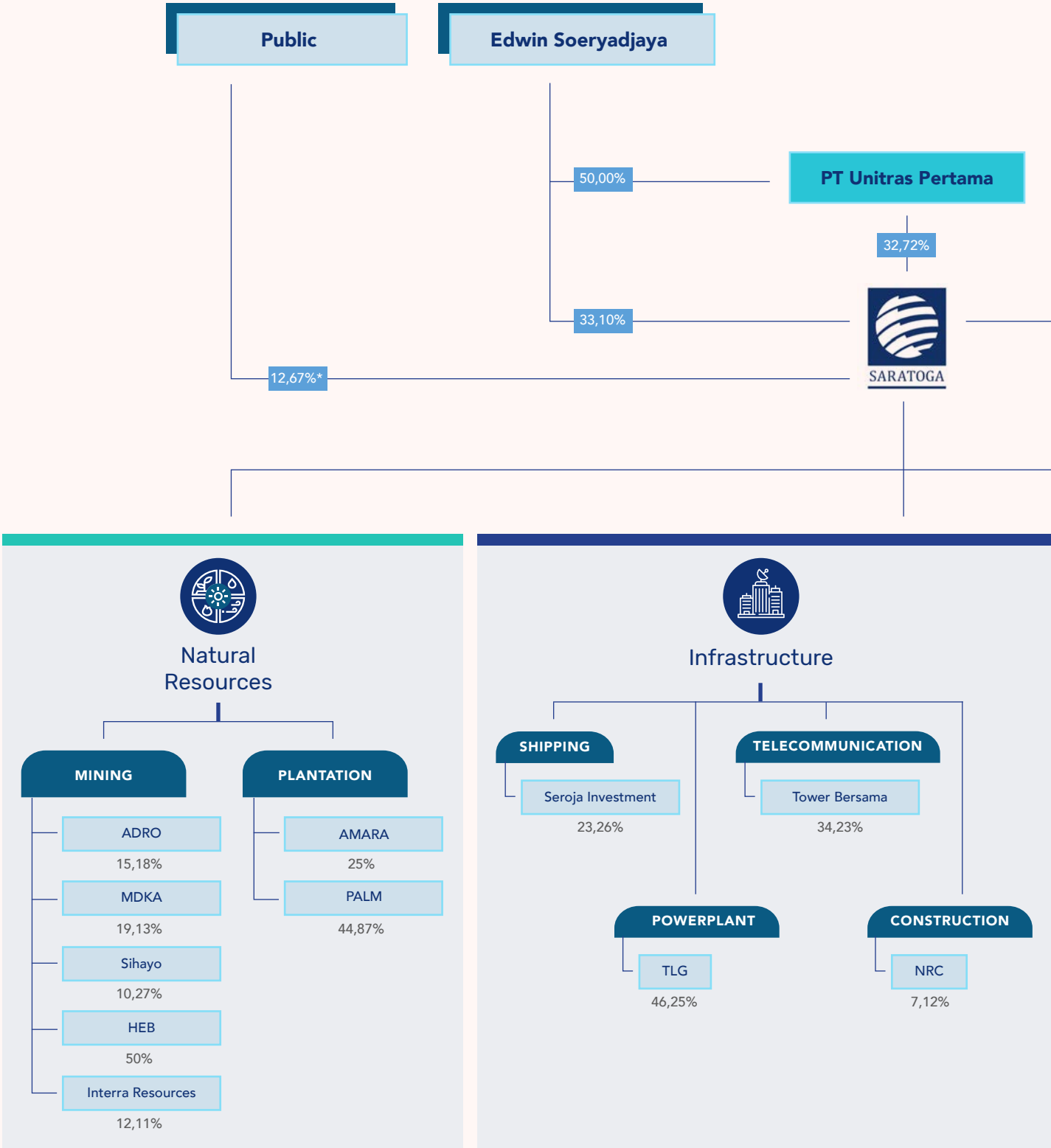
\*note on full corresponding address:

Menara Karya 15<sup>th</sup> Floor | Jl. H. R Rasuna Said Block X - 5 Kav. 1 - 2, South Jakarta 12950  
Phone : +62 21 5794 4355 Fax : +62 21 5794 4365

\*Total assets below IDR 1 Billion



# Shareholding and Saratoga Structure



**Sandiaga S. Uno**

21,51%

The Company's effective shareholdings both directly and indirectly.

\*) The Company's treasury stock was 0.7% of total shares due to buyback as of December 31, 2020.

ADRO:	PT Adaro Energy Tbk.
AGII:	PT Aneka Gas Industri Tbk.
AMARA:	PT Agro Maju Raya
BHA:	PT Bumi Hijau Asri
DELTOMED:	PT Deltomed Laboratories
FABS:	PT Famon Awal Bros Sedaya
HEB:	PT Hijau Energi Bersama
Interra Resources:	Interra Resources Limited
MBL:	PT Mulia Bosco Logistik
MDKA:	PT Merdeka Copper Gold Tbk.
MOMENTA:	PT Momenta Agrikultura
MPM:	PT Provident Agro Tbk.
NRC:	PT Nusa Raya Cipta Tbk.
PALM:	PT Provident Agro Tbk.
Seroja:	Seroja Investment Limited
Sihayo:	Sihayo Gold Limited
TLG:	PT Tenaga Listrik Gorontalo
TBIG:	PT Tower Bersama Infrastructure Tbk.

**Consumer****CONSUMER PRODUCTS**

MPM

52,21%

AGII

8,39%

Deltomed

5,83%

Momenta

27,5%

**LOGISTICS**

MBL

23,73%

**PROPERTY & RENT**

BHA

100%

**HEALTH SERVICES**

FABS

3,06%

## Company Scale

[GRI 102-7]

	2018	2019	2020
<b>Total Employees</b>	57	58	59
<b>Total Revenue</b> (in IDR Billion)	(6.105)	8.241	9.187
<b>Total Capitalization</b> (in IDR Billion)	10.309	9.821	9.305
<b>Liability</b> (in IDR Billion)	4.151	3.883	3.652
<b>Equity</b> (in IDR Billion)	15.655	22.725	31.378
<b>Total Assets</b> (in IDR Billion)	20.115	26.657	35.049
<b>Net Profit (Loss)</b> (in IDR Billion)	(6.195)	7.371	8.825

Next year, there will be many big challenges in the global economy. Public health emergencies such as Covid-19, which is still not ended since it was started from March 2020, uncertainty from the formulation of trade and investment policies, all of which have affected investor confidence, global supply chains and also performance of the stock market this year.

We believe, whenever there are challenges, there are opportunities. Therefore, we are optimistic about the long-term economic prospects. Indonesian economy foundation will remain strong and be able to overcome existing obstacles with resilience. We will continue to actively invest by assessing the opportunities that exist.

We continue to actively seek out target companies that are on the growth path of Indonesian economy. It is our job to stay at the forefront, identify sector winners and help them to continue growing.

We participate in several initiatives related to economic, environmental and social aspects. In addition, we also support the initiatives carried out by our investee companies. We also join an association, namely the Indonesian Listed Companies Association (AEI).

[GRI 102-11] [GRI 102-12] [GRI 102-13]



# Reporting Profile

The 2020 Sustainability Report is our first Report. This is the first time we make Sustainability Report to demonstrate our commitment and responsibility in upholding transparency and accountability for all Saratoga stakeholders.

This report is our form of responsibility in strengthening cooperation both to the Government, public institutions, private sector, and public.

In the future, we will consistently publish Sustainability Report every year. We will publish Sustainability Report through the company's official web portal. In this report, we use the terms "Saratoga", "Company" or "Us" to represent PT Saratoga Investama Sedaya Tbk.

[GRI 102-51] [GRI 102-52]

The report includes our data and information based on the scope for the reporting period January 1, 2020 to December 31, 2020, which contains about our activities from economic, environmental and social aspects with performance comparison of the previous one or two years. This report only discusses Saratoga's performance. There are no restatements that improve the previous report and there are no significant changes compared to the previous report because this report is our first report, and in the future we will publish Sustainability Report every 1 year.

[GRI 102-45] [GRI 102-48] [GRI 102-49]  
[GRI 102-50] [GRI 102-51] [GRI 102-52]

## TECHNICAL STANDARD REPORTING

Saratoga's 2020 Sustainability Report is prepared in accordance with GRI Standard: "Core Choices". In this report, there is no restatement and to make it easier for stakeholders to find the disclosure standards that are applied. We present GRI Standard disclosures in special color fonts on every relevant page. This is expected to make it easier for readers to find related information for each disclosure. In this report, the GRI Index is included at the end of the discussion page for the relevant topic. Overall GRI Standard Index can be found on page 56.

[GRI 102-54] [GRI 102-55]

We publish this Report in two languages, namely Indonesian and English. For financial data, we use Rupiah nominations. Financial data disclosed in this report is data that has been audited by Public Accounting Firm for the purposes of the Company's Annual Report. Quantitative data in this report is presented using the principle of comparability, at least for two consecutive years.

This report is prepared based on POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies and based on GRI Standard which is officially effective as of July 1, 2018.

[GRI 102-54]

GRI recommends the use of external assurance by an independent third party to ensure the quality and reliability of the information presented in this report. However, it is not a requirement to be "compliant" with the Code. Since this is our first Sustainability Report, we have not guaranteed an independent third party. However, we guarantee that all information disclosed in this report is true, accurate and factual.

[GRI 102-56]



We hope that this report can be a source of information for stakeholders to find out about the sustainability performance we carried out in 2020. For two-way communication, we provide Feedback Form at the end of this report. With this form, we hope readers and users of this report can provide suggestions, feedback, opinions, etc. which are very useful for improving the quality of reporting in the future.

## REPORTING STAGE AND PRINCIPLES

Our Sustainability Report is an integral part of Saratoga's Annual Report. In preparing this report, we considered the principles of stakeholder engagement, sustainability context, materiality, and completeness to serve as a reference in determining the content of the sustainability report.

## PRINCIPLES FOR DETERMINING QUALITY OF THE REPORT

In preparing this report, we adhere to the six (6) quality principles recommended by GRI, namely:

- **Balance**

The report presents positive and negative aspects of company performance.

- **Comparability**

The report contains economic, environmental and social performance in the reporting year, along with previous years so that stakeholders can compare the existing performance.

- **Accuracy**

Laporan disampaikan secara akurat dan terperinci sehingga pemangku kepentingan bisa menilai kinerja yang ada.

- **Punctuality**

The report are prepared regularly according to the schedule set by the company.

