



CREATING A SUSTAINABLE HOME FOR FUTURE GENERATIONS

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ABOUT THIS REPORT



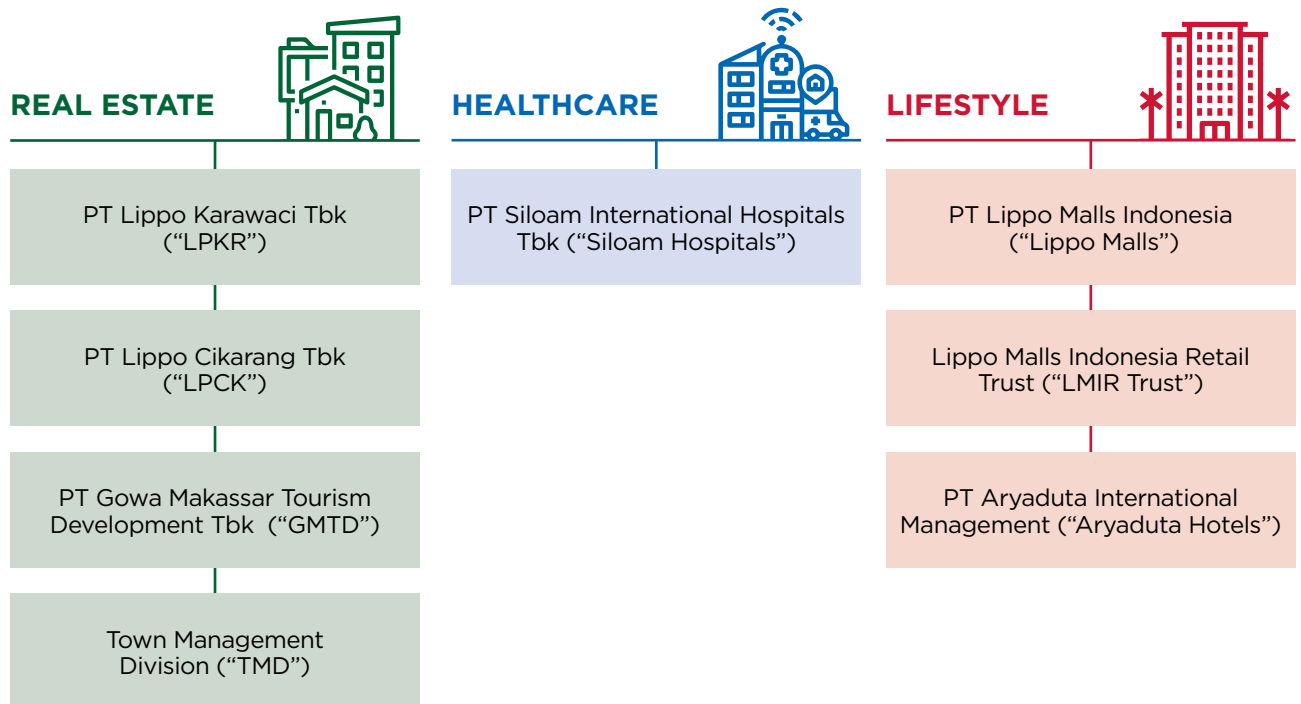
PT Lippo Karawaci Tbk (“Lippo Karawaci”) is proud to issue our first standalone Sustainability Report (the “Report”). This Report communicates our commitment and approach to integrating sustainability in our business strategy, policies, and operations, as well as provides insight into how we have created positive impact and value for our various stakeholders in 2021.

Reporting Period and Scope

[GRI 2-2, GRI 2-3]

This Sustainability Report outlines Lippo Karawaci's sustainability practices and performance in relation to key economic, environmental, social, and governance ("ESG") issues and topics that are material to our business and stakeholders for the period of 1 January through 31 December 2021 ("2021"). This Report should be read in conjunction with our Annual Report, which focuses on our financial, operational, and governance disclosures.

The scope of this Report mirrors our Annual Report, covering all business units under the operational control of Lippo Karawaci (collectively "the Group"). Where relevant, this Report will provide details on the specific ESG initiatives and performance of the following key entities within the Group, which contribute over 99% of our revenue:



Reporting Frameworks and International Standards

World Economic Forum ("WEF") International Business Council ("IBC") Stakeholder Capitalism Metrics

As a long-standing partner of WEF, we are amongst the first corporations in Southeast Asia to pledge our commitment to the WEF IBC's Stakeholder Capitalism Metrics ("WEF Metrics"). The disclosures in this Report have been organized according to the four overarching themes of the WEF Metrics (Prosperity, People, Planet, and Principles of Governance) to demonstrate our commitment to long-term value creation for all our stakeholders along both financial and non-financial criteria. The relevant disclosures can be found in the WEF Common Metrics (Core) Index provided at the end of this Report on page 63.

Global Reporting Initiative ("GRI") Standards

This Report has been prepared with reference to the GRI Standards 2021: Core Option. The GRI Standards are a globally recognized set of sustainability standards that provide organizations with a comprehensive framework to disclose their material ESG topics. The relevant disclosures can be found in the GRI Content Index provided at the end of this Report on page 64.

United Nations Sustainable Development Goals ("UN SDGs")

In line with our efforts to support the global sustainability agenda, this Report provides an overview of how we are contributing to the UN SDGs that are most relevant to our business. We aim to showcase our commitment to addressing the most pressing sustainable development challenges of today, with Indonesia's 2030 SDGs agenda in mind.

Indonesia Financial Services Authority ("OJK") Sustainability Reporting Regulations

Finally, all information in this Report has been disclosed in line with the sustainability reporting requirements of OJK Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Companies, Issuers, and Public Companies.

External Assurance

We have not sought external assurance for this Report. We will continue to improve our data collection and validation processes in preparation for external assurance in the future.



CORPORATE PROFILE

Listed on the Indonesia Stock Exchange (IDX: LPKR), Lippo Karawaci is Indonesia's leading real estate and healthcare platform based on total revenue, with a presence in 44 cities across Indonesia and total assets of US\$3.6 billion as of 31 December 2021. We are widely regarded as the only fully integrated real estate company in Indonesia, with businesses that span 3 core business pillars: 1) Real Estate, 2) Healthcare, and 3) Lifestyle. We serve Indonesia's emerging consumer by not only building homes and managing townships, but also providing essential healthcare, lifestyle, recreational, and hospitality services.

Business Scale

[GRI 2-1, GRI 2-6, GRI 2-28] [POJK.2.A.1, POJK.3.C.1, POJK.3.C.3-4, POJK.3.D-E]

As a leading real estate developer and township operator with 1,332 ha of landbank ready for development, we develop and manage urban developments primarily in Java and Sulawesi, including at our flagship township Lippo Village in Tangerang. Through our two publicly listed subsidiaries, PT Lippo Cikarang Tbk and PT Gowa Makassar Tourism Development Tbk, of which we own 83.99% and 62.69% respectively, we also develop and manage the townships of Lippo Cikarang in Bekasi Regency and Tanjung Bunga in Makassar. Under our Healthcare pillar, we own 55.35% of PT Siloam International Hospitals Tbk, Indonesia's leading private hospital network, with 40 hospitals across 30 cities nationwide. Under our Lifestyle pillar, we manage 59 malls across Indonesia, including a 47.3% ownership stake in Lippo Malls Indonesia Retail Trust, a Singapore-listed REIT with SGD 1.81 billion of assets under management as of 31 December 2021. In addition, we operate 10 hotels under the Aryaduta brand, including a country club and golf course.

TOTAL ASSETS	Rp52,081 billion
TOTAL LIABILITIES	Rp29,595 billion
OWNERSHIP	27.47% PT Inti Anugerah Pratama 15.90% Sierra Corporation 10.41% PT Primantara Utama Sejahtera 4.40% Other Lippo-related companies 41.82% Public
OPERATIONAL AREA	1,332 ha of development landbank, 40 hospitals, 59 malls, and 10 hotels across 44 cities in Indonesia
PRODUCTS, SERVICES, AND BUSINESS ACTIVITIES	Real estate, comprising but not limited to real estate that is owned or leased, which includes business development, buying, selling, leasing and operating real estate such as land, apartment buildings, residential buildings, and non-residential buildings (exhibition venue, storage facility, mall, shopping center, hospital, meeting hall, worship building, hotel, sports center, and supporting facilities, including but not limited to golf course, country club, restaurant, entertainment area, medical laboratory, drugstore and its facility, office building, funeral activity, parking management, and other supporting facilities), urban development, building development providing accommodation and food and beverage; financial activities, professional, scientific and technical activities; construction; transportation; trading; water management; wastewater management; waste management and recycling; remediation activity; entertainment and recreation, employment activity; and other supporting businesses, directly and indirectly through investment or divestment of capital in other companies.
MEMBERSHIP ASSOCIATIONS (SELECTED)	<p>Lippo Karawaci</p> <ul style="list-style-type: none"> - Indonesian Chamber of Commerce and Industry (KADIN) - Real Estate Indonesia (REI) - Indonesian Issuers Association (AEI) - World Economic Forum (WEF) - Jakarta Property Institute (JPI) <p>Lippo Cikarang</p> <ul style="list-style-type: none"> - Indonesian Employers' Association (APINDO) - Indonesian Industrial Estate Association (HKI) <p>Siloam Hospitals</p> <ul style="list-style-type: none"> - Indonesian Private Hospitals Association (ARSSI) <p>Lippo Malls Indonesia</p> <ul style="list-style-type: none"> - Indonesia Shopping Centers Management Association (APPBI) <p>Aryaduta Hotels</p> <ul style="list-style-type: none"> - Indonesian Hotel and Restaurant Association (PHRI)

Contact Information

[GRI 2-1, GRI 2-3] [POJK.3.B]

ORGANIZATION NAME	PT Lippo Karawaci Tbk
CONTACT INFORMATION FOR HEAD OFFICE	Menara Matahari, 22 nd Floor Jl. Boulevard Palem Raya No. 7 Lippo Karawaci, Tangerang 15810 Banten - Indonesia Tel: +62 21 2566 9000 Fax: +62 21 2566 9098 E-mail: corsec@lippokarawaci.co.id
CONTACT INFORMATION REGARDING SUSTAINABILITY REPORT	E-mail: ESG.committee@lippokarawaci.co.id
ORGANIZATION WEBSITE	www.lippokarawaci.co.id

Corporate Vision, Mission, and Values

[POJK.3.A]



Vision

To be a leading real estate and healthcare company in Asia, advancing the well-being of those we serve.

Mission

- To win the hearts and minds of our customers through quality homes, healthcare, and lifestyle offerings, as well as people-centric services.
- To build a talent-driven organization that prides itself on operational excellence and bringing out the best in our people.
- To embrace innovation and technology in the constant pursuit of developing better products and processes.
- To inspire our customers, communities, and partners towards a more sustainable future.

Values



CUSTOMER FOCUS

- › Put the customer first in every aspect of our business
- › Go the extra mile to earn customer trust and loyalty



EXCELLENCE

- › Strive to be the best and uphold the highest standards of quality without compromise
- › Unleash the full potential of our talent to deliver outstanding performance



AGILITY

- › Thrive in dynamic environments and anticipate change
- › Innovate and capitalize on new opportunities



STEWARDSHIP

- › Be responsible for our resources, environment, and communities
- › Create lasting, positive impact for all stakeholders in our ecosystem

CEO'S REMARKS

[GRI 2-22] [POJK.4.A-C]



Dear Valued Stakeholders,

In its early days, Lippo Karawaci was founded on the vision to impact lives through the development of well-planned sustainable independent townships within green environments and first-class physical and social infrastructure. While our business has certainly evolved over the last three decades, with the growing prominence of our healthcare, malls and hospitality business lines, we have not wavered in our commitment to create beautiful, sustainable and thriving urban ecosystems for all to enjoy. Across our myriad business operations, we continue to be driven by the shared purpose to advance the well-being of those we serve, taking care of their needs from cradle to grave.

On behalf of the leadership at Lippo Karawaci, I am pleased to present our first standalone Sustainability Report. This Report articulates our Group's approach to creating long-term value and adopting best practices across the economic, environmental, social, and governance dimensions. It also showcases the breadth and depth of positive impact that our business units have collectively delivered to our stakeholders across Indonesia, from Aceh to the eastern reaches of Papua.

The year 2021 marks a significant milestone in our Group's sustainability journey. We have begun to see the fruition of our transformational efforts to strengthen governance and operational excellence over the last three years. This is reflected in our strong financial performance in 2021, during which we generated a total revenue of Rp16,530 billion, over a 38% increase as compared to 2020 and 2019. One year into the COVID-19 pandemic, our business units have demonstrated greater agility in managing various ESG risks and business disruptions, especially in terms of safeguarding the health and safety of our employees. We have also doubled down on digitalization and service innovation to enhance our business processes as well as customer engagement and satisfaction. This orientation towards sustainable growth has placed us in good stead to capitalize on many new opportunities, and to emerge even stronger coming out of the pandemic.

As we look back on 2021, we have gleaned four key takeaways that re-affirm the course that we have set for our sustainability journey going forward.

We have not wavered in our commitment to create beautiful, sustainable and thriving urban ecosystems for all to enjoy. Across our myriad business operations, we continue to be driven by the shared purpose to advance the well-being of those we serve, taking care of their needs from cradle to grave.

First, there remains a significant unmet demand for quality and accessible housing and healthcare in Indonesia. As Indonesia's leading real estate and healthcare company, we have a responsibility to provide products and services for all market segments. Since 2020, we have made the strategic decision to focus on developing housing products which cater to the needs of first-home owners, especially millennials. Today, 84% of our residential sales comes from housing products priced at Rp2 billion or less, reflecting strong demand among first-home owners. On the healthcare front, we have expanded our network of BPJS-licensed hospitals and clinics, through which we have served over 1 million BPJS patients. Many of our hospitals and clinics which are located in less developed regions have also seen significant growth in patient traffic. We will continue to make accessibility a key priority in our business strategy.

Second, we are well-positioned to enrich the lives of millions across Indonesia through our extensive geographic footprint and various customer touchpoints. In 2021, we served over 125 million people and supported the local economy in our areas of operation by providing communities and Micro, Small, and Medium Enterprises with avenues to generate income. For me, what was most heartwarming to see were our business units and employees coming together to facilitate the administration of more than 1 million COVID-19 vaccine doses for members of the public across our malls, townships, and healthcare facilities. We should continue to leverage our operational network and business synergies to deliver large-scale positive impact to Indonesians throughout the archipelago.

Third, there are strong environmental and business imperatives for being responsible stewards of our resources. Climate change poses an existential threat to all, especially for businesses like ours with physical assets and operations in climate risk-prone Indonesia. As such, we recognize the importance of doing our part to accelerate the global transition towards a low-carbon built environment, including by educating our stakeholders on the urgent need for climate action via platforms such as the 2021 World News Day. From an operational perspective, the efficient management of our energy and water resources has also allowed us to reap significant cost savings in 2021, especially through various asset enhancement initiatives such as retrofitting old building systems and ramping up our rainwater and wastewater recycling capabilities. We can do even more to improve our resource efficiency, and to engage our customers and business partners to join us in these efforts.

Fourth, we need to continue investing in the well-being and development of our people. As an employer of over 16,000 people, our people are our greatest assets. Recognizing the toll that the pandemic took on our workforce, especially our frontline healthcare workers, we took extra steps to support their physical, emotional and mental well-being in 2021. This included frequent COVID-19 testing, hardship allowance, wellness and counselling programs, as well as flexible working arrangements. In addition, we made sure that we continued to offer training and development opportunities to our employees, with the average employee undergoing 38.8 training hours. Through Siloam Hospitals, we also actively contribute towards building a strong pipeline of healthcare professionals in Indonesia. In 2021, 408 nurses received their Diploma of Nursing through our Faculty of Nursing Scholarship, while 4,403 healthcare professionals were trained at our Siloam Training Center. The availability of well-trained and qualified healthcare professionals is key to unleashing Indonesia's healthcare transformation.

Looking ahead, the leadership at Lippo Karawaci is committed to further integrating sustainability in our business strategy and operations, by building on the good momentum of our ongoing sustainability efforts. We are pleased to note that Lippo Karawaci has been recognized as a constituent of the IDX-KEHATI ESG Sector Leaders Index of the Indonesia Stock Exchange for the period December 2021-May 2022. This validates our approach to sustainable value creation and spurs us to be even more ambitious in our ESG plans in the years to come.

We thank all our stakeholders for your consistent support throughout our sustainability journey. We are excited to continue playing an important role in Indonesia's sustainable development story, to help advance innovative, inclusive and collaborative growth. We look forward to working hand-in-hand to build a sustainable future together.

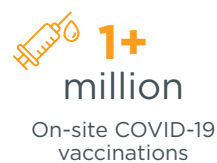
On behalf of the Board of Directors of PT Lippo Karawaci Tbk



JOHN RIADY
Chief Executive Officer

YEAR AT A GLANCE

[POJK.2.A.2, POJK.2.B.1-2]



ENHANCING QUALITY OF LIFE

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CHAMPIONING BEST PRACTICES

Constituent of the IDX-KEHATI ESG Sector Leaders Index of the Indonesia Stock Exchange for the period December 2021-May 2022

ZERO

Reported incidents of non-compliance with all relevant environmental, social and economic laws and regulations

ZERO

Significant fines or non-monetary sanctions

ZERO

Public legal cases on corruption

ZERO

Whistleblowing cases relating to business ethics violations


>95%

Spending of procurement budget on local suppliers and vendors

 **16,072**
Total employees

 **64.5%**  **35.5%**
Female Male

 **39.4%**
Female senior executives and managers

 **99.9%**
Indonesian employees

 **1:1**
Salary ratio between male and female employees

 **38.8**
Average training hours per employee

 **408**
Nurses graduated from scholarship program

 **ZERO**
Reported cases of work-related fatalities among employees and outsourced workers

 **ZERO**
Reported incidents of discrimination, child labor, or forced labor

INVESTING IN OUR PEOPLE


CARING FOR OUR ENVIRONMENT


21




 **167,559 trees**


Planted across three largest townships


 ENERGY CONSUMPTION
338,227.3 MWh
↑ 15.0% increase from 2020 and ↓ 13.9% decrease from pre-COVID levels

 BUILDING ENERGY INTENSITY
154.7 kWh/m²
↑ 5.7% increase from 2020 and ↓ 27.4% decrease from pre-COVID levels

 GHG EMISSIONS
237,981.0 tCO₂e
↑ 13.5% increase from 2020 and ↓ 17.0% decrease from pre-COVID levels

 BUILDING GHG INTENSITY
0.12 tCO₂ e/m²
↑ 9.1% increase from 2020 and ↓ 29.4% decrease from pre-COVID levels

 WATER CONSUMPTION
5,388,488.8 m³
↑ 6.2% increase from 2020 and ↓ 7.6% decrease from pre-COVID levels

 BUILDING WATER INTENSITY
1.52 m³/m²
↑ 8.6% increase from 2020 and ↓ 26.2% decrease from pre-COVID levels

OUR APPROACH TO SUSTAINABILITY

In line with Lippo Group's overarching vision of "Growing in Stewardship, Transforming Lives", we place sustainability at the heart of everything we do. We are committed to being responsible stewards of the resources, environment, and communities placed under our care. At the same time, we are mission-oriented in our aspiration to deliver transformative impact to the millions we serve. We recognize that we cannot do this alone, which is why we work together with the myriad business partners and stakeholders across our value chain to adopt ESG best practices and leverage our respective strengths. Together, we stand united for a better Indonesia.



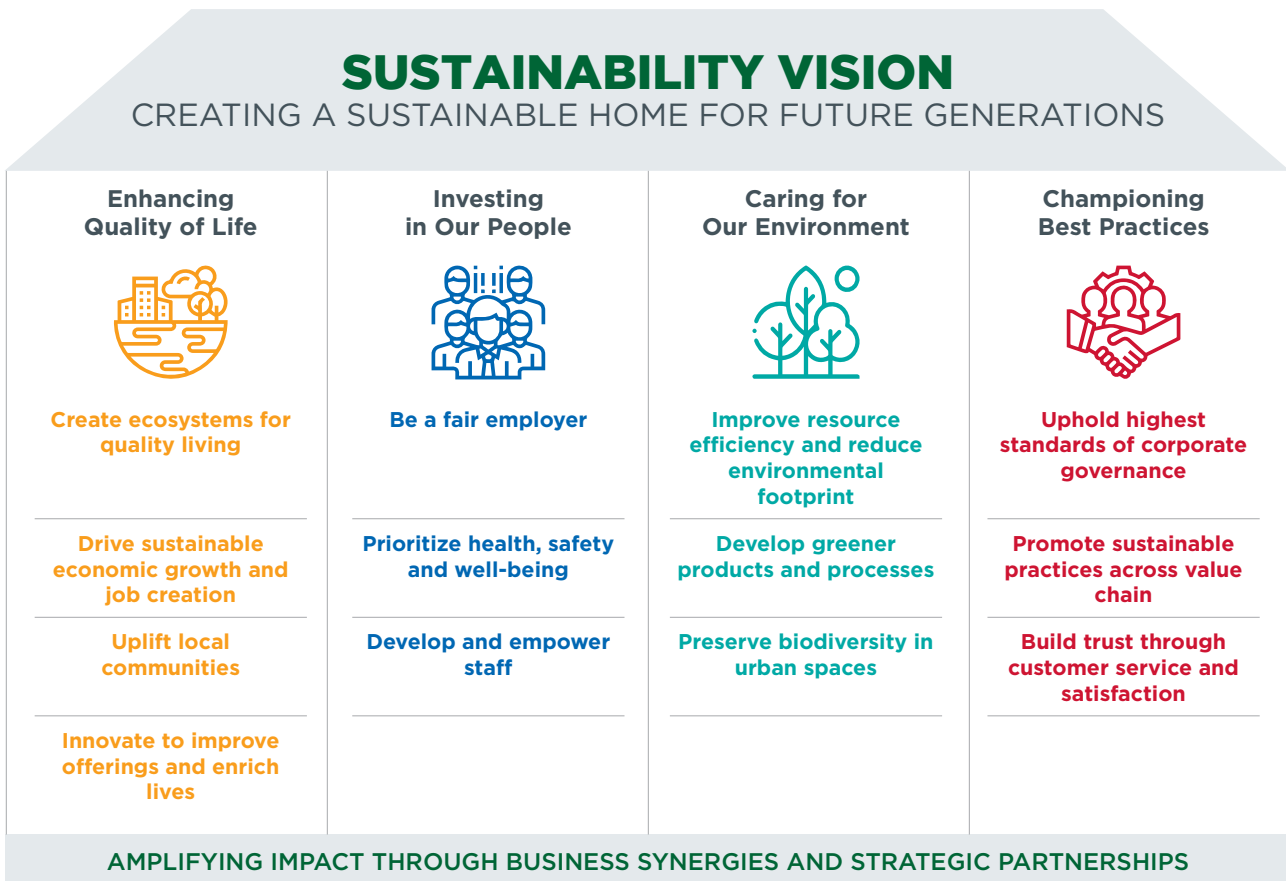


Sustainability Framework

[POJK.1]

At Lippo Karawaci, we are guided by the Sustainability Vision of “**Creating a Sustainable Home for Future Generations**”. We recognize that home ownership and access to quality healthcare are two of the most fundamental human needs. As such, we have made it our business to meet these needs by providing quality and accessible housing, healthcare and lifestyle offerings for all. But we are not only focused on the needs of today. As a forward-looking company, we also aim to create a sustainable, healthy, and beautiful urban environment for the generations to come.

Our Sustainability Framework articulates our approach to sustainable value creation for our stakeholders across 4 key pillars: 1) **Enhancing Quality of Life**, 2) **Investing in Our People**, 3) **Caring for Our Environment**, and 4) **Championing Best Practices**. Having pledged our commitment to WEF IBC’s Stakeholder Capitalism Metrics, these four pillars correspond with the four overarching themes of the WEF Metrics—Prosperity, People, Planet, and Principles of Governance. Our sustainability efforts under each pillar are underpinned by the business synergies and strategic partnerships across our business units.



Material ESG Topics

Stakeholder Engagement

[GRI 2-29] [POJK.2.A.5, POJK.5.D.1-2]

At Lippo Karawaci, we recognize that our business has an impact on a wide range of stakeholders, who in turn, have an influence on how we operate our business. Hence, understanding their key concerns and interests is of importance to us. We are committed to creating long-term value for our stakeholders and constantly engaging with them through various regular channels to ensure that we address their priorities and needs. This also enables us to forge better relationships and build trust among our stakeholders, as we work together to adopt the best ESG practices and achieve our sustainability goals. Details on our key stakeholders, including their concerns and interests, can be found on pages 193-195 of our 2021 Annual Report.

Materiality Assessment

[GRI 3-1, GRI 3-2]

Material ESG topics are defined as sustainability topics that can significantly impact our business and influence our stakeholders' decision-making processes. We recognize the importance of carrying out a materiality assessment to accurately identify and assess the ESG topics which are most impactful and influential to our business and key stakeholders. To that end, we engaged an external consultant in 2021 to perform a comprehensive materiality assessment via a three-step process.

1. Identification of material ESG topics

We conducted a landscape scan on global and industry-specific sustainability trends, as well as detailed study of industry best practices. In addition, an online survey was carried out to identify ESG topics of importance to our key internal and external stakeholders, which included customers, suppliers, investors, regulators, management, and employees. The online survey also provided insights into our stakeholders' views on the level of impact and importance these ESG topics have on their relationship with our business.

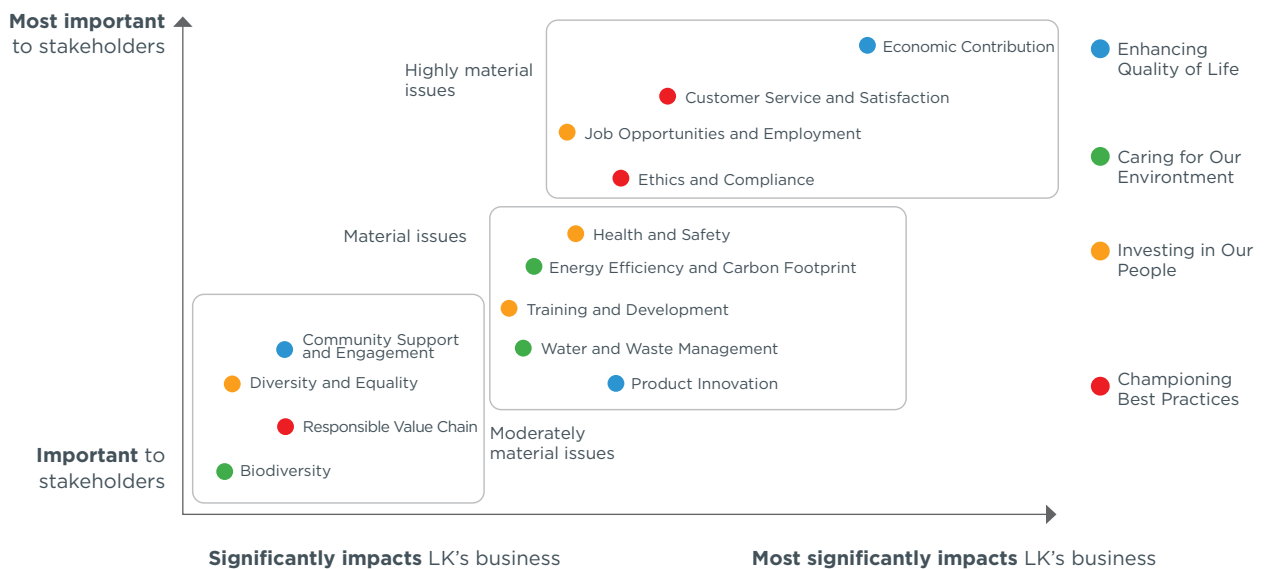
2. Prioritisation of material ESG topics

The shortlisted ESG topics were refined and grouped according to the four pillars within our Sustainability Framework. As part of the prioritisation process, Lippo Karawaci's ESG Committee reviewed the results of the materiality survey and convened internal discussions with Management and senior executives of the various business units. The ESG topics were then plotted onto a materiality matrix, grouped into three clusters - highly material, material, and moderately material.

3. Validation of material ESG topics

The finalized set of ESG topics and materiality matrix were approved by Lippo Karawaci's CEO and ESG Committee, and subsequently validated by the Board of Directors and Board of Commissioners.

As the global and local business landscape continues to change, we will regularly review the relevance of the identified ESG material topics to our business under the guidance of our leadership, and update them where necessary.







Highly Material ESG Topics	Material ESG Issues	Moderately Material ESG Topics
<ol style="list-style-type: none"> Economic Contribution Customer Service and Satisfaction Job Opportunities and Employment Ethics and Compliance 	<ol style="list-style-type: none"> Health and Safety Energy Efficiency and Carbon Footprint Training and Development Water and Waste Management Product Innovation 	<ol style="list-style-type: none"> Community Support and Engagement Diversity and Equality Responsible Value Chain Biodiversity

Supporting the UN SDGs

The UN SDGs rally governments and corporations to advance the well-being of people, societies, and the planet by providing a blueprint to address the world's most pressing sustainability development challenges. Lippo Karawaci supports the UN SDGs, and we have mapped our sustainability framework and material ESG topics to 13 UN SDGs which we believe are relevant to our business operations and where we can create the most significant impact. This also underscores our commitment to supporting and accelerating Indonesia's 2030 Agenda for Sustainable Development.


MATERIAL ESG TOPICS



UN SDGs	Lippo Karawaci's Contributions to UN SDGs	Material ESG Issue
<p>Goal 3: Good Health and Well-being</p> 	<p>Target 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality, and affordable essential medicines and vaccines for all</p>	<ul style="list-style-type: none"> • Provide quality and accessible healthcare for all • Create safe and healthy living and working environment for customers, visitors and employees
<p>Goal 4: Quality Education</p> 	<p>Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship</p>	<ul style="list-style-type: none"> • Provide training and development to upskill employees and fulfil their career aspirations • Provide access to quality education for healthcare professionals and underprivileged children throughout Indonesia
<p>Goal 5: Gender Equality</p> 	<p>Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</p>	<ul style="list-style-type: none"> • Promote gender equality and empower women at the workplace
<p>Goal 6: Clean Water and Sanitation</p> 	<p>Target 6.3: By 2030, improve water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally</p>	<ul style="list-style-type: none"> • Provide clean water for all residents • Manage water resources and discharge wastewater responsibly

UN SDGs	Lippo Karawaci's Contributions to UN SDGs	Material ESG Issue
<p>Goal 7: Affordable and Clean Energy</p> 	<p>Target 7.3: By 2030, double the global rate of improvement in energy efficiency</p>	<ul style="list-style-type: none"> • Improve energy efficiency to reduce carbon emissions and operating expenses • Energy Efficiency and Carbon Footprint
<p>Goal 8: Decent Work and Economic Growth</p> 	<p>Target 8.1: Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7% gross domestic product growth per annum in the least developed countries</p>	<ul style="list-style-type: none"> • Support the local economy in areas of operation through job creation and business partnerships • Economic Contribution
<p>Goal 9: Industry, Innovation, and Infrastructure</p> 	<p>Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	<ul style="list-style-type: none"> • Continuously innovate to deliver products and services that address infrastructural and social needs • Product Innovation
<p>Goal 10: Reduced Inequalities</p> 	<p>Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard</p>	<ul style="list-style-type: none"> • Implement fair employment practices and promote equal opportunities for all • Diversity and Equal Opportunity • Job Opportunities and Employment
<p>Goal 11: Sustainable Cities and Communities</p> 	<p>Target 11.1: By 2030, ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums</p>	<ul style="list-style-type: none"> • Provide affordable housing options that cater to different market segments in Indonesia, especially first-home owners • Give back to local communities and foster an inclusive and vibrant society • Economic Contribution • Product Innovation • Community Support and Engagement
<p>Goal 12: Responsible Consumption and Production</p> 	<p>Target 12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p>	<ul style="list-style-type: none"> • Minimize consumption of natural resources and enhance resource efficiency • Improve resource and waste management practices throughout value chain • Energy Efficiency and Carbon Footprint • Water and Waste Management • Responsible Value Chain
<p>Goal 13: Climate Action</p> 	<p>Target 13.2: Integrate climate change measures into national policies, strategies, and planning</p>	<ul style="list-style-type: none"> • Align with global and national sustainability agendas • Mitigate climate-related risks which have a significant impact on our business in the long run • Energy Efficiency and Carbon Footprint
<p>Goal 15: Life on Land</p> 	<p>Target 15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p>	<ul style="list-style-type: none"> • Minimize the impact of our operations on biodiversity • Actively conserve and rejuvenate natural environments in urban areas • Biodiversity
<p>Goal 16: Peace, Justice and Strong Institutions</p> 	<p>Target 16.5: Substantially reduce corruption and bribery in all their forms</p>	<ul style="list-style-type: none"> • Uphold the highest standard of corporate governance and conduct our business with integrity • Ethics and Compliance • Responsible Value Chain

SUSTAINABILITY GOVERNANCE



At Lippo Karawaci, we are committed to integrating sustainability within our business strategy and operations. This can only be achieved through the establishment of a strong sustainability governance structure.

[GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-25, GRI 2-26] [POJK.5.A-C, POJK.5.E]



As the highest governance bodies in the organization, our Board of Directors (“BoD”) and Board of Commissioners (“BoC”) are responsible for reviewing and approving all disclosures relating to Lippo Karawaci’s ESG performance. In particular, the BoD provides direct oversight of the Group’s strategy, policies, and processes on material ESG issues.

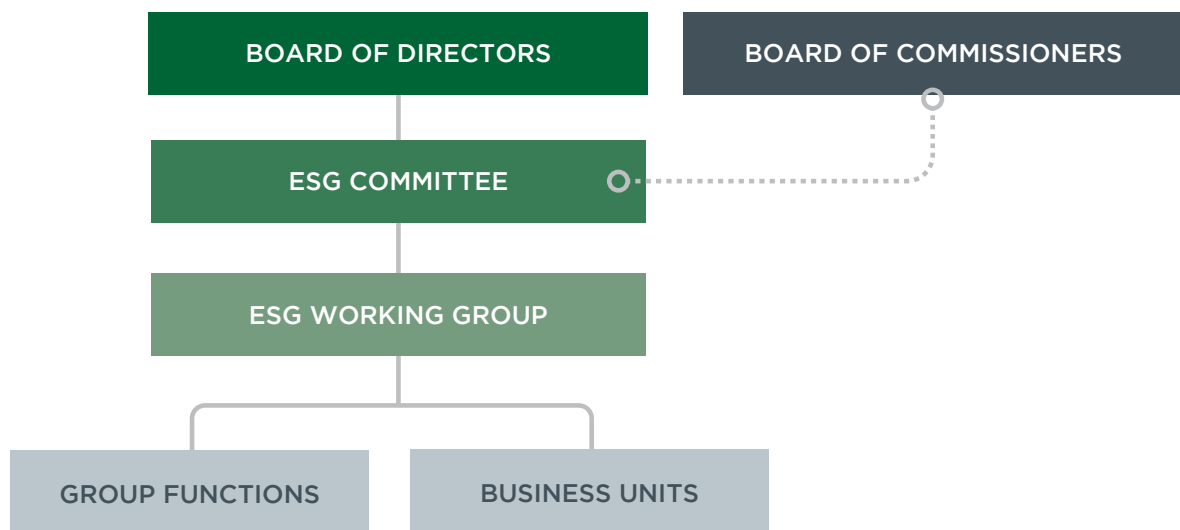
The BoD is supported by the ESG Committee, which is responsible for steering the implementation of sustainability across the Group. The ESG Committee is chaired by the CEO and comprises senior executives in Lippo Karawaci’s corporate functions, including the Head of Sustainability, Head of Risk Control and Assurance, and Corporate Secretary. The ESG Committee reports to the BoD and BoC on a quarterly and semi-annual basis respectively to seek guidance on ESG strategies and work plans, as well as to provide an update on the Group’s sustainability performance. The ESG Committee’s key responsibilities include the following:

- Identify and assess ESG risks and opportunities
- Integrate the Group’s sustainability strategy across all functions and business units
- Spearhead new ESG initiatives and drive improvements in internal processes based on best practices

- Recommend sustainability targets and monitor performance against these targets
- Engage internal and external stakeholders on the Group’s sustainability agenda

The ESG Committee is supported by the ESG Working Group, which is led by the Head of Sustainability and comprises senior executives from key Group functions and business units, who are responsible for the management of ESG impacts, initiatives and performance in their respective areas of operation. The ESG Working Group’s mandate is to operationalize the Group’s sustainability strategy and monitor progress against the Group’s ESG targets and metrics.

Our sustainability governance structure provides a channel through which we can escalate ESG risks and issues of concern, remediate negative impacts, and undertake policy reviews if necessary. Going forward, we will continue to strengthen our sustainability governance and improve our accountability to both internal and external stakeholders through regular monitoring and reporting.



ENHANCING QUALITY OF LIFE

At Lippo Karawaci, we are in the business of creating urban ecosystems for quality living. We are committed to driving sustainable economic growth and job creation through our business operations, as well as uplifting the local businesses and communities whom we partner with. We are constantly innovating to improve our offerings and enrich lives.





Economic Contribution

[GRI 3-3]



We recognize that our economic contributions extend beyond the profit that accrues to our shareholders. Our business operations generate economic value, employment, and tax revenues for Indonesia's economy. Our direct and indirect economic contributions also advance the well-being and prosperity of our customers and communities.

Total Number of People Served

We are in a privileged position to be able to serve millions across Indonesia through our extensive geographic footprint and various customer touchpoints. In 2021, we served over 125 million people in 44 cities across the four key business sectors in which we operate.

Business Sector	Number of People Served in 2021 ¹
Real estate	145,000
Healthcare	2,572,000
Lifestyle malls	122,147,000
Hospitality	703,000
Total	125,567,000

Direct Economic Contribution

[GRI 201-1] [POJK.2.A.2]

In 2021, we generated a total revenue of Rp16,529.8 billion, over a 38% increase as compared to 2020 and 2019. This was largely supported by strong marketing sales from our real estate business, the sustained growth of our healthcare business, as well as the gradual recovery of our mall and hospitality businesses with the relaxation of COVID-19 restrictions.

For a detailed breakdown of our 2021 financial performance, please refer to the following sections of our 2021 Annual Report:

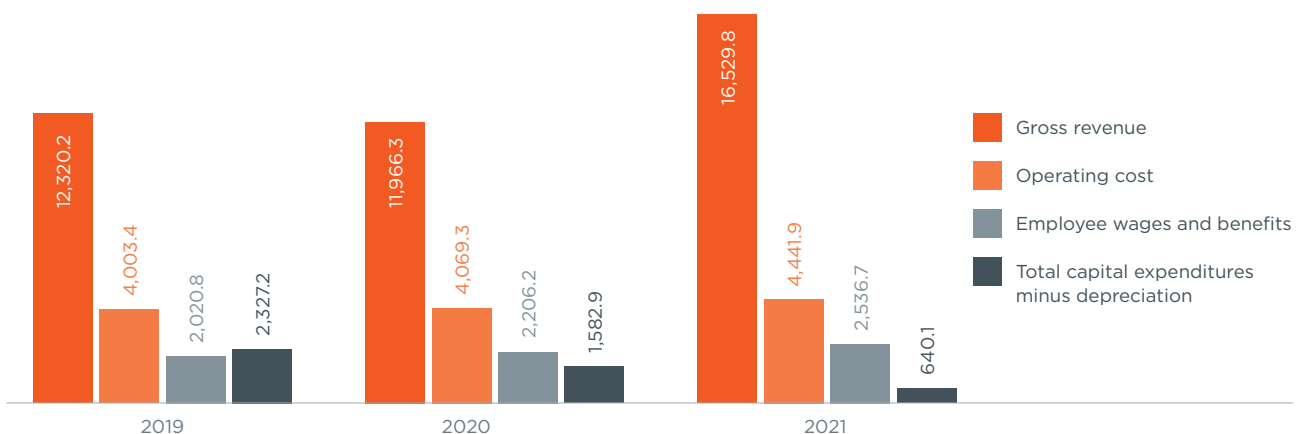
- Report of the Board of Commissioners, page 23-26
- Report of the Board of Directors, page 28-32
- Financial Review, page 89-92

Tax Contribution

[GRI 201-4, GRI 207] [POJK.2.A.3]

At Lippo Karawaci, we prioritize efficiency in tax payments while ensuring strict compliance with prevailing tax obligations and regulations. In 2021, we received a commendation from the Tigaraksa Tax Service Office as the "Taxpayer with the Largest Contribution" in recognition of our consistent compliance with tax regulations and contributions towards Indonesia's economy.

FINANCIAL PERFORMANCE (RP BILLION)



Financial Performance (Rp Billion)	2019	2020	2021
Gross revenue	12320.2	11,966.3	16,529.8
Operating cost	4,003,4	4,069.3	4,441.9
Employee wages and benefits	2,020.8	2,206.2	2,536.7
Total capital expenditures minus depreciation	2,327.2	1,582.9	640.1

¹ Figures have been rounded off to the nearest 1,000.

Tax Performance (Rp billion)	2021
Total tax paid	960.0
Corporate income tax paid on a cash basis	859.9
Corporate income tax accrued on profit/loss	906.0

Lippo Karawaci's tax department is managed under the direct supervision of the Chief Financial Officer. We are guided by three tax strategies, which are reviewed by the Head of Corporate Tax:

- Tax treaty for tax treatment of overseas loans or dollar-denominated borrowing
- Dividend income tax for overseas investments
- Transfer pricing to determine the fair value of transactions between affiliated companies

Each business unit consults the tax planning and strategy division under the tax department to seek guidance from a tax efficiency perspective before the execution of a transaction such as an asset sale. In addition, each business unit will engage the relevant stakeholders involved in the transaction, and apply the appropriate tax strategies on a case-by-case basis. Thereafter, the monitoring team within the tax department will ensure that the transactions are carried out as per the agreed strategies. On an annual basis, tax payments and strategies are also reviewed by appointed external auditors to ensure accuracy and transparency. We may also involve an external tax consultant in major transactions, for instance in the sale of

Lippo Mall Puri to Lippo Malls Indonesia Retail Trust that was completed in 2021.