- **Clarity**

The report contains economic, environmental and social performance with clear and easy-to-understand information disclosure.

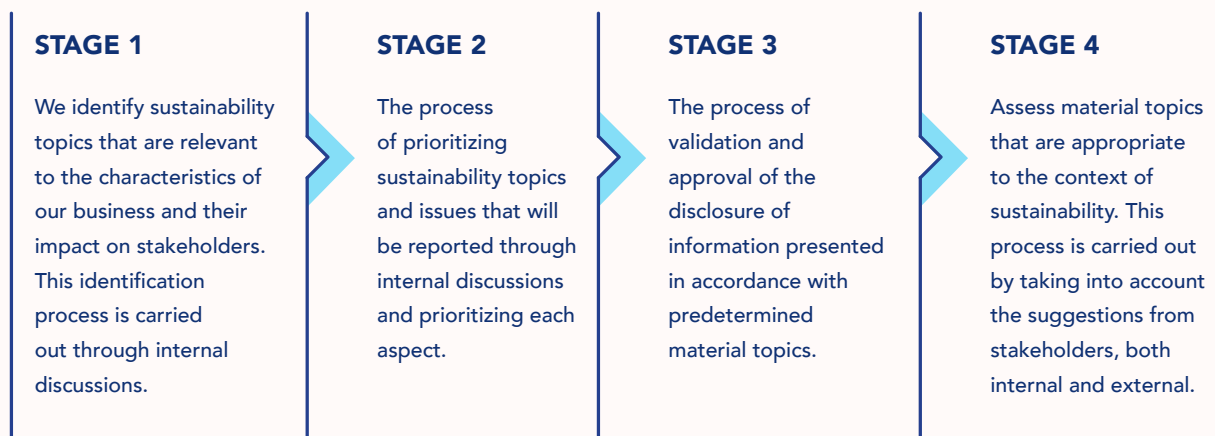
- **Reliability**

The report contains verifiable economic, environmental, and social performance.

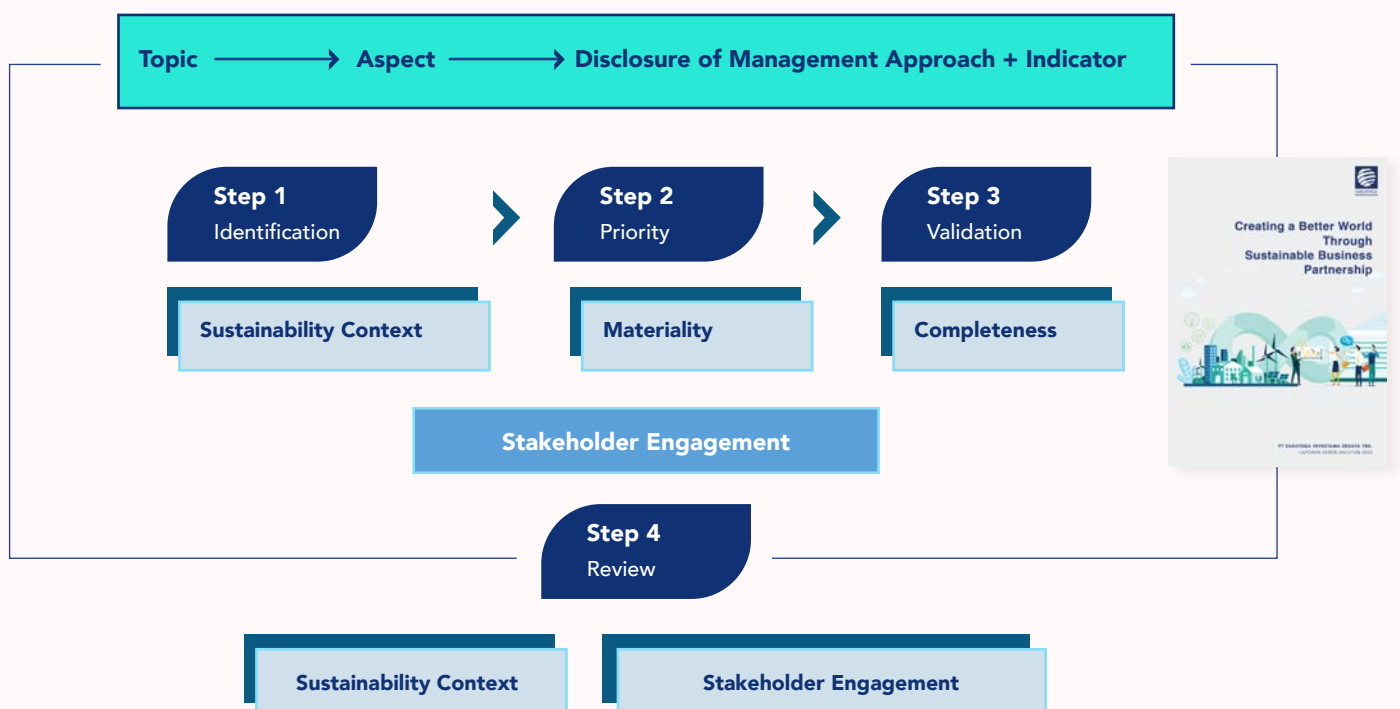
## Process of Determining Content of the Report

[GRI 102-46]

Process of determining the content of Saratoga's sustainability report is compiled based on results of internal discussions. There are four stages in the sustainability report. In general, these four stages were carried out during the reporting period and were included in our planning. Four stages of the report-making process are:



## Content Determination Flow of the Report



DETERMINE MATERIALITY

This sustainability report has been prepared as a form of our commitment in upholding the principles of sustainability and balanced development. Information in this report is the implementation and impact of the Company’s economic, environmental and social performance in 2020, and this report is also the first sustainability report for us so that there is no reporting limit compared to the previous year.

Through materiality analysis, we identify these topic choices based on what is important to us and also to our stakeholders. Then we assessed potential relevant topics that have been identified. From materiality analysis there were 5 material topics and topic boundaries.

[GRI 102-46] [GRI 102-47] [GRI 103-1]

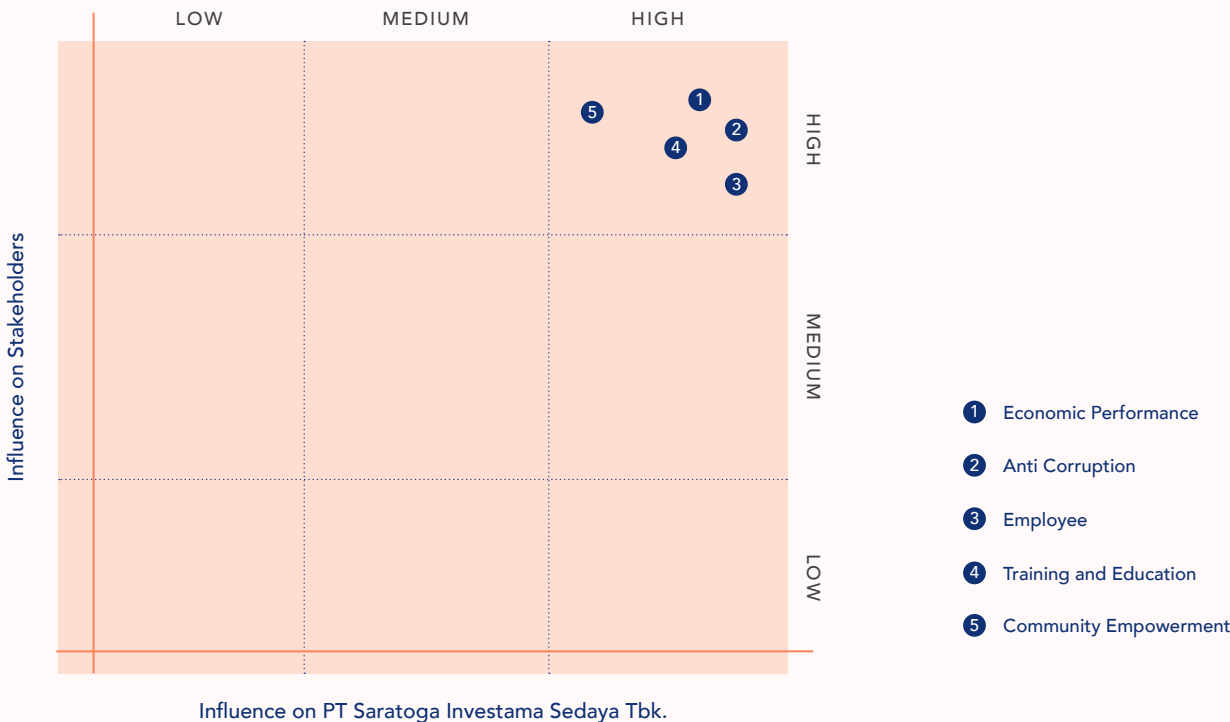
Material topic boundaries describe impact of the influence of each material topic on stakeholders, both internal and external. The determination of material in this report is prepared based on internal meetings.

Meanwhile, the determination of report content is based on the principles of stakeholder inclusiveness, materiality, sustainability context and completeness.

Material topics in this report, as stated in the GRI standards, are topics that have been prioritized by us for inclusion in the report. Impacts that are used to determine priorities include economic, environmental and social impacts.

The report contains an explanation of the impact on each material topic. The following table is a list of material topics based on the results of internal discussions.

Materiality Matrix





## Material Topic Boundaries

[GRI 103-1] [GRI 102-42] [GRI 102-43] [GRI 102-44] [GRI 102-46] [GRI 102-47]

No.	Material Topic	Why This Topic is Material	Number	Boundaries			
				Saratoga	Business Partner	Government	Community
1.	<b>Economic Performance</b>	Has significant impact on stakeholders	201-1	●	●	●	●
2.	<b>Anti Corruption</b>	Has significant impact on stakeholders	205-1	●	●	●	●
3.	<b>Employee</b>	Has significant impact on stakeholders	401-1	●	●	●	●
4.	<b>Training and Education</b>	Has significant impact on stakeholders	404-2	●	●	●	●
5.	<b>Community Empowerment</b>	Has significant impact on stakeholders	413-1	●	●	●	●



## STAKEHOLDERS

We strive to involve stakeholders in our operational activities, since stakeholders are important figures to us. Relationship with stakeholders is our focus on the Company where then we emphasize the importance of the impact of sustainability program on stakeholders that have a direct effect on company implementation.

To that end, we identify stakeholder groups in all of our operations which include shareholders, employees, non-governmental organizations, partners and government agencies.