During the year, we received a total of Rp15.8 billion in tax relief and tax credits from the government-borne value-added tax scheme, *Pajak Pertambahan Nilai Ditanggung Pemerintah*, and under Article 25 of Indonesia's Income Tax Law, *Pajak Penghasilan Pasal 25*. In 2021, Lippo Karawaci recorded a net loss of Rp1,602.9 billion after tax.

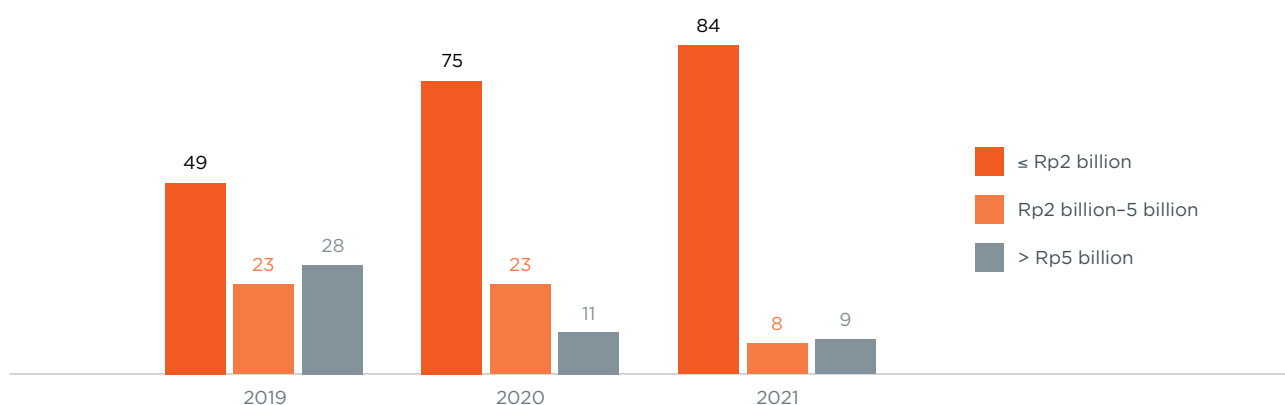
Indirect Economic Contribution [GRI 203]

Quality and accessible housing and healthcare

Homeownership and access to quality healthcare are two of the most fundamental human needs. There is a great unmet demand for affordable housing, and healthcare remains among the most underpenetrated industries in Indonesia. We have made it our business to meet these needs by providing quality and accessible housing, healthcare, and lifestyle offerings for all. This is a responsibility that we take seriously as part of our ambition to be Indonesia's market leader in homes and healthcare.

Since 2020, we have made the strategic decision to focus on developing housing products which cater to the needs of first-home owners, especially millennials. In 2021, all new launches were landed housing products priced at Rp2 billion or less. Housing products at this price point made up 75% and 84% of our residential sales in 2020 and 2021 respectively, compared to 49% in 2019.^{2,3}

RESIDENTIAL SALES (% BY SALE PRICE)



Residential Sales (% by sale price)	2019	2020	2021
≤ Rp2 billion	49%	75%	84%
Rp2 billion-5 billion	23%	23%	8%
> Rp5 billion	28%	11%	9%

² Percentage of residential sales by sale price range may not add up to 100% due to rounding off.

³ In 2021 and 2020, housing products priced at Rp2 billion or less made up 63% and 62% of total marketing sales respectively, compared to 9% in 2019.

As for the provision of quality and accessible healthcare, Siloam Hospitals serves the Indonesian public through *Badan Penyelenggara Jaminan Sosial* (“BPJS”) *Kesehatan*, the Indonesian government’s health insurance scheme. 26 hospitals and 23 clinics within Siloam Hospitals are licensed to serve BPJS patients as of 31 December 2021. In 2021, Siloam Hospitals served more than 1 million BPJS patients, which contributed to 13% of our total hospital revenue.

In particular, we are committed to meeting the healthcare needs of local communities, especially in rural and remote areas. Siloam operates 30 community clinics across the country. These clinics are equipped to provide basic medical treatments such as polio vaccinations, blood pressure check-ups, first aid services, and referral services. Additionally, Siloam has established six “Centers of Excellence” which cater to specific health issues and medical conditions prevalent in certain regions in Indonesia, such as those relating to cardiology, urology, and fertility.

Spending on public infrastructure and services

As a real estate developer and township operator, we strive

to provide high-quality public infrastructure and services that serve the broader communities beyond our immediate customers. To improve the quality of life for those who live and work at our townships and developments, we regularly maintain and enhance public infrastructure such as drains, roads, pavements, and open green spaces. We also assist the Indonesian government in enhancing public infrastructure beyond the purview of our real estate businesses, such as by supporting infrastructural improvements to the Krukut River to mitigate flooding in Kemang, as well as providing decent housing for vulnerable groups, such as by funding the development of Kampung Akuarium in North Jakarta.

In 2021, we spent over Rp100 billion on public infrastructure and services to provide a beautiful, well-maintained living environment for all.

2021	LPKR	LPCK	GMTD
Spending on public infrastructure and services (Rp billion)	80.8	25.0	1.3



Tenant rent relief for COVID-19 support

The unprecedented COVID-19 pandemic was extremely disruptive to the business activities of our malls and tenants, many of whom were Micro, Small, and Medium Enterprises (“MSMEs”)⁴ that were greatly affected by the reduced visitor footfall due to the mandated shorter operating hours and travel restrictions. To support our tenants and help them recover from the financial impacts of the pandemic, we provided financial relief amounting to Rp665 billion in total through rental and service charge discounts across all Lippo Malls.

Indirect job creation

Our business operations are supported by a large ecosystem of business partners, including suppliers, contractors, sub-contractors, sales agents, vendors, and tenants. We strive to contribute to the local economy by working with partners based in our areas of operation as far as possible.

In 2021, we took the initiative to actively promote local businesses and their products at our malls. For example,

Lippo Mall Kemang collaborated with the Indonesian Young Entrepreneurs Association - Greater Jakarta (HIPMI JAYA) to hold a “Market & Museum” bazaar, involving 54 MSMEs in the fashion and culinary industries. Malang Town Square and Palembang Icon also provided free space for MSMEs to market their products during the pandemic. In addition, Palembang Icon hosted the Indonesian Ministry of Tourism and Creative Economy’s “Appreciation of Indonesian Creations” program, to support the training and development of MSMEs involved in Palembang City’s creative economy.

Besides our malls, our townships also thrive on the active participation of local businesses. For example, at Tanjung Bunga township in Makassar, all tenants who operate at Akkarena Beach and Kini Kuliner Food Court are local MSMEs.

As for our healthcare business, Siloam Hospitals partners with local specialists and dentists who practice at our hospitals on a full-time or part-time basis. We partnered with a total of 2,728 specialists and dentists in 2021.



⁴ MSMEs make up around 17% of our mall tenants.

Community Support and Engagement

[GRI 3-3, GRI 413-1] [POJK.2.C, POJK.6.A, POJK.6.C.3.A, POJK.6.C.3.C]



At Lippo Karawaci, we incorporate sustainable business practices into our operations and endeavor to create positive social impacts in the communities we operate in. To us, Corporate Social Responsibility (“**CSR**”) is more than just giving back to the community; it also serves as an avenue for us to foster long-term partnerships with our stakeholders, especially with our local communities. We actively encourage our employees to volunteer their time to support meaningful causes and find new ways to better the lives of those we serve.

We take a multi-faceted view of CSR, guided by a three-pronged approach: **Engage**, **Enrich**, and **Empower**. This starts with understanding the challenges faced by our stakeholders, addressing their pressing needs, and adopting a long-term approach to meeting future needs by supporting their development and aspirations. While each business unit has its own set of CSR programs and target stakeholders, the Group is united in its commitment to advancing the following 4 priorities:



Our CSR initiatives, which range from providing free education and healthcare in remote and rural areas to building up a strong pipeline of healthcare professionals, support the UN SDGs and the Indonesian government’s national sustainability agenda. Where possible, we carry out our CSR initiatives in partnership with the local government and organizations to support their ongoing efforts and ensure that our initiatives are closely aligned with the needs of the community.

In 2021, we invested over Rp33 billion⁵ in CSR initiatives across our business units. This reflects our serious commitment to making a positive impact on the lives of all stakeholders within our ecosystem.

Improving Health and Wellness for All

In 2021, we continued to focus our CSR efforts on supporting the pressing needs arising from the COVID-19 pandemic. To this end, we took a proactive role in accelerating the national vaccination program, distributing medical supplies to those in need, and promoting good hygiene and COVID-19 safety measures.

Vaccinations and Blood Drives

Throughout the year, more than 1 million vaccine doses were administered on-site to the public and our employees through vaccination drives held at our malls, townships, and healthcare facilities. The vaccination centers at 42 Lippo malls will remain in operation in 2022.

In addition, we continued to organize blood drives at our townships, malls, and hotels to replenish blood banks across Indonesia. In 2021, GMTD and Aryaduta received certificates of recognition from the Indonesian Red Cross for playing an active role in organizing blood drives.

Medical Supplies

Throughout the COVID-19 pandemic, our business units have donated medical supplies such as face masks, hand sanitizers, and vitamins to various local governments, organizations, and communities. For example, we donated Rp1 billion to the Indonesian Retail Entrepreneurs Association (“**APRINDO**”) to procure 150,000 bottles of hand sanitizer and 50,000 jerry cans of disinfectants for marginalized groups in Jakarta.

Free medical services and healthcare education

Besides providing support for the COVID-19 pandemic, Siloam Hospitals is also committed to addressing the medical needs of the vulnerable and underserved through its community clinics across the country, especially in rural and remote areas. Out of Siloam’s 30 community clinics, seven provide free healthcare, of which six are located in Papua and the seventh is in Jakarta. With Siloam Hospitals’ full financial and operational support, the six clinics in Papua serve around 1,700 disadvantaged patients every month who would ordinarily be unable to receive suitable medical treatment.

Furthermore, Siloam Hospitals partners with local communities to provide free medical check-ups, as well as first aid training and health talks, for various organizations and schools. Siloam Hospitals also conducts medical webinars via its social media platforms throughout the year for the benefit of the general public. Most notably, MRCCC Siloam Hospitals Semanggi received an award from the Indonesian World Records Museum (MURI) in July 2021 for conducting the longest continuous medical webinar series on cancer in Indonesia.

⁵ This CSR budget does not include our expenditure on nursing scholarships and the 6 community clinics in Papua, which are budgeted separately.



We provide land from our landbank to support worthwhile causes. For example, we extended 1.8 hectares of our landbank to the local community in Kelapa Dua, Tangerang, for urban farming. With this plot of land, the local community has been able to grow food to meet their daily needs and generate income as well. This is in line with the *Kampung Tangguh* initiative promoted by the Indonesian government to empower local communities and strengthen economic resilience during COVID-19

Serving the Vulnerable

Distribution of food and social assistance

Our business units regularly distribute food and basic supplies to local beneficiaries such as non-profit foundations, orphanages, and schools, as well as impoverished communities. For example, LPCK distributed food to 2,700 people to support the government's COVID-19 relief efforts in Bekasi, including to those quarantined in COVID-19 isolation centers.

Disaster relief

Our business units are always ready to step up and provide aid to victims of natural disasters at short notice. For example, seven Lippo Malls in East Java pulled their resources together to donate basic necessities and building materials to earthquake victims in Malang. GMTD collaborated with the Indonesian Red Cross to provide food and basic necessities to earthquake victims in West Sulawesi. LPCK also distributed food and clean water to flood victims in Bekasi.

Providing Access to Quality Education

Siloam Training Center

At Siloam Hospitals, we are committed to providing quality training to all healthcare professionals, including those outside our workforce. We established the Siloam Training Center (STC) in 2019 to provide public access to standardized medical training programs across various fields from critical care nursing to COVID-19 education. The STC is accredited under the Indonesian Board for Development and Empowerment of Human Health Resources ("*PPSDM Kesehatan RI*"). In 2021, 111 training programs were conducted for 4,403 healthcare professionals, an increase of 73.4% and 76.0% from 2020 respectively.

Siloam Training Center	2020	2021
Total training programs	64	111
Total training participants	2,502	4,403



To ensure continued improvements in the quality of training provided by the Center, STC partners with Subject Matter Experts (“**SMEs**”) and third-party training vendors who are experienced in running medical-related training. In 2021, STC’s SME/vendor-led training programs doubled from 31 in 2020 to 66.

Scholarships

In light of the nation’s shortage of qualified healthcare workers, exacerbated by the COVID-19 pandemic, we continued to provide scholarships to Indonesians to study nursing at University Pelita Harapan. Our Faculty of Nursing (“**FON**”) Scholarship trains Indonesian youths to become nurses while providing them with accommodation and food to facilitate their learning. Upon completing their studies, scholarship students will often gain employment at a Siloam hospital. The FON Scholarship was established in 2007 and has disbursed over 3,000 scholarships over the past decade. In 2021 alone, 408 nurses graduated from our scholarship program with a Diploma of Nursing, representing a graduation rate of 98% which is significantly higher than the 2020 national graduation rate of 65%.

Education Subsidies

In 2021, Siloam Hospitals provided financial support for a group of schools in remote villages of East Nusa Tenggara to ensure that 1,500 students would receive formal school education. In addition, Siloam Hospitals also partnered with *Yayasan Pendidikan Harapan Papua*, a non-profit organization that brings education and healthcare to remote villages in Papua’s interior mountainous region, to support the education of more than 1,000 children across eight schools in remote Papua. Through its charity event “Light for Papua”, Siloam raised Rp5 billion in donations to fund several projects including building additional schools, clinics, dormitories, solar panels, and IT infrastructure.

Vocational Training

Aryaduta Manado partners with vocational schools in Manado, Bitung, Tomohon, Tondano, Amurang and Tahuna to provide hospitality training to students in North Sulawesi.



Creating Vibrant and Inclusive Communities

In line with our overall objective to enhance the quality of life of our stakeholders, we are committed to building vibrant and inclusive communities where people can thrive in.

Our Town Management Division (TMD) regularly organizes community events to cultivate the “gotong royong” spirit and a sense of belonging among our residents. Slogans such as “Lippo Cikarang BERAKSI” and “#GMTDForGood” have been adopted to rally our people and communities around these efforts. TMD also engages residents on issues of importance to the community. For example, TMD collaborated with the Agriculture and Farm Services of Tangerang Regency to provide free rabies vaccinations for pets of Lippo Village residents a total of 106 dogs and 50 cats were vaccinated.

We also took this opportunity to educate our residents on the guidelines for responsible pet ownership in residential areas.

During religious holidays such as Hari Raya Idul Fitri and Christmas, our employees will distribute donations to local religious organizations and underserved communities, and invite them to partake in the festivities. Our malls also frequently host events to promote community bonding and cultural appreciation. In 2021, Depok Town Square and Cibubur Junction received awards from the Indonesian Ministry of Education, Culture, Research, and Technology for providing a venue for street musicians to perform through the Street Artist Expression Performance Program. These initiatives serve to promote greater socioeconomic inclusion in our areas of operation.



LPCCK collaborated with the South Cikarang Children’s Forum (FORCISEL) to conduct various activities to support the development and well-being of children in the area, including the following:

- Establishment of the South Cikarang Inclusive Knowledge House (“Rumah Pintar Inklusi”), to support the educational development of children with special needs and children who have dropped out of school
- Provision of vaccination services and health awareness programs for children
- Creation and launch of the FORCISEL children’s book on “Creating a Child-Friendly Indonesia”

For its efforts to serve the local community and promote inclusivity, LPCCK received four awards at the Nusantara CSR Awards 2021 organized by the La Tofi School of CSR.

Product Innovation

[GRI 3-3] [POJK.6.F.1]



We believe that innovation will not only improve our product and service offerings, which will directly benefit our customers and enhance their well-being, but also drive business productivity and resilience. To sustain long-term value creation for the stakeholders we serve, we recognize that we must continuously innovate to expand our customer base and allow us to differentiate ourselves in the highly competitive industries of real estate and healthcare.

At Lippo Karawaci, each business unit leverages technology in different ways to create new products and services, enhance processes, and address sustainability challenges. Our accelerated push towards digitalization has served us well, especially in navigating the drastic changes to their operating environment due to the COVID-19 pandemic. We strive to stay ahead of the curve in our adoption of the latest technologies so as to deliver products and services that can meet future needs.

Aside from digitalization, we also leverage the talents within our organization to drive innovation and new ways of thinking. This is made possible by creating a conducive work environment that values creative thinking and empowers people to pursue bold ideas.

Innovation related to customer service improvements can be found on page 61-62.

Real Estate

Product innovation has been the hallmark of our real estate development business. We are widely regarded as a pioneer in Indonesia for developing and managing one of the earliest fully integrated townships. While residential housing forms the majority of our real estate product offerings, our portfolio comprises a wide variety of non-housing products, ranging from San Diego Hills, Indonesia's first memorial park, to Delta Silicon, an industrial estate in Cikarang.



The Cendana Homes series was a breakthrough housing product for us, which contributed significantly to the 86% year-on-year increase in marketing sales in 2021.

- **Product design and concept**
 - › We worked with an award-winning architectural designer, Alex Bayusaputro, to introduce a new landed house concept that serves the needs of millennials at an affordable price.
 - › Cendana Homes incorporated various environmental features such as cross ventilation and natural light optimization, as well as the latest interior design trends such as high ceilings and an open plan concept in the kitchen, living, and dining rooms.
- **Marketing**
 - › Since our target demographic were millennials, we focused on digital channels such as online webinars and Instagram Live to create product awareness and equip them with the necessary knowledge on homeownership as first-time buyers.
 - › As part of the marketing strategy, each of the eight cluster locations within Cendana Homes was launched with its own unique identity and narrative.

As a testament to our commitment to product innovation in the real estate industry, we are humbled to have clinched seven awards at the 2021 Golden Property Awards in recognition of our innovative housing products.

1. Cendana Homes @ Lippo Village – **Best Millennial Housing Development in Tangerang Region and surrounding areas.**
2. SOHO FLEX/SPACE Lippo Village – **Best Architectural Design Concept for Premium SOHO.**
3. Waterfront Estate Lippo Cikarang – **Best Compact Development in Bekasi Region and surrounding areas.**
4. Travertine @ Waterfront Estate – **Best Millennial Housing Development in Bekasi Region and surrounding areas.**
5. Meikarta District 1 – **Best Urban Apartment in Bekasi Region and surrounding areas.**
6. Rolling Hills Karawang – **Best Large-Scale Development in Karawang Region and surrounding areas.**
7. Jopy Rusli, Chief Marketing Officer of Lippo Karawaci – **Most Influential Property Figure in Marketing.**

We are constantly looking for new ways to gain fresh insights into the needs and expectations of our customers. To that end, we ramped up our market research capabilities in 2021, including by conducting ethnographic research to better understand the different profiles of Indonesian millennials and their behaviors. We also commissioned studies to gain insights into millennial preferences when it comes to choosing a community to live in, which guided us in designing vibrant living environments that will attract our target customer demographics.

Healthcare

At Siloam Hospitals, we collaborate with leading technology partners to build world-class ICT capabilities, with the overall goal of providing higher quality care to more patients through digital interventions. We have leveraged various digital platforms and applications to enhance service delivery, clinical outcomes, patient experience, and operational excellence.

Our commitment to technology allowed us to reap tremendous benefits in 2021, especially with more Indonesians turning to digital solutions to meet their healthcare needs during the COVID-19 pandemic. We implemented tech-based marketing tools to deliver strategic and personalized targeted marketing to individuals. Digitally acquired patients contributed around 6% of throughout at the start of 2021, which more than doubled to 15% by the end of the year. These numbers are expected to continue increasing, which will result in continued growth in in-patient volumes. Digitally acquired medical check-ups has likewise grown exponentially throughout 2021, with medical check-ups via our online application increasing by a significant 546% in 2021 compared to 2020.

With the rise of digital health adoption, Siloam Hospitals also partnered with well-known online medical aggregators to provide in-patient support, specialist consultations, diagnostic capabilities, and pharmacy support for our patients. We will continue to develop and strengthen existing strategic partnerships with medical aggregators to enable us to provide better care and reach out to more patients.

Lifestyle Malls

At Lippo Malls, we strive to strengthen customer engagement by constantly improving our digital engagement and customer loyalty programs. In 2021, we commissioned a comprehensive psychographic study to better understand our customer profiles and needs in the Greater Jakarta Area and Bandung, including how their shopping behaviour has changed during the COVID-19 pandemic.

STYLES is Lippo Malls' customer loyalty application, and it has been integrated across its 50 largest malls in 36 cities across Indonesia. Through the application, customers can collect STYLES points by spending at Lippo Malls, which grants them access to exclusive giveaways in the form of lucky draws, discounts, vouchers, and rewards from partner merchants. Through STYLES, customers can receive the latest updates on promotions, activities, and events across Lippo Malls. Beyond serving as an important avenue to engage with our customers, STYLES also allows us to gain insights on their spending patterns and preferences.

AIDO is a platform that provides healthcare services beyond hospital premises. AIDO offers a range of medical services such as teleconsultations, homecare services, wound treatments, vaccinations, rehabilitation, and pharmacy delivery. This platform serves as an extension of services after a patient is discharged from the hospital. Through AIDO, Siloam Hospitals can provide home care services by dispatching Siloam doctors, nurses, and healthcare workers to the homes of patients. As many as 1,000 Siloam doctors are available through AIDO. In 2021, Siloam delivered home care services to 30,000 patients.

Prixa.ai is an Artificial Intelligence ("AI")-assisted medical diagnostic technology company, of which Siloam Hospitals is a shareholder. This platform leverages telemedicine services by precisely processing data and narrowing down medical diagnostic options to determining the best diagnosis. By using this AI technology, patients can then be referred for the most appropriate treatment procedures and specialists. Prixa.ai is directly linked and accessible by the PeduliLindungi application, the national application used by the Indonesian government and residents to record and provide evidence of vaccination, COVID-19 testing, and travel history.

INVESTING IN OUR PEOPLE



As an employer of over 16,000 staff and manifold more across our value chain, our people are our most valuable resource and the driving force behind our business success. We are committed to being a workplace of choice for our employees by upholding fair employment practices, prioritizing their health, safety, and well-being, supporting their development and aspirations, and empowering them to be a force for good.

Job Opportunities and Employment

[GRI 3-3, GRI 2-7, GRI 2-8, GRI 201-3, GRI 401] [POJK.3.C.2]

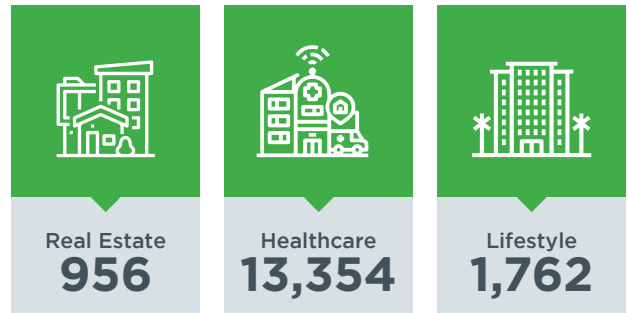


At Lippo Karawaci, we strive to attract and cultivate a diverse and devoted talent pool that creates value and drives growth within our organization. A stable workforce minimizes turnover costs and disruptions, improves knowledge management and business continuity, and helps to foster a collaborative work environment that is built on long-term relationships. This allows us to focus on boosting productivity, operational excellence, as well as employee satisfaction and well-being.

Our employees⁶

As of 31 December 2021, we have a total of 16,072 employees. All our employees work on a full-time basis. The Healthcare pillar makes up 83.1% of our total workforce, followed by the Lifestyle pillar (11.0%) and Real Estate pillar (5.9%) respectively.

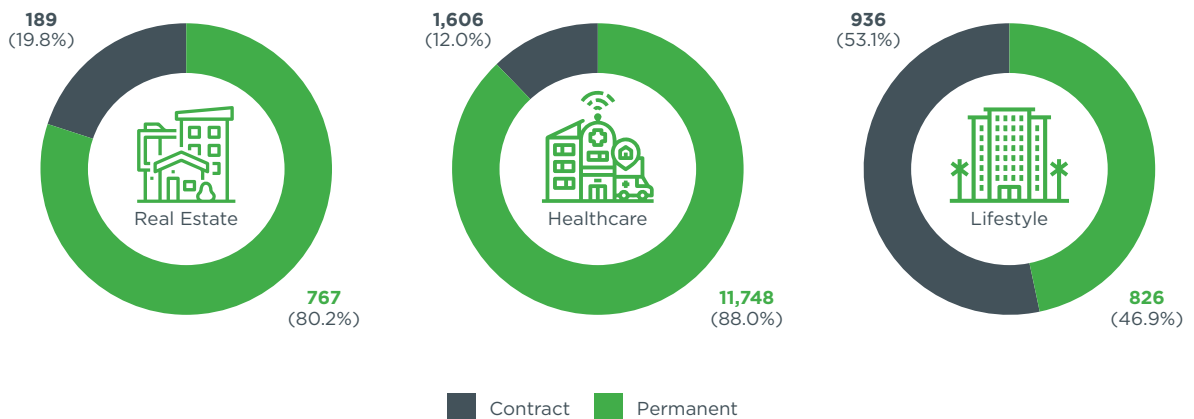
The majority of our workforce comprises permanent employees (83.0%), with the exception of the Lifestyle pillar, which hires more contract workers than permanent staff due to the nature and seasonality of work in the hospitality industry. Beyond our employees, we managed a total of 9,807 outsourced workers across our business units in 2021.⁷



Employee benefits

We believe that a positive work environment is essential to attract, motivate and retain talent. We provide all permanent and contract employees with similar benefits, which include annual leave, special leave, private medical insurance coverage, as well as special discounts on Group-linked products and services. Some of our business units provide additional benefits depending on the nature of their work and the job scope involved. For example, our hotels provide duty meals for property-based employees.

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT



Employee Demographics by Employment Contract in 2021	Real Estate	Healthcare	Lifestyle	Total
Permanent	767	11,748	826	13,341
Contract	189	1,606	936	2,731
Total	956	13,354	1,762	16,072

⁶ Data relating to our employees mirrors the scope of our 2021 Annual Report, which includes all business units and subsidiaries under PT Lippo Karawaci Tbk.
⁷ We engage outsourced workers to provide services such as security, cleaning, sales, concierge, etc. This figure excludes the construction workers at our project sites, who are hired and managed directly by our contractors and sub-contractors.

As a responsible employer, we comply with all mandatory health insurance and social security contribution requirements under *BPJS Kesehatan* and *BPJS Ketenagakerjaan* respectively. Under these schemes, we make monthly contributions towards our staff accounts based on the prescribed contribution rates. In addition, we provide post-employment benefits in accordance with prevailing regulations. Our post-employment benefit liabilities stand at Rp338.6 billion as of 31 December 2021, based on calculations by an independent actuary.

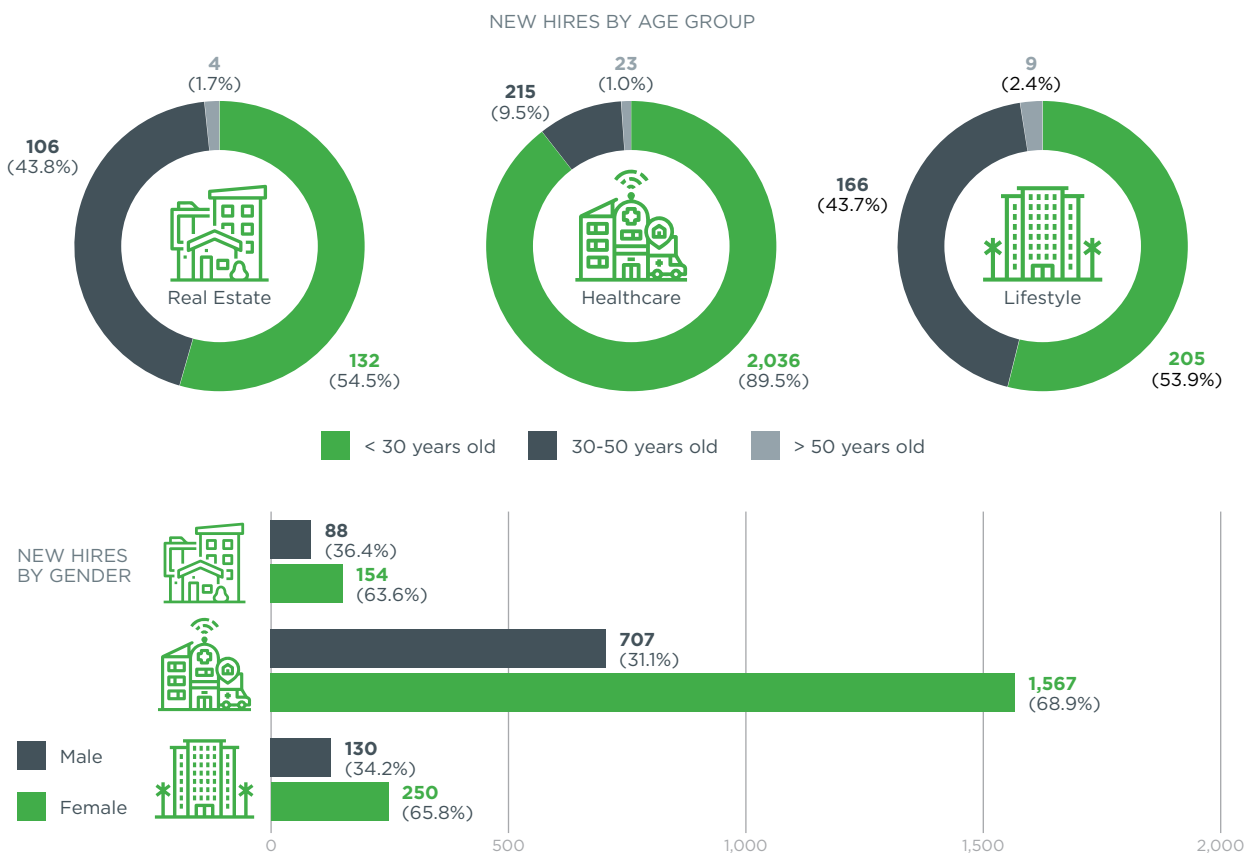
Our employees are also entitled to parental leave. In 2021, 361 employees took parental leave and 334⁸ employees returned to work after their leave. As for significant

operational changes within our business which may impact our employees, they are communicated to employees beforehand to ensure smooth implementation and minimization of business disruption.

New hires and employee retention

In 2021, we hired a total of 2,896 employees and recorded a hiring rate of 18.0%. Employees aged 30 and below made up majority of the new hires, and most new hires came from our Healthcare pillar.

As for turnover, 1,962 employees left the organization in 2021, resulting in a turnover rate of 12.2%.

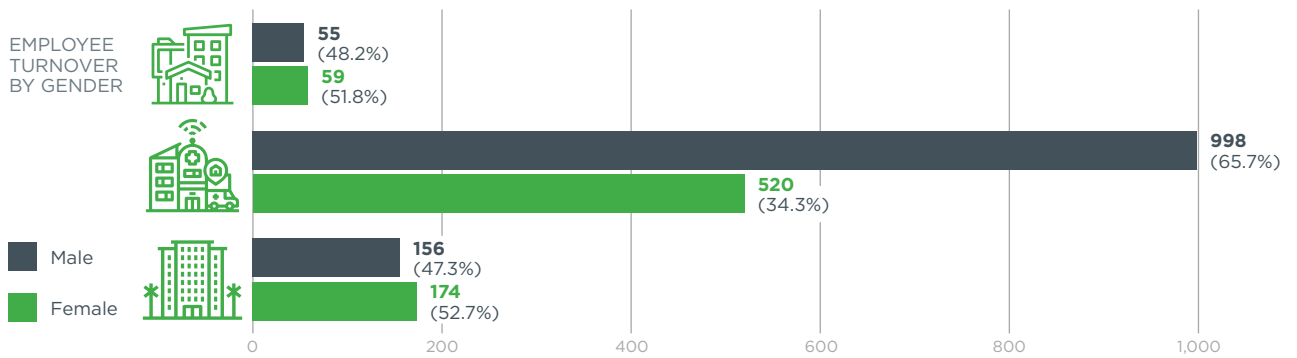
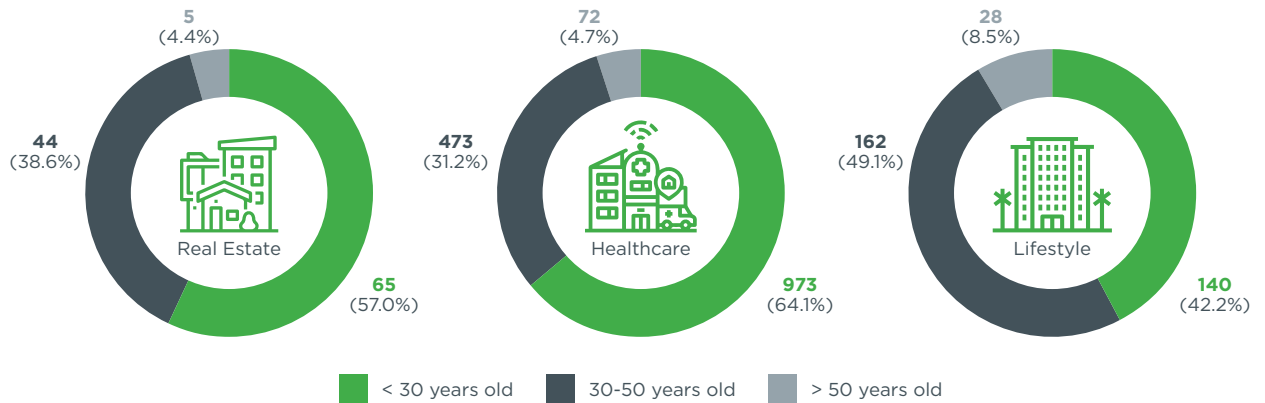


New Hires in 2021

	Real Estate	Healthcare	Lifestyle	Total
By Age Group				
< 30 years old	132	2,036	205	2,373
30-50 years old	106	215	166	487
> 50 years old	4	23	9	36
Total	242	2,274	380	2,896
By Gender				
Female	88	707	130	925
Male	154	1,567	250	1,971
Total	242	2,274	380	2,896

⁸ Out of the 334 employees who returned to work, 316 employees continued working 12 months after they returned from parental leave.

EMPLOYEE TURNOVER BY AGE GROUP



Employee Turnover in 2021

	Real Estate	Healthcare	Lifestyle	Total
By Age Group				
< 30 years old	65	973	140	1,178
30-50 years old	44	473	162	79
> 50 years old	5	72	28	105
Total	114	1,518	330	1,962
By Gender				
Female	55	998	156	1,209
Male	59	520	174	753
Total	114	1,518	330	1,962



Diversity and Equal Opportunity

[GRI 2-7, GRI 2-25, GRI 2-26, GRI 2-27, GRI 2-30, GRI 3-3, GRI 202, GRI 405, GRI 406, GRI 407, GRI 408, GRI 409] [POJK.3.C.2, POJK.6.C.2.A-B]



At Lippo Karawaci, diversity and inclusion forms an integral part of our culture and identity. We have a diverse workforce of over 16,000 employees who bring different perspectives to the table and work together to leverage their complementary skillsets and experiences, thereby making our organization greater than the sum of its parts. We provide equal employment opportunities to all individuals, and do not tolerate any form of workplace discrimination, including in the hiring and promoting of employees.

Employee diversity

At Lippo Karawaci, females make up 64.5% of our total workforce across all business pillars. In general, we tend to see more male workers in the real estate development and property management industries, while there are more female workers in the healthcare industry. As such, we deliberately strive to maintain gender diversity to the best extent possible, in view of these industry-specific gender distributions.

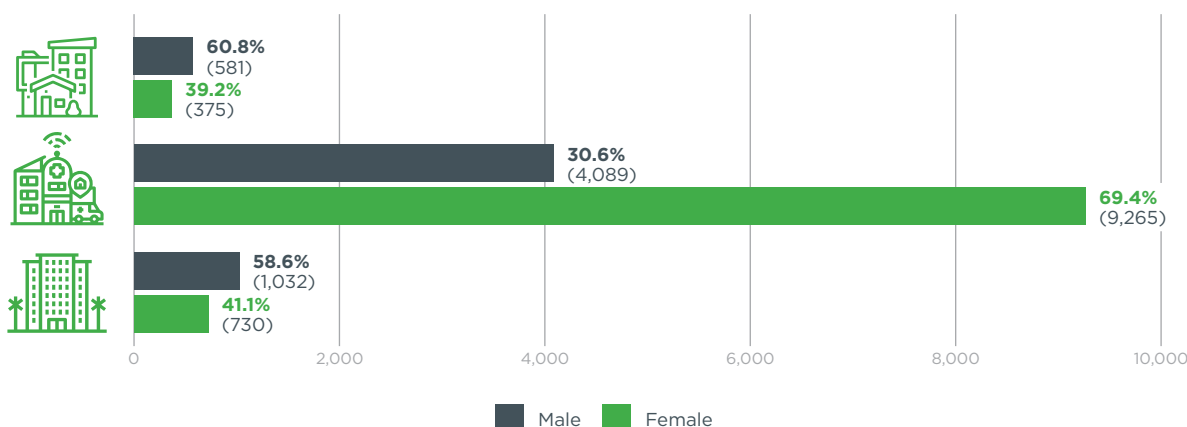
Within our highest governance bodies, females make up 16.7% of our Board of Commissioners and 11.1% of our Board of Directors. Board members are appointed based on their

qualifications and experience, irrespective of their age, religion, gender, sexual orientation, race, nationality, and disability. Notably, 39.4% of our employees at the manager level or above are female. We will continue to ensure that we maintain gender diversity within our middle and senior management.

Aside from gender diversity, we also embrace age diversity within our workforce. We employ a wide range of professionals based on their qualifications, ranging from fresh graduates to industry veterans. Hence, our workforce comprises employees below age 30 as well as those over age 50. In particular, employees under age 30 make up a significantly larger portion of our workforce in the Healthcare pillar compared to other business pillars, in part due to the need for young, strong-bodied frontline workers at our hospitals.

In line with our talent development strategies, we are making the deliberate effort to expose younger employees who have demonstrated a high level of leadership and competence to supervisory and managerial responsibilities earlier in their careers. The intent is to refresh our management with young talent and to groom these competent employees for future leadership roles.

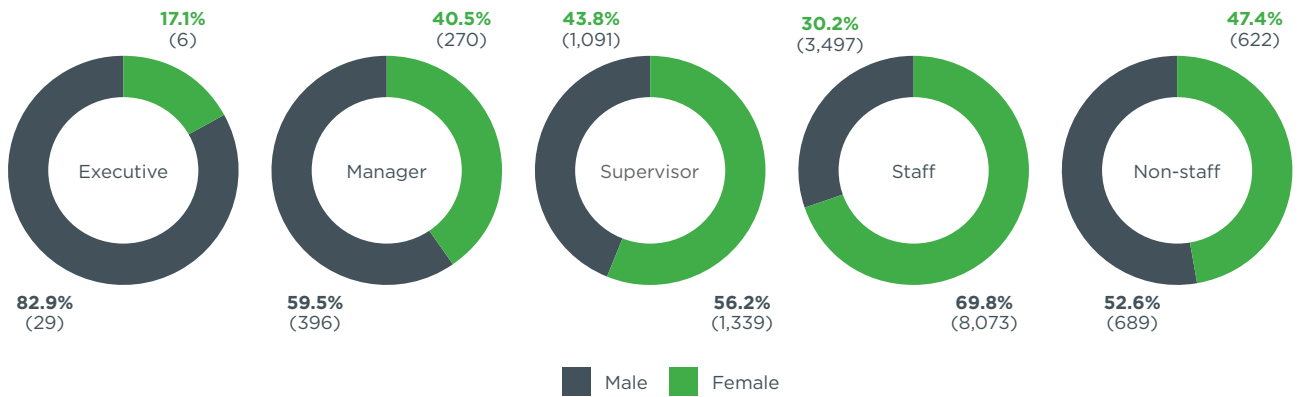
GENDER DIVERSITY



Employee Demographics by Gender in 2021

	Real Estate	Healthcare	Lifestyle	Total
Male	581	4,089	1,032	5,702
Female	375	9,265	730	10,370
Total	956	13,354	1,762	16,072

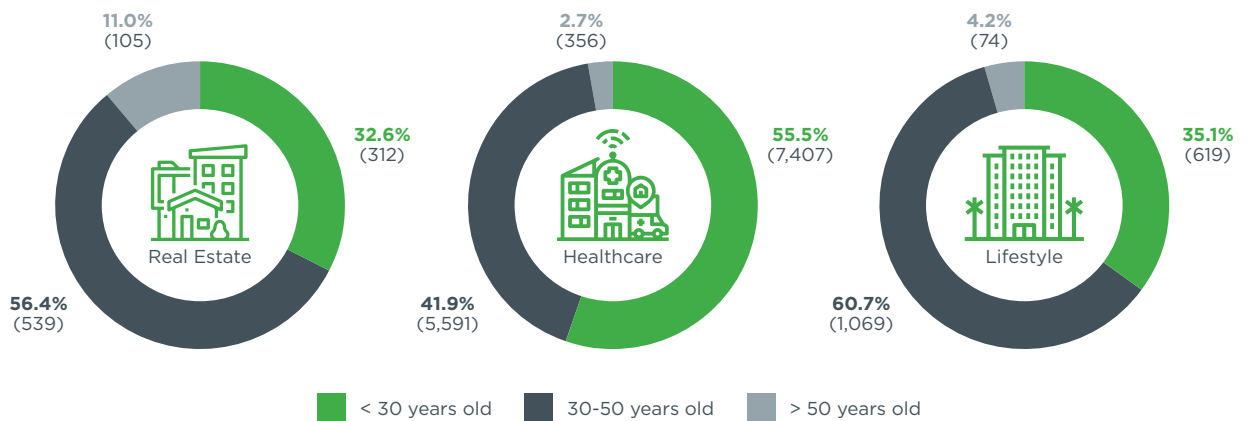
EMPLOYEE CATEGORIES BY GENDER



Employee Demographics by Gender and Employee Category in 2021

		Real Estate	Healthcare	Lifestyle	Total
Executive	Female	2	4	0	6
	Male	19	5	5	29
Manager	Female	53	125	92	270
	Male	140	109	147	396
Supervisor	Female	112	1,189	98	1,399
	Male	193	718	180	1,091
Staff	Female	208	7,339	526	8,073
	Male	225	2,636	636	3,497
Non-staff	Female	0	608	14	622
	Male	4	621	64	689

AGE DIVERSITY



Employee Demographics by Age Group in 2021

	Real Estate	Healthcare	Lifestyle	Total
< 30 years old	312	7,407	619	8,338
30-50 years old	539	5,591	1,069	7,199
> 50 years old	105	356	74	535
Total	956	13,354	1,762	16,072

In addition, 86.3% of our employees hold tertiary qualifications and above. Notably, 85.5% of our employees in the Real Estate pillar are undergraduate and postgraduate degree holders. We actively recruit fresh graduates and young professionals from a wide diversity of educational backgrounds to help us maintain our competitive edge.