[GRI 102-42]

Stakeholder involvement is carried out through stakeholder engagement approach by gathering all the opinions and feedback needed to achieve company sustainability.

Basis for selecting stakeholders is based on results of internal discussions on November 6, 2020. This discussion was conducted to identify material topics for Sustainability Reporting. We identify stakeholders based on their level of influence and interaction.

[GRI 102-42]

By knowing stakeholders, we understand their interests and are committed to facilitating each stakeholder in expressing their opinions and thoughts in an effective, transparent, timely manner, and taking into account stakeholders opinions in making decisions.

The following table represents our efforts in our approach with stakeholders.

## Table of Stakeholder Engagement

[GRI 102-40] [GRI 102-42] [GRI 102-43] [GRI 102-44]

Stakeholder	Engagement Method	Frequency	Key Topics Proposed	Stakeholder Expectations
<b>Stakeholder</b>	GMS	<ul style="list-style-type: none"> <li>Annual GMS in one year. Extraordinary GMS when needed</li> <li>Public Expose</li> </ul>	<ul style="list-style-type: none"> <li>Discussion on budget/ financial accountability report, appointment and dismissal of the Board of Directors and the Board of Commissioners</li> <li>Once a year</li> </ul>	<ul style="list-style-type: none"> <li>The Company has excellent performance and sustainability so that is able to make positive contribution to all stakeholders</li> <li>Performance Update</li> </ul>
<b>Employee</b>	Regular meeting	When needed	Employment / welfare	Get comfortable work environment, provide adequate employee benefits and provide opportunities for growth
<b>Government and Policy Makers</b>	<ul style="list-style-type: none"> <li>Policy maker/ regulator</li> <li>Regular reporting to regulators and government</li> </ul>	When needed	<ul style="list-style-type: none"> <li>Contribution to the State</li> <li>Compliance with applicable laws</li> </ul>	The Company is able to achieve a predetermined work plan
<b>Work Partners</b>	<ul style="list-style-type: none"> <li>Employment contract</li> <li>Investment Partners</li> <li>Other Companies</li> <li>Banking Association</li> </ul>	When needed	Commercial relationship	<ul style="list-style-type: none"> <li>Objective procurement process</li> <li>To obtain mutually beneficial cooperation</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>Press Release</li> <li>Media Visit</li> <li>Press Gathering</li> <li>Press Conference</li> </ul>	When needed	Program Implementation	<ul style="list-style-type: none"> <li>Trusted sources of news</li> <li>Accurate reporting</li> </ul>

## Advice and Response

Input from external parties to this report is our commitment to improve our sustainability report. For questions, input and comments on this report can be sent to: [GRI 102-53]

### **CORPORATE SECRETARY**

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A hand holding a small globe of the Earth, which is placed inside a green, leaf-like structure. The background is a soft-focus green. Overlaid on the image are several white circular icons: a sun, an oil pumpjack, a corn cob, a flame, and a circular arrow. These icons are connected by thin white lines, suggesting a cycle or interconnectedness. The text "Sustainable Economic Performance" is written in white, sans-serif font across the middle of the image.

# Sustainable Economic Performance

# Corporate Governance

Good Corporate Governance (GCG) and integrity are essential in bringing the company towards sustainability.

We are committed to continue prioritize the principles of Corporate Governance that are in line with the company's values in the implementation of all operational activities. We always ensure that the principles of corporate governance are well implemented in all aspects of the business and at all levels of the Company.

Five GCG principles consists of Transparency, Accountability, Responsibility, Independence as well as Fairness and Equality have an important role for us in realizing business sustainability by taking into account the interests of all stakeholders, especially shareholders.

[GRI 103-1]

The Board of Directors of the Company are responsible for sustainable issues, in every process that occurs at Saratoga, we always ensure that sustainability principles are considered, including when making investment decisions.

## CORPORATE GOVERNANCE FRAMEWORK

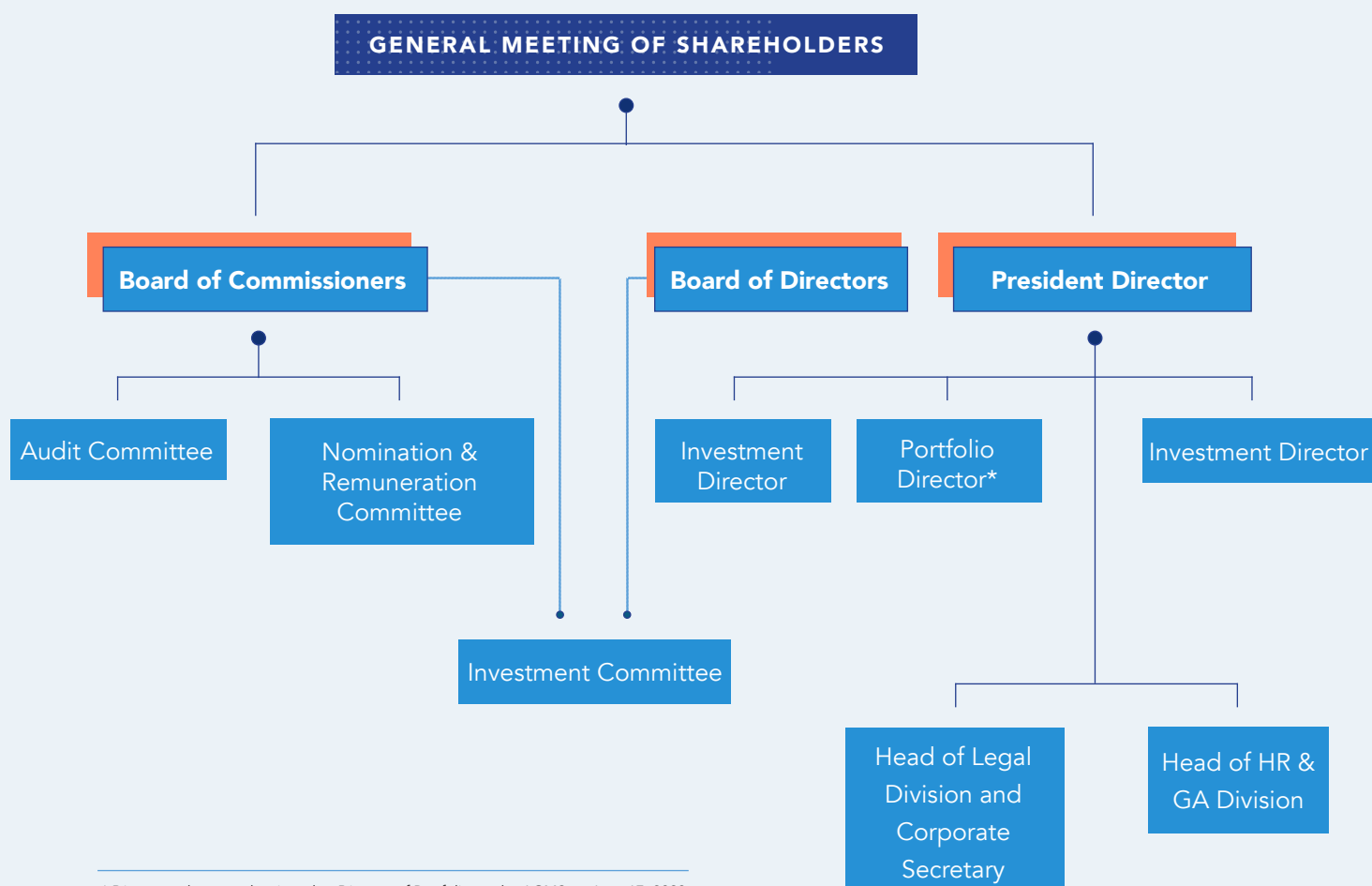
[GRI 102-18]

Saratoga's Corporate Governance Framework present check and balance system between the authority of shareholders, the Board of Directors and management with the aim to protect Saratoga's interests and those of shareholders and to create sustainable value.

We strive to continue to improve management services effectively and efficiently to all stakeholders in a number of strategic steps.

at Saratoga, the implementation of GCG aims to:

- i. Enforce Company policies from Management to all levels.
- ii. Regulate and control all company activities through the implementation of formal and clear rules and mechanisms.
- iii. Always improve accountability of the company's management to shareholders.
- iv. Create good communication between the Company and all shareholders, and
- v. Ensure Company compliance with applicable laws and regulations, including and especially those related to regulations and guidelines issued by the Financial Services Authority (OJK), as well as the Indonesia Stock Exchange (IDX).



\* Directors who served resigned as Director of Portfolio on the AGMS on June 17, 2020

## AUDIT COMMITTEE

Audit committee is in charge of assisting the Board of Commissioners and the implementation of its supervisory function, especially related to internal control system, financial reports and external auditors. Audit Committee conducts its duties based on Audit Committee charter that has been approved by the Board of Commissioners and published on the Company's website.

## SCOPE OF DUTIES AND RESPONSIBILITIES

Audit Committee is tasked with providing professional and independent opinions to the Board of Commissioners regarding the implementation of supervisory function of the management of the Company.

Main responsibilities of the Audit Committee are:

- Ensure the integrity of the Company's financial reporting and the implementation of internal control system, and effectiveness and quality of audit process by internal and external auditors.

- Ensure that internal controls are developed and implemented efficiently and effectively.
- Ensure risk management processes are adequate and implemented effectively
- Ensure the Company's compliance with applicable laws and regulations, including regulations from relevant authorities.

## CODE OF CONDUCT OF THE COMPANY AND ITS SOCIALIZATION

[GRI 102-16]

The Company's Code of Conduct is a guideline that applies to all company employees including the Board of Directors and the Board of Commissioners. This is a guideline for how to interact and relate to stakeholders.

This Code of Conduct is made with the aim that the Company carries out its commitment to behave, have appropriate manner and to apply sanctions for violations that occur in the Company.





## Whistleblowing System

We establish an official mechanism that facilitates reporting of suspected violations (whistleblowing) to report violations. Through this system employees can report any case of violation, whether in the form of fraud or violation of the GCG guideline, Code of Conduct, the Company's Articles of Association, prevailing laws and regulations, confidential information, and other violations to the Internal Audit unit.

This system was created in order to avoid conflicts or disputes between the parties involved and to find appropriate solutions to problems that arise.

Reports of violations of suspected violations will be made confidentially, consistent with the need for further investigation and the identity of the whistleblower will not be disclosed.

All reports will be followed up by the Company. Internal Audit will ensure that investigations are carried out as quickly and sensitively as possible without compromising the quality and depth of the investigations.