We believe that investing in local talent can help build the capabilities and expertise required to enhance our competitiveness and business resilience in the long-run. In 2021, 99.9% of our employees are Indonesian citizens, while 71.4% of our senior management are Indonesian citizens. Where possible, we hire or deploy employees to manage properties in their region of origin, to ensure that our teams on the ground have a good grasp of the local socio-political and cultural sensitivities to operate effectively.

Employee Remuneration

At Lippo Karawaci, we make sure that our employees are compensated fairly, taking into account employment status, job scope, and qualifications, among other factors. There is no difference in the salary range between males and females across all employee categories and levels. Our standard entry-level wages are above local minimum wages.

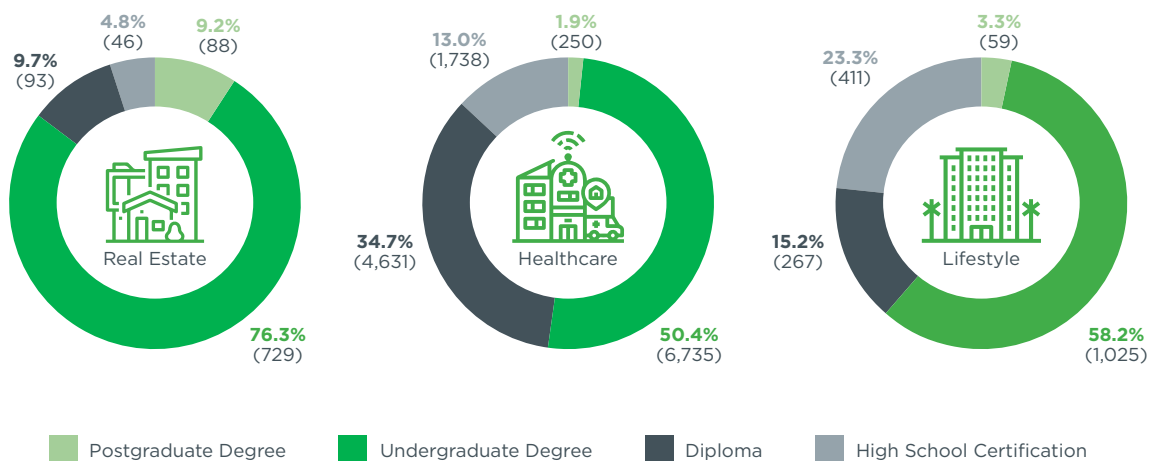
Compliance

We also employ fair labor standards and comply with all human rights and employment regulations. We adopt a zero-tolerance stance towards child, forced, and compulsory labor, and are working towards implementing a Group-wide sustainable procurement policy that will ensure that all our business partners and suppliers demonstrate the same commitment. Additionally, we have a grievance mechanism as part of our HR policy and a whistleblowing mechanism to flag any instances of non-compliance and discrimination against any employee. In 2021, we have no reported incidents relating to discrimination, child labor, or forced labor.

In 2021, we have 31 employees covered under collective bargaining agreements, under which there is a prescribed notice period and/or provision for consultation and negotiation. All 31 employees work at Aryaduta Hotels. We respect workers' rights to exercise freedom of association or collective bargaining.

At Lippo Karawaci, we are committed to providing a safe and conducive environment for all our customers, visitors and employees to thrive. To safeguard the well-being of those we serve, we have put in place robust health and safety protocols and training programs that we continue to review and enhance in line with best practices.

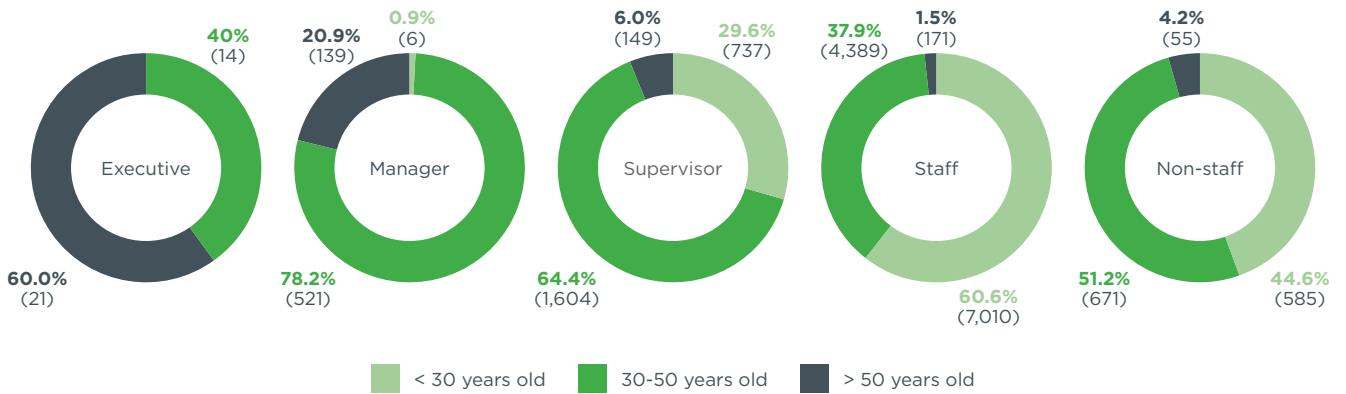
EMPLOYEE DEMOGRAPHICS BY EDUCATIONAL QUALIFICATIONS



Employee Demographics by Educational Qualifications in 2021

	Real Estate	Healthcare	Lifestyle	Total
Postgraduate Degree	88	250	59	397
Undergraduate Degree	729	6,735	1,025	8,489
Diploma	93	4,631	267	4,991
High School Certification	46	1,738	411	2,195
Total	956	13,354	1,762	16,072

EMPLOYEE CATEGORIES BY AGE GROUP



Employee Demographics by Age Group and Employee Category in 2021

		Real Estate	Healthcare	Lifestyle	Total
Executive	<30 years old	0	0	0	0
	30-50 years old	8	5	1	14
	>50 years old	13	4	4	21
Manager	<30 years old	3	3	0	6
	30-50 years old	144	178	199	521
	>50 years old	46	53	40	139
Supervisor	<30 years old	81	620	36	737
	30-50 years old	202	1,173	229	1,604
	>50 years old	22	114	13	149
Staff	<30 years old	228	6,230	552	7,010
	30-50 years old	183	3,611	595	4,389
	>50 years old	22	134	15	171
Non-staff	<30 years old	0	554	31	585
	30-50 years old	0	624	45	671
	>50 years old	2	51	2	55



Health and Safety

[GRI 3-3] [POJK.6.A, POJK.6.C.2.C]



Safeguarding the Health of Our People

[GRI 403-6]

In 2021, we made it our top priority to safeguard the health and well-being of our employees, which was critical for business continuity in the face of the aggressive COVID-19 Delta variant outbreak in Indonesia. We strengthened our health and safety management with extra precautions, especially for frontline staff, by tightening our COVID-19 protocols, performing continuous testing, and facilitating vaccinations.

COVID-19 Management

In dealing with the COVID-19 pandemic in 2021, we established a special task force to deploy COVID-19 protocols and a contact tracing system. Employees were offered flexible working arrangements to minimize their COVID-19 exposure and our offices were regularly disinfected. To further stem the spread of COVID-19, we implemented regular COVID-19 testing for our employees to identify infected individuals. For those who tested positive for the virus, we provided for their well-being through the provision of self-isolation accommodation, care packages such as medicine and vitamins, as well as regular medical assessments and follow-ups.

We also arranged for our employees and their family members across all business units to receive their COVID-19 vaccinations in a timely manner. Siloam Hospitals, in particular, had the highest vaccination rate among all business units, with approximately 98% of Siloam staff having received a second vaccine dose and 82% with a third dose as of 31 December 2021.

Staff Welfare

Beyond implementing the necessary health protocols, we strive to create a conducive work environment that will allow our employees to thrive. This means taking a holistic view to caring for staff well-being. On top of the government-stipulated health and insurance benefits, we provide our employees with additional third-party health benefits through Lippo General Insurance. We launched *Lippo Fun Club* to encourage regular physical exercise and bonding, whereby employees gather at Aryaduta Country Club to utilize its sports facilities every Thursday. We also promote the importance of health and well-being through our internal communications channel *Ayo Hidup Sehat*, which circulates health and hygiene advice to our employees via email reminders and webinars.

In recognition of the toll that the COVID-19 pandemic has placed on our healthcare employees and their families, Siloam Hospitals provided hardship allowances to our frontline staff in 2021. These allowances, along with the PPE and COVID-19 testing we provided, were valued at approximately Rp282 billion. In addition, we offer

counseling services to support the mental and emotional well-being of our healthcare workers. Siloam Hospitals also has a dedicated holistic care team, comprising social workers with a pastoral care license and experience in mental and spiritual guidance, to provide additional support to our doctors and nurses.

Fostering a Safe Work Environment

[GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-8, GRI 403-9]

At Lippo Karawaci, we understand the importance of implementing robust health and safety procedures and policies to protect our employees and workers from any safety hazards and to minimize unnecessary risks. We seek to create a safe and productive work culture through consistent education and enforcement of all relevant occupational health and safety (“OHS”) standard operating procedures.

Occupational Health and Safety

All business units are required to implement an OHS system in compliance with government regulations. 100% of our employees, contractors, and outsourced workers are covered under these systems.

Each business unit has designated officers and/or committees to oversee the implementation of OHS policies at their respective workplaces. These OHS officers are responsible for hazard identification, risk assessment, safety checks, and incident reporting. Any incidents that occur on-site must be immediately escalated to the respective head offices for reporting and investigation and, in the event of an injury or accident, corrective action will be taken to prevent a repeat occurrence.

In 2021, there were zero cases of work-related fatalities recorded among our employees and outsourced workers across all business units. We recorded 158 and 22 incidents of work-related injuries among our employees and outsourced workers respectively, all of which were minor injuries apart from one incident. The majority of these incidents occurred at our hospitals, and the main causes of injuries were from mishandled needles and falling objects, all of which were treated immediately.

Training and Engagement

As part of our commitment to equip our employees and medical professionals with the adequate knowledge and capacity for OHS, we carried out a wide range of OHS training programs in 2021. These included general refreshers on first aid, fire safety, and emergency responses, as well as job/equipment-specific training such as OHS management for scaffolding work and biosafety labs.



In 2021, Siloam Hospitals continued to update and iterate its health protocol based on feedback received from the hospital floor and new information that we gathered about the virus, and adapted it to provide the best healthcare to our patients while maintaining our staff's safety. Each version of the protocol was always socialized and implemented thoroughly across all hospitals. Siloam Hospitals incorporated standard and transmission-based precautions in the orientation for new staff, and conducted refresher courses throughout the year for existing staff. Siloam Hospitals also made sure that all staff had access to quality personal protective equipment ("PPE") that were up to code and were educated on how to wear the PPE properly. In 2021, Siloam Hospitals established a new specialized team of "Infection Prevention Control Nurses" to perform audits and keep our PPE and hygiene protocols updated.

At Siloam Hospitals, we recognize the importance of active employee participation in applying OHS. As such, we encourage our staff to be involved in the OHS Committee of their respective hospitals, to help monitor, evaluate and implement OHS practices on the ground. As of December 2021, 748 Siloam employees are OHS Committee members, or around 6% of all staff.

Customer Health and Safety

[GRI 416-1] [POJK.6.F.2]

In addition to our workforce, it is also essential for us to safeguard the safety of our residents, visitors, tenants, and patients. In doing so, we can ensure that our customers and the general public enjoy a positive experience at all our properties.

We provide a healthy and safe living environment for residents of our developments and townships through various services including security, cleaning, maintenance, landscaping, and waste management. At Lippo Village, TMD operates a 24/7 control center that responds to emergencies and monitors security around the township.

At Siloam Hospitals, we strictly adhere to the COVID-19 protocols established by the Indonesian government and regularly disinfect our hospitals. All visitors entering our hospitals are required to complete a health declaration form and undergo temperature screening. Additionally, all incoming patients are screened for COVID-19 via a PCR test or an antigen test prior to admission. We take special

precaution in handling COVID-19 patients to prevent cross-contamination. Each Siloam hospital also has a negative pressure facility to filter the air in areas housing patients with infectious diseases, thereby preventing the dispersal of air from these areas into other areas of the hospital.

At Lippo Malls, business operations are regularly reviewed and safety measures are frequently updated to ensure the well-being of our shoppers. The comprehensive set of safety measures across our malls covers the malls' points of entry, escalators, restrooms, retail shops, dining areas, and carparks. Upon entering the malls, visitors undergo temperature checks and are required to show proof of the first dose of their COVID-19 vaccination via the *PeduliLindungi* application. Inside the malls, touchless buttons in lifts and carparks, cleaning with disinfectants and UV rays, sinks for handwashing, and hand sanitizers are set up at strategic locations.

Furthermore, Aryaduta Hotels achieved the government-issued Clean, Health, Safety, and Environment ("CHSE") certification for all its hotels and leisure facilities in 2021. This certification serves as a public guarantee that our hotels have met the necessary protocols for cleanliness, health, safety, and environmental sustainability. Notably, Aryaduta Jakarta was designated as a government-approved hotel to receive international travellers serving mandatory quarantine upon arrival in Indonesia. In addition, our employees also received training to attain other types of health and safety certification, such as food handling and first aid.

Training and Development

[GRI 3-3, GRI 404] [POJK.6.C.2.D]



At Lippo Karawaci, we strive to be a talent-driven organization that supports our employees' personal growth and equips them with the necessary skills and knowledge to succeed in their respective roles. Continuous training and development are critical in building up a high-performing and productive workforce.

Staff Training

We take a holistic view of staff training by providing courses on key technical and soft skills required for each position, as well as refresher sessions on internal policies and procedures. The training sessions in 2021 covered topics relating to health and safety, whistleblowing procedures, customer service, and building energy management, among others. Due to the continuation of the COVID-19 pandemic, our training implementation remained hybrid in 2021 and were run both internally as well as using third-party training providers.

In 2021, our staff undertook an average of 38.8 hours of training per employee. Our healthcare and hospitality staff received an average of 44.2 hours and 32.3 hours respectively, which is considerably higher than the number of training hours received by staff under our real estate and mall businesses. This is in part due to the nature of frontline work in the healthcare and hospitality sectors, which necessitates comprehensive training in relation to health and safety protocols as well as service excellence.

We firmly believe that it is our responsibility as Indonesia's leading healthcare provider to build a strong pipeline of healthcare professionals by providing access to quality medical training. In 2021, 408 nurses received their Diploma of Nursing through our Faculty of Nursing Scholarship. Additionally, Siloam Hospitals awards scholarships to doctors and nurses who are keen to advance their medical training, and have demonstrated a commitment to improving their clinical expertise and skills and delivering better patient care.



Further information on our initiatives to provide quality training and development for the public, including on the Siloam Training Center and our Faculty of Nursing Scholarship, can be found on page 28.

Going forward, we also plan to identify relevant training programs that can strengthen our organizational knowledge base and capabilities with regard to key sustainability trends and material issues, and find opportunities to educate all employees on our ESG priorities.

Talent Development

At Lippo Karawaci, we seek to nurture a strong talent pool by grooming high performers within the organization and preparing them well for each stage of their career progression. In 2021, we revamped our Management Development Program (“MDP”). For

example, we enhanced the quality and scope of the talent recruitment process by assessing MDP applicants through focus group discussions and business case presentations. We also developed a more structured MDP training plan by introducing regular milestones and training opportunities to develop both functional and soft skills. Our priority in 2022 is to develop and strengthen our succession pipeline for C-level positions and other key managerial positions.

Employee Performance

In 2021, 100% of our employees received their annual performance ratings as well as feedback from their supervisors. For 2022, we aim to enhance our performance management system, for instance by including KPI-setting based on the SMART methodology (Specific, Measurable, Achievable, Realistic, and Timely) as part of the performance appraisal process.





CARING FOR OUR ENVIRONMENT



Recognizing the pressing realities of climate change, we are committed to providing environmentally sound products and services by improving our resource efficiency, reducing our environmental footprint, greening our products and processes, and preserving biodiversity in our spaces as much as possible.

Energy Efficiency and Carbon Footprint

[GRI 3-3] [POJK.2.A.4, POJK.2.C]



As a leading real estate developer and operator, we have a responsibility to reduce and conserve as much energy as possible in our operations and at the properties we manage, to support the global transition towards a low-carbon built environment. There is also a strong business imperative for us to improve the energy efficiency of our assets and operations, as this helps us to reap energy savings that can bring down operating costs. Looking beyond our operational emissions, we also recognize the need to holistically reduce our carbon footprint throughout the lifecycle of our developments.

Energy and GHG Emissions

[GRI 302-1, GRI 302-3, GRI 302-4, GRI 305-1, GRI 305-2, GRI 305-4, GRI 305-5] [POJK.2.B.1-2, POJK.6.D.3.A-B, POJK.6.E.1, POJK.6.E.4.A-B]

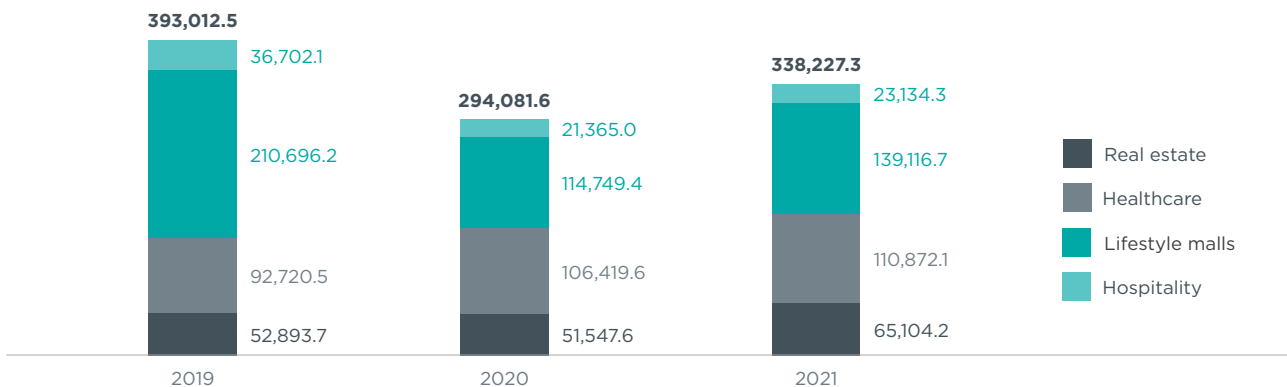
Total energy consumption⁹ and intensity¹⁰

In 2021, Lippo Karawaci consumed a total of 338,227.3

MWh of electricity. Lifestyle Malls and Healthcare contributed to 41.1% and 32.8% of the total energy consumption respectively, which can be attributed to the scale of their operations and the energy-intensive nature of these businesses. There was a 15.0% increase in the total amount of electricity consumed in 2021 compared to 2020, in large part due to the gradual easing of COVID-19 restrictions and resumption of business activity in Indonesia. Furthermore, the absolute increase in electricity consumed can also be attributed to the inclusion of additional properties and assets in the reporting scope.¹¹

Nevertheless, our electricity consumption in 2021 improved from pre-COVID levels, declining by 13.9% compared to 2019. Similarly, our overall building energy intensity was 154.7 kWh/m², a 5.7% increase from 2020 but a 27.4% decline from pre-COVID levels.

ENERGY CONSUMPTION (MWh)



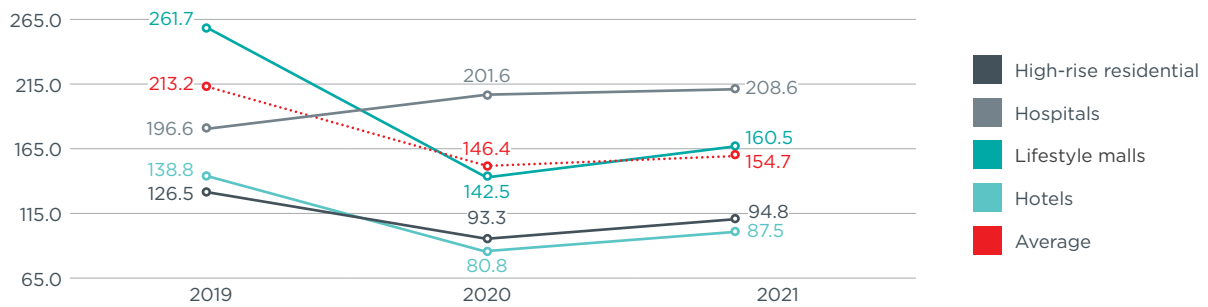
Energy Consumption (MWh)	2019	2020	2021
Real estate	52,893.7	51,547.6	65,104.2
Healthcare	92,720.5	106,419.6	110,872.1
Lifestyle malls	210,696.2	114,749.4	139,116.7
Hospitality	36,702.1	21,365.0	23,134.3
Total	393,012.5	294,081.6	338,227.3

⁹ Data on energy use, GHG emissions, and water consumption has been disclosed according to business sector (Real Estate, Healthcare, Lifestyle Malls, Hospitality) to allow for more meaningful comparisons between the different types of buildings/operations. For this year's Sustainability Report, the reporting scope for lifestyle malls only focuses on 22 malls and one retail space owned by Lippo Malls Indonesia Retail (LMIR) Trust (out of the 59 lifestyle malls managed by Lippo Malls), as LMIR Trust-owned malls have higher tenant occupancy and visitor footfall compared to non-LMIR Trust malls. We plan on expanding the reporting scope for lifestyle malls in future reports. In addition, the reporting scope for hospitality only covers 9 out of 10 Aryaduta Hotels, with Aryaduta Makassar being excluded as it is a franchisee that is not under the operational control of the Group.

¹⁰ Intensity data for real estate developments relating to energy use, GHG emissions, and water consumption only reflects high-rise residential properties. We have excluded the landed housing clusters in our townships and other non-residential developments (e.g. industrial park) from the intensity calculations, because the intensity data cannot be accurately derived by using total gross floor area ("GFA") for these developments.

¹¹ Building GFA changes from year to year due to the transfer of ownership or development of new properties. In 2020, two hospitals (Siloam Hospitals Mampang and Siloam Hospitals Ambon) and one high-rise residential property (Orange County) were added to the scope of reporting. In 2021, three high-rise residential properties (Millennium Village, Embarcadero Suites, and Holland Village Jakarta), one hospital (Siloam Hospitals Banjarmasin), and one retail mall (Lippo Mall Puri) were added to the scope of reporting.

BUILDING ENERGY INTENSITY (kWh/m²)



Building Energy Intensity (kWh/m²)

	2019	2020	2021
High-rise residential	126.5	93.3	94.8
Hospitals	196.6	201.6	208.6
Lifestyle malls	261.7	142.5	160.5
Hotels	138.8	80.8	87.5
Average	213.2	146.4	154.7

Total GHG emissions^{9,12} and intensity¹⁰

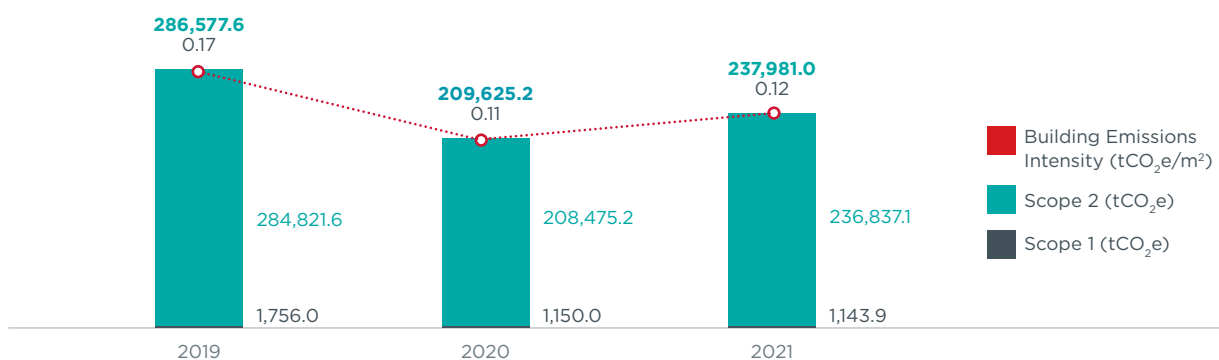
In 2021, Lippo Karawaci's total GHG emissions (Scope 1 and Scope 2 emissions) amounted to 237,981.0 tCO₂e, with Scope 2 emissions making up 99.5% of total GHG emissions. The 13.5% increase in total GHG emissions reflects the increase in our absolute electricity consumption from 2020 to 2021, although GHG emissions continue to remain below pre-COVID levels. Overall, Scope 1 emissions¹³ and GHG intensity remained relatively constant between 2020 and 2021.

savings across our properties through asset enhancements and energy conservation initiatives. Not only have these initiatives served to reduce our overall GHG emissions, but we have also managed to reap significant energy cost savings which have helped to bring down our operating costs. The energy performance of all assets is regularly monitored by the respective building management teams. For example, Aryaduta has a dedicated Energy Saving Committee at each hotel which is responsible for tracking and analyzing daily utility consumption to meet utility consumption targets. This helps Aryaduta work towards its goal of achieving total utility expenses of no more than 10% of its total revenue.

Asset Enhancements

Throughout the year, we continued to take active measures to enhance our energy efficiency and increase energy

GHG EMISSIONS



GHG Emissions

	2019	2020	2021
Scope 1 Emissions (tCO ₂ e)	1,756.0	1,150.0	1,143.9
Scope 2 Emissions (tCO ₂ e)	284,821.6	208,475.2	236,837.1
Total Emissions (tCO ₂ e)	286,577.6	209,625.2	237,981.0
Building Emissions Intensity (tCO ₂ e/m ²)	0.17	0.11	0.12

¹² Scope 1 emissions refer to direct GHG emissions from owned or leased vehicles and on-site generators, arising from the combustion of fuels such as petrol and diesel. The emission factors used were derived from the UK Department for Environment, Food and Rural Affairs ("DEFRA") environmental reporting guidelines. Scope 2 emissions refer to indirect GHG emissions from purchased electricity. The emission factor used was derived from the International Energy Agency's electricity grid emission factors for Indonesia's State Electricity Corporation (PLN). Total GHG emissions figures may not add up due to rounding off.

¹³ The disclosed Scope 1 emissions exclude emissions arising from refrigerants used across all operations as well as Siloam Hospitals' diesel consumption for on-site generators. We intend to expand the scope of our disclosed Scope 1 emissions in future reports.

Each business unit is responsible for optimizing the energy efficiency of their operations through asset enhancements and replacement of old building systems, such as lighting, chillers, and boilers. A summary of our key initiatives throughout 2021 are as follows:

Property Type	Description of Initiative
All properties	<ul style="list-style-type: none"> Implementation of policy to only purchase LED lights, which conserve more energy and last longer than non-LED lights, with the intent to phase out non-LED lights in existing properties. Regular maintenance of AC systems, elevator units, and generators, with replacements if necessary.
Hospitals	<ul style="list-style-type: none"> Optimization of chillers and HVAC systems, with the aim to automate these processes using sensors in the future. Use of an eco-friendly retrofit refrigerant, Smatrick, as a substitute for R-22 refrigerants, which lowers electricity usage by 20-40%. Replacement of conventional LPG-based water boilers with electric and solar heat pumps.
Malls	<ul style="list-style-type: none"> Replacement of old chillers in three malls. Installation of motion and occupancy sensors and invertors in escalators to reduce speed when inactive. Installation of centralized on/off controls for AC systems. Roll-out of electric car charging stations at 11 Lippo Malls as part of a partnership with Hyundai to support Indonesia's national agenda to accelerate the adoption of electric vehicles and reduce fuel consumption.
Hotels	<ul style="list-style-type: none"> Replacement of old chillers in four hotels.

As a result of these asset enhancement initiatives, we managed to achieve significant cost savings across our various business units. For example, Siloam Hospitals reaps annual cost savings of around Rp13.8 billion due to its energy efficiency improvements.



Aryaduta enjoys significant cost savings arising from its installation of magnetic-bearing chillers in the following four hotels in 2021:

Hotel	Energy Efficiency Improvement ¹⁴	Average Monthly Cost Savings
Aryaduta Jakarta	75%	Rp250 million
Aryaduta Medan	50%	Rp60 million
Aryaduta Bandung	75%	Rp150 million
Aryaduta Palembang	65%	Rp160 million



¹⁴ Energy efficiency improvement represents the percentage reduction in energy consumption. The calculations are based on an occupancy rate of 70%, but actual energy savings were higher in several months due to higher occupancy rates.

Energy Conservation

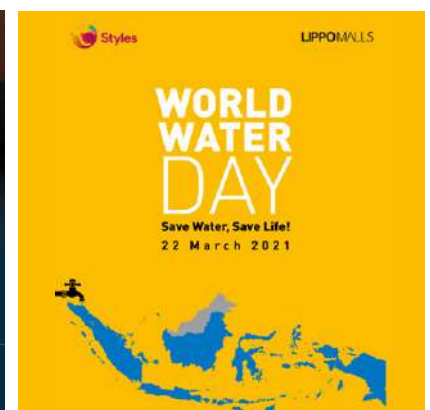
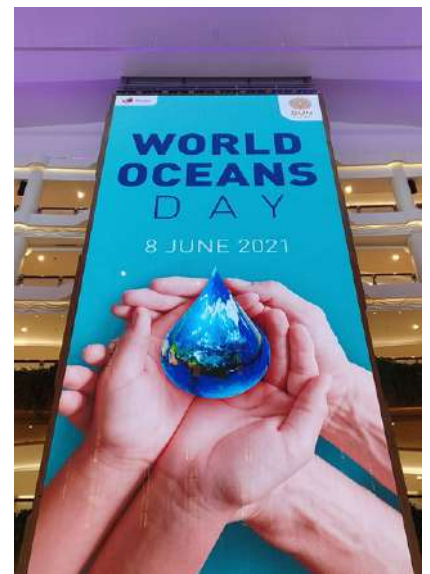
Although the bulk of our energy savings can be attributed to our asset enhancement initiatives, we have also implemented various energy conservation initiatives to further reduce energy consumption at our properties.

Type of Initiative	Description of Initiative
Electricity conservation	<ul style="list-style-type: none"> Centrally controlled systems (e.g. chillers, AC, elevators) are scheduled to switch on or off based on operating hours. We actively engage our staff to conserve electricity through training and socialization (e.g. turning off all lights and AC units during lunch breaks and after office hours).
Fuel conservation	<ul style="list-style-type: none"> We offer bus shuttle services to Lippo Village residents to encourage shared mobility. We promote carpooling initiatives to optimize vehicular movement for staff and town management services.
Renewable energy	<ul style="list-style-type: none"> At Lippo Village, all weather stations and water level monitoring systems are powered by solar energy. TMD is exploring the use of other solar-powered operational devices and sensors. We have commenced feasibility studies across our business units to assess which properties are suitable for large-scale solar panel installations so that we can offset some electricity consumption.

Public Engagement

Apart from the implementation of operational initiatives across our properties, we also take a proactive role in driving climate action and educating our stakeholders. For example, we sponsored events such as the 2021 World News Day to highlight the critical importance of credible journalism in providing trustworthy information about the climate crisis. Throughout the year, our lifestyle malls also held environmental campaigns such as National Waste Awareness Day, World Water Day, and World Environment

Day, among many others, to raise awareness about the need to manage our resources wisely and accelerate climate action. For example, all Lippo Malls turned off their non-essential lights during Earth Hour as a display of our commitment. We also put up digital posters on our electronic bulletin boards as well as on social media to support these campaigns. As for our townships, we continue to regularly engage residents on environmental issues through e-newsletters and circulars.



Climate Resilience

[GRI 201-2]

As the impact of climate change intensifies across the globe, there is a growing urgency for companies to identify and manage climate risks affecting their businesses. Lippo Karawaci recognizes the importance of addressing these risks and building business resilience against climate change is a priority for us.

Given our widespread operations and assets across Indonesia, we are exposed to varying degrees of climate-related risks. Hence, we are in the process of conducting a comprehensive assessment of the significant physical risks faced by our business units to better understand the extent of impact that climate change has on our business and to formulate more robust mitigation measures to manage these risks.

At the same time, we recognize that there are transition risks and opportunities arising from the global transition to a low-carbon economy. Lippo Karawaci is committed to supporting Indonesia's sustainable development agenda and climate commitments, and we want to be well-positioned to drive this transition and capitalize on it. In addition to assessing our physical risks, we will also be studying in closer detail our transition risks as well as identifying new opportunities for our business to grow.

We acknowledge the Taskforce on Climate-related Financial Disclosures ("TCFD") recommendations and are working towards reporting our climate-related disclosures in accordance with these recommendations. This will allow us to better assess the climate-related risks and opportunities affecting our business, incorporate these findings into our risk management processes, and make better-informed strategic planning decisions.

Climate Risk	Physical Impact	Impact on Business	Mitigation Measures
Heavy precipitation	Flooding	<ul style="list-style-type: none"> Inconvenience to residents and vehicles Deadfall on roads Lower visitor traffic in flood-prone areas 	<ul style="list-style-type: none"> Chief Engineering/Facility Management Head monitors site conditions and water levels Ensure water pumps running well and maintained regularly Deepen and widen drainage channels, and ensure they remain unclogged Build more retention ponds Conduct flood preparedness simulation activities Deploy portable pumps to ease flooding
Increased frequency of precipitation	Water damage	<ul style="list-style-type: none"> Damage to buildings and roads, which require more frequent maintenance and repair 	<ul style="list-style-type: none"> Regular building inspection and maintenance Cover potholes with Asphalt Treated Base
Rising sea levels	Soil erosion and flooding in coastal areas	<ul style="list-style-type: none"> Landbank affected by coastal erosion 	<ul style="list-style-type: none"> Plant mangroves to strengthen coastal protection Cooperate with local government in building embankments and pump houses
Drought	Water shortage	<ul style="list-style-type: none"> Disruptions to supply of water for residents and operations 	<ul style="list-style-type: none"> Build more retention ponds to harvest rainwater and runoff water Design & Engineering Head checks infrastructure capacity, including water supply, at least once every five years in view of project developments and population growth
Natural disasters (e.g. earthquake)	Damage to infrastructure	<ul style="list-style-type: none"> Potential impact on the structural integrity and safety of our buildings and infrastructure 	<ul style="list-style-type: none"> Planning & Development Head performs soil investigation and site research on the project initiation phase as well as factor safety in designing the building structure and foundation Operations/Facility Management Head ensures insurance is still active and valid to cover the cost of damage and business interruption Routine simulations for disaster preparedness which includes designating temporary shelters and putting up evacuation signage Planning & Development Head performs soil investigation and site research on the project initiation phase as well as factor safety in designing the building structure and foundation



Water and Waste Management

[GRI 3-3, POJK.2.C]



Water and waste management is crucial for Lippo Karawaci's operations as it relates to the health and well-being of our residents, patients, tenants, and visitors. We take a holistic and active approach to reducing water consumption and waste generated in our areas of operation. We also actively work with all stakeholders to achieve a clean and sustainable living environment.

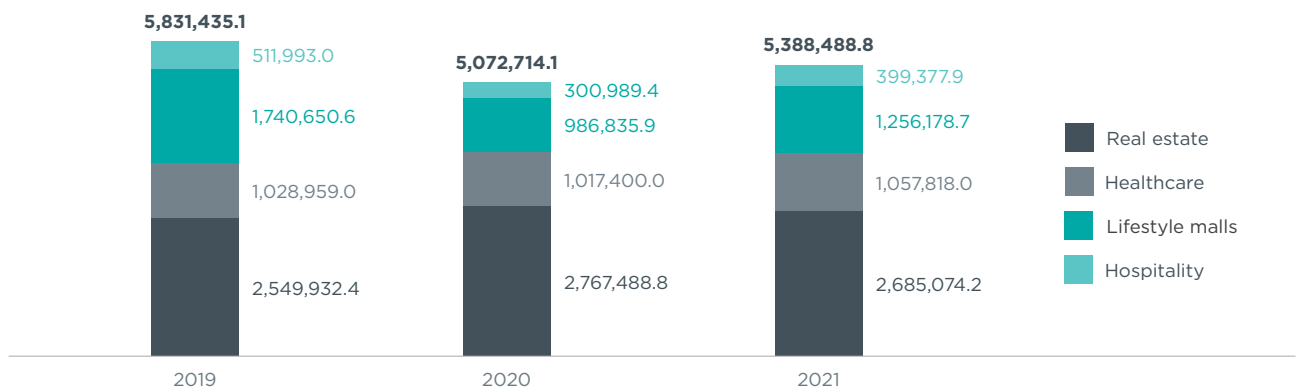
Water

[GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-5] [POJK.2.B.1, POJK.2.B.3]

Total water consumption⁹ and intensity¹⁰

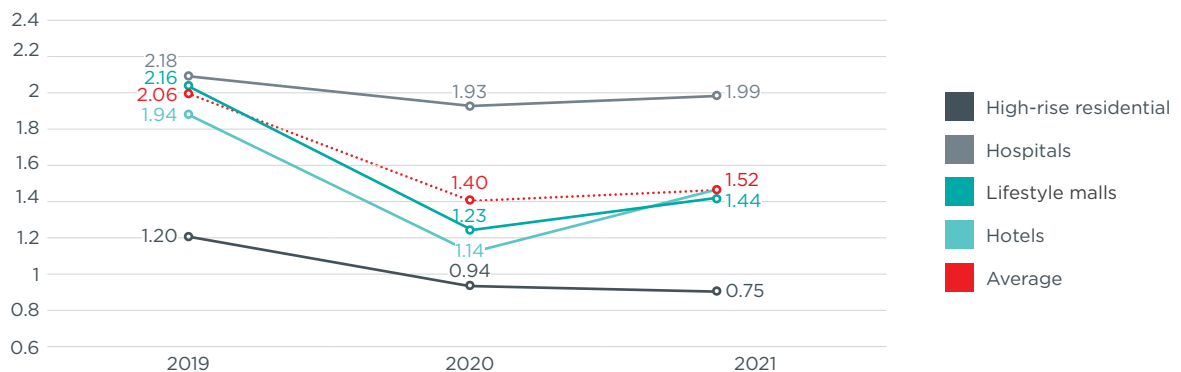
At Lippo Karawaci, our main source of water comes from municipal water supplies¹⁵. In 2021, we consumed a total of 5,388,448.8 m³ of water, an increase of 6.2% as compared to 2020 due to the resumption of business activities in our lifestyle malls and hotels. Although water consumption increased across most business units, there was a 3.0% decline in total water consumption at our real estate developments. Our total water consumption in 2021 was also lower than in 2019 before the start of the COVID-19 pandemic.

WATER CONSUMPTION (m³)



Water Consumption (m ³)	2019	2020	2021
Real estate	2,549,832.4	2,767,388.8	2,685,074.2
Healthcare	1,028,959.0	1,017,400.0	1,057,818.0
Lifestyle malls	1,740,650.6	986,835.9	1,246,178.7
Hospitality	511,993.0	300,989.4	399,377.9
Total	5,831,435.1	5,072,714.1	5,388,448.8

BUILDING WATER INTENSITY (m³/m²)



Building Water Intensity (m ³ /m ²)	2019	2020	2021
High-rise residential	1.20	0.94	0.75
Hospitals	2.18	1.93	1.99
Lifestyle malls	2.16	1.23	1.44
Hotels	1.94	1.14	1.51
Average	2.06	1.40	1.52

¹⁵ Lippo Karawaci's business units obtain municipal water from three different sources - *Perusahaan Daerah Air Minum* ("PDAM"), river water, and groundwater (only tapped on as emergency reserves when primary water supply is disrupted).

Optimizing water usage

At Lippo Karawaci, we are committed to implementing prudent water management across our respective business units. We recognize the importance of reducing our water consumption and improving the efficiency of water use, especially given that Indonesia has been identified as an area with “high” to “extremely high” water stress risk according to the World Resources Institute’s Aqueduct Water Risk Atlas.

It is the responsibility of the operations and facility managers at each property to optimize water usage in their operations and report their water consumption to the respective head offices of each business unit. Our hospitals and hotels, in particular, have implemented strict protocols and measures to monitor, reduce, and conserve water. This includes monthly reporting of water consumption to flag significant deviations in consumption levels. Our business units also conduct period water audits to assess their water usage and efficiency.

In addition, our properties undergo periodic maintenance of water systems and regular physical checks to identify and fix leakages early. These checks are performed in-house by each business unit’s respective facilities managers and resolved by our engineers in the first instance. We are also constantly adopting new methods, equipment, and technology to improve our water efficiency and achieve water savings. These include:

- Installing water-saving taps and water sensors for toilets and washing stations
- Reducing water usage in bathrooms through adjusting flushing capacity and placing weights inside the toilet water tank to reduce the volume of water used for flushing
- Replacing old water fixtures and pipes

Water recycling

Over the years, we have invested significantly in enhancing our capabilities to recycle rainwater and wastewater to diversify our water sources and reduce our water withdrawal. We have built water retention ponds in several of our residential areas to collect rainwater and runoff water, which are subsequently treated for water use. Additionally, we treat our wastewater to be reused as non-potable water in our operations, such as for irrigation, drainage cleaning, cooling tower, and toilet flushing. For example, at Lippo Village, all operational needs such as irrigation and drainage cleaning are met by using treated wastewater. Beyond our real estate operations, our malls, hospitals and hotels are also exploring ways to improve water recycling at their respective premises. In 2021, we tripled the volume of recycled water consumed at LMIR Trust-owned malls compared to 2020. We aim to report our performance on rainwater and wastewater recycling in the future.