[GRI 205-1]

## Anti Corruption and Anti Fraud Policy

As stated in the Company's Code of Conduct, this policy covers the following matters:

[GRI 205-1]

1

### **Anti-bribery, embezzlement of funds and facility payments**

All of our employees, including their families, are not allowed to give or accept bribes, facility payments, embezzlement or other forms for any reason. Giving, requesting, accepting bribery facilities directly or indirectly in any form by our employees or their families cannot be accepted.

2

### **Anti money laundering**

All of our employees, including their families, are prohibited from being involved in or assisting in money laundering. Employees who are involved in these activities even if they are not intentionally subject to criminal and civil sanctions against themselves and the Company.

3

### **Gifts and entertainment**

Gifts and entertainment can promote goodwill in business relationship, however problems can arise if this things become expected rewards in a negotiation that could lead to a conflict of interest in the company's business relationship.

We set a limit on the value of gifts and entertainment that employees can receive, which is a maximum of USD 200 (Two Hundred Dolar US). Gifts and entertainment that exceed this value may not be accepted, except in circumstances where it is not possible for the employee to refuse the gift, the employee may accept the gift and then hand it over to the Human Resources Division to be used for the needs of the Company.



## Governance Principles

As a public company, we are recommended to implement 5 aspects, 8 principles, and 25 recommendations related to the implementation of aspects and principles of Corporate Governance as regulated by the Financial Services Authority through Circular Letter No. 32/SEOJK.04/2015 on Governance Guidelines for Public Companies dated November 17, 2015. Based on the principle of compliance or clarity, public companies are required to provide alternative explanations and implementation if the recommendations have not been implemented.

Recommendation	Description (have or have not complied)
1 Public Companies have voting procedures, either for open voting or close voting, which focusing on independency and the interest of the shareholders	Complied
2 All members of the Board of Directors and the Board of Commissioners of the public companies are present in the Annual General Meeting of Shareholders	Complied
3 Summary of the minutes of the General Meeting of Shareholders are available on the website of the public companies for at least 1 (one) year	Complied
4 The public companies have a communication policy with the shareholders or investors	Complied
5 The public companies disclose such communication policy with the shareholders or investors on the website	Complied
6 Determination on the number of the member of the Board of Commissioners considering the condition of the public companies	Complied
7 Determination on the composition of the member of the Board of Commissioners based on the variety of required skill, knowledge, and experience	Complied
8 The Board of Commissioners shall have self-assessment policy to assess the performance of the Board of Commissioners	Complied
9 Such self-assessment policy to assess the performance of the Board of Commissioners shall be disclosed in the Annual Report of the public companies	Complied
10 The Board of Commissioners has a policy with regards to the resignation of the member of the Board of Commissioners if being involved in financial crime	Explain. We have already had BOD Charter, Code of Conduct, Corporate Governance Code and Company Regulation, however, specific provisions on this matter is still being prepared.
11 The Board of Commissioners or the Nomination and Remuneration Committee prepares succession policy for nomination process of a member of the Board of Directors	Complied
12 Determination on the number of the member of the Board of Directors considering the condition of the public companies and effectivity in making a decision	Complied
13 Determination on the composition of the member of the Board of Directors based on the variety of required skill, knowledge, and experience	Complied
14 The Director supervises the accounting or financial division shall has the skill and/or knowledge in accounting sector	Complied

Recommendation	Description (have or have not complied)
<b>15</b> The Board of Directors shall have self-assessment policy to assess the performance of the Board of Directors	Complied
<b>16</b> Such self-assessment policy to assess the performance of the Board of Directors shall be disclosed in the Annual Report of the public companies	Complied
<b>17</b> The Board of Directors has a policy with regards to the resignation of the member of the Board of Directors if being involved in financial crime	Complied
<b>18</b> The public companies have a policy to avoid insider trading	Complied
<b>19</b> The public companies have anti-corruption and anti-fraud policy	Complied
<b>20</b> The public companies have a policy on selecting and improving the performance of its supplier or vendor	Explain Not relevant with the Company's business activities
<b>21</b> The public companies have a policy with regards to the compliance of the creditors' rights	Complied
<b>22</b> The public companies have whistleblowing system policy	Complied
<b>23</b> The public companies have a policy on granting long term incentives to the Board of Directors and the employees	Complied
<b>24</b> The public companies utilize the information technology more broadly other than the website as the media for disclosure of information	Complied
<b>25</b> The Annual Report of the public companies disclose the ultimate beneficial owner in the shareholding of the public companies at least 5% (five percent), other than the disclosure of the ultimate beneficial owner in the shareholding of the public companies through the main shareholder and the controller	Complied





# Sustainable Economy

When the Covid-19 Pandemic hit Indonesia in 2020, it cannot be denied that it was a year full of tests. But in the midst of that, we continue to improve operational performance effectively and efficiently. This can be seen in Saratoga's economic value gain in 2020, which is IDR 775 million.

[GRI 103-1]

One of our strategies is to diversify our investments, hence when the pandemic occurred, having a diverse portfolio is very helpful for our finances. Therefore, Saratoga's portfolio business in 2020 remains strong. As an example, one of our investee companies, PT. Merdeka Copper Gold Tbk (MDKA), has experienced a significant increase in commodity prices throughout 2020. Their

main commodities are gold and copper. MDKA is not significantly affected by the pandemic, with successful preventive measures, MDKA imposes strict quarantine for staff who fly to the site, strict testing and carrying out extensive tracking and tracing.

This year MDKA also signed memorandum of understanding (MOU) with Eternal Tsingshan Group Limited (Tsingshan) to develop an acid-ferrous metal project (AIM) to unlock the added value of Wetar Copper ore. AIM provides significant increase potential because it is estimated to have a long project life and an attractive rate of return which is expected to reach commercial production in two years.

Apart from MDKA, our other investee is PT. Mulia Bosco Logistik (MBL). During this year, MBL saw an increase in shipments of pharmaceutical products, agricultural commodities and consumer goods. In addition, demand for frozen food and beverage as well as domestic franchises also grew significantly. This, in turn, boosted the positive growth of the national cold chain industry.

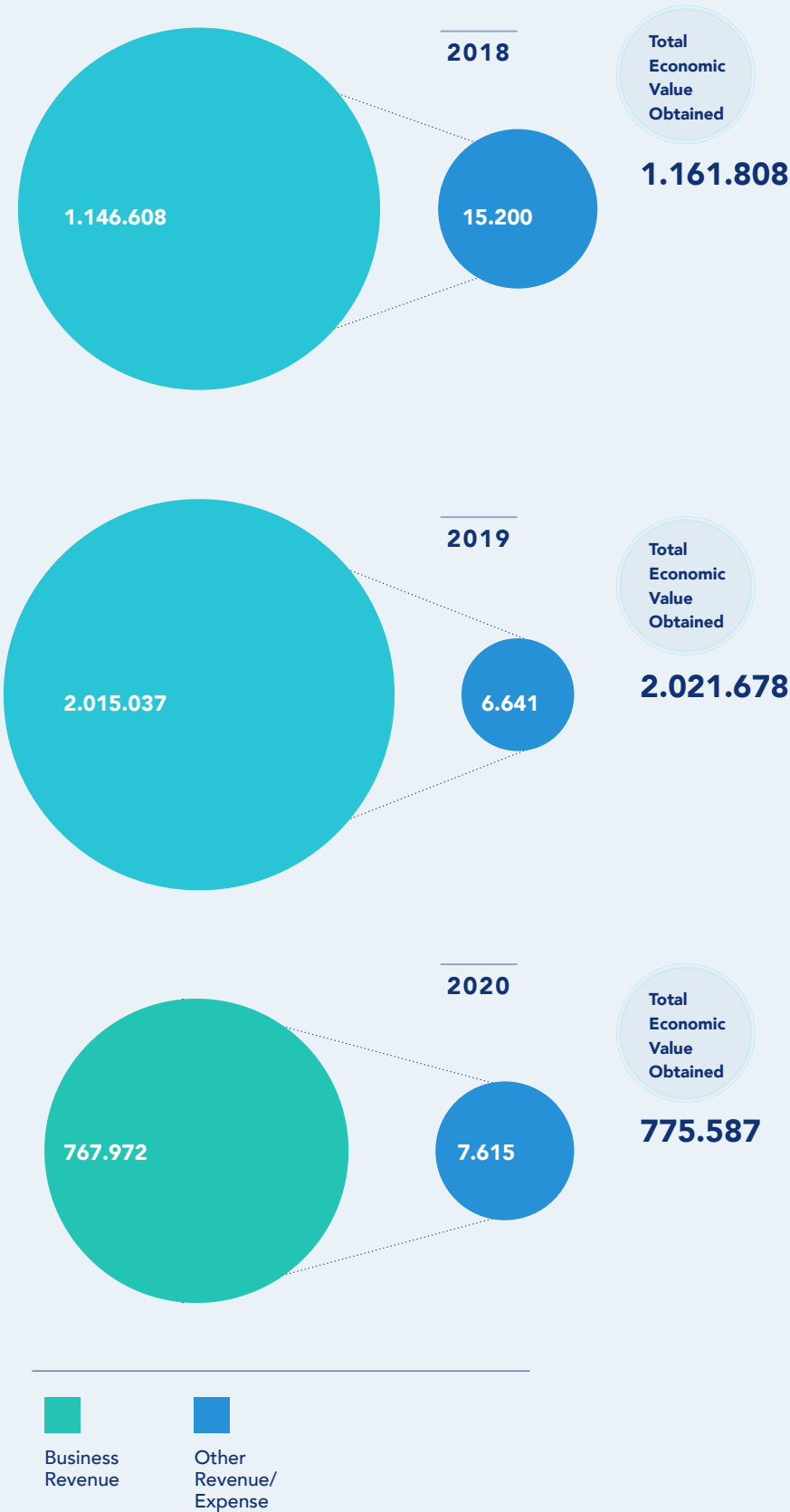
These conditions provide wider opportunities for MBL to improve its performance in line with investment support from Saratoga to increase MBL liquidity and upgrade cold storage facilities.

Our cost leadership strategy has had a profound impact on our financial condition, and has helped investee companies to emerge during pandemic. Following are the economic values generated and distributed by Saratoga throughout 2020:

[GRI 201-1] [GRI 102-7]

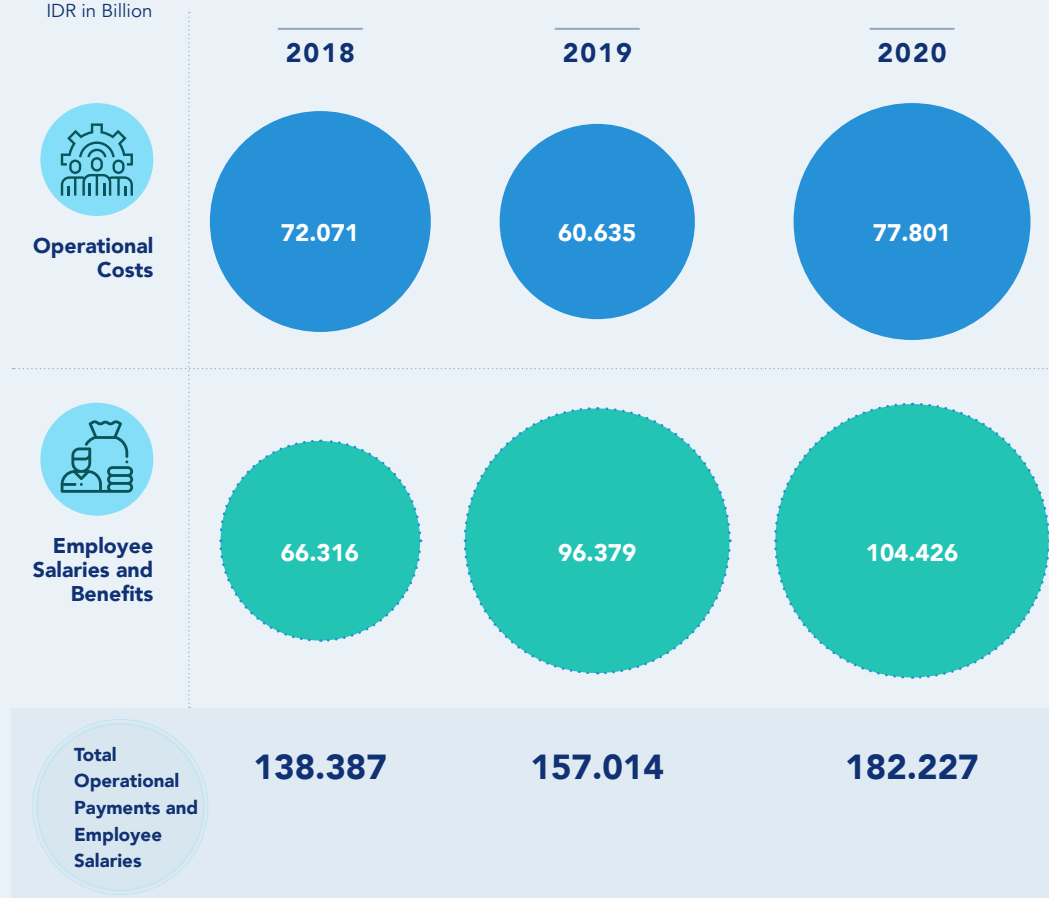
ECONOMIC  
VALUE GAIN


IDR in Billion



## ECONOMIC VALUE DISTRIBUTION

IDR in Billion



	2018	2019	2020
 <b>Dividends</b>	200.759	298.198	148.976
<b>Expenses for the Government</b> (taxes, royalties, etc.)	214.675	135.909	66.926
<b>Expenses for the community</b>	1.126	217	10.214

### Contribution to State Income through Taxes

Saratoga is committed to comply with the law and fulfilling the responsibility to pay taxes. Every year, we always fulfill this commitment. In 2020, Saratoga continued to contribute by paid taxes on time. In 2020 we were not involved in any legal or tax matters.

<b>Total Economic Value Distributed</b>	554.947	591.338	408.343
<b>Economic Value withheld</b> (difference in economic value acquired and distributed)	606.861	1.430.340	367.244

**note:**

- The Company's economic performance is submitted on consolidated basis with audited financial reports.
- The calculation of economic value presented in sustainability reporting uses the method recommended in the GRI Standard.



# Social Performance



# Excellent Human Resources

Having competent Human Resources (HR) is one of the keys to develop the Company in a sustainable manner.

Throughout Saratoga's history, we have always been committed to continue to support employees in their work as well as make innovation to overcome challenges of the times by creating safe and comfortable work environment. This is done to help employees develop themselves and their careers in line with our business sustainability.

[GRI 103-1]

We always strive to achieve sustainability through business development in various fields. We realize that these goals will be difficult to achieve without the support of competent Human Resources.

As concrete step, we have compiled a program to improve the quality of reliable human resources in line with the strategy of Company Development. We believe that the management of Human Resources who have high work ethic, are committed, consistent and motivated will give the best results that will impact the progress of Saratoga and Indonesia.

To ensure an effective, sustainable and integrated HR Management system, we have implemented a number of integrated HR development and management programs.

[GRI 103-1]

We have made optimal efforts to manage human resources by refining Saratoga's HR Policies and Procedures. In addition, anticipation of business development is also carried out by planning HR needs, both in terms of the number (people quantity) of labor and quality (people quality) required for the next five years.

We also regulate policies related to matters such as business conduct, organization, recruitment and selection, performance appraisal system, training and development, employee compensation and benefits.

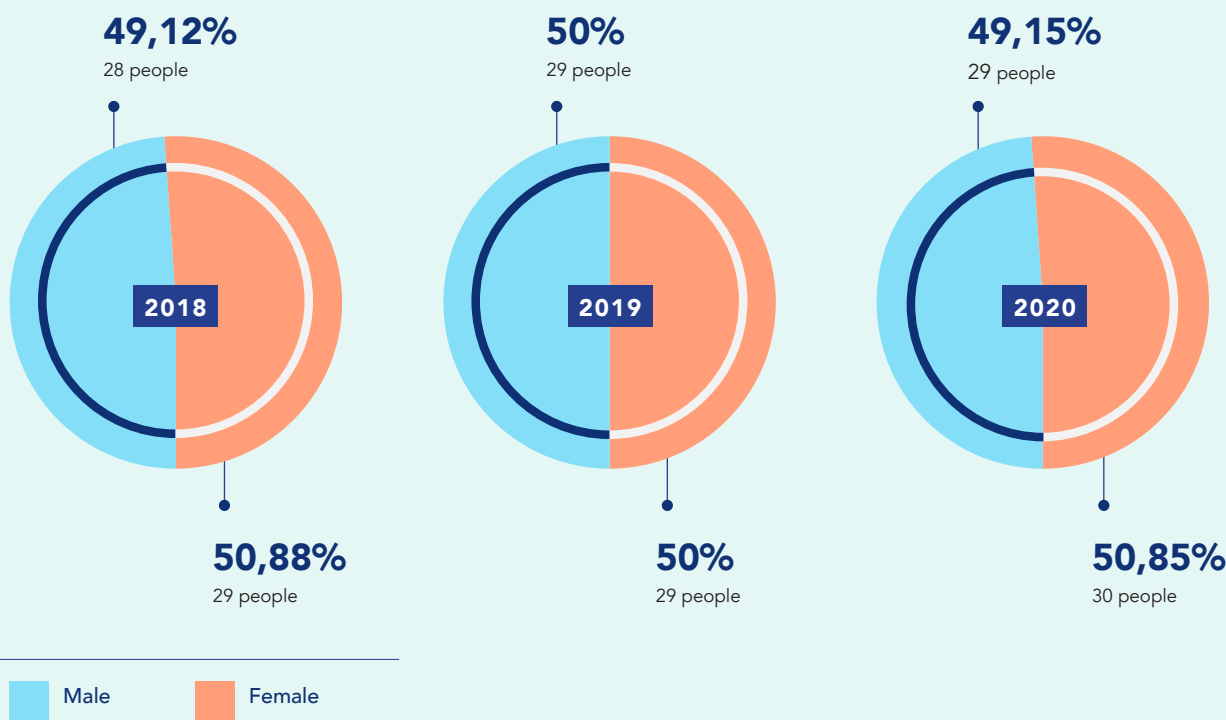
In recruiting new employees, we always open opportunities for everyone without discrimination on the basis of race, color, gender, religion, political opinion or ancestry. In the reporting year, we did not have any incidents of discrimination both internally and externally.

[GRI 406-1]

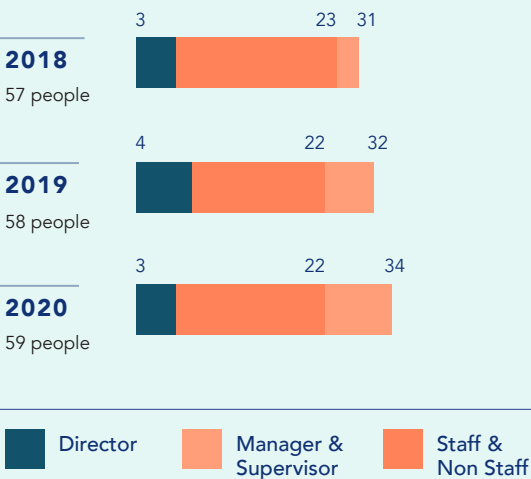
# Saratoga's Employees Profile

[GRI 102-8]