Water treatment and distribution

In addition to on-site water management as part of our operations, we have dedicated business units that are directly involved in the treatment and distribution of water in our key townships and areas of operation. They include PT Sentra Asritama Realty Development under LPKR and PT Tirta Sari Nirmala under LPCK, as well as a recently established water management division under GMTD’s TMD. This is part of our holistic water resilience strategy to mitigate any disruptions to our water supply and to ensure that we manage our water withdrawal, consumption, and discharge responsibly. We aim to minimize the amount of water loss in our water production and distribution areas in the following ways:

- Replacing old and damaged pipes with high-density polyethylene (HDPE) pipes
- Checking performance efficiency of filter backwash system at water treatment plants
- Repairing network leaks quickly and responsively
- Replacing the instrument for measuring the amount of water on a regular basis in both distribution and production areas





Kemang Village is a prime example of how water circularity can be achieved through the responsible recycling and management of water.

- Under Kemang Village lies a water retention pond with a capacity of 100,000 m³, which serves to collect rainwater and runoff water from surrounding areas in Kemang. This retention pond has played a critical role in flood mitigation, while also serving as a valuable water source for the integrated development.
- The on-site water treatment plant at Kemang Village processes the harvested water to produce potable water, while the on-site wastewater treatment plant recycles sewage water to produce recycled non-potable water for reuse.
- Today, 99% of Kemang Village's water needs are met by alternative water sources, of which 63% comes from harvested rainwater and runoff water from the retention pond and 36% comes from recycled wastewater. Only 1% is supplied from the municipal water source.
- In addition, Kemang Village has significantly improved its wastewater recycling efficiency over the last three years. In 2021, Kemang Village recycled 99% of its wastewater (with only 1% of wastewater being discharged), up from 68% in 2019.

Water discharge

At Lippo Karawaci, we comply with all local regulatory wastewater discharge requirements and ensure there are no adverse effects on our stakeholders or on local and downstream biodiversity arising from our water use. All wastewater discharged from our properties are treated at certified wastewater treatment plants, the majority of which are located on-site, before being discharged or recycled.

Waste

[GRI 306-1, GRI 306-2] [POJK.2.B.3, POJK.6.D.2, POJK.6.E.5.B]

Waste, such as domestic waste, food waste, and medical waste, is commonly generated due to business and customer activities that take place at our properties and townships. As a responsible real estate developer and operator, we take a holistic and active approach to reducing waste and pollution in our areas of operation. We also recognize the importance of working with all stakeholders to minimize waste generated to achieve a clean and sustainable living environment.

Our business units engage certified third-party vendors to collect and dispose of waste generated across our properties and townships. For hazardous waste, we take additional steps to ensure that the collection, storage, and disposal processes are in compliance with respective regulations. For example, hazardous industrial waste generated at the Delta Silicon Industrial Park in Lippo Cikarang is transported to an approved facility for temporary storage by a licensed contractor prior to disposal. As for Siloam Hospitals, all hospitals abide by strict waste management protocols to ensure that all medical waste is handled and disposed with care, especially when segregating waste from COVID-19 patients.

To ensure the accuracy of the total waste generated and recycled across our properties and townships, we are currently working with third-party vendors to track waste generated and implement a more systematic waste collection monitoring process. We plan to provide a more comprehensive overview of our waste data in future reports.

Managing waste responsibly

To reduce waste generated and encourage recycling, we have implemented various initiatives across our operations:

Type of Initiative	Description of Initiative
Reduce and recycle medical waste	<ul style="list-style-type: none"> Siloam Hospitals sterilizes medical waste in line with regulatory standards to recycle as much waste as possible. This program has been piloted in 6 hospitals and will be rolled out to the rest Return expired medication to pharmaceutical vendors Phase out mercury-based medical equipment in all hospitals (e.g. tensimeter, thermometer)
Reduce single-use plastics	<ul style="list-style-type: none"> All Lippo Malls in Jakarta prohibit use of single-use plastics bags, in line with Jakarta Governor Regulation No. 142 of 2019 Aryaduta actively minimizes single-use plastics (e.g. soap and shampoo dispensers in place of toiletry bottles) and sources for environmentally friendly packaging
Digitalization	<ul style="list-style-type: none"> All business units strive to minimize printing and the use of hardcopy forms to reduce paper waste across our operations. For example, through digitizing its administrative processes and transitioning to online forms, Lippo Village's TMD has reduced paper consumption by 54% in 2021 as compared to 2019, saving almost 70,000 sheets of paper
Collect organic waste to use for composting	<ul style="list-style-type: none"> LPCK runs a Fertilizer Production Program that converts food waste from residents/tenants and landscape waste from township management services into compost. One batch of composting produces 100 kg of fertilizer, which is used for landscaping activities

In addition to initiatives carried out, we also actively engage our staff, visitors, tenants, and residents by holding education campaigns and piloting recycling programs. For example, TMD partnered with Rekosistem, a waste management start-up, to engage anchor tenants in Lippo Village to conduct a pilot for inorganic waste sorting in Q4 of 2021. The pilot recycling trial was a success, with TMD managing to recycle 95.4% of inorganic waste such as paper, cardboard, glass, plastic, steel, and e-waste. As a result, TMD plans to roll out this program in other townships in 2022.

We will continue to tap on new opportunities to reduce our waste generated and minimize our environmental footprint.



Materials

Recognizing that the use of construction materials contributes to our embodied carbon footprint, we are committed to being more efficient in our use of materials and sourcing for more environmentally friendly materials where possible.

At Lippo Karawaci, materials such as concrete, steel, glass, and timber make up a significant portion of our construction materials. In 2021, these construction materials amounted to a total of 184,537 tonnes across our real estate development operations. To reduce the amount of building materials used as well as construction waste, we are exploring various initiatives such as prefabrication and recycling leftover or scrap materials, as well as actively encouraging residents to renovate their homes instead of tearing down and re-building new houses.

Material Usage in 2021 (Tonnes)	LPKR	LPCK	GMTD	Total
Concrete	95,983	59,300	9,194	164,477
Steel	6,193	2,360	447	9,030
Glass	1,792	140	28	1,960
Timber	5,818	3,200	88	9,106

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Biodiversity

[GRI 3-3, GRI 304-1, GRI 304-2, GRI 304-4] [POJK.2.A.4, POJK.2.B.4, POJK.2.C, POJK.6.E.2, POJK.6.E.3.A-B]



As a leading real estate developer and operator, we are mindful of the importance of managing the ecological impacts of our business operations. This includes preserving the biodiversity of the natural ecosystems in our areas of operation, which not only benefits our customers but also minimizes any negative impacts on the surrounding local communities.

Respecting biodiversity

We make sure that none of our developments or building operations have a significant impact on the biodiversity. In line with regulations, our Planning & Development team performs an environmental risk assessment before commencing any development works. To date, we do not have any operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value. Furthermore, none of our operations pose a threat to endangered plant and animal species. We promote biodiversity by integrating the concept of “eco-living” in our townships, combining green open spaces with lush natural landscapes that allow residents and members of the public alike to enjoy a beautiful and healthy living environment. When developing our site plans, we strive to minimize any disturbances to the existing ecosystem and natural landscape, and ensure that we have allocated sufficient green open spaces in our master planning in line with local regulations. For example, we have allocated over 1.8 million m² for green open spaces in Lippo Cikarang alone.

Rejuvenating greenery

We also invest significantly in the rejuvenation and maintenance of greenery in public areas, especially by planting trees and cultivating local flora. From 2019 to 2021, we spent over Rp1 billion to rejuvenate passive or neglected green areas throughout Lippo Village, which created an additional 32,000 m² of green open spaces for residents and members of the public to enjoy. Over the years, we have planted over 165,000 trees across our three largest townships—Lippo Village, Lippo Cikarang, and Tanjung Bunga—many of which were planted by local residents and community groups. Aside from beautifying the environment, these trees act as a carbon sink to offset GHG emissions.

Our tree-planting efforts and strategic positioning of green open spaces also help to reduce urban heat stress. For example, the daily average temperature in Lippo Village of 28°C is 3°C lower than the average temperature in Jakarta of 31°C.



As of 2021	Lippo Village	Lippo Cikarang	Tanjung Bunga	Total
Trees planted	58,748	94,807	14,004	167,559

CHAMPIONING BEST PRACTICES



We strive to uphold the highest standard of corporate governance and accountability, promote sustainable practices among our business partners, and build trust through customer service and satisfaction.

Ethics and Compliance

[GRI 3-3] [POJK.6.A]



At Lippo Karawaci, we believe that good corporate governance (“**GCG**”) underpins business success, and is the key to building long-term trust among our stakeholders. To cultivate a culture of responsible and ethical behavior among our employees and stakeholders, we have put in place robust internal policies to govern our business conduct. Our Code of Conduct, whistle-blowing, and anti-corruption policies are regularly communicated to all employees, as well as made publicly available on our website. We review these policies from time to time to ensure that they are updated in line with best practices and continue to be relevant to our current operations and processes.

Our Policies

[GRI 2-23, GRI 2-24, GRI 2-26, GRI 2-27, GRI 205, GRI 206, GRI 416-2]

Anti-corruption

We are committed to conducting our business ethically and with integrity. Therefore, we adopt a zero-tolerance stance against any form of corruption or unethical behavior. We are also happy to report that there were no public legal cases regarding corruption brought against us or our employees in 2021.

We are guided by our policy relating to anti-corruption, anti-bribery, and anti-money laundering. This policy, which applies to all staff, including the Board of Directors and Board of Commissioners, and external stakeholders, such as suppliers and vendors, contains clear guidelines on our stance against unethical behavior as well as actions taken against those who violate the policy. The policy is communicated to all employees via internal communication channels, such as email blasts, and it is also available on our website and intranet. Additionally, all new hires are briefed on the policy during their orientation. To ensure the guidelines in the policy are adhered to, employees must undergo an annual re-certification to acknowledge the policy. The policy is also periodically reviewed by our Corporate Secretary and Human Resources Division in order to remain up-to-date and effective.

At Lippo Karawaci, 100% of our operations are assessed for risks relating to corruption by our Internal Audit Unit as part of our regular audit cycle for all business units. These risks are identified across six different areas - Procurement, Project, Finance & Accounting, Finance Property, Corporate Secretary & Governance, and Human Capital. Subsequently, the Internal Audit Unit reports the findings to our Audit Committee and recommends courses of action for immediate follow-up. In 2021, no significant risks relating to corruption were identified through the risk assessment conducted. However, there were five isolated incidents of corruption that were internally flagged and investigated. All employees involved were subsequently dismissed or disciplined accordingly. In one of these incidents, a business partner's contract was terminated as well.

Starting in 2022, we plan to incorporate business ethics clauses into the terms and conditions of our agreements with all vendors and business partners.

Code of Conduct

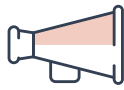
All employees across our business units must adhere to our Code of Conduct, which sets out important principles that guide employees in carrying out their duties and responsibilities in accordance with the highest standards of ethics. The Code of Conduct covers areas ranging from conduct in the workplace to proper business conduct, including conflicts of interest and prohibitions of bribery, among others. All employees must sign and acknowledge the Code of Conduct during onboarding and on an annual basis to ensure they have understood the guidelines and contents of the Code.



KEY PRINCIPLES IN CODE OF CONDUCT

**Conflicts of interest**

The Group requires employees to avoid decision-making in situations where a conflict of interest may arise. This includes situations in which there might be a potential conflict of interest between personal/family/group interest and corporate interest.

**Prohibition of harassment and intimidation**

The Group opposes all forms of harassment and intimidation, and provides channels for employees to report discriminative, harassing, and intimidative actions to their supervisors or HR Business Partner.

**Occupational health and safety**

Every employee is required to comply with the Group's policy and stipulations relating to occupational health and safety.

**Prohibition of bribery**

The Group opposes all forms of bribery. All employees are prohibited from offering and/or receiving any form of payment or benefit which is unofficial and/or not in accordance with formal procedures involving authorized parties.

**Anti-monopoly and consumer protection**

The Group respects and complies with anti-monopoly regulations and the protection of customers' interest from any unreasonable business practices and treatments.

**Adherence of suppliers, vendors and consultants towards Code of Conduct**

All business partners, suppliers, vendors, and consultants are required to comply with the Group's corporate policies and provisions relating to goods and services procurement, including the prevailing Code of Conduct.

**Compliance with policies and regulations**

All employees are required to read, understand, and comply with all internal policies as well as local laws and regulations identified as applicable by the Group's Corporate Secretary.

In 2021, Lippo Karawaci's Corporate Secretary and Human Resources Division spearheaded a comprehensive review of the Code of Conduct, which was last updated in 2019. We are in the process of finalizing the refreshed Code of Conduct, which we plan to roll out across all business units and communicate to all employees in 2022. The updated Code of Conduct will align with the latest regulations and incorporate best good corporate governance practices in line with the ASEAN Corporate Governance Scorecard.

Whistleblowing Policy

In line with our commitment to building a corporate culture that complies with all prevailing laws and that have high moral standards and business ethics, we have a whistleblowing policy that serves as a formal channel and standard process dedicated to receiving and investigating any whistleblower report. All whistle-blowing cases will be directed to the Whistleblowing Committee for assessment, which comprises members of the Board of Directors and Corporate Secretary. All employees, external stakeholders, and members of the public can make reports in confidence without fear of reprisal. The relevant reporting channels are outlined on our webpage.

In 2021, we reviewed and enhanced the whistle-blowing policy to better integrate the whistleblowing mechanism across all business units, including by outlining in greater detail the process to escalate reported cases. We also established a dedicated committee to follow up on all reported cases, comprising Corporate Secretary, Legal, Internal Audit, and Human Resources.

In 2021, we received five reports via our whistleblowing channels, but none of them were assessed to be incidents related to business ethics and compliance that warranted follow-up via the whistleblowing mechanism.

Regulatory compliance

At Lippo Karawaci, our Corporate Secretary and Legal teams are responsible for managing and ensuring our compliance with all laws and regulations at the local, regional, and national levels. In 2021, Lippo Karawaci did not receive any monetary fines or non-monetary sanctions for non-compliance with any relevant environmental, social, and economic laws and regulations. Similarly, there were no reported incidents of non-compliance with regulations and/or voluntary codes concerning the

health and safety impacts, information and labelling, and marketing communications of our products and services. Furthermore, we have not been identified as a participant of any act that constitutes a violation of regulations governing anti-bribery, anti-competitive behavior, anti-trust, and/or monopoly practices during the reporting period.

Governance & Risk Management [GRI 2-9, GRI 2-12]

In 2021, we continued to strengthen our GCG and risk management processes. As they are integral to our business both strategically and operationally, our objective is not only to improve what has been done internally in previous years but also to be a leader in Indonesia on these two fronts.

Corporate governance structure

At Lippo Karawaci, our corporate governance structure consists of the General Meeting of Shareholders (“GMS”), the Board of Commissioners (“BoC”) and its standing committees, and the Board of Directors (“BoD”). As stated under Indonesian Law and the Group’s Articles of Associations, the GMS has the power to decide on key issues such as approving proposed corporate actions and material transactions, as well as the appointment and dismissal of BoC and BoD members. The BoC is responsible for supervising and advising the BoD, and to ensure that all stakeholders’ interests are met based on GCG. The BoD is responsible for managing the Group’s business and daily operations as per the agreed business plan. The standing committees, including the Audit Committee and the Nomination & Remuneration Committee, assist the BoC to perform its duties.

Audit Committee and Internal Audit

Specifically, the Audit Committee monitors and evaluates audit plans and implementation, assesses the adequacy of our internal control system and risk management, and supervises our compliance to prevailing laws and regulations among others. The Audit Committee abides by the Audit Committee Charter when undertaking its

activities throughout the year. The Charter is regularly reviewed and updated where necessary.

Our Internal Audit Unit supports the Audit Committee in monitoring, evaluating, and improving the implementation of internal control, risk management, and corporate governance processes in accordance with legislations and company policies. In doing so, it provides objective assurance and independent consultation that aims to increase and improve the operational activities of Lippo Karawaci.

Independent of our business units, the Internal Audit Unit reports directly to the President Director and BoC through the Audit Committee. It is led by the Head of Internal Audit, who is appointed by the BoD and subject to the approval of the BoC. In performing its duties and responsibilities, the Internal Audit Unit refers to the Internal Audit Charter, which is regularly reviewed and updated where necessary.

Enterprise risk management

We believe that comprehensive risk management is key to minimising the impact of disruptions to our business operations. Hence, at Lippo Karawaci, the BoC and BoD bear the overall responsibility for risk governance and management to ensure that the business pursues sustainable long-term growth.

Our risk management framework takes into account a wide range of internal and external risks, including ESG-related risks such as climate risks and the operational risk of environmental pollution. We have taken steps to map out climate risk-prone areas and adopted mitigation measures that will minimize the impact of these risks on our business operations, as outlined on page 50. Furthermore, we implement strict standard operating procedures for the handling and disposing of hazardous waste, and we ensure that we comply with regulations on discharging and treating wastewater, as outlined on page 53.

Further information on our corporate governance (including Board performance evaluation and remuneration policies), internal audit process, and enterprise risk management can be found on pages 105-194 of our 2021 Annual Report.



Responsible Value Chain

[GRI 3-3, GRI 204] [POJK.6.F.3]



At Lippo Karawaci, we are cognizant that our ESG impact extends beyond our business operations and that our business partners are also responsible for a significant portion of our social and environmental footprint. We manage extensive real estate and healthcare value chains comprising thousands of suppliers, contractors, vendors, and service providers. As such, we strive to use our position of influence to bring our business partners along with us on our ESG journey, and to effect positive changes throughout our business ecosystem. This collaboration is key in achieving our broader sustainability goals, including to enhance our supply chain resilience in the long run.

Local procurement

We are committed to sourcing responsibly and prioritize engaging local suppliers as this allows us to directly contribute towards the national economy and job market, as well as minimize our carbon footprint. Across our business units, we spend over 95% of our procurement budget on Indonesian suppliers and vendors and, where possible, we collaborate with local MSMEs and communities

to meet our business needs within our areas of operation. Where we engage foreign vendors, it typically involves the procurement of high-end equipment and systems as well as specific consulting expertise.

Ethics and compliance

In line with good corporate governance, we apply the same principles of ethics and compliance to our supply chain and require our suppliers, vendors, and consultants to abide by all relevant laws and regulations in their operations. Our Code of Conduct also governs employee relations with these third parties.

In 2021, we made significant strides to centralize our real estate and healthcare procurement processes under the respective head offices. This not only improved oversight and accountability in our procurement process but also helped us to reap cost savings. Going forward, we will continue to streamline and enhance our procurement policies and systems in line with best practices, especially in terms of screening and business partnering.

In 2021, Siloam Hospitals introduced a Sustainable Procurement Policy to strengthen its governance over its supply chain and procurement processes. Under this policy, which enters into effect in 2022, all suppliers will be required to maintain full compliance in the areas of business integrity, wages and benefits, safe working conditions, anti-child labor, and environmental sustainability. This policy also covers the supply chains under the oversight of these suppliers. Additionally, before any, all prospective suppliers will be required to sign a commitment to this policy, which includes a Statement of Ethics. Lippo Karawaci is reviewing whether a similar sustainable procurement policy can be introduced at the Group level.



Customer Service and Satisfaction

[GRI 3-3, GRI 417, GRI 418] [POJK.6.C.1, POJK.6.C.3.B, POJK.6.F.5]

At Lippo Karawaci, we strive to deliver excellent products and services that will achieve customer satisfaction and propel our brands as market leaders in their respective sectors. In 2021, we accelerated our business process transformation plans to be more customer-oriented, including by addressing customer pain points, improving our service standards at key customer touchpoints, and ramping up customer engagement. We will continue to raise the bar to deliver the best customer experience possible.

Product quality and safety

Product quality and safety are a top priority. Each business unit is responsible for monitoring product quality and safety against a fixed set of indicators to ensure that all products and services meet the specified standards. We also believe in providing our customers with accurate information regarding product quality and safety as this serves to cement customer trust and loyalty.

In 2021, Lippo Karawaci did not receive any sanctions for non-compliance concerning customer health and safety

regulations, product and service information, labelling, and marketing communications.

In our real estate business, we closely monitor the development progress of our projects and conduct regular quality assurance checks to ensure that we deliver high-quality products to our customers in a timely manner. In addition to improving operational excellence in terms of project management, we also made it a priority in 2021 to enhance customer experience at each stage of the customer journey.