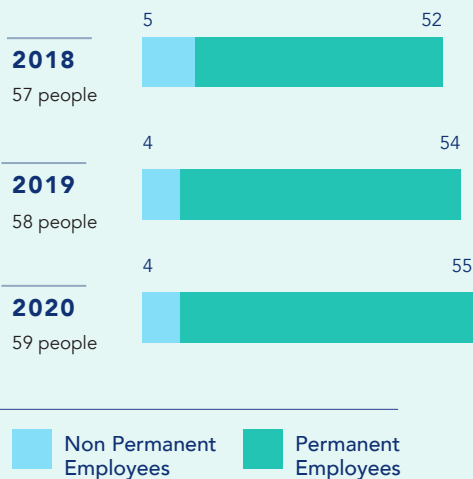
## COMPOSITION OF EMPLOYEES BY GENDER



## COMPOSITION OF EMPLOYEES BY ORGANIZATIONAL LEVEL

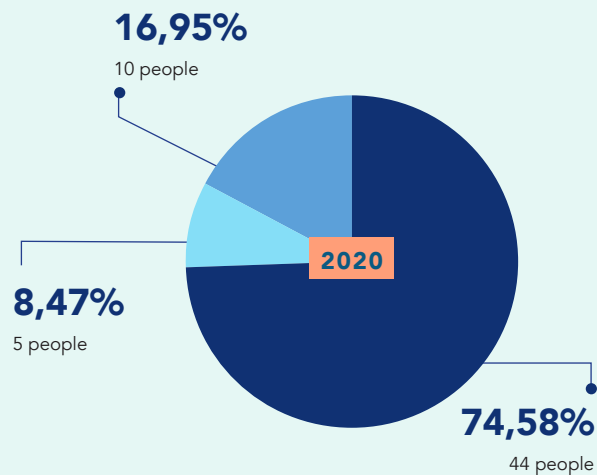
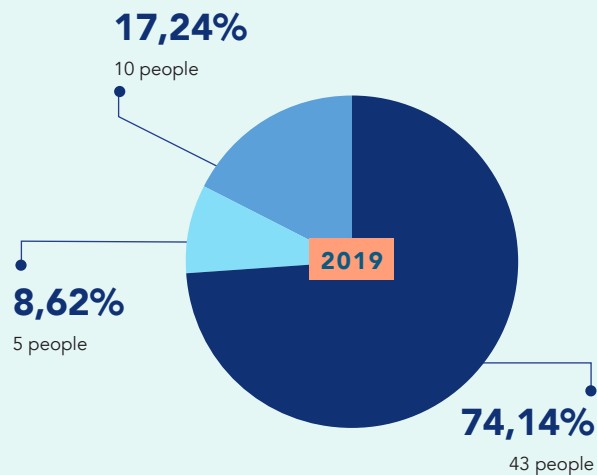
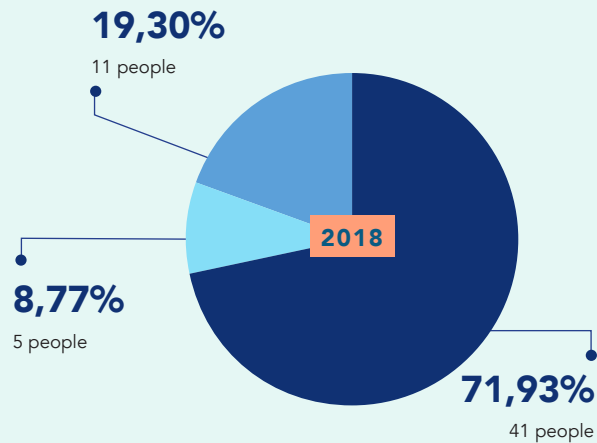


## COMPOSITION OF EMPLOYEES BY STATUS

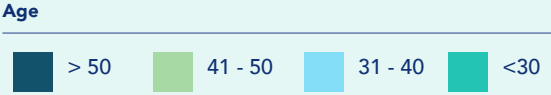
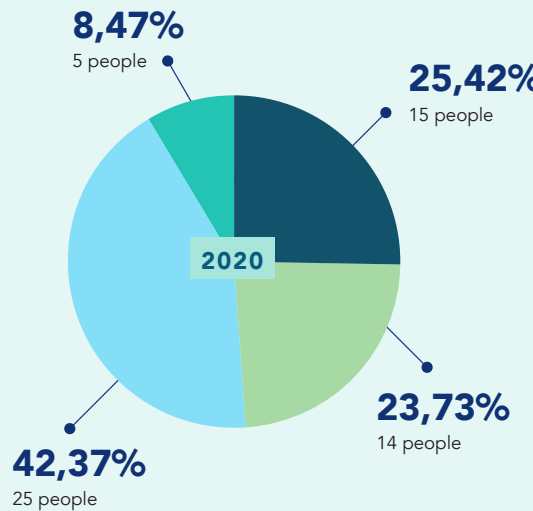
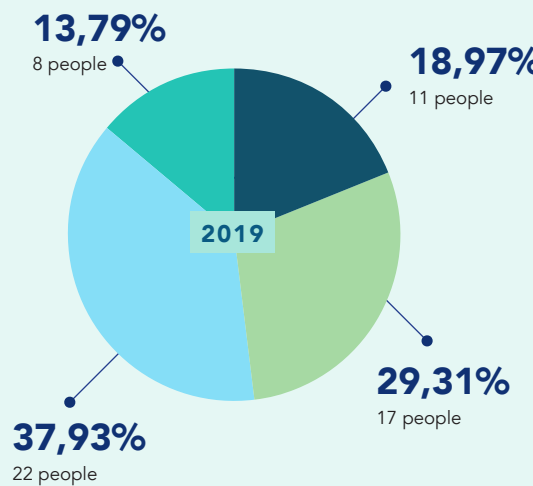
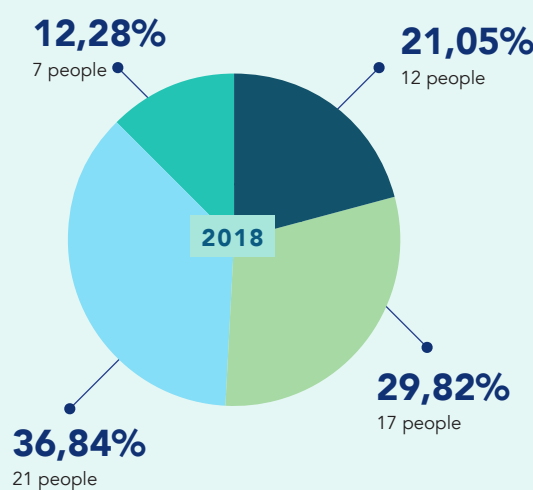




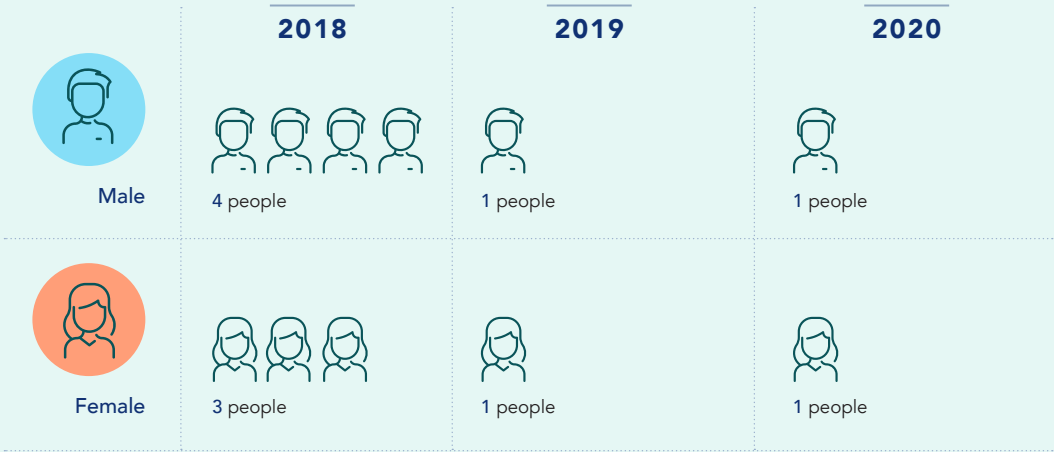
COMPOSITION OF EMPLOYEES  
BY LEVEL OF EDUCATION



COMPOSITION OF  
EMPLOYEES BY AGE



NEW EMPLOYEES COMPOSITION  
BASED ON GENDER



Remuneration

Remuneration is one of the steps we take to create competent Human Resources with quality culture and work ethic. In practice, we implement a remuneration scheme adhering to the principles of internal fairness and external competitiveness.

In addition to increase productivity, our remuneration scheme will help each individual to obtain the same rights in providing compensation and wages.

In 2020, we distributed total remuneration of Rp101,864,885,000 to all employees. This is a form of our appreciation to employees who have given the best performance to the Company. Saratoga is also committed to provide remuneration in accordance with applicable government regulations.

Remuneration and bonuses are determined based on an annual performance assessment of each employee.

## Saratoga Employee Remuneration in 2020

[GRI 401-2]

No.	Employee Remuneration and Benefits [GRI 401-2]	Permanent Employee	Non-Permanent Employee
1.	Basic Salary	●	●
2.	THR	●	●
3.	Transportation Allowance	●	●
4.	Leave Allowance	●	●
5.	Service Period Appreciation	●	—
6.	Production Service	●	—
7.	Medical Benefits (BPJS Kesehatan)	●	●
8.	BPJS Tenaga Kerja	●	●
9.	Meal Allowance	●	●
10.	Position Allowance	●	●
11.	Grief Compensation for Employees Family	●	●
12.	Shift Allowance	●	●
13.	Attendance Incentives	●	●
14.	Telecommunication Allowance	●	—
15.	Pregnancy Allowance	●	●
16.	Marriage Allowance	●	●
17.	Umrah/Hajj Bonus	●	—
18.	Corporate Clinic	●	●
19.	Annual Bonus	●	●
20.	Housing	●	—
21.	Recreation	—	●
22.	Reimbursement Allowance	●	●
23.	Family Allowance	●	—
24.	Educational Assistance	●	—

## Health, Safety and Benefits of the Employee

To create competent Human Resources, we create a safe and healthy work environment for employees. By doing so, we consistently comply with applicable laws and safety guidelines and comply with our obligations to carry out all activities with good work safety measures.

We pay attention to the welfare of employees, especially manifested in the provisions of remuneration and involvement which include basic salary and holiday allowances for the thirteenth month, health benefits for inpatient and outpatient care, and BPJS.

In addition, we also provide performance bonuses for both Company and individuals and share ownership schemes for senior management.

In 2020, we provide medical benefits for the Board of Commissioners, the Board of Directors and employees of around Rp1,545,095,398.

We always review competitiveness as an employer so that our employees can stay focused on their main daily work. During this pandemic, Saratoga has also provided Covid-19 allowance to lower-class employees, class 1 to 3. This program was conducted by Saratoga to ease the burden on employees in dealing with pandemic conditions and to support Government programs.

We also provide Senior Management with Long-Term Incentive Program (PIJP) that aligns their interests with shareholders, and ensures their commitment to long-term sustainable growth.

We always support our employees to have the opportunity to learn and develop themselves, so as to support the success and sustainability of the Company. We are aware of it and always open opportunities for every employee to improve their skills with a variety of training and guidance that we have provided.

## Training and Development

We always uphold the right of every employee to have same opportunity in rewards and compensation over contributions to the Company.

[GRI 103-1]

We continue to invest in the development of talented employees and encourage all employees to work hard to their limits and continue to develop their skills, abilities and leadership.

[GRI 103-1]

All employees without exception have the same opportunity for training and career development according to their competence and performance.

In addition to improving our employee development policies, we also encourage every manager-level employee to develop interest and explore personal development by attending at least one training session each year in order to refresh their skills and procedural knowledge.

Every year we conduct an annual evaluation of employee performance to find gaps that can be filled by attending formal training and work experience.