Customer Service

The success of our business hinges on creating a positive customer experience, be it for our residents and tenants, patients, mall patrons, or hotel guests. To embed customer centricity within our operations, we ensure that our employees receive appropriate training on customer service and relations so that we can continue to deliver consistent customer experience and build brand trust across our business units.



We created a new division under TMD called Customer Focus Unit (“CFU”) to oversee the handover process, from unit preparation through to the warranty period. At the unit preparation stage, CFU works with the project team to conduct checks on architectural elements and to rectify any issues related to walls, flooring, drainage, doors, windows, and paint jobs. CFU uses a construction quality management application, Novade, to collect data on any damages and evaluate repairs, which has significantly improved coordination and response time. CFU will assist customers in inspecting units during handovers and subsequently assist customers with submitting warranty claims for repairs after the handovers should the need arise. In addition, CFU conducts weekly evaluations to monitor handover progress, customer feedback, warranty claims, and repair processes.

For example, Siloam Hospitals introduced the “Saya SIAP” (“I’m Ready”) philosophy and training program to transform its service culture and enhance patient experience.

All enquiries or complaints related to activities within a specific property under our management are received and handled by the on-site service staff, customer relations officer, and/or building manager on duty, and followed up by the relevant department for immediate action. Where necessary, the property management will escalate specific cases to the head office of the respective business unit.

Given the 24/7 nature of our township operations, TMD provides access for residents and the public to submit any complaint or request for information through the following channels:

- Call centres
- Emergency hotlines
- Live online chatbot
- Email
- Walk-in customer service helpdesk at TMD offices

Since the onset of the COVID-19 pandemic, TMD has digitized various administrative processes for Lippo Village residents, which has provided greater convenience to residents and improved TMD’s response time. In 2021, over 40% of all administrative forms and requests submitted by Lippo Village residents were processed via online forms.

Likewise, Siloam Hospitals has enhanced its digital offerings to improve patient experience. Siloam continues to develop its mobile application, MySiloam, to make the

patient journey more convenient and seamless through online appointment bookings, touchless check-in, and virtual queues. As of 2021, MySiloam has more than 500,000 downloads, with around 10% of outpatient visits managed through the application. In 2021, Siloam Hospitals also launched Express Check-In and Check-Out, a complementary feature which allows patients to receive their medical bill via WhatsApp and proceed directly to make payments at the cashier.

Customer satisfaction

Our customers’ feedback is highly valued as it helps us to understand our customers’ expectations and to constantly improve our offerings and processes. Each business unit conducts quantitative and qualitative surveys to assess customer satisfaction in general and at key stages of the customer journey, such as at project launches, unit handovers, and at the end of a hospital or hotel stay.

Customer Privacy

At Lippo Karawaci, customer data privacy is of utmost importance to us, as we scale up our digital systems and process higher volumes of customer data. As outlined in our Code of Conduct, all employees need to respect and safeguard the data privacy of our customers. Failure to do so constitutes a serious legal violation. This includes only accessing and storing relevant data, and withholding distribution of data to third parties without prior consent. Each business unit has strict protocols in place for the handling of customer data. We are also constantly reviewing our IT protocols and infrastructure to ensure that we have the necessary cybersecurity safeguards and data governance policies in place.

In 2021, Siloam Hospitals’ dedicated patient experience team rolled out a new digital feedback system and service recovery system. These efforts have helped to automate data collection and improve feedback rates and Siloam’s response time.

Siloam measures two key performance indicators which are calculated based on the recapitulation of customer feedback forms received by its hospital units: Patient Satisfaction Index (“**PSI**”) and Net Promoter Score (“**NPS**”). PSI measures the satisfaction level of patients whereas NPS measures the likelihood that patients would recommend its services to a friend or colleague. Siloam’s recent investments in enhancing patient experience have translated to improvements in patient satisfaction scores.

Patient Experience at Siloam Hospitals	2019	2020	2021
PSI	92.3%	93.9%	95.5%
NPS	53.5%	67.9%	75.0%



WEF COMMON METRICS (CORE) INDEX

Theme	Core Metrics and Disclosures	Pages/Remarks
Prosperity		
Employment and wealth generation	Absolute number and rate of employment	33-35
	Economic contribution	22-25
	Financial Investment Contribution	22-23
Innovation of better products and services	Total R&D expenses	30-31
Community and social vitality	Total tax paid	22-23
People		
Dignity and equality	Diversity and inclusion	36-38
	Pay equality	38
	Wage level	38
	Risk for incidents of child, forced or compulsory	38
Health and well-being	Health and safety	40-41
Skills for the future	Training provided	42-43
Planet		
Climate change	Greenhouse gas emissions	46-49
	TCFD implementation	50
Nature loss	Land use and ecological sensitivity	55
Freshwater availability	Water consumption and withdrawal in waterstressed areas	51-53
Principles of Governance		
Governing purpose	Setting purpose	12, 17
Quality of governing body	Governance body composition	17, 59
Stakeholder engagement	Material issues impacting stakeholders	14-15
Ethical behavior	Anti-corruption	57-59
	Protected ethics advice and reporting mechanisms	58-59
Risk and opportunity oversight	Integrating risk and opportunity into business process	59

GRI CONTENT INDEX

GRI Standards	Disclosure Number	Disclosure Title	Pages/Remarks
General Disclosures			
GRI 2 (2021): General Disclosures	2-1	Organizational details	6
	2-2	Entities included in the organization's sustainability reporting	3
	2-3	Reporting period, frequency, and contact point	2-3, 6
	2-4	Restatements of information	There are no restatements of information
	2-5	External assurance	We did not seek external assurance for this Report
	2-6	Activities, value chain and other business relationships	6
	2-7	Employees	32-39
	2-8	Workers who are not employees	33
	2-9	Governance structure and composition	19, 59
	2-10	Nomination and selection of the highest governance body	Disclosed in Annual Report
	2-11	Chair of the highest governance body	
	2-12	Role of the highest governance body in overseeing the management of impacts	19
	2-13	Delegation of responsibility for managing impacts	19
	2-14	Role of the highest governance body in sustainability reporting	19
	2-15	Conflicts of interest	Disclosed in Annual Report.
	2-16	Communication of critical concerns	
	2-17	Collective knowledge of the highest governance body	
	2-18	Evaluation of the performance of the highest governance body	
	2-19	Remuneration policies	
	2-20	Process to determine remuneration	
	2-21	Annual total compensation ratio	
	2-22	Statement on sustainable development strategy	8-9
	2-23	Policy commitments	57-59
	2-24	Embedding policy commitments	57-59
	2-25	Processes to remediate negative impacts	19
	2-26	Mechanisms for seeking advice and raising concerns	19, 38, 58
	2-27	Compliance with laws and regulations	38, 57-59
	2-28	Membership associations	6
	2-29	Approach to stakeholder engagement	14
	2-30	Collective bargaining agreements	38
Material Topics			
GRI 3 (2021): Material Topics	3-1	Process to determine material topics	14-15
	3-2	List of material topics	15
ENHANCING QUALITY OF LIFE			
Material Topic: Economic Contribution			
GRI 3 (2021): Material Topics GRI 201 (2016): Economic Performance	3-3	Management of material topics	22-25
	201-1	Direct economic value generated and distributed	22
	201-2	Financial implications and other risks and opportunities due to climate change	50
	201-3	Defined benefit plan obligations and other retirement plans	33-34
	201-4	Financial assistance received from government	22-23

GRI Standards	Disclosure Number	Disclosure Title	Pages/Remarks
GRI 203 (2016): Indirect Economic Performance	203-1	Infrastructure investments and services supported	24-25
	203-2	Significant indirect economic impacts	23-25
GRI 207 (2016): Tax	207-1	Approach to tax	22-23
	207-2	Tax governance, control, and risk management	22-23
	207-3	Stakeholder engagement and management of concerns related to tax	22-23
	207-4	Country-by-country reporting	We only operate in Indonesia.
Material Topic: Community Support and Engagement			
GRI 3 (2021): Material Topics	3-3	Management of material topics	26-29
GRI 413 (2016): Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	26-29
Material Topic: Product Innovation			
GRI 3 (2021): Material Topics	3-3	Management of material topics	30-31
INVESTING IN OUR PEOPLE			
Material Topic: Job Opportunities and Employment			
GRI 3 (2021): Material Topics	3-3	Management of material topics	33-35
GRI 401 (2016): Employment	401-1	New employee hires and employee turnover	34-35
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	33-34
	401-3	Parental leave	34
Material Topic: Diversity and Equality			
GRI 3 (2021): Material Topics	3-3	Management of material topics	36-39
GRI 202 (2016): Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	38
	202-2	Proportion of senior management hired from the local community	38
GRI 405 (2016): Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	37-38
	405-2	Ratio of basic salary and remuneration of women to men	38
GRI 406 (2016): Non- discrimination	406-1	Incidents of discrimination and corrective actions taken	38
GRI 407 (2016): Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	38
GRI 408 (2016): Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	38
GRI 409 (2016): Forced or Compulsory	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	38

GRI Standards	Disclosure Number	Disclosure Title	Pages/Remarks
Material Topic: Health and Safety			
GRI 3 (2021): Material Topics	3-3	Management of material topics	40-41
GRI 403 (2018): Occupational Health and Safety	403-1	Work-related injuries	40
	403-2	Hazard identification, risk assessment, and incident investigation	40
	403-3	Occupational health services	40
	403-4	Worker participation, consultation, and communication on occupational health and safety	40
	403-5	Worker training on occupational health and safety	40-41
	403-6	Promotion of worker health	40
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We do not currently report this but will consider doing so in the future.
	403-8	Workers covered by an occupational health and safety management system	40
	403-9	Work-related injuries	40
	403-10	Work-related ill health	We do not currently report this but will consider doing so in the future.
GRI 416 (2016): Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	41
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	58-59
Material Topic: Training and Development			
GRI 3 (2021): Material Topics	3-3	Management of material topics	42-43
GRI 404 (2016): Training and Education	404-1	Average hours of training per year per employee	42
	404-2	Programs for upgrading employee skills and transition assistance programs	42-43
	404-3	Percentage of employees receiving regular performance and career development reviews	43
CARING FOR OUR ENVIRONMENT			
Material Topic: Energy Efficiency and Carbon Footprint			
GRI 3 (2021): Material Topics	3-3	Management of material topics	46-50
GRI 302 (2016): Energy	302-1	Energy consumption within the organization	46-47
	302-2	Energy consumption outside of the organization	We do not currently report this but will consider doing so in the future.
	302-3	Energy intensity	46-47
	302-4	Reduction of energy consumption	46-49
	302-5	Reduction in energy requirements of products and services	We do not currently report this but will consider doing so in the future.
GRI 305 (2016): Emissions	305-1	Direct (Scope 1) GHG emissions	46-47
	305-2	Energy indirect (Scope 2) GHG emissions	46-47
	305-3	Other indirect (Scope 3) GHG emissions	We do not currently report this but will consider doing so in the future.
	305-4	GHG emissions intensity	46-47
	305-5	Reduction of GHG emissions	46-47

GRI Standards	Disclosure Number	Disclosure Title	Pages/Remarks
Material Topic: Water and Waste Management			
GRI 3 (2021): Material Topics	3-3	Management of material topics	51-54
GRI 303 (2018): Water and Effluents	303-1	Interactions with water as a shared resource	51-53
	303-2	Management of water discharge-related impacts	52-53
	303-3	Water withdrawal	51
	303-4	Water discharge	53
	303-5	Water consumption	51-52
GRI 306 (2016): Effluents and Waste	306-1	Waste generation and significant waste-related impacts	53-54
	306-2	Management of significant waste-related impacts	54
	306-3	Waste generated	We do not currently report this but will consider doing so in the future.
	306-4	Waste diverted from disposal	
	306-5	Waste diverted to disposal	
Material Topic: Biodiversity			
GRI 3 (2021): Material Topics	3-3	Management of material topics	55
GRI 304 (2016): Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	55
	304-2	Significant impacts of activities, products and services on biodiversity	55
	304-3	Habitats protected or restored	We have not conducted any specific activities related to the protection or restoration of habitat areas in 2021.
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	55
CHAMPIONING BEST PRACTICES			
Material Topic: Ethics and Compliance			
GRI 3 (2021): Material Topics	3-3	Management of material topics	57-59
GRI 205 (2016): Anti-corruption	205-1	Operations assessed for risks related to corruption	57-58
	205-2	Communication and training about anti-corruption policies and procedures	57
	205-3	Confirmed incidents of corruption and actions taken	57-58
GRI 206 (2016): Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	58-59
Material Topic: Responsible Value Chain			
GRI 3 (2021): Material Topics	3-3	Management of material topics	60
GRI 204 (2016): Procurement Practices	204-1	Proportion of spending on local suppliers	60
Material Topic: Customer Service and Satisfaction			
GRI 3 (2021): Material Topics	3-3	Management of material topics	61-62
GRI 417 (2016): Marketing and Labelling	417-1	Requirements for product and service information and labeling	61-62
	417-2	Incidents of non-compliance concerning product and service information and labeling	61-62
	417-3	Incidents of non-compliance concerning marketing communications	61-62
GRI 418 (2016): Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	62

NO.51/POJK.03/2017 INDEX

Number	Disclosure	Page/Remark
Section 1: Sustainability strategy elaboration		
1.	Explanation of sustainability strategy	14
Section 2: Summary of sustainability aspects		
2.a. Economic Aspect	1) Quantity of production or service offered	6
	2) Revenue or sales	10-11
	3) Net profit or loss	23
	4) Environmentally sound products	46
	5) Engagement of local stakeholders concerning the Sustainable Finance business process	14
2.b. Environmental Aspects	1) Energy consumption (including electricity and water)	11, 46-47, 51-52
	2) Emissions reduction achieved (in case of FSI, Issuer and Publicly Listed Company whose business process directly relates to environment)	11, 48-49
	3) Reduction of waste and effluent (waste entering the environment) achieved (in case of FSI, Issuer and Publicly Listed Company whose business process directly relates to environment)	52-54
	4) Biodiversity conservation (in case of FSI, Issuer and Publicly Listed Company whose business process directly relates to environment)	55
2.c. Social Aspects	A description of the positive and negative impacts out of Sustainable Finance application on community and environment (including human, area and fund)	26-29, 40, 48-50
Section 3: Profile of company		
3.a.	Vision, mission, and values of sustainability	7
3.b.	Name, address, telephone number, fax number, e-mail address, and website/web, as well as branch and/or representative offices	6
3.c. Enterprise Scale	1) Total assets or asset capitalization, and total liabilities (in millions of rupiah)	6
	2) Number of employees by sex, position, age, education and employment status	33-34, 36-38
	3) Shareholding percentage (public and government)	6
	4) Operational area	6
3.d.	Short description on products, services, and business activities	6
3.e.	Membership in association	6
3.f.	Significant changes, such as those relating to branch office closure or opening and ownership structure	There are no significant changes
Section 4: Description on Board of Directors		
4.a. Policy to respond to challenges in meeting the sustainability strategy	1) Elaboration on the Company's sustainability values	8
	2) Elaboration on the Company's responses towards issues concerning to the implementation of Sustainable Finance	8
	3) Elaboration on commitment of Company leadership in achieving Sustainable Finance application	8
	4) Achievement of Sustainable Finance application performance	8
	5) Challenges in Sustainable Finance application performance achievement	8
4.b. Application of Sustainable Finance	1) Achievement of Sustainable Finance application (economic, social, and environmental) against targets	8
	2) Elaboration on achievements and challenges including notable events during the reporting period (in case FSI required to make Sustainable Finance Action Plan)	8
4.c. Target achievement strategy	1) Risk management due to the application of Sustainable Finance related to economic, social and environmental aspects	8
	2) Utilisation of business opportunities and prospects	8
	3) Description on economic, social and environmental external situations that have the potential to affect the Company's sustainability	8
Section 5: Sustainability governance		
5.a.	Description of tasks performed by Board of Directors and Board of Commissioners, employees, officers and/or work units who are responsible for the implementation of Sustainable Finance	19
5.b.	Development of Board of Directors' competencies, Board of Commissioners, employees, officers and/or work units responsible for implementing Sustainable Finance	19
5.c.	Elaboration on procedure that Company applies in identifying, measuring, monitoring, and controlling risks for the implementation of Sustainable Finance related to economic, social and environmental aspects, including the role of the Board of Directors and the Board of Commissioners in managing, conducting periodic reviews, and analyzing the effectiveness of the Company's risk management process	19
5.d. Description on stakeholders	1) Stakeholder involvement based on management assessment results	14
	2) The approach used by the Company in involving stakeholders in the application of Sustainable Finance	14
5.e.	Problems faced, progress, and influence to the implementation of Sustainable Finance	19

Number	Disclosure	Page/Remark
Section 6: Sustainability aspect performance		
6.a.	Elaboration on sustainable culture development activities in the Company	26-29, 40-41, 57-59
6.b. Description of economic performance from the last 3 (three) years	<ol style="list-style-type: none"> 1) Comparison of targets to performance of production, portfolio, financing targets, or investments, revenue as well as profit and loss 2) Comparison of target to performance of portfolio, financing target, or investments in financial instruments or projects in line with the implementation of Sustainable Finance 	2021 economic performance against targets is disclosed in Annual Report.
6.c. Description of social performance from the last 3 (three) years	<ol style="list-style-type: none"> 1) The Company's commitment to provide services for equal products and / or services to consumers. 2) Employment: <ol style="list-style-type: none"> a) Equality of employment opportunities and the presence or absence of forced labor and child labor b) Percentage of permanent employee remuneration at the lowest level of the regional minimum wage c) Decent and safe work environment d) Training and development of employee skills. 3) Community: <ol style="list-style-type: none"> a) Information on operational activities or area producing positive and negative impacts on local community including financial literacy and inclusion b) Mechanism of community complaints and number of community complaints received and acted upon c) CSER relatable to supports to sustainable development objectives including community empowerment program activity achievements. 	61-62 36-41, 42-43 26-29, 61-62
6.d. Environmental Performance	<ol style="list-style-type: none"> 1) Environmental costs that incur 2) Description on the use of environmentally friendly materials such as material of recyclable type 3) Description on the use of energy, at least include: <ol style="list-style-type: none"> a) Amount and intensity of energy consumed b) Efforts and achievement made for energy efficiency including the use of renewable energy sources 	24, 55 54 46-49
6.e. Environmental Performance for Companies whose business processes are directly related to the environment	<ol style="list-style-type: none"> 1) The performance under point d above 2) Information on operational activities or areas producing positive and negative impacts on the surrounding environment, especially efforts to increase the carrying capacity of ecosystems 3) Biodiversity, including at least: <ol style="list-style-type: none"> a) Impacts from operational areas close to or in conservation areas or that contain biodiversity b) Biodiversity conservation business carried run, including protection of flora or fauna species 4) Emissions, including at least: <ol style="list-style-type: none"> a) Amount and intensity of emissions produced by type b) Efforts and achievement of emission reductions 5) Waste and effluent, including at least: <ol style="list-style-type: none"> a) Amount of waste and effluent produced by type b) Waste and effluent management mechanisms c) Spillover that occur (if any) 	46-49 55 55 47 53-54
	Number and content of environmental complaints received and resolved	We do not currently report this but will consider doing so in the future.
6.f. Sustainable Finance product and/or service development responsibility at least include;	<ol style="list-style-type: none"> 1) Sustainable Finance product and/or service innovation and development 2) Number and percentage of products and services having undergone safety test for customers 3) Positive and negative impacts caused by Sustainable Financial products and/or services and the distribution process, as well as mitigation undertaken to mitigate negative impacts 4) Number of products recalled and the reasons 	30-31 41 60
	Customer satisfaction survey of Sustainable Financial products and/or services	No products were recalled. 62
Section 7: Independent verification		
7.	Written verification from independent parties (if any)	We did not seek external assurance for this Report.

FEEDBACK FORM

Lippo Karawaci welcomes feedback from all stakeholders regarding our sustainability policies, performance, and disclosures as we seek to continuously improve our sustainability initiatives. For any questions or feedback, please complete the form below and submit it to **ESG.committee@lippokarawaci.co.id**. Thank you for taking the time to complete this feedback form.

Your Profile

Name _____ Institution/Company _____
 Email _____ Phone Number _____

Please tick the box for the stakeholder group that you belong to:

- Shareholder/Investor Employee Customer
 Public Government Business Partner
 Media NGO Others: _____

Please rate how strongly you agree/disagree with the following statements on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree)

	1	2	3	4	5
1 This report contains useful information					
2 This report is clear and easy to understand					
3 This report has described the Company's performance towards sustainability					
4 This report provided sufficient data and information on the Company's performance in sustainability					
5 This report increases your confidence in the Company's sustainability performance					
6 Ease in finding information					
7 Overall Report					

Which of our material topics did you find informative or useful on a scale from 1 (minimum) to 5 (maximum) score?

	1	2	3	4	5
1 Economic Contribution					
2 Customer Service and Satisfaction					
3 Job Opportunities and Employment					
4 Ethnics and Compliance					
5 Health and Safety					
6 Energy Efficiency and Carbon Footprint					
7 Training and Development					
8 Water and Waste Management					
9 Product Innovation					
10 Community Support and Engagement					
11 Diversity and Equality					
12 Responsible Value Chain					
13 Biodiversity					

Please provide suggestions, recommendations and/or comments so we can improve this report.

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