In 2020, during the Pandemic, the majority of training we participated in was conducted online. The following training were attended by all of our employees in 2020:

[GRI 404-2]

## Saratoga's Training in 2020

No.	Name of Training / Seminar	Duration (hour)			Total Participant (people)			Average Training Hour (duration/people)		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
1.	Introduction to Digital Digital Marketing with Facebook Family of Apps	-	2	2	-	1	1	-	2	2
2.	Business Law Forum 2020	-	5	5	-	1	1	-	5	5
3.	POJK 17 – Material Transaction	-	2	2	-	2	2	-	1	1
4.	Socialization of Financial Services Authority Regulation No. 17/POJK.04/2020 and No. 42/POJK.04/2020	-	3.5	3.5	-	1	1	-	3.5	3.5
5.	Indonesia CFO Forum I Omnibus Law: Key Changes in Licensing, Employment and Taxation	-	2	2	-	1	1	-	2	2
6.	IBOR Webinar	-	1.5	1.5	-	1	1	-	1.5	1.5
7.	Practical Approaches in Employee Redundancy	-	2	2	-	1	1	-	2	2
8.	"Managing Workforce Stress & Getting Up After Pandemic"	-	3	3	-	1	1	-	3	3
9.	Maximizing ESS (Employee Self Service) Talenta During Pandemic	-	3	3	-	1	1	-	3	3
10.	Scope & Role of HR in Implementing the Job Creation Law	-	3	3	-	1	1	-	3	3
11.	Investment Prospects and Implementation of Construction Services after the Ratification of Job Creation Law	-	3	3	-	1	1	-	3	3
12.	"Manage Anti-Manual Administration With Time Management"	-	3	3	-	1	1	-	3	3
13.	"Determination of the 2021 Minimum Wage and Its Implementation in Covid-19 Pandemic Period"	-	3	3	-	1	1	-	3	3
14.	Employment Chapter of the Omnibus Law - Now that the Omnibus Law is in effect	-	3	3	-	1	1	-	3	3
15.	Employee Benefit Innovation and Digitalization to Support Future of Work	-	3	3	-	1	1	-	3	3
16.	Indonesia Global Compact Network Indonesia - Sustainability Development	-	1	1	-	1	1	-	1	1
17.	Indonesia Sector Outlooks - Post Pandemic Paths to Recovery	-	3	3	-	1	1	-	3	3
18.	4th Annual Quantitative Investment Virtual Conference 2020 Omnibus Law	-	2	2	-	1	1	-	2	2
19.	Delloite- Omnibus Law	-	2	2	-	1	1	-	2	2

No.	Name of Training / Seminar	Duration (hour)			Total Participant (people)			Average Training Hour (duration/people)		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
20.	Sustainability Development - Trisakti University	-	2	2	-	1	1	-	2	2
21.	Internal Audit Considerations in Response to Covid19: Navigating an Unprecedented Challenge	-	1.5	1.5	-	1	1	-	1.5	1.5
22.	Recession: Preparing for the Good, the Bad, and The Ugly	-	2	2	-	1	1	-	2	2
23.	Remote monitoring analytics and continuous control monitoring	-	1	1	-	1	1	-	1	1
24.	Treasury Market Outlook	-	2	2	-	1	1	-	2	2
25.	National Seminar on Taxation of IKPI	-	8	8	-	1	1	-	8	8
26.	Hospital Taxation Aspect	-	8	8	-	1	1	-	8	8
27.	Preliminary Evidence, Investigation and Tax Forensic	-	8	8	-	1	1	-	8	8
28.	Oil Palm Plantation Industry Taxation Aspect	-	8	8	-	1	1	-	8	8
29.	Tax Facilities	-	8	8	-	1	1	-	8	8
30.	Electronic Commerce Taxation Aspect	-	8	8	-	1	1	-	8	8
31.	OMNIBUS LAW: What We Know So Far	-	1.5	1.5	-	1	1	-	1.5	1.5
32.	Happiness at Work	-	2	2	-	1	1	-	2	2
33.	Material Transactions & Affiliated Transactions (POJK 17 and 42/2020))	-	3	3	-	1	1	-	3	3
34.	Preparing Stakeholders Engagement & Sustainability Strategy	-	2	2	-	1	1	-	2	2



## Placement Program

Each year, we assign executives to temporary assignments with investee companies. This placement program is a beneficial approach for us and the investee Companies.

This is a solution that benefits all interested parties. In 2020, we were assigned the following executives to positions in investee companies:

Name	Position	Assigned Investee Company
Arif Qasimi Al Bone	Chief Financial Officer	Mulia Bosco Logistik
Ellie Turjandi	Chief Financial Officer	Agro Maju Raya
Leona Karnali	Chief Operation Officer	Primaya Hospital
Kemal Mawira	Commissioner	Mulia Bosco Logistik
Christopher Song Oey	Marketing Advisor Sales and Marketing Advisor	Primaya Hospital Deltomed Laboratories



## Employee Engagement

We understand the needs of our employees in the process of achieving their goals. We provide the widest possible opportunity to receive feedback from our employees. As before, we conducted an employee survey in 2020, which is a routine activity that is always carried out every year. The survey is to show significant increase in employee engagement.

## Planner, Recruitment and Selection of Employees

We always plan carefully our workforce carefully, making it possible for us to put the right number of people in the right place, the right kind of people in the right place, and do the right thing to achieve Saratoga's goals.

We are looking for candidates who are passionate, alert, competent, and capable. We identified these characteristics through several stages of interviews and a series of technical tests.

The recruitment and selection processes as well as employee development are sorted based on identified gaps in existing capabilities and future business needs. In order to fill the workforce gap, we conduct analysis, evaluation and monitoring of employee conditions.

In 2020, we employ 66 employees, including 5 Commissioners, 3 Directors, 2 Committees. There were 2 new employees that we recruited in 2020.

## Employee Rights

We always uphold the right of every employee to have the same opportunity in rewards and compensation over contributions to the Company. All employees, without exception, have the same opportunity to be employed, which is fair and equal, both in receiving assignments and training and career development according to their competence and performance.

We also ensure that there are no forced labor and child labor practices. As a form of our obedience in the employment practices of the Government of Indonesia in accordance with Law (UU) No. 13 of 2003 on Employment, the company limits the minimum age for workers to be 18 years.

[GRI 102-41]



## Grow Together to Build the Society and Preserve the Environment

Realizing its role as part of society, Saratoga aims to be able to contribute positively to the development of Indonesian society, especially the communities around which Saratoga's operations and investee companies are located.

We are committed to support the efforts of governments and global community to achieve 17 Goals in the Sustainable Development Goals (SDGs). In our program planning, consideration of the impact of operations on social and environmental issues is a major concern.

The Company refers to the SDGs with the alignment of economic, social and environmental aspects to ensure maximum contribution through the programs to be implemented. Therefore, our initiatives for the community focus on three main pillars, namely Community Empowerment, Environment and Socio-Cultural Development with the main objective of improving community welfare while preserving the environment.

As an active investment company, Saratoga's role is to encourage investee companies and partners to take their part in contributing positively to the communities and operating environment in which they are located. We believe that the investment made is not only investing for economic purposes only but also investing in human resources, society and the environment to achieve long-term sustainable development.

To ensure social and environmental considerations in every investment we take is the first step to encourage this contribution. We are proud of the current social and environmental performance of some of our investee Companies and will continue to support their efforts in community empowerment and environmental protection. Some of the social programs and initiatives that we will carry out in 2020 are joint initiatives with our investee companies.

The Covid-19 pandemic that occurred in 2020 greatly impacted people's lives and national economic conditions. In 2020, several social and environmental programs that have been planned cannot be implemented by considering the government's recommendation to limit activities. However, we still distribute the social and environmental responsibility program budget for several programs that are still possible to be carried out online and divert the budget for assistance for people affected by the Covid-19 pandemic.

Apart from social and environmental responsibility programs in accordance with Saratoga's annual program, throughout 2020 we have provided support to the Government in overcoming the Covid-19 pandemic through joint initiatives with Investee Companies. The initiative in the form of equipment assistance for hospitals and health workers as well as assistance to communities affected by Covid-19 is a manifestation of our responsibility to ease the burden on the Government and society in facing pandemic condition.



# Corporate Social Responsibility

2020





# Community Empowerment

Saratoga believes that education is the key to produce competent human resources. To realize a better future for Indonesia, it is very important to provide knowledge and skills for Indonesia's young generation. Therefore, Saratoga focuses on community development in the field of education, especially the younger generation, to strengthen the foundation for empowerment and improve the quality of life of the community. The various community empowerment programs that we carry out are based on education and enhancing the competence of human resources.

[GRI 103-1]

In 2020, our programs emphasize training to increase the capacity of young entrepreneurs and public awareness of environmental preservation and the need to maintain a clean and healthy environment in their homes and neighborhoods. In addition, we continue to provide support to educational institutions to produce competent superior seeds.

## SUPPORT FOR SMK ORA ET LABORA

Seeing the development of power plants sector in Indonesia which is increasingly developing in line with the increasing demand for energy, we continue to provide support to Ora et Labora Vocational High School which specializes in electric power technician training. Support to this school has been ongoing since 2016 with the aim of contributing to produce a sustainable flow of trained electricians for power plants sector in Indonesia.

Our support is in the form of providing school facilities and the placement of several Saratoga employees voluntarily to become the School Education Board as the Implementing Committee. The duties of the Executive Committee include helping to develop school curricula to ensure compliance with industrial needs, connecting schools with industry and ensuring the availability of funds.



### ENTREPRENEURIAL DEVELOPMENT PROGRAM FOR YOUTH (ENVOY)

Saratoga believes that through entrepreneurship education, productive and independent young entrepreneurs will be born who are able to bring real change to the surrounding community. Therefore, we provide support for the Entrepreneur Development Scholarship for Youth (ENVOY) Program initiated by Mien R. Uno Foundation.

The program is an entrepreneurial development program intended for students who are in their undergraduate study period, have been running a business for at least 6 months and come from low-income families.

Purpose of this program is so that the assisted students are able to be economically independent through their business, be able to help the family economy, and at the same time be able to open job opportunities for the surrounding environment.

ENVOY program includes coaching and mentoring for 6 months through business training, coaching and mentoring as well as evaluation to see the business development of each young entrepreneur. In addition, participants are given the opportunity to take part in regional and national scale exhibitions, as well as educational assistance.

In 2020, the entire training and mentoring process were carried out online due to Covid-19 pandemic with a total of 20 student participants from West Java, Central Java, Yogyakarta, East Java, Aceh and South Kalimantan.

Since the program started in 2009 until now, ENVOY has helped more than 350 young entrepreneurs across Indonesia to realize their dreams as successful young entrepreneurs who have also created hundreds of jobs in the regions they operate in.



# Environmental Protection

One of the main bases of environmental protection is environmental awareness. Lack of environmental awareness triggers environmental damage and the lack of individual and community responsibility to protect the environment.

Therefore, Saratoga feels it is important to encourage environmental awareness from employees and the community to be good environmental stewards. Our commitment is to contribute to increasing environmental awareness to create changes in people's habits and lifestyles to protect the environment and maintain sustainability.

Starting from Saratoga internally, we continue to strive to increase environmental awareness for all employees by instilling an environmentally friendly culture in company operational activities such as energy efficiency by turning off equipment when not in use and minimizing paper use through digitization on the company system.

Saratoga encourages environmental awareness of investee companies to implement environmental programs related to the impact of company operations. Investee companies have undertaken a series of environmental initiatives such as the use of solar energy for telecommunications towers by PT. Tower Bersama Infrastructure Tbk. and PT. Adaro Energy Tbk. who have implemented Good Mining Practices in environmental aspects to minimize the negative impact on the environment from mining activities.



## ENVIRONMENTAL LEADERSHIP TRAINING PROGRAM "TO BE A NEW GREEN LEADER"

To encourage change and create future leaders with an environmental perspective, Saratoga has been organizing the "To be a New Green Leader" program since 2015.

This program is a training program to increase awareness, knowledge and skills of religious leaders and local community leaders who have a greater concern for the environment and are interested in becoming leaders of change in their area. The aim of this training is to increase the awareness, knowledge and skills of the participants so that they can later become leaders and conduct environmental training for communities in their respective regions.

In 2020, Saratoga was collaborated with the Eco Learning Camp Foundation to implement this program for the 6th time. Due to Covid-19 pandemic, this program was carried out differently from previous years. All training, coaching and mentoring for 4 months from August -

December 2020 was conducted through an online system and was attended by 82 teachers, school leaders and regional leaders from Sumatra, Java, Kalimantan, Nusa Tenggara, Maluku and Papua.

By the end of 2020, more than 17,000 people from 24 provinces have benefited from this program. With this program, it is hoped that local leaders and teachers throughout Indonesia are able to contribute to empower communities and have positive impact on the environment.

Complementing our initiatives in education and training, Saratoga also encourages its employees to volunteer as teachers, lecturers, coaches in our programs and in various educational programs for non-profit organizations.





# Social and Cultural Development

Through various socio-cultural development programs, we have objective to improve life quality of Indonesian people. Some of the initiatives and programs carried out in 2020 include:

## PEDULI INDONESIA

The extent of community affected by the pandemic and excessive burden on existing health facilities has encouraged Saratoga to contribute more to this pandemic condition.

Through joint initiatives with investee companies and our partners, we are committed to support the government in dealing with the pandemic by providing medical equipment such as ventilators and personal protective equipment (PPE). Donations of 50 ventilators and more than 2,000,000 PPE units such as protective clothing, helmets, masks, gloves were given to several hospitals, clinics and communities throughout Indonesia. In addition, we also handed over more than 1000 food packages to health workers in several hospitals around Jakarta.

Another Saratoga support is through our investee company in health sector, Primaya Hospital, by providing rooms and services specifically dedicated to Covid-19 patients. As of December 31, 2020, more than 7400 Covid-19 patients have been hospitalized at 8 Primaya Hospital locations.

Covid-19 pandemic had major impact on the economy and social conditions of Indonesian people. High unemployment rate is one of the inevitable impacts of the pandemic. This prompted Saratoga to donate 1870 food packages to underprivileged and affected communities around Jakarta.

## PEDULI KEMISKINAN

In 2020, Saratoga employees join hands to help underprivileged families in Jakarta area by donated 150 food packages for underprivileged families in Teluk Naga, Tangerang - Banten. We also donated used clothes and books collected from employees for underprivileged families in Cibubur, East Jakarta.

## SUPPORT OF RELIGIOUS CELEBRATIONS

During the Eid Al-Fitr celebration in 2020, Saratoga provided basic food assistance for underprivileged families in Cibubur, East Jakarta. We also handed over 500 basic food packages to the Penitentiary for Women and Adolescents in Jakarta for the Christmas celebration.



## 2020 Saratoga CSR Expense

[GRI 413-1]

CSR Program	Budget (in IDR)
<b>Community Empowerment</b>	
• Development of Education	250.000.000
• Economic Growth	200.000.000
<b>Environment</b>	200.000.000
<b>Social and Cultural</b>	
• Peduli Indonesia	8.927.873.650
• Peduli Pada Sesama	
• Poverty	52.000.000
• Religious Celebration	143.979.500
<b>Total</b>	<b>9.773.853.150</b>

# INDEX OF GRI STANDARDS

[GRI 102-55]

GRI Standard	Disclosure		Page
	Disclosure	Title	
GRI 101: 2020 Basis			
General Disclosure			
GRI 102: 2020 General Disclosure	Profile of The Organization		
	GRI 102-1	Name of the organization	12
	GRI 102-2	Activities, brands, products, and services	12, 14, 15
	GRI 102-3	Location of headquarters	12, 58
	GRI 102-4	Location of operations	14, 15
	GRI 102-5	Ownership and legal form	12
	GRI 102-6	Markets served	14, 15
	GRI 102-7	Scale of the organization	19
	GRI 102-8	Information on employees and other workers	39
	GRI 102-9	Supply chain	14, 15
	GRI 102-10	Significant changes to the organization and its supply chain	14, 15
	GRI 102-11	Precautionary Principle or approach	19
	GRI 102-12	External initiatives	19
	GRI 102-13	Membership of associations	19
	Strategy		
	GRI 102-14	Statement from senior decision-maker	3-6
	Ethics and Integrity		
	GRI 102-16	Values, principles, standards, and norms of behavior	29
	Governance		
	GRI 102-18	Governance structure	28
	Stakeholder engagement		
	GRI 102-40	List of stakeholder groups	25
	GRI 102-41	Collective bargaining agreements	47
	GRI 102-42	Identifying and selecting stakeholders	24-25
	GRI 102-43	Approach to stakeholder engagement	24-25
	GRI 102-44	Key topics and concerns raised	24-25
	Reporting Practice		
	GRI 102-45	Entities included in the consolidated financial statements	20
	GRI 102-46	Defining report content and topic Boundaries	22, 23, 24
	GRI 102-47	List of material topics	23, 24
	GRI 102-48	Restatements of information	20
	GRI 102-49	Changes in reporting	20
	GRI 102-50	Reporting period	20
GRI 102-51	Date of most recent report	20	
GRI 102-52	Reporting cycle	20	
GRI 102-53	Contact point for questions regarding the report	26, 58	
GRI 102-54	Claim of reporting in accordance with the GRI Standards	20	
GRI 102-55	GRI Index	20, 56-57	
GRI 102-56	External assurance	20	

GRI Standard	Disclosure		Page
	Disclosure	Title	
POJK 51/OJK.03/2017	2	Sustainability performance highlights	7-8
	5.a	Duties for the Board of Directors and the Board of Commissioners regarding sustainability performance	29
	5.c	Explanation of the procedures for Public Companies in controlling sustainability risks	32-33
	5.e	Problems related to sustainability performance	4, 30
	6.a	Activities to build sustainability culture within the Public Companies	48, 52
Specific Material Topic Standard			
Economy			
GRI 103: Management Approach in 2020	Economic Performance		
	GRI 103-1	Explanation of the material topic and its Boundary	34
GRI 201: Economic Performance	GRI 201-1	Direct economic value generated and distributed	35
POJK 51/OJK.03/2017	6.b.1	Comparison of production target and performance, portfolio, financing, income and profit/loss	35
GRI 103: Management Approach in 2020	Anti Corruption		
	GRI 103-1	Explanation of the material topic and its Boundary	28
GRI 205: Anti-corruption	GRI 205-1	Operations that are considered to have risks related to corruption	30-31
Social			
GRI 103: Management Approach	Employment		
	GRI 103-1	Explanation of the material topic and its Boundary	38
GRI 401: Employment	GRI 401-1	New employee hires and employee turnover	42
POJK 51/OJK.03/2017	6.c.2.a	Equality of employment opportunities and the presence or absence of forced labor and child labor	38, 43, 46, 47
	6.c.2.b	Percentage of remuneration for permanent employees at the lowest level against regional minimum wages	41
	6.c.2.c	Decent and safe work environment	43
GRI 103: Management Approach in 2017	Training and Education		
	GRI 103-1	Explanation of the material topic and its Boundary	43
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs	43
POJK 51/OJK.03/2017	6.c.2.d	Training and skill development program for employee	44
GRI 103: Management Approach in 2020	Local Community		
	GRI 103-1	Explanation of the material topic and its Boundary	50
GRI 413: Local Community	GRI 413-1	Operations with local community engagement, impact assessments, and development programs	55
POJK 51/OJK.03/2017	6.c.3.c	TJSL on sustainable development goals includes the types and achievements of community empowerment program activities	50-54



# Feedback Form

We would like to extend our gratitude for reading Sustainability Report 2020 of Saratoga.

To improve the quality of Sustainability Report, increase transparency of sustainability performance and as input for preparation of the 2021 Sustainability Report, we expect you to fill the Feedback Form that has been prepared and send it back to us.

1. This Sustainability Report has provided useful information on Saratoga's economic, social and environmental performance

☐ Agree ☐ Don't Know ☐ Disagree

2. Data and information disclosed in this report are presented in a structured manner and easy to understand

☐ Agree ☐ Don't Know ☐ Disagree

3. Data and information disclosed in this report are presented in a complete, transparent and balanced manner

☐ Agree ☐ Don't Know ☐ Disagree

4. Is the design, font type, size, color, layout and images in this report attractive and easy to read?

☐ Agree ☐ Don't Know ☐ Disagree

5. What information in this Report was found to be most helpful?

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6. What information in this report do you feel was less useful?

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7. What information in this report do you feel should be completed in the next Sustainability Report?

## Profile

- Full Name :
- Institution/ Company :
- Email :

Stakeholders Category (choose one):

- ☐ Government ☐ Media
- ☐ NGO ☐ Public
- ☐ Industry ☐ Others, please specify:
- ☐ Academic

We appreciate suggestions and responses from Mr/Ms/Mrs on the information presented in this report. To submit this, please send this feedback form back to: [\[GRI 102-53\]](#)

## SARATOGA HEAD OFFICE [\[GRI 102-3\]](#)

